



Inclusion in Industry : Advancing Equality for Disabled Workers in Manufacturing in Indonesia

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Abstract *The manufacturing industry plays a pivotal role in promoting workplace equality for employees with disabilities. This paper explores the historical context, current trends, and challenges faced by disabled workers in the manufacturing sector. Through a comprehensive literature review and empirical research, including surveys, interviews, and case studies, the study identifies significant barriers to inclusion, such as physical inaccessibility, attitudinal prejudices, and inadequate policies. It also highlights best practices and policies that manufacturing companies can adopt to foster an inclusive environment. These include inclusive hiring practices, workplace accommodations, and training programs to raise awareness and sensitivity among employees. The research showcases successful implementations of inclusive practices in various manufacturing companies, emphasizing the economic and social benefits of such initiatives. Increased productivity, innovation, and improved workplace morale are among the noted advantages. The paper concludes with recommendations for enhancing inclusion in the manufacturing industry and suggests future research directions to continue advancing equality for disabled workers. By addressing these challenges and adopting best practices, the manufacturing industry can set a benchmark for other sectors, demonstrating that inclusivity is not only a moral imperative but also a driver of business success.*

Keywords : *Inclusion, Best Practices, Accessibility, Employment Policies, Disability Rights*

1. INTRODUCTION

The manufacturing industry is a cornerstone of the global economy, providing employment opportunities and driving economic growth. However, historically, this sector has faced challenges in ensuring equal employment opportunities for all individuals, particularly those with disabilities. The importance of workplace equality for employees with disabilities cannot be overstated. It is not only a matter of social justice and legal compliance but also a significant factor in enhancing organizational diversity, innovation, and productivity.

Inclusion in the workplace is defined as an environment where all employees feel valued, respected, and have equal access to opportunities and resources. For employees with disabilities, inclusion involves removing physical, attitudinal, and policy barriers that hinder their full participation in the workplace. According to the World Health Organization (WHO), approximately 15% of the world's population lives with some form of disability, making it crucial for industries, including manufacturing, to adopt inclusive practices (World Health Organization, 2011).

The primary objective of this paper is to analyze the role of the manufacturing industry in promoting equality for disabled workers. It aims to identify the current state of disability inclusion in the sector, the challenges faced by disabled employees, and the best practices and

policies that can enhance inclusion. By examining successful implementations of inclusive practices, the paper seeks to provide actionable recommendations for manufacturing companies striving to improve workplace equality for employees with disabilities.

The significance of disability inclusion in the workplace extends beyond ethical and legal considerations. Studies have shown that inclusive workplaces benefit from a broader range of perspectives, leading to increased creativity and problem-solving capabilities (Hockerts, 2015). Moreover, companies that prioritize diversity and inclusion often see improvements in employee morale, engagement, and retention rates (Schur, Kruse, & Blanck, 2013). For the manufacturing industry, which is often characterized by labor shortages and high turnover rates, fostering an inclusive environment can be a strategic advantage.

Historically, the employment of people with disabilities has been marked by discrimination and exclusion. The industrial revolution and the subsequent rise of manufacturing industries did little to improve the situation, as the physically demanding nature of many manufacturing jobs was often deemed unsuitable for individuals with disabilities. However, the late 20th and early 21st centuries saw significant legislative and societal shifts aimed at improving the rights and opportunities for disabled individuals. The Americans with Disabilities Act (ADA) of 1990 in the United States and the Equality Act 2010 in the United Kingdom are notable examples of legislation designed to protect the rights of disabled employees and promote their inclusion in the workplace (Harpur, 2012).

Despite these advancements, people with disabilities continue to face substantial barriers to employment, particularly in the manufacturing sector. Current trends indicate a slow but steady improvement in the inclusion of disabled workers in manufacturing, driven by both legal requirements and a growing recognition of the business benefits of diversity. The adoption of new technologies, such as automation and assistive devices, has also facilitated greater participation of disabled employees in manufacturing roles that were previously inaccessible to them (Lengnick-Hall, Gaunt, & Kulkarni, 2008).

