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Accessibility of the Recruitment and Labor Distribution Process by PT Disabilitas Kerja Indonesia towards Increasing Employment Opportunities for People with Disabilities

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ABSTRACT

This study aims to analyze the effect of recruitment process accessibility and workforce distribution on increasing employment opportunities for persons with disabilities through a study at PT Disabilitas Kerja Indonesia (DKI). The background of this study is based on the low participation of people with disabilities in the workforce due to structural barriers, limited facilities, and the lack of implementation of inclusive employment policies. Theoretically, this study refers to the concept of inclusive human resource management, which emphasizes the importance of a fair, equitable, and diversity-oriented recruitment system. This study uses a quantitative approach with a descriptive-verification method. A sample of 136 respondents was obtained through purposive sampling, and the data was analyzed using simple linear regression. The results show that recruitment accessibility and labor placement have a positive and significant effect on increasing employment opportunities for persons with disabilities, with a coefficient of determination (R^2) of 46.8%. This finding reinforces the strategic role of PT DKI as a liaison between people with disabilities and the industrial world through training, job placement, and ongoing assistance. Practically, these research results support the implementation of Law Number 8 of 2016 concerning Persons with Disabilities and the principle of decent work for all in SDG 8, as well as contributing to the development of inclusive, fair, and sustainable employment policies in Indonesia

I. INTRODUCTION

Accessibility of employment opportunities for people with disabilities is a crucial global issue in the framework of inclusive development and social justice. The Sustainable Development Goals (SDGs) agenda, particularly Goal 8, emphasizes the importance of sustainable and inclusive economic growth and the provision of decent work for all without discrimination (United Nations, 2015). Despite this global commitment, the reality of people with disabilities' participation in the labor market is still far from ideal. A few studies show that structural barriers such as discriminatory practices in the recruitment process, limited accessibility, and low implementation of inclusive employment policies remain major obstacles to creating equal opportunities (Fidiyani et al., 2024; Teborg et al., 2024). Therefore, efforts to remove these barriers are strategic steps to ensure the fulfillment of human rights while strengthening sustainable national development.

In Indonesia, the commitment to equal employment opportunities for persons with disabilities has been realized through several regulations, including Law Number 8 of 2016 concerning Persons with Disabilities and Government Regulation Number 60 of 2020 concerning Disability Service Units in the Field of Employment. These regulations require

government agencies and the private sector to provide job quotas and create inclusive recruitment mechanisms (Arianto & Apsari, 2022). However, data from the Central Statistics Agency shows that the labor force participation rate of persons with disabilities is still below 50%, far behind the non-disabled group, which reaches more than 70% (BPS, 2024). This condition indicates a gap between legal norms and implementation in the field. Experts assess that this problem is caused by low awareness in the business world, limited support facilities, and the absence of integrated standards for inclusive recruitment (Fidiyani et al., 2024).

From a human resource management (HRM) perspective, inclusive recruitment is an important part of an organization's strategy to achieve fairness and equality. As emphasized by Iskarim (2017) and Azizah and Rulianti, inclusive recruitment practices not only aim to obtain a diverse workforce but also represent an organization's commitment to human values and human rights. These practices include compiling easily accessible job vacancy information, providing disability-friendly selection facilities, and conducting fair and transparent evaluations (Azizah et al., 2024; Iskarim, 2017; Rulianti et al., 2024).

PT Disabilitas Kerja Indonesia (DKI) is one of the institutions actively involved in implementing these principles. This institution serves as a bridge between people with disabilities and the world of work through skills training services, job placement, and ongoing assistance (Oksiyana & Sunarto, 2025). Thus, PT Disabilitas Kerja Indonesia has a strategic role in expanding access to decent work while encouraging the business world to implement inclusive and sustainable employment practices.

Specifically, academic research examining the contribution of disability recruitment agencies such as PT Disabilitas Kerja Indonesia remains relatively limited. Most previous studies have focused on government policies or the general socioeconomic conditions of people with disabilities, while comprehensive studies on the effectiveness of inclusive recruitment agencies have been scarce. However, analyzing the role of these agencies is crucial for evaluating the effectiveness of implemented strategies and providing empirical evidence for developing more adaptive and responsive employment policies tailored to the needs of people with disabilities.

