Inclusive Human Resource Management (HRM) Practices for Employees with Disabilities as an Effort to Manage Diversity

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ABSTRACT

This study aims to describe the practice of managing employees with disabilities inclusively at PT SAMA by identifying the implementation of disability inclusive principles, regulations and policies, benefits, and factors related to HRM Practices of employees with disabilities. The findings of this study are that the management practices of employees with disabilities at PT SAMA have been carried out inclusively by implementing principles of disability inclusion. In addition, regulations and policies related to the management of disabled employees are in accordance with Law no 8 of 2016 on Persons with Disabilities. The benefits obtained by the company are that the performance of disabled employees is better than non-disabled employees, able to work well together, and can motivate other employees to be independent. Factors that influence the management of employees with disabilities are acceptance and support, communication, flexibility, work-family culture, workload, and physical conditions of the workplace. The Inclusive HRM Practice implemented by PT SAMA brings benefits to both employees and the company. Even so, proactive efforts must be further enhanced, especially in recruitment practices by targeting PWDs. Further research with the theme of managing employees with disabilities needs to be carried out on other types or industrial scales.

Keywords: HRM Practices; Employee with Disability; Workplace Inclusion.

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Prácticas de Gestión de Recursos Humanos (GRH) Inclusivas para los Empleados con Discapacidad como un Esfuerzo para Gestionar la Diversidad

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RESUMEN

El objetivo de este estudio es describir la práctica de la gestión de los empleados con discapacidades en PT SAMA mediante la identificación de la aplicación de los principios de inclusión de la discapacidad, los reglamentos y las políticas, los beneficios y los factores relacionados con las prácticas de gestión de recursos humanos de los empleados con discapacidades. Las conclusiones de este estudio son que las prácticas de gestión de los empleados con discapacidad en PT SAMA se han llevado a cabo de forma inclusiva mediante la aplicación de los principios de inclusión de la discapacidad. Además, la normativa y las políticas relacionadas con la gestión de los empleados con discapacidad se ajustan a la Ley nº 8 de 2016 sobre las personas con discapacidad. Los beneficios obtenidos por la empresa son que el rendimiento de los empleados con discapacidad es mejor que el de los empleados sin discapacidad, capaces de trabajar bien juntos, y pueden motivar a otros empleados a ser independientes. Los factores que influyen en la gestión de los empleados con discapacidad son la aceptación y el apoyo, la comunicación, la flexibilidad, la cultura laboral y familiar, la carga de trabajo y las condiciones físicas del lugar de trabajo. La práctica de gestión de recursos humanos inclusiva aplicada por PT SAMA aporta beneficios tanto a los empleados como a la empresa. Aun así, hay que seguir mejorando los esfuerzos proactivos, especialmente en las prácticas de contratación dirigidas a las personas con discapacidad. Hay que seguir investigando el tema de la gestión de los empleados con discapacidad en otros tipos o escalas industriales.

Palabras clave: Prácticas de gestión de recursos humanos; Empleado con discapacidad; Inclusión laboral.

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1. Introduction

Diversity management is a very important thing to be considered by companies that have employees from various backgrounds. Diversity means diverse or varied, and in the workplace means having a workforce consisting of 2 or more groups of employees with diverse backgrounds, racial, ethnic, gender, cultural, national origin, disability, age, and religion (Dessler, 2017). Good diversity management is to ensure the availability of factors to provide and encourage sustainable development of a diverse workforce by integrating differences to achieve maximum productivity (Mondy, 2016). In diversity management, one of the backgrounds that must be properly accommodated by the company is employees with disabilities. The potential possessed by Persons with Disabilities (abbreviated as PWDs) will have a beneficial impact on the company if the company manages it properly and proactively. Several previous case studies have proven that disabled employees have an advantage in terms of work compared to non-disabled employees (Kalargyrou and Volis, 2014; Kalargyrou, 2014; Hernandez and McDonald, 2010; Chi and Qu, 2003; Ingamells, 1991).