The barriers to inclusion for employees with disabilities in the manufacturing industry can be broadly categorized into physical, attitudinal, and policy-related obstacles. Physical barriers include inaccessible workspaces and machinery, which can prevent disabled workers from performing their tasks effectively. Attitudinal barriers encompass the prejudices and stereotypes held by employers and co-workers, which can lead to discrimination and social exclusion. Policy-related barriers involve the lack of effective policies and enforcement mechanisms to support the inclusion of disabled employees (Colella & Bruyère, 2011).

To overcome these barriers, manufacturing companies can adopt a range of best practices and policies. Inclusive hiring practices are essential to ensure that disabled individuals have equal opportunities to apply for and secure jobs. This includes accessible recruitment processes and targeted outreach programs. Workplace accommodations, such as modifications to workstations and the provision of assistive technologies, are crucial to enable disabled employees to perform their roles effectively. Additionally, training and awareness programs can help to combat attitudinal barriers by educating employees and management about disability issues and promoting a culture of inclusion (Schur, Nishii, Adya, Kruse, Bruyère, & Blanck, 2014).

Several manufacturing companies have successfully implemented inclusive practices, serving as models for others in the industry. For instance, Ford Motor Company has been recognized for its efforts to create an inclusive workplace through its various disability inclusion initiatives. These include accessible facilities, employee resource groups for disabled workers, and partnerships with disability advocacy organizations. Another example is IBM, which has a long history of championing diversity and inclusion, including comprehensive programs to support disabled employees (Lengnick-Hall et al., 2008).

The impact of disability inclusion on business performance is significant. Companies that invest in creating inclusive workplaces often see a positive return on investment through increased productivity, innovation, and employee loyalty. Inclusive practices can also enhance a company's reputation and brand image, attracting a diverse customer base and top talent. Furthermore, compliance with disability rights legislation can mitigate the risk of legal liabilities and associated costs (Hockerts, 2015).

2. METHODS

This study employs a mixed-methods research design to explore the role of the manufacturing industry in promoting equality for disabled workers. Mixed-methods research integrates both qualitative and quantitative approaches, providing a comprehensive understanding of the research problem (Creswell & Plano Clark, 2017). This design allows for the triangulation of data, enhancing the validity and reliability of the findings.

The quantitative aspect of the study involves a survey distributed to manufacturing companies. The survey is designed to gather data on the current state of disability inclusion, the barriers faced by disabled workers, and the best practices and policies adopted by these companies. The survey includes both closed-ended and open-ended questions to capture a wide range of information. The target population for the survey includes HR managers, diversity and

inclusion officers, and employees with disabilities in the manufacturing sector. A stratified random sampling technique is used to ensure representation from different sub-sectors within manufacturing, such as automotive, electronics, and textiles. The sample size is determined using power analysis to ensure statistical significance (Cohen, 1988).

The qualitative aspect involves semi-structured interviews with key stakeholders, including disabled employees, managers, and representatives from disability advocacy organizations. These interviews aim to provide deeper insights into the experiences of disabled workers and the effectiveness of inclusion practices. Purposive sampling is used to select interview participants who can provide rich and relevant information. The interviews are conducted either in-person or via video conferencing, depending on the participants' preferences and accessibility needs. Each interview lasts approximately 45-60 minutes and is recorded with the participants' consent. Additionally, case studies of selected manufacturing companies known for their exemplary disability inclusion practices are conducted. These case studies involve document analysis, including company reports, policy documents, and training materials, to understand the implementation and impact of their inclusion strategies.

The survey data is analyzed using statistical software such as SPSS. Descriptive statistics, including means, medians, and standard deviations, are calculated to summarize the data. Inferential statistics, such as chi-square tests and t-tests, are used to examine relationships and differences between variables. Regression analysis is employed to identify the predictors of successful disability inclusion practices. Variables such as company size, type of manufacturing, and specific inclusion policies are included in the model to determine their impact on the level of inclusion of disabled employees.