Based on these conditions, this study aims to analyze the level of accessibility of the recruitment and employment placement processes carried out by PT Disabilitas Kerja Indonesia and its contribution to increasing employment opportunities for persons with disabilities. The results of this study are expected to contribute theoretically to the development of human resource management science, particularly in the field of inclusive recruitment, and to provide practical implications for policymakers, employment service providers, and the private sector in creating a fair, inclusive, and sustainable work environment. Overall, this research confirms that the implementation of inclusive recruitment mechanisms not only expands employment opportunities for people with disabilities but also strengthens the agenda of equitable and sustainable human development.

II. LITERATURE REVIEW

Based on a review of previous studies, the issue of employment opportunities for people with disabilities has been the focus of extensive research using various approaches. Some studies focus on the recruitment process in private companies (Khaeruman, 2021; Sa'adah et al., 2022), while others emphasize accessibility and work barriers (Poernomo et al., 2023; Jacob et al., 2023; Erisa & Widinarsih, 2022). On the other hand, a few studies focus on the fulfillment of disability employment rights (Purba et al., 2023; Putri & Nugraha, 2024) and policy analysis in both the private and public sectors (Sudharma et al., 2021; Xu, 2021). There are also studies that focus on socio-economic impacts, such as those related to the Covid-19 pandemic (Ayuningtyas et al., 2022) and the exclusion of people with disabilities from the labor market (Suryahadi, 2022). The commonality between previous studies and this study is that they both highlight the issues of accessibility, discrimination, and inclusiveness of people with disabilities in the world of work. This shows that the topic has high academic and practical

relevance, in line with the implementation of national and international policies on equal employment opportunities.

Previous studies also had a few limitations. Most only highlighted normative and descriptive aspects without delving into the operational mechanisms of institutions that play a direct role in the recruitment and placement of workers with disabilities. In addition, many studies were local, sectoral, or literature-based, so they did not provide a comprehensive picture of the role of institutions that specifically manage accessibility to employment for people with disabilities. This is where the novelty of this study lies, namely its focus on the accessibility of the recruitment and placement processes by PT Disabilitas Kerja Indonesia. This study not only analyzes the policies or barriers experienced by people with disabilities but also evaluates the strategic role of specialized institutions in opening up more inclusive employment opportunities. Thus, this research is expected to contribute theoretically to the development of disability employment studies, as well as practically in the form of recommendations to strengthen the role of PT Disabilitas Kerja Indonesia in supporting the implementation of Law Number 8 of 2016.

III. METHODS

This study uses a quantitative approach with a descriptive-verification type, which aims to analyze the relationship between the accessibility of the recruitment and labor distribution processes and increased employment opportunities for people with disabilities. The quantitative approach was chosen to enable empirical testing of hypotheses through objective and measurable numerical data analysis, so that the research results can be generalized. According to Creswell, a quantitative approach is used to test the relationship between variables systematically through standardized statistical procedures, thereby providing a strong empirical description of the social phenomenon being studied (Creswell, 2016).

The population of this study was all persons with disabilities registered in the recruitment and employment program at PT Disabilitas Kerja Indonesia (DKI) during 2024–2025, with a total of 210 people. The sample was determined using purposive sampling, which is the selection of respondents based on certain criteria relevant to the research objectives (Sugiyono, 2013). These criteria include: (1) people with disabilities who have participated in the recruitment process through PT DKI; (2) have received training or job placement at partner companies; and (3) are willing to be respondents voluntarily. Based on calculations using the Slovin formula at a 5% error rate, the sample size was determined to be 136 respondents, which was considered sufficiently representative to describe the research population.

The types of data used include primary and secondary data. Primary data was obtained by distributing questionnaires to people with disabilities participating in the PT DKI program, as well as through focused interviews with management and staff of the institution to strengthen the empirical context of the research. Meanwhile, secondary data was obtained from institutional reports, official publications from the Central Statistics Agency (BPS), and previous research results relevant to the issue of inclusive employment. The research instrument was a questionnaire with a five-point Likert scale (1–5), in which respondents were asked to state their level of agreement with statements describing their perceptions of the accessibility of the recruitment process and increased employment opportunities.

This study involved two main variables, namely the accessibility of the recruitment process and labor distribution (X) as the independent variable, and increased employment opportunities for persons with disabilities (Y) as the dependent variable. Variable X is defined as the extent to which the recruitment, training, and job placement mechanisms at PT DKI provide convenience for people with disabilities to obtain jobs that match their competencies. The indicators for this variable include the availability of disability-friendly recruitment tools and facilities, transparency of selection procedures, suitability of training to industry needs, effectiveness of the labor placement system, and partnerships with partner companies. Variable Y is defined as an increase in the number, quality, and sustainability of employment opportunities obtained by people with disabilities after participating in the PT DKI recruitment program. The indicators include the number of job placements, the suitability of the job to the

skills, the level of job sustainability, satisfaction with the work environment, and career development opportunities.