Managing disabled employees as part of managing diversity within the company must be based on the principles of fairness and equality. Managers must be able to adjust the rhythm for proper treatment of disabled employees (Dessler, 2010). However, empirically, in some practices of managing employees with disabilities, there is still a lot of injustice and discrimination in the workplace. Fraser (2009) and Shier (2009) show that there is still a stereotype that PWDs cannot do a good job. Sá (2017) shows discrimination still do when hiring PWDs, which is based on the level of disability and not on skills. Inclusive culture as part of the organizational culture has an important role in achieving fairness for disabled employees.

An inclusive culture is a place where newcomers feel welcome and supported, where work can be carried out effectively by all employees (Dessler, 2010). Inclusion is an active, deliberate, and continuous effort to accommodate diversity (Emir, 2017). An inclusive workplace goes beyond diversity management (Barak, 2017). By creating a supportive work environment and a good organizational culture, it will improve employee performance and company productivity. One of the things that plays an important role in determining the success of a business is a supportive work environment (Kimbal, 2020). A good organizational culture can improve employee performance to produce high productivity for the company (Putra et al., 2019).

Previous research related to the management of disabled employees conducted by (Sá, 2017; Efendi, 2017; Poerwanti, 2017; Macy, 1996) shows several research gaps that can be considered for further research. The research gaps include the need for research aimed at testing the principles of human resource management for PWDs; the need to identify policies and practices specifically related to the management of PWDs in the work environment; and the need to combine perspectives (employees, supervisors, and co-workers) in the practice of managing PWDs in the work environment.

PT Sandang Asia Maju Abadi or known as PT SAMA is one of the largest garment manufacturing companies that exports to five continents with modern manufacturing facilities in Southeast Asia. PT SAMA has 20 employees with disabilities, and because of its efforts and commitment in recruiting disabled employees, in 2018 PT SAMA was selected as one of 10 companies that received an award from the Indonesian Ministry of Manpower for companies that employ PWDs. The purpose of this study is to fill in the gaps of previous research by identifying the application of disability inclusive principles in the practice of managing disabled employees, regulations and policies, benefits obtained, and the factors that influence the management of disabled employees at PT SAMA.

2. Literature Review

2.1. Theoretical Studies

2.1.1. Human Resource Management (HRM)

Human Resource Management (HRM) is the use of individuals to achieve organizational goals by carrying out functions including staffing, human resource development, performance management, compensation, occupational safety and health, and employee and labor relations (Mondy, 2016). Meanwhile, Dessler (2017) defines HRM is a process to acquire, train, assess and compensate employees, and to take care of their labor relations, their health and safety, and their fairness.

2.1.2. Diversity Management

The idea of diversity and diversity management are used in the organization and management studies, have a relation with the theory of intersectionality. Intersectionality is the idea that everyone is biased because of the complexities of identities that interact with one another (Crenshaw, 1989). Social differences based on the theory of intersectionality include gender; age; sex; race or color of skin; ethnicity; nation state; class; culture ; religion; ability; temporary / origin; riches; North South; and stages of social development (Lutz, 2002). An organization can adopt several approaches to managing diversity. Thomas and Ely (1996) suggest that there are 3 paradigms that can be used by an organization in managing diversity, including discrimination-and-fairness paradigm, access-and-legitimacy paradigm, learning-and-effectiveness paradigm.

Diversity in the workplace is created due to the presence of two or more groups of employees with diverse backgrounds including culture, gender, age, race, ethnicity, disability, national origin, and religion (Mondy, 2016) . Managing diversity means maximizing the potential benefits of diversity while minimizing potential problems that can weaken the company including stereotyping, discrimination, tokenism, ethnocentrism, gender-role stereotypes (Robbins, 2017). Organizational activities as a form of diversity management can be implemented through strong leadership, assessing the situation, training and education related to diversity, and evaluating diversity management programs (Dessler, 2017).