The interview transcripts and case study documents are analyzed using thematic analysis, a method for identifying, analyzing, and reporting patterns (themes) within data (Braun & Clarke, 2006). The analysis follows these steps:

1. Familiarization with the data: Reading and re-reading the transcripts to immerse in the data.
2. Coding: Generating initial codes to identify features of the data relevant to the research questions.
3. Searching for themes: Collating codes into potential themes.
4. Reviewing themes: Checking if the themes work in relation to the coded extracts and the entire data set.
5. Defining and naming themes: Refining the specifics of each theme and generating clear definitions and names for each.

6. Producing the report: Selecting vivid, compelling extract examples, final analysis of selected extracts, and relating the analysis back to the research questions and literature.

The reliability of the qualitative data analysis is ensured through intercoder reliability checks, where multiple researchers independently code a subset of the data and compare the results (Miles & Huberman, 1994). Any discrepancies are discussed and resolved to ensure consistency.

To enhance the validity of the findings, data triangulation is employed. This involves cross-verifying information from different sources and methods (Patton, 2015). For example, survey results are compared with interview insights and case study findings to identify common patterns and discrepancies. While this study aims to provide comprehensive insights into disability inclusion in the manufacturing industry, it is subject to certain limitations. The reliance on self-reported data in surveys and interviews may introduce bias. Additionally, the findings from case studies may not be generalizable to all manufacturing companies. Future research could address these limitations by incorporating longitudinal studies and larger sample sizes.

3. RESULTS AND DISCUSSION

Barriers to Inclusion

Physical barriers in manufacturing facilities present significant challenges to the inclusion and productivity of employees with disabilities. These barriers can manifest in various forms, including inaccessible building layouts, unsuitable machinery, and inadequate safety measures. Addressing these physical obstacles is crucial for creating an inclusive and efficient workplace that accommodates all employees.

One of the primary physical barriers in manufacturing facilities is the layout of buildings and workspaces. Many manufacturing plants are designed without considering the needs of disabled employees, resulting in limited accessibility. Narrow doorways, steep ramps, and a lack of elevators can make it difficult for employees with mobility impairments to navigate the workplace (Steinfeld & Maisel, 2012). Additionally, facilities may lack appropriate signage and wayfinding systems, further complicating movement for individuals with visual impairments.

The design and arrangement of machinery and workstations in manufacturing facilities often do not accommodate the needs of disabled employees. Traditional machinery may require manual dexterity or physical strength, which can be challenging for employees with

disabilities. For instance, operating heavy machinery or performing tasks that require fine motor skills can be particularly difficult for individuals with physical impairments (Hemingway & Case, 2014). Workstations that are not adjustable can also pose significant barriers. Fixed-height workbenches and non-ergonomic seating arrangements can lead to discomfort and reduced productivity for employees with disabilities. Furthermore, the lack of assistive devices or adaptive tools, such as modified controls or supportive seating, can hinder the ability of disabled workers to perform their tasks effectively (Coleman, Lebbon, & Myerson, 2017).

Safety is a paramount concern in manufacturing environments, and inadequate safety measures can disproportionately affect employees with disabilities. Emergency evacuation plans often do not account for the needs of disabled individuals, posing significant risks during emergencies. For example, in the event of a fire, employees with mobility impairments may be unable to quickly evacuate the building if accessible exits and evacuation equipment are not available (Evcil, 2009). Additionally, standard safety protocols and equipment, such as personal protective gear, may not be suitable for all employees. Hearing protection devices may not be compatible with hearing aids, and protective clothing may not be designed to accommodate the needs of employees who use wheelchairs or other mobility aids (Thorpe et al., 2016). These inadequacies not only compromise the safety of disabled workers but also their ability to perform their jobs without undue risk.

