

ABSTRACT

Inclusive Workplace for Sustainable Empowered Disabilities

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Law Number 8 of 2016 concerning Persons with Disabilities contains the right to get a job and decent life. It is strengthened by the Decree of the Minister of Manpower of the Republic of Indonesia No. KEP-205/MEN/1999 requires companies hiring persons with disabilities at a minimum of 1% of the total employees. It can be seen a number of initiatives carried out by the private sector. This article aims to describe the initiatives undertaken by the private sector developing an inclusive workplace. The companies as the object of research are Finrev Consulting and Pixel Komunitas. The method used is descriptive qualitative. Authors use interviews, observations and documentation for data collection. The research focus and the efforts that have been and are being carried out by the companies. Evoke obstacles, opportunities and threats with the environment inclusive work. It reflects from both sides: employers as well as workers. The basis for the analysis is the Guidebook for Equality and Inclusivity in the Workplace released by the Ministry of Manpower and Indonesian entrepreneurs association (APINDO) in 2020. It provides tools how companies internalize an understanding of equality and inclusiveness of the world of work, provide reasonable accommodation, policy availability and practices and culture supportive work for the disabilities and the provision of conflict resolution mechanisms. The results of the study show that the implementation of the quota policy for disabled for private has not run optimally. Conclusion some issues still come up from entrepreneurs, such a minimum understanding of the importance of an inclusiveness, the advantages of occupying the disability. Meanwhile, from the worker's is the ability of soft skills and hard skills still need to be improved. The conclusion is a mutual collaboration between the government, private sector and non-profit organizations will lead an effect on increasing rate of work participation.

Keywords: inclusive, disability, sustainable

INTRODUCTION

Indonesia, one of the countries is highly committed to voicing the rights of people with disabilities, in accordance with the 1945 Constitution article 28 H which states that "everyone has the right to convenience and special treatment to obtain equal opportunities and benefits in order to achieve equality and justice". This was further followed by several policies issued such as Law Number 19 of 2011 concerning ratification of the Convention on the Rights of

Persons with Disabilities, whose operationalization was contained in Law No. 8 of 2016 concerning Disabilitas. Article 33 of the Law specifically requires employers (government, local government, BUMN, BUMD) to employ persons with disabilities as much as 2 percent, while the private sector employs at least 1 percent of the number of employees or workers. The labor force participation rate for persons with disabilities is only 44 percent, much lower than non-disabled people with disabilities at 69 percent.

Persons with disabilities are specifically included in the Sustainable Development Goals (SDGs) with related to inclusive development as stated in Goal 8 to promote inclusive economic growth and productive employment, allowing persons with disabilities full access to the job market;

A study conducted by Accenture in 2018 conducted in collaboration with the American Association of People with Disabilities and Disability:IN, concluded that businesses that actively employ disabilities outperform other businesses that don't. This is because there is a uniqueness and value that contributes to the positive image of the company. Such as increasing employee motivation, reducing *turn-overs*, reaching more potential candidates, eliminating legal issues related to discrimination as well as improving reputation.

the government is doing in maximizing the fulfillment of work participation cannot be said in minor steps. Such as the revitalization of the Indonesian Business and Disability Network (JBDDI) which was initiated by the Ministry of Manpower and the Indonesian Employers Association (APINDO) in December 2020. Currently, JBDDI members are 50 companies.

In the same year, a Guidebook for Sustainability and Inclusivity in the workplace was also issued released by the Ministry of Manpower (Kemenaker) and the Indonesian Employers Association (APINDO) which aims to assist business actors and other stakeholders in organizing inclusive employment.

This article aims to describe the initiatives undertaken by companies that have developed an inclusive work environment. So that people with disabilities of productive age can compete in the world of work. The Handbook of Sustainability and inclusivity in the workplace is an analytical tool accompanied by other organizational theories- management that support the analysis Menurut handbook exclusivity of the work environment begins when recruitment,

determination and provision of wages, social security of employment, terms and conditions of employment, access to job training, progress and promotion, and termination of employment. Equal and inclusive employment is a concept of labor management that considers aspects of respect for dignity and human rights, especially vulnerable groups who have been discriminated against in access to the job market.