2.1.3. Disability Management

According to WHO (2020), disability refers to the interaction between individuals with a health condition and personal and environmental factors. To ensure that all PWDs can enjoy all basic human rights and fundamental freedoms, the United Nations (UN) issued the Convention on the Rights of Persons with Disabilities (CRPD) in 2006. The Government of the Republic of Indonesia is committed to realizing equal rights and opportunities for PWDs to lead a prosperous, independent, and non-discriminatory life by enacting Law No. 8/2016 on Persons with Disabilities. Regarding the fulfillment of the rights of PWDs to work or to find work, the Law on PWDs regulates it in section four concerning employment, entrepreneurship and cooperatives.

2.1.4. Inclusive Workplace

Inclusiveness is a culture of mutual support, where everyone feels accepted and sees the value of each work they do, so that everyone can work optimally (Mondy, 2016). The principle of disability inclusiveness in general can be seen in Article 3 of the CRPD (2006) which explains the general principles of the CRPD. The disability inclusive principles contained in the CRPD have been adapted by several guidelines for implementing the management of disabled employees in the work environment. CBM (2012), Emir (2017), and APINDO (2020) suggests that a disability inclusive development in organization should take a rights-based approach to disability. The rights-based approach of PWDs uses several principles including awareness, participation, comprehensive accessibility, and support as the principles of disability-inclusive development.

2.2. Empirical Review

Several previous studies have shown that employees with disabilities as an element of diversity in the workplace have advantages that can benefit the company. Employees with disabilities have a good loyalty, motivated, productive, and responsive in the workplace (Kalargyrou and Volis, 2014; Kalargyrou, 2014). However, in the management of disabled employees, several studies show that discrimination and stereotyping are still experienced by PWDs in the work environment. There is still a stereotype that PWDs cannot do a good job (Fraser, 2009; Shier 2009). Discrimination still occurs when recruiting PWDs by basing the selection on the level of disability and not on skills (Sá, 2017). Inclusive management of disabled employees is one way to maximize the potential of disabled employees and eliminate discrimination and stereotypes in the work environment. A disability-friendly culture and diversity programs that support employees with disabilities are essential in overcoming bias and stereotypes (Kalargyrou, 2014; Effendi, 2017).

Inclusive management of disabled employees can be done through several ways and approaches, one of which is by providing appropriate accommodation and relevant development programs. Westmorland (2005), and Nevala (2014) emphasize the need for accommodation for PWDs in the environment in the form of education and self-advocacy, vocational guidance, assistance from others, labor organization, special transportation, changes in work schedules, and open communication. Kulkarni et al. (2016) added that very important for the life cycle of disabled employees is job flexibility and program integration. Bengisu and Balta (2011) hiring employees should be based on the candidate's merit, suitability and ability regardless of the presence or absence of the level of disability.

Several factors affect the management of disabled employees, including supporting and inhibiting factors. Poerwanti (2017) shows that the factors that support the management of the disabled workforce are stakeholder collaboration, support from colleagues, assistance and counseling for disabled employees, while the inhibiting factors are communication, unpreparedness of branches to place disabled employees, professional support staff with disabilities, and co-worker productivity. Meacham et al. (2017) added another supporting factor, namely the trust of employers in PWDs. Kulkarni (2011) shows that the integration of disabled employees is most influenced by colleagues and supervisors.

3. Methodology

A qualitative approach was chosen as the approach used in this study. The qualitative approach is research that comes from the disciplines of anthropology, humanities and evaluation (Creswell, 2015). The qualitative approach used in this study is expected to be able to provide a more comprehensive and specific understanding of the phenomenon under study. This research uses a single holistic case study (single-case) which places the object as the focus of the research. The reasons for using a case study with a single holistic case design strategy are as follows: (1) to conduct a critical test of a significant theory, (2) to be an extreme or unique case, (3) to reveal a case/situation that did not initially provide opportunities. on scientific observation (Yin, 2018). Four types of data sources are often used in qualitative research, namely interviews, observations, document studies, audio and visual materials (Creswell, 2016). Data collection methods used in this study include semi-structured interviews, document studies, and observations.