To mitigate these physical barriers, manufacturing facilities must adopt inclusive design principles and make necessary modifications. Implementing universal design standards can ensure that buildings and workspaces are accessible to all employees, regardless of their abilities. This includes installing wider doorways, ramps, elevators, and appropriate signage to facilitate navigation (Steinfeld & Maisel, 2012).

Workstations and machinery should be designed with flexibility and adaptability in mind. Adjustable workbenches, ergonomic seating, and the provision of assistive devices can significantly enhance the accessibility and usability of manufacturing equipment. Manufacturers should also consider incorporating technology such as automation and robotics to assist employees with disabilities in performing complex tasks (Coleman et al., 2017). Furthermore, safety protocols must be reviewed and revised to accommodate the needs of disabled employees. This includes developing comprehensive emergency evacuation plans that consider various types of disabilities and ensuring that safety equipment is compatible with assistive devices. Regular training and drills can also help prepare all employees, including those with disabilities, to respond effectively in emergencies (Evcil, 2009).

Attitudinal barriers, including prejudices and stereotypes, significantly hinder the inclusion of employees with disabilities in the manufacturing industry. Prejudices manifest as negative assumptions and biases about the abilities and productivity of disabled workers. Many employers and colleagues might mistakenly believe that people with disabilities are less capable or require excessive accommodations, which can lead to discrimination and exclusion (Colella & Bruyère, 2011).

Stereotypes about disabilities also perpetuate misconceptions. For example, individuals with physical disabilities may be unfairly judged as less competent in performing manual tasks, while those with cognitive disabilities might be perceived as lacking in intelligence or reliability. These stereotypes can influence hiring decisions, workplace interactions, and opportunities for career advancement (Schur, Kruse, & Blanck, 2013).

Moreover, the stigma associated with disabilities can lead to social isolation and reduced morale among disabled employees. This not only affects their well-being but also their job performance and satisfaction. Addressing these attitudinal barriers requires comprehensive training programs to educate employers and employees about disability rights and the value of diversity, fostering a more inclusive and equitable workplace (Lengnick-Hall, Gaunt, & Kulkarni, 2008).

Policy barriers, specifically the lack of effective policies and enforcement, pose significant challenges to the inclusion of employees with disabilities in the manufacturing industry. Despite existing disability rights legislation, such as the Americans with Disabilities Act (ADA) in the United States and the Equality Act 2010 in the United Kingdom, many workplaces fail to implement these laws effectively (Harpur, 2012). Inadequate enforcement mechanisms often lead to non-compliance, leaving disabled employees without the necessary accommodations and protections.

One major issue is the insufficient awareness and understanding of disability policies among employers. Many companies lack comprehensive disability inclusion policies, resulting in inconsistent practices and support for disabled workers. Furthermore, there is often a lack of dedicated resources or personnel to oversee the implementation and monitoring of these policies (Colella & Bruyère, 2011).

Additionally, the absence of standardized guidelines for reasonable accommodations creates ambiguity and inconsistency in their provision. Employers may be uncertain about what constitutes reasonable accommodation, leading to reluctance or failure to make necessary adjustments (Schur, Kruse, & Blanck, 2013). To overcome these policy barriers, it is crucial to enhance the enforcement of disability rights laws, provide clear guidelines for reasonable

accommodations, and promote awareness and training among employers. Strengthening these policies can ensure a more inclusive and supportive work environment for disabled employees.

Best Practices and Policies

Inclusive hiring practices and recruitment strategies are essential for improving employment opportunities for people with disabilities in Indonesia. These practices help ensure that disabled individuals are not only considered for employment but also supported throughout the hiring process.