The author's motivations in preparing articles include:

1. Encouraging entrepreneurs to continue to innovate in adopting the principles of equality and inclusivity in the world of work. So that there are more and more opportunities for diversity in the business world. Which of course has an impact on the increasingly open opportunities for groups that have so far lacked participation in the world of work such as women and disabilities.
2. Encouraging the disabled workforce to improve their professional abilities.
3. Encourage opportunities for the study of formal work process experiences in continuing to initiate creating a good reputation and encouraging the welfare of the disabled workforce

IV. Theoretical Review

In the Decree of the Minister of Manpower of the Republic of Indonesia Number KEP-205 / MEN / 1999, workers with disabilities are defined as "workers who have physical and or mental disorders but are able to carry out activities properly, and have the talent, interest, and ability to do work both inside and outside the employment relationship in order to produce goods or services to meet the needs of the community." Meanwhile, the Americans with Disabilities Act (ADA) defines the workforce of persons with disabilities as any disabled individual who can carry out the main duties of his or her job, whether or not with the help of accommodation. According to the Decree of the Minister of Manpower of the Republic of Indonesia, workers with disabilities have rights that include the right to work, be given a job, and be placed in a certain position or job position.

Various studies and reports show that people with disabilities are able to show good work performance, are more loyal to the company, and focus on the tasks given if their needs as people with disabilities can also be met properly by the company (Macy, 1996; Barlow, 1995; Cumming, 2008; Drout, 2010; Women's Journal, 2010; Women's Journal, 2011; World Report on Disability, 2011). These needs include the need to be recognized in the world of work, through the opening of recruitment, selection, training, promotion and compensation; social needs through an inclusive environment and peers capable of accepting their differences; and the need for reasonable accommodation.

V. Problem Formulation

In March 2022 Bursa Efek Indonesia noted 888 companies registered, it turns out that only 75 multi-national companies are members of the Indonesian Business and Disability Network (JBDI). This shows the lack of reach carried out by the government to ensure inclusivity is carried out by the business world. In addition, the lack of awareness of leadership on the issue of inclusivity is an important point of research and socialization on equality and disability.

The research questions consist of:

1. How are the experiences of workers with disabilities in carrying out their professionalism in a company?
2. How companies implement inclusivity in the company?

Although the guidebook has been compiled in 2020 and several Companies in Indonesia have implemented it. But its implementation experience has not been written as a source of consolidation of knowledge and experience.

LITERATURE REVIEW

First paper based on paper by Lynn M. Shorea, Jeanette N. Cleveland, Diana Sanchez. Inclusive workplace _review & model. Department of Management, Colorado State University, 212 Rockwell, Fort Collins, CO 80523, United States. Paper Explains Workplace inclusion which includes such as management promotion orientation and management prevention orientation. A model of inclusive organizations includes the Inclusion construct, Workgroup inclusion, leader inclusion, and Perceived organizational inclusion which refers to individual-level perceptions of an employee's inclusion in the organization. Also organizational inclusion practices. How inclusion involves the equal opportunity for members of socially marginalized groups to participate and contribute while concurrently providing opportunities for members of nonmarginalized groups, and to support employees in their efforts to be fully engaged at all levels of the organization and to be authentically themselves.

Second paper from Meylisa Badriyani, Riani Rachmawati. Diversity Program for Workers with Disabilities (Exploratory Study of Indonesian BCS Companies). Master of Management, Faculty of Economics, University of Indonesia, Indonesia. This study discusses the implementation of the Diversity Program for the workforce with disabilities at THE BCS Indonesia Company.

Third paper from Dinar Wahyuni. Opportunities and Challenges of Persons with Disabilities in the world of work. A study intended as consideration for Commission X of the House of Representatives to formulate a policy on the vocational education system specifically for people with disabilities in the context of assessing competitors in the world of work and recommendations for supervision and evaluation of vocational education and placement of disability work. Disability opportunities in the world of work are explained through the

issuance of policies that are followed by several strategies ranging from professional education and certification to disability placement in BUMD companies.

METHOD, DATA, AND ANALYSIS

The type of research used is qualitative. Data collection was carried out through interviews, questionnaire distribution, participatory observation, and documentation. Primary data from the study were obtained from employees with disabilities and female employees. In the process of collecting data, researchers conduct in-depth interviews of informants, participatory observations, as well as sample documents such as job advertisements, information on company websites, and communication media.

The selection of informants was carried out using nonprobability sampling techniques, namely company owners, employees at the operational staff level, managers, directors as well as employees with disabilities, and women heads of families. The total number of employees interviewed was 7 people.

RESULT AND DISCUSSION

A. Understanding equality and inclusivity in the world of work

FinRev Consulting has learned about disability quota policies in the world of work, although it has never done any special internalization through formal socialization of disability policies and inclusivity of the work environment.

Finrev Consulting and Pixel Community have had a culture of appreciating diversity through openness to differences including disability, and have been implemented through access to employment opportunities. FinRev Consulting plans to hold an internal outreach program for gender issues and disability inclusion and review company policies to be more inclusive.