Based on the theoretical framework and problem formulation, this study proposes the following hypotheses: H₁-The accessibility of the recruitment and labor distribution processes by PT Disabilitas Kerja Indonesia has a positive and significant effect on increasing employment opportunities for people with disabilities; and H₀-The accessibility of the recruitment and labor distribution processes does not have a significant effect on increasing employment opportunities for people with disabilities.

Data analysis was performed using simple linear regression with the help of SPSS software version 26. Before testing the hypothesis, the data first underwent validity and reliability tests to ensure that the research instruments were suitable for use. Next, classical assumption tests were performed, including normality, heteroscedasticity, and linearity tests to ensure the suitability of the regression model. Hypothesis testing was performed using a t-test with a significance level of 0.05 to determine the effect of independent variables on dependent variables. In addition, the coefficient of determination (R²) was used to determine the extent to which the variables of recruitment accessibility and labor distribution contributed to explaining the variation in increased employment opportunities for persons with disabilities.

This study was conducted with due regard for social research ethics, including maintaining the confidentiality of respondents' identities, obtaining informed consent from all participants, and ensuring that participation was voluntary and did not cause any negative impact on respondents. All data collected was used solely for academic purposes. With this methodological design, the study is expected to produce valid and reliable empirical findings and contribute to the development of human resource management science and the strengthening of inclusive employment policies in Indonesia.

IV. RESULTS

4.1. Research Results

4.1.1. Descriptive Analysis

The results of the descriptive analysis of 136 respondents show that, in general, the perception of persons with disabilities regarding the accessibility of the recruitment and employment process by PT Disabilitas Kerja Indonesia (DKI) is in the high category, with an average score of 4.18 on a 1–5 Likert scale. Most respondents stated that PT DKI has provided disability-friendly facilities and infrastructure, fair selection procedures, and extensive partnerships with partner companies. Meanwhile, the variable of increasing employment opportunities for people with disabilities also showed positive results with an average score of 4.12. This indicates that the participants of the program feel that PT DKI's program contributes significantly to improving access to work, increasing income, and ensuring job sustainability.

4.1.2. Results of Validity and Reliability Tests

Table 1. Results of the Validity and Reliability Test of the Research Instrument.

Statistical Test	Calculation Results	Criteria	Description
Validity Test (calculated r)	0.325 – 0.798	> 0.1654	Valid
Reliability Test (Cronbach's Alpha)	0.884	> 0.70	Reliable

4.1.3. Uji Asumsi Klasik

Table 2. Classical Assumption Test Results in a Linear Regression Model.

Type of Test	Significance Value	Significance Threshold	Description
Normality (Kolmogorov-Smirnov)	0,200	> 0,05	Data is normally distributed
Heteroscedasticity	There is no specific pattern	-	No heteroscedasticity occurs

Linearity	0,000	< 0,05	Linear relationship
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4.1.3. Results of Simple Linear Regression Analysis

Table 3. Results of Simple Linear Regression Analysis between Recruitment and Placement Accessibility and Employment Opportunities for Persons with Disabilities.

Variable	Regression Coefficient (B)	t count	Sig.	Description
Constant	12.347	-	-	-
Recruitment and Placement Accessibility (X)	0.684	9.327	0.000	Significant

Regression equation: $Y = 12.347 + 0.684X$

Coefficient of determination (R^2) = 0.468, which means that 46.8% of the variation in employment opportunities is explained by the variables of accessibility of the recruitment process and labor distribution.

4.2. Discussion

4.2.1. Statistical Results Analysis

The results of this study indicate that the accessibility of the recruitment and labor distribution process has a positive and significant effect on increasing employment opportunities for people with disabilities. This finding confirms that the better the accessibility provided in the recruitment, training, and placement of workers, the greater the opportunities for people with disabilities to obtain jobs that match their competencies and interests.

The coefficient of determination ($R^2 = 46.8\%$) shows that almost half of the variation in increased employment opportunities can be explained by the accessibility variable in the recruitment and labor placement process. This proves that inclusive recruitment policies and practices play a substantial role in expanding the participation of people with disabilities in the workforce. However, there are still 53.2% of other variables outside the model that influence increased employment opportunities, such as affirmative policy support, the readiness of public and corporate infrastructure, education levels, and social perceptions of disability (Shore et al., 2011).