One effective strategy is implementing accessible recruitment processes. This includes providing job advertisements in accessible formats, such as Braille, large print, and online postings compatible with screen readers (Handayani & Sari, 2018). Ensuring physical accessibility at recruitment events and interview locations is also crucial. Targeted outreach programs can significantly enhance the inclusion of disabled candidates. Collaborating with disability organizations, vocational rehabilitation centers, and universities can help identify and attract qualified candidates with disabilities. Additionally, job fairs and career workshops specifically designed for disabled job seekers can provide valuable networking and employment opportunities (Sugiharto, 2019).

Another important practice is training hiring managers and HR personnel on disability awareness and inclusive hiring practices. This training can help eliminate biases and ensure that the interview process is fair and accommodating. Moreover, establishing clear policies for reasonable accommodations during the recruitment process, such as sign language interpreters or extended time for assessments, can further support disabled candidates (Yulianto, 2020). By adopting these inclusive hiring practices and recruitment strategies, Indonesian companies can create a more diverse and equitable workforce, benefiting both employees and the broader community.

In Indonesia, workplace accommodations for employees with disabilities include modifications and assistive technologies tailored to individual needs. Common accommodations involve ergonomic adjustments, such as adjustable desks and chairs, to support physical comfort (Suharto, 2019). Assistive technologies, like screen readers and speech recognition software, enhance accessibility for visually impaired and hearing-impaired workers (Handayani & Sari, 2018). Additionally, providing sign language interpreters and Braille materials ensures effective communication and information access. These accommodations not only enhance productivity but also foster an inclusive work environment, promoting equal opportunities for all employees.

In Indonesia, sensitivity training programs for employees and management are crucial for fostering an inclusive workplace. These programs educate staff on disability awareness, promote understanding, and reduce biases. Training includes workshops on communication skills, accommodating diverse needs, and legal requirements (Yulianto, 2020). For example, PT Bank Central Asia implemented a comprehensive training program that improved disability inclusion and employee attitudes (Suharto, 2019). Additionally, the Indonesian Ministry of Manpower has partnered with various organizations to develop training modules tailored to different disabilities, enhancing workplace integration and productivity.

Case Study of Manufacturing Companies in Indonesia Case Studies Indonesia

Several manufacturing companies in Indonesia have successfully implemented inclusive practices, demonstrating the potential for creating equitable and productive workplaces for employees with disabilities.

1. PT Astra International Tbk

PT Astra International Tbk, a leading conglomerate with significant operations in the automotive manufacturing sector, has been at the forefront of disability inclusion. The company has implemented comprehensive accessibility modifications across its facilities, including wheelchair ramps, accessible restrooms, and ergonomic workstations (Astra International, 2020). Additionally, Astra has invested in assistive technologies, such as adaptive tools and software, to support employees with disabilities in performing their tasks efficiently. Astra's inclusive hiring practices involve partnerships with disability organizations and vocational training centers to recruit and train disabled individuals. Their employee training programs include sensitivity training for all staff members, promoting a culture of inclusivity and respect. These initiatives have resulted in increased employee satisfaction and productivity, showcasing the business benefits of diversity (Astra International, 2020).

2. PT Unilever Indonesia Tbk

PT Unilever Indonesia Tbk, a major player in the consumer goods manufacturing sector, has also embraced disability inclusion. Unilever has made significant strides in creating an accessible work environment by implementing universal design principles in their facilities. This includes installing accessible entrances, elevators, and adjustable workstations (Unilever Indonesia, 2019). Moreover, Unilever has developed robust policies for reasonable accommodations, ensuring that all employees have the necessary support to succeed. The company's recruitment strategy involves targeted outreach to disabled candidates through job fairs and collaboration with disability advocacy groups. Unilever's comprehensive approach to

inclusion has earned them recognition as a leading employer for people with disabilities in Indonesia (Unilever Indonesia, 2019).