A.1. Recruitment and Promotion

Job advertising documents that are socialized on the company's social media platforms as well as job searches show that companies encourage equal opportunities without restrictions on gender, and age. Advertising pays enough attention to content that promotes the values of gender equality and social inclusion; FinRev Consulting emphasizes that the basis of recruitment is information about educational qualifications, expertise, as well as conditions that are expected to refer to the demands of professionalism, namely detail, initiative and discipline. This can be seen in the following job advertisements:

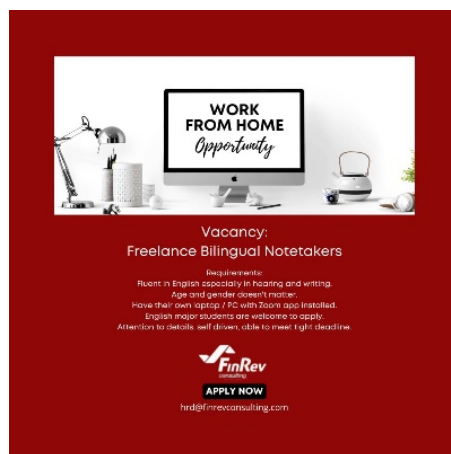


Figure 1. Finrev Consulting Job Advertisements

Meanwhile, on its social media channels, Pixel Group uses the slogan "*always on a look out for good quality people to join us*".

Although one of the job posting publications that are for the position of Freelancer Bilingual Notetaker is not openly written that the vacancy is accessible to people with disabilities. Interviews with leaders and HRD staff showed that FinRev Consulting's corporate management structure has been able to implement disability equality and inclusivity.

This is seen in the composition of the company's human resources. One of *the owners* is a woman and a person with a disability (with a wheelchair). Of the 36 employees, 2 were physically disabled (1 male and 1 female) with a manager-level level. Furthermore, 13 employees are female heads of households with positions ranging from staff to manager levels. So it can be said that the disability quota has been more than 10% and women have reached 40%.

Currently, what can be reached as an employee by FinRev Consulting is disability. According to the leadership, for recruitment, other disabilities as employees are already in discourse. Leaders recognize that it is necessary to network with institutions that have expertise in reaching the disabled workforce

The policy on promotion, salary and other work facilities is applied equally to all staffs, namely based on the level of position/position. All employees get a salary on the same date as based on the report on the results of work. The amount of health and employment benefits depends on the level of position

A.2. Self-Assessment

The employee selection stage contains screening related to the prevention of acts of sexual violence and discrimination and self-assessment related to the type of disability and the need for assistance needed at work.

B. Provision of physical and non-physical reasonable accommodation.

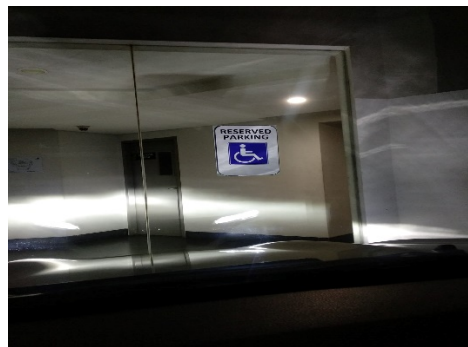
B.1. Communication Media

The communication media used by companies today are more flexible by following the actual situation. During a pandemic that allows work to be done from home, most of the communication is conducted through online, both meetings with zoom applications, emails and whatsapp groups rather than offline. According to FinRev Consulting, equally inclusive

media and communication is a facility to access information provided by the company to all employees so that they have the same opportunity to be more productive.

B.2. Disability Access Building

Referring to the Regulation of the Minister of Public Works No. 39/PRT/M/2006 concerning Technical Guidelines for Facilities and Accessibility in Buildings and the Environment. Access to decent accommodation for employees is a concern for the company. The head of the Finrev Consulting company said that initially when it was first rented, the office building facilities were very uncommodating for people with disabilities to access. Then FinRev Consulting conducted an internal meeting to advocate for change. So the letter of complaint was submitted to the management of the Building and even asked for a special meeting. Relatedly, there is no parking for disabilities and toilets that are small and cannot be accessed. The leadership's advocacy to the Building management was successful and responded well. Currently, the office building already provides facilities that access disabilities. For example, by providing special parking areas, ramps, rams, and markings on the walls.



Gambar 2. Special Parking Lot for disable

Based on observations, the FinRev Consulting office located in the GKM Green Tower Building on the 19th floor with an elevator with disability-friendly access for the elderly, deaf and blind. Security guards are also ready to help building visitors who need assistance. The building has a wheelchair-accessible bathroom, but not yet access for a disability. Worship room access by wheelchair. Seats are also available. The worship room can also be used as a resting room if it is not being used for worship. There is a refrigerator that can be used to store milk for nursing mothers.