Purposive sampling is a sampling technique with certain considerations based on population characteristics (Sugiyono, 2010). Purposive sampling technique was used in this study to determine informants who have relevance to the practice of managing employees with disabilities, as well as referring to the elements of disability management. So that the informants in this study included 5 disabled employees, 1 head of personnel staff, and 1 disabled co-worker with the data described in table 1.

Table 1 Research Informant

No	Name	Position	Length of working	Types of disabilities
	Mr. Zaidi	Sample Operator of PT SAMA	More than 12 years	Physical disability
	Mr. Selamat N	Pattern Supervisor of PT SAMA	More than 8 years	Vision impairment
	Ms. Dewi W	Sewing Operator of PT SAMA	More than 3 years	Hard of hearing
	Mr. Hartono	Cleaning Staff of PT SAMA	More than 12 years	Vision impairment
	Ms. Tumini	Cleaning Staff of PT SAMA	More than 20 years	Vision impairment
	Mr. Sajiman	Chief of Personnel Staff PT SAMA	More than 4 years	-
	Ms. Siti Rojiah	Sample Operator of PT SAMA	More than 22 years	-

There are four criteria to assess the quality of qualitative research including: (1) credibility, (2) transferability, (3) dependability, and (4) confirmability (Emzir, 2010). This study uses internal validity testing through the credibility test, including persistence of observation, triangulation and member checking. Meanwhile, external validity testing is done through transferability test, reliability testing through dependability test, and objectivity testing through confirmability test.

The data analysis technique used is the Yin (2010) data analysis method which uses 5 phases in the analysis of qualitative research. The first stage is to collect data from the field. Data was collected through semi-structured interviews with informants, direct observation at PT SAMA, and document studies related to HRM of employees with disabilities. Then proceed to the second stage by reducing the data obtained and grouping the data based on key information. The third stage is the presentation of data by systematically rearranging or organizing information, describing the process of managing disabled employees at PT SAMA, and testing the validity of the data using triangulation methods and member checking. The fourth stage is interpretation, the researcher's objectivity is needed to clarify bias. Interpretation is supervised directly by the supervisor (observer triangulation). At the last stage, conclusions are drawn from the research which is the interpretation of the fourth stage and includes all other stages.

4. Results and Discussion

4.1. Inclusive HR Practice of Employees with Disabilities

4.1.1. Recruitment of Employees with Disabilities

Recruitment of employee with disabilities by PT SAMA aims to find employees who have the required skills required by the company and also comply with the law on PWDs. For this reason, a recruitment assessment is carried out by considering the needs of the company in the required position and the skills or skills that each applicant must possess. Recruitment practices carried out by PT SAMA in accordance with Macy (1996) job requirements must be re-evaluated carefully so that the assessment of job qualifications is based on the skills needed to do the job.

Although physical condition is not the main requirement in the recruitment process, PT SAMA realizes that not all types of work can accommodate all types or levels of disability. For this reason, in certain types of work, PT SAMA provides special requirements for job applicants with disabilities. As in sewing positions and cleaning service positions, applicants with low visual impairment are welcome to apply, but applicants with severe visual impairment are not welcome. The efforts made by PT SAMA are in accordance with the statement of Bengisu and Balta (2011) jobs that require certain senses or abilities should not be given to PWDs who have barriers to these senses or abilities because they will worsen the disability.

In diversity management, hiring managers must focus on the productivity potential of applicants and adhere to fairness and objectivity (Robbins and Judge, 2017). The consideration of recruitment of disabled employees at PT SAMA is based on the skills and rights of PWDs as stated in the law, which is one of the company's steps to create fairness for PWDs. In other words, PT SAMA uses the discrimination and fairness paradigm in its efforts to recruit PWDs. Companies that use the discrimination and fairness paradigm are companies that recruit workers with disabilities not based on charity (charity base) but based on human rights (human rights base) and legislation (Poerwanti, 2017). In the discrimination and fairness paradigm, companies do not consider individual differences, or in other words companies support equal opportunities for all individuals (Thomas and Ely, 1996).