3. PT Indofood Sukses Makmur Tbk

PT Indofood Sukses Makmur Tbk, a major food manufacturing company, has implemented a variety of inclusive practices. Indofood has focused on creating accessible workplaces by modifying production lines to accommodate employees with physical disabilities and providing assistive devices such as screen readers and speech recognition software for visually impaired employees (Indofood, 2021). Indofood's inclusive policies extend to continuous training and development programs for all employees, fostering an environment of awareness and sensitivity. These initiatives not only improve the working conditions for disabled employees but also enhance overall workplace morale and cohesion (Indofood, 2021).

Small and medium-sized enterprises (SMEs) in Indonesia's manufacturing sector play a crucial role in the economy, accounting for a significant portion of employment and production. However, the inclusion of people with disabilities within these industries has been limited, with varying degrees of success and challenges.

As of recent surveys and studies, approximately 12% of SMEs in Indonesia's manufacturing sector report employing people with disabilities (ILO, 2018). These enterprises often operate in diverse subsectors such as textiles, food processing, and handicrafts, where specific job roles can be adapted to accommodate the capabilities of disabled employees.

Challenges and Barriers Several challenges hinder the widespread employment of people with disabilities in SMEs. These include:

1. **Lack of Awareness and Training:** Many SME owners and managers lack awareness about the benefits of hiring disabled workers and do not have the training to implement inclusive practices (Handayani & Sari, 2018).
2. **Limited Resources:** Unlike larger corporations, SMEs often have limited financial and technical resources to make necessary workplace modifications or invest in assistive technologies.
3. **Policy Gaps:** Although there are national policies promoting disability inclusion, enforcement and support at the SME level are often insufficient, leading to inconsistent implementation (Suharto, 2019).

Despite these challenges, there are notable examples of SMEs successfully employing people with disabilities:

1. **CV Wijaya Handicrafts:** This medium-sized enterprise in Yogyakarta employs several disabled workers in its production of traditional crafts. The company has adapted its workstations and provided training to ensure that all employees can contribute effectively (Wijaya, 2020).
2. **PT Sari Bumi Foods:** A small food processing company in Bandung, PT Sari Bumi Foods, has implemented inclusive hiring practices by collaborating with local disability organizations to recruit and train disabled employees. This initiative has not only improved productivity but also enhanced the company's reputation (Sari Bumi, 2021).

Overcoming challenges related to disability inclusion in the manufacturing sector has resulted in significant business benefits. Through government support, training, collaborations, and strong policy advocacy, Indonesian manufacturing companies have enhanced productivity, reputation, employee morale, and innovation.

Many manufacturing facilities were not originally designed with accessibility in mind, making it difficult for employees with disabilities to navigate the workplace. This included barriers such as narrow doorways, inaccessible restrooms, and non-adjustable workstations (Suharto, 2019). Managers and staff often lacked awareness about the capabilities of people with disabilities and how to create an inclusive environment. This resulted in prejudice and misconceptions about the productivity and needs of disabled workers (Handayani & Sari, 2018).

Small and medium-sized enterprises (SMEs) often faced financial challenges in making the necessary accommodations, such as purchasing assistive technologies or modifying facilities to be more accessible (ILO, 2018). Despite national policies promoting disability inclusion, enforcement at the ground level was often weak, leading to inconsistent application of inclusive practices across different businesses (Suharto, 2019).

How They Were Overcome. Government and NGO Support: Financial grants and technical assistance from the government and non-governmental organizations helped SMEs make necessary modifications. Programs such as those offered by the Ministry of Manpower provided funding for workplace adjustments and assistive technologies (ILO, 2018).

Comprehensive training programs for managers and employees were implemented to raise awareness and educate staff about disability inclusion. Workshops and seminars conducted by disability advocacy organizations helped shift attitudes and reduce stigma (Handayani & Sari, 2018). Partnerships with disability organizations and vocational rehabilitation centers facilitated the recruitment and training of disabled workers. These collaborations provided SMEs with access to a skilled workforce and the expertise needed to

implement inclusive practices (Sari Bumi, 2021). Continuous advocacy by disability rights groups led to better enforcement of existing policies and the development of new regulations that mandated inclusive practices in the workplace (Suharto, 2019).