B.3. Non-physical accommodation that is inclusive of the work environment.

FinRev Consulting puts pressure on the final outcome of a job that allows for flexibility. According to interviews with several staff, for working hours although there are standard rules, namely in accordance with the employment regulations in Indonesia regarding working days and hours. Special affirmations for employees with disabilities and women heads of families related to working days and set forth in the employment contract on the basis of mutual agreement between the company and employees. Among others related to:

1. Application of flexible working hours.

For example, in determining coordination meetings, leaders are always open to receive input related to time and mechanize coordination that is most in accordance with the conditions of their employees. Some employees have their working time and location following the client's office of FinRev Consulting. So that for internal

coordination meetings of staff, it often needs to be mutually agreed upon in advance. Employees who are also women heads of families often have to attend the agendas of parents and schools, so that attendance in the office can be adjusted to the needs. Communication to supervisors or persons in charge of HRD is used as an effective solution mechanism. Flexibility includes modification of working hours.

2. Non-sanctioned absence.

One employee with a disability who still needs physiotherapy once a week is given the flexibility of working days and hours. That is the presence in the office two in a week working day with 8 hours of work per day that can be adjusted. Physical presence in the office can be replaced by online meetings.

3. Special support in the form of a buddy system o mentors.

FinRev Consulting appoints old staff both at the same level and direct supervisors to assist new employees including disabilities. Assistance to understand the company's work culture or if employees with disabilities are having difficulty accessing office facilities independently.

C. Dispute Resolution Management

FinRev Consulting's corporate culture is demonstrated through the motto *We don't make complicated things simple, We make it understandable*. As a company that provides financial reporting services, taxation, making SOPs for organizational management, and office administration, FinRev Consulting is quite experienced in compiling standards for company operational rules. As well as experience in helping the company's partners create conditions to be inclusive and ensure diversity.

In the scope of inclusivity and equality, FinRev Consulting in particular pours the value of openness of equality and fairness in written policies, namely in each document of the employment agreement agreement. However, this has not been completed in detail with the procedures, mechanisms and appointment of special officers who are authorized to handle disputes, especially cases of intimacy and inclusivity issues.

Even so, FinRev Consulting once had experience directly related to following up on internal complaints of employees who were assigned to become financial consultants at one of the partner companies, namely Pixel Community. The employee said that there were difficulties when entering the work environment of the company's partners. which is located on the 2nd floor. FinRev Consulting employees are disabled and use canes. The first day of work in the partner's office had to go up the stairs and almost fell. This condition was immediately responded to by the leadership of FinRev Consulting by discussing the conditions that almost endanger employees due to the lack of accommodating access to disabilities. The owners and directors of partner companies immediately responded by customizing work facilities for FinRev

Consulting employees with disabilities. The quasi I a financial workspace is located on the 2nd floor then moved to the 1st floor, so that it can be safely accessed by FinRev Consulting employees with disabilities.

Another experience was when FinRev Consulting became a resource person at PT Khong Guan on how to launch SAP I (*System Analysis and Program Development*). FinRev Consulting is here because it is one of the service provider partners in the development of SAP at PT Khong Guan. Initially, the podium of the speakers was completely inaccessible to speakers with disabilities. In response, FinRev Consulting proposed a more accommodating and inclusive podium change. Finally, the location of podium was successfully changed by being directly led by the leadership of PT Khong Guan. Sehingga all speakers can access the podium easily including disabilities.

The internalization of a fairly strong work environment inclusivity can be implemented by FinRev Consulting fully supported by strong leadership even though the policy of inclusivity has not yet fully become a permanent system. Not only in the internal organization. Even FinRev Consulting is able to influence decision-making in the same partner company that doesn't understand and undergo the inclusivity and in the work environment, as happened in the experience of advocating for PT Pixel Community and PT Khong Guan in situational working conditions.

D. Emergencies

The Covid pandemic situation can be said to be an emergency situation that affects social relations and professionalism in the world of work. FinRev Consulting responded to this situation by issuing a policy in the form of an internal memo that requires all employees to do all work from home to prioritize employee safety.

CONCLUSION

Looking at the picture above for Finrev Consulting towards its clients. Terala Foundation has recommendations that can be done in the future, namely:

1. Advocating to company leaders about disabilities, because many company leaders do not know about the regulations and the benefits of having a diversity of employees.
2. Conduct awareness training for all employees so that they can remain aware of an environment that is inclusive of disabilities
3. Conduct training for people with disabilities to care about what rights they will get under the law related to the work environment.
4. Network with institutions that have experience in building partnerships with entrepreneurs who have comprehensively streamlined inclusivity.

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