In addition to creating fairness for PWDs, PT SAMA's recruitment also aims to reduce discrimination by accepting applicants with disabilities from various types of disabilities. According to Sá (2017) discrimination during disability recruitment occurs if it is based on the level of disability and not on the skills possessed. Data on disabled employees of PT. SAMA in 2020 showed the number of disabled employees as many as 18 people from various types of disabilities, including 7 employees with visual impairments (blindness), 7 employees with physical disability, 3 employees with heard of hearing, and an employee with intellectual disability. The data shows that PT SAMA makes efforts to avoid discrimination during recruitment by only considering the skills possessed by applicants and not the type or level of disability.

According to Robbins and Judge (2017), one method of increasing workforce diversity is to target recruitment advertisements to specific demographic groups that are underrepresented in the workforce. APINDO (2020) explains that as an affirmative step, to attract applicants from underrepresented sections, advertisements can be distributed through certain media according to the target group or contain the intended target group, for example the announcement states, "We open the opportunity for PWDs for this position ."

4.1.2. Selection of Employees with Disabilities

Every disabled employee of PT SAMA goes through a selection stage before being declared accepted at PT SAMA. The selection faced by each employee with a disability is in accordance with the position applied for, but in general the types of selection stages faced are written and practical competency selection, interview selection, and health selection. In some cases, PT SAMA does not carry out competency tests for applicants with disabilities if they have proof of work experience or if they have previously worked at PT SAMA.

Recruitment procedures of PT SAMA generally does not provide for exceptions or assistance for disability applicants the time of selection. However, disabled employees explained that during the selection process, they did not encounter any difficulties or obstacles. The Head of Personnel Staff of PT SAMA also explained that adjustments to the test tools or methods will be adjusted if disabled employees encounter difficulties or obstacles during the work.

The efforts made by PT SAMA in adjusting the selection instrument are in accordance with what was conveyed by Macy (1996), that in the selection process the use of tests that tend to screen PWDs must be modified or eliminated. In addition, it is also explained in Law no. 16/2018 in Persons with Disabilities Article 47(c) that employers in the recruitment process of PWDs can provide tools and forms of tests that are in accordance with the conditions of disability. Based on this, it can be seen that employee selection at PT SAMA is accessible for PWDs.

4.1.3. Orientation of Employees with Disabilities

Employees with disabilities of PT SAMA undergo an orientation process or work environment adaptation before working in their respective positions. Orientation is carried out by introducing PT SAMA's work environment, starting from the company culture to the facilities owned by the company. In addition, during orientation, PT SAMA personnel also socialize the regulations that apply to employees while working at PT SAMA. Employees with disabilities revealed that during orientation,

employees were accompanied by PT SAMA's management by walking around PT SAMA's work environment. The Head of Personnel Staff also revealed that in addition to explaining about PT SAMA's facilities, the management also informed the evacuation route in the event of a disaster or fire, as well as the complaint procedure to the management. The efforts to provide orientation and training for disabled employees are in line with Law no. 16/2018 in Persons with Disabilities Article 47 (a) that employers can provide opportunities for an orientation or adaptation period at the beginning of the working period to determine what is needed, including the provision of training or internships.

4.1.4. Development of Employees with Disabilities

PT SAMA provides opportunities for disabled employees to develop careers in the company. Career development opportunities are provided to employees with disabilities through promotions for employees with disabilities. The development program for disabled employees conducted by PT SAMA is a manifestation of one of the effective diversity programs. Robbins and Judge (2017) explain that one of the steps to create an effective diversity program is to encourage individual development to bring out the skills of all workers. Work flexibility is provided for disabled employees who have obstacles when dealing with work. One of the disabled employees in the cleaning service department revealed that he had previously worked in the sewing department, but due to his deteriorating vision, he applied for a job rotation in another department.