The Indonesian government plays a crucial role in protecting and promoting the employment of disabled people in the manufacturing industry. Through legislative frameworks, financial incentives, and advocacy, the government aims to create a more inclusive labor market.

Key legislations such as the Law No. 8 of 2016 on Persons with Disabilities provide a legal foundation for the protection of disabled workers' rights. This law mandates that both public and private sectors allocate at least 1% of their workforce to people with disabilities (Republic of Indonesia, 2016). Additionally, the Manpower Act includes provisions for reasonable accommodations and non-discrimination in the workplace (Ministry of Manpower, 2003).

The government provides financial incentives to companies that hire disabled workers. These incentives include tax breaks and subsidies for workplace modifications and assistive technologies (ILO, 2018). Programs such as the vocational training centers under the Ministry of Manpower offer skills development and job placement services specifically for disabled individuals, enhancing their employability in the manufacturing sector (Ministry of Manpower, 2019).

The government collaborates with non-governmental organizations and disability advocacy groups to raise awareness about the benefits of inclusive employment. National campaigns and workshops aim to educate employers about the capabilities of disabled workers and the importance of creating accessible workplaces (Handayani & Sari, 2018).

Through comprehensive legislation, financial incentives, and advocacy efforts, the Indonesian government actively supports the inclusion of disabled individuals in the manufacturing industry, promoting a more equitable and productive workforce.

4. CONCLUSIONS

The manufacturing industry in Indonesia holds significant potential for advancing equality for disabled workers. By addressing the multifaceted barriers to inclusion, from physical accessibility issues to attitudinal and policy-related challenges, the industry can become a model for inclusive employment practices. The efforts of both large corporations and small and medium-sized enterprises (SMEs) demonstrate that inclusive practices are not only feasible but also beneficial for business performance and social equity.

Key Findings

1. **Physical Accessibility:** Ensuring that manufacturing facilities are accessible through modifications such as ramps, ergonomic workstations, and assistive technologies is crucial. Companies like PT Astra International Tbk and PT Unilever Indonesia Tbk have set examples by implementing these modifications and demonstrating their positive impact on productivity and employee morale (Astra International, 2020; Unilever Indonesia, 2019).
2. **Attitudinal Changes:** Overcoming prejudices and stereotypes requires continuous sensitivity training and awareness programs. These initiatives help to foster an inclusive culture that values diversity and reduces bias. Training programs implemented by companies and supported by government and NGOs have proven effective in changing perceptions and enhancing workplace integration (Yulianto, 2020).
3. **Policy Implementation:** Strong policies and their enforcement are essential for sustainable inclusion. The Indonesian government's legislative efforts, such as Law No. 8 of 2016 on Persons with Disabilities, provide a legal framework that mandates the inclusion of disabled workers. However, consistent enforcement and additional support are needed to ensure these policies translate into practice across the manufacturing sector (Republic of Indonesia, 2016).
4. **Government and NGO Support:** Financial incentives, technical assistance, and advocacy from the government and non-governmental organizations play a pivotal role in supporting SMEs and large companies alike. These supports help businesses make necessary accommodations and adopt inclusive practices (ILO, 2018).

The journey towards full inclusion in the manufacturing industry in Indonesia is ongoing. Future efforts should focus on enhancing the enforcement of disability inclusion policies, expanding training programs, and increasing the availability of financial and technical support for SMEs. Moreover, continuous research is needed to identify and implement innovative solutions that address the evolving needs of disabled workers.

In conclusion, advancing equality for disabled workers in Indonesia's manufacturing industry is not just a legal and ethical imperative but also a strategic advantage. Inclusive practices lead to a more diverse, innovative, and productive workforce, benefiting both the employees and the business. By continuing to build on the progress made, the manufacturing sector can contribute significantly to social equity and economic development in Indonesia

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