Theoretically, these findings reinforce the concept of inclusive human resource management (HRM) as proposed by Iskarim (2017) and Azizah et al. (2024), which emphasize that inclusive recruitment systems function not only as administrative procedures but also as organizational strategies for internalizing the values of social justice, equal opportunity, and diversity management. In this context, the implementation of inclusion-oriented recruitment policies fosters an empathetic, adaptive, and humanistic work culture, while also increasing the overall effectiveness of the organization (Zastrow, 2018).

In practical terms, PT Disabilitas Kerja Indonesia (DKI) plays an important role as a liaison between people with disabilities and the industrial world. Through vocational training programs, job placement, and post-placement mentoring, this institution has succeeded in increasing companies' confidence in the professionalism of workers with disabilities. This approach helps reduce social barriers and negative stereotypes that often serve as major obstacles in the recruitment process for workers with disabilities.

4.2.1. Policy Implications and Research Contributions

In terms of policy, the results of this study are in line with the principle of "*decent work for all*" in the *Sustainable Development Goals*, which emphasizes the importance of inclusive economic growth and the creation of decent jobs for all groups, including people with disabilities. This research also supports the implementation of Law Number 8 of 2016 concerning Persons with Disabilities, particularly in terms of fulfilling the right to work and a decent livelihood without discrimination (Damanik & Andriyani, 2024).

The practical implications of these results indicate that the success of inclusive employment policies requires synergy between the government, the private sector, training institutions, and civil society (Zehri et al., 2024). The government needs to strengthen affirmative policies with strict regulations on disability employment quotas in the public and private sectors, as well as provide incentives for companies that implement inclusive recruitment systems (Arianto & Apsari, 2022). On the other hand, companies need to develop inclusion-based standard operating procedures (SOPs), improve physical and digital accessibility, and provide disability *awareness* training to managers and employees (Cushway, 2001).

Theoretically, this study contributes to the development of social justice-based human resource management science, which emphasizes the importance of moral values, ethics, and diversity in modern HRM processes (Armstrong & Taylor, 2014). This research enriches the perspective that inclusiveness is not only a moral responsibility but also an *organizational* sustainability strategy in today's competitive era (Putri & Nugraha, 2024).

Thus, the results of this study can be used as a basis for formulating inclusive employment policies in Indonesia, both through regulatory revisions and the strengthening of job training programs that consider the needs of persons with disabilities. This research is also expected to serve as a reference in building a fair, non-discriminatory, and sustainable work ecosystem, in line with the national development vision towards an inclusive and prosperous society (Putri & Nugraha, 2024).

V. CONCLUSIONS

Based on the research results and discussion, it can be concluded that the accessibility of the recruitment and employment process has a positive and significant effect on increasing employment opportunities for people with disabilities. These findings prove that the higher the level of accessibility in the recruitment, training, and job placement processes, the greater the opportunities for people with disabilities to obtain jobs that match their competencies.

Empirically, the coefficient of determination (R^2) value of 46.8% shows that the accessibility variable can explain almost half of the variation in increased employment opportunities. This confirms the importance of applying the principles of inclusive recruitment and reasonable accommodation in creating a fair and non-discriminatory work environment. Theoretically, the results of this study reinforce the concept of inclusive human resource management (HRM) as proposed that an inclusive recruitment system is not only administrative in nature but also an organizational strategy to internalize the values of social justice, equal opportunity, and diversity management. Meanwhile, in practice, PT Disabilitas Kerja Indonesia (DKI) plays a strategic role in bridging the relationship between persons with disabilities and the industrial world through training, job placement, and post-placement assistance.

External factors influence increased employment opportunities, such as government affirmative policies, disability-friendly infrastructure support, and social perceptions of persons with disabilities. Synergy between the government, the business world, and training institutions is crucial to strengthening an inclusive and sustainable employment ecosystem. In terms of policy, the results of this study are in line with the principle of "*decent work for all*" in Sustainable Development Goals and support the implementation of Law Number 8 of 2016 concerning Persons with Disabilities, particularly in the aspect of fulfilling the right to decent work. Thus, this study provides a theoretical contribution to the development of human resource management science based on social justice and diversity, as well as a practical contribution to strengthening inclusive employment policies in Indonesia.

Further research is recommended to expand the variables studied, such as the influence of organizational support, affirmative policies, and social perceptions on the job sustainability of people with disabilities. By expanding the scope, it is hoped that a more comprehensive understanding of the determinants of the successful implementation of inclusive employment in Indonesia can be obtained.

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