The efforts made by PT SAMA by providing flexibility for employees with disabilities are a form of support so that employees with disabilities can work well in the company. In addition, PT SAMA also has an awareness that flexibility is one of the important needs for disabled employees. This is in accordance with what was conveyed by Kulkarni et al. (2016) that very important for the life cycle of disabled employees is job flexibility and integration programs. Law No. 16/2018 in Persons with Disabilities Article 48 (c) also explains that employers in placing workers with disabilities can provide flexible work places by adapting to various disabilities without reducing the target of work assignments.

4.1.5. Implementation of The Principle of Disabilities Inclusion in HR Practice

Based on the research findings, PT SAMA implemented the disability inclusive principle in the management of disabled employees, including:

1) Awareness

PT SAMA realizes that discrimination still often occurs among PWDs during recruitment. For this reason, during the recruitment process PT SAMA seeks to screen applicants based on skills or skills and does not require certain physical conditions and accepts applicants with disabilities from various types of disabilities.

2) Participation

Employees with disabilities are given equal opportunities to be involved or participate in all company activities, starting from recruitment, selection, training orientation, and development. However, this is still not ideal because the involvement of disabled employees has not been carried out since planning, but only in implementation. In addition, PT SAMA also does not involve organizations of PWDs or related disability communities in the practice of managing employees with disabilities.

3) Comprehensive Accessibility

PT SAMA ensures that employees with disabilities can access all company programs. Accessibility is provided by removing barriers that have the potential to be a barrier for disabled employees to participate. Efforts made by PT SAMA include trying to provide recruitment information clearly and accessible to all applicants including PWDs, the selection process will be adjusted if disabled employees encounter difficulties or obstacles during work, and accommodate the needs of employees with disabilities during orientation and development.

4) Support

Support is provided by PT SAMA by trying to accommodate the needs of disabled employees. One of them is job flexibility if an employee with a disability is no longer possible to occupy a position due to the obstacles they have.

4.2. Regulations and Policies of Managing Employees With Disabilities

At the level of policy practice, companies must review the policies made so as not to limit PWDs, especially policies related to attendance and tardiness, leave, work schedules, overtime, return to work, promotion/transfer of work, and workers' compensation benefits (Macy, 1996). Public areas as well as physical facilities must also be accessible to employees with disabilities. Policies related to the management of disabled employees at PT SAMA are outlined in several written and unwritten regulations. The policies for managing employees with disabilities at PT SAMA include quotas for employees with disabilities, wages, rights of association, working hours, and adequate accommodation.

4.2.1. Disability Employee Quota

The policy regarding the quota for disabled employees at PT SAMA is based on Law no. 8-2016 in Persons with Disabilities Article 43 Paragraph 2 which requires private companies to employ at least 1% (one percent) of PWDs from the total number of employees or workers. This policy is implied by PT SAMA in fulfilling the number of disabled employees above 1% of the total employees.

The Head of Personnel Staff revealed that the total number of employees at PT SAMA in December 2020 was 1,861 people, while the number of employees with disabilities was 18 people. This statement is also supported by the results of a document study which shows that the data for PT SAMA's employees with disabilities in 2020 were 18 people from various types of barriers and spread across several parts of the company. So it can be seen that the number of disabled employees at PT SAMA in December 2020 was 1% of the total employees. Consistency in employing disabled employees has been appreciated by the Ministry of Manpower of the Republic of Indonesia in the form of an award to PT SAMA as a Company that Employs Workers with Disabilities on July 4, 2018.

4.2.2. Wages

The wages earned by employees with disabilities at PT SAMA are in accordance with company regulations and there is no difference with non-disabled employees. Employees with Disabilities revealed that the wages they received were equal to the City Minimum Wage (UMK) of Semarang. The amount of wages received by disabled employees varies depending on the position, but is not less than the UMK Semarang.

PT SAMA's policy is to provide wages for disabled employees that are the same as non-disabled employees in accordance with the provisions contained in the Law on Persons with Disabilities. Article 29 of the Law on PWDs states that employers are obligated to pay workers with disabilities the same wages as non-disabled workers with the same type of work and responsibilities.

4.2.3. Right to Association

The opportunity to join a labor union is given by PT SAMA to employees with disabilities. Based on the document study, it is known that policies related to labor unions are regulated in daily information point 9 (nine) which states that the company gives freedom to employees to associate, while in the company a Labor Union is formed, namely the Ikatan Pekerja Sandang (IPS). PT SAMA's policy that guarantees the right of association for employees with disabilities is in accordance with Article 51 of the Law on PWDs.

4.2.4. Work Schedule

The work schedule of disabled employees at PT SAMA is in accordance with company regulations and is the same as non-disabled employees. From the document study, it is known that the work schedule at PT SAMA is 8 (eight) hours a day or 40 (forty) hours a week. The policy regarding working hours for disabled employees is in accordance with Article 48 (c) of the Law on Persons with Disabilities, which states that employers can provide flexible work schedules while still meeting the allocation of working time.

4.2.5. Provision of Reasonable Accommodation

Policies related to accommodation for disabled employees at PT SAMA can be seen from two aspects, namely physical aspects (buildings) and non-physical aspects. According to APINDO (2020), in discussing decent accommodation and inclusiveness in physical buildings, companies must refer to the Regulation of the Minister of Public Works (Permen PU) No. 39/PRT/M/2006 on Technical Guidelines for Facilities and Accessibility in Buildings and the Environment.

Based on observations, it is known that PT SAMA provides toilets and parking spaces for all employees, but does not provide toilets and parking spaces for PWDs. Physical facilities to access the workspace also do not meet the requirements because there are no ramps (sloping planes), guide lines, and signs and markings for PWDs. One of the physical facilities that meet the requirements is the existence of stairs that have handrails with sizes and details in accordance with the requirements of Minister of Public Works No. 39/PRT/M/2006.

Although the physical facilities do not meet the requirements of the Minister of Public Works No. 39/PRT/M/2006, employees with disabilities can access these facilities without difficulty. In addition, the Chief of Personnel Staff also stated that so far there have been no complaints or suggestions regarding the physical facilities provided by the company, if any, the company will try to accommodate these needs. Referring to the principle of decent accommodation, according to Emir and Rizky (2017) employees are responsible for proposing accommodation needs to the company. Meanwhile, employees with disabilities at PT SAMA have never proposed accommodation needs or complained about barriers to accessing physical facilities at PT SAMA. So in this case it can be seen that PT SAMA has tried to provide reasonable physical accommodations for disabled employees.

Reasonable non-physical accommodations provided by PT SAMA for disabled employees include medical permits, job flexibility, and a complaint mechanism. Medical permits are given to disabled employees who need regular treatment related to their disability. Efforts made by PT SAMA in giving special permits or medical leave for disabled employees are in accordance with Article 48 (f) of the Law no 8/2016 on Persons with Disabilities, which states that employers in placing workers with disabilities can provide special permits or leave for treatment. In addition to medical permits, PT SAMA also provides job flexibility to employees with disabilities. One of the disabled employees said that when his visual impairment worsened, he applied for a change of position and then PT SAMA granted the request.

Another reasonable non-physical accommodation is the provision of a complaint mechanism regarding the obstacles faced by disabled employees. Based on the study of documentation and observation, it can be seen that the complaint and suggestion boxes are placed in 4 different locations. PT SAMA's efforts to provide a complaint mechanism for employees with disabilities are in accordance with Article 50 Paragraph 2 of the Law 8/2016 on Persons with Disabilities, which states that employers are required to open a complaint mechanism for non-fulfillment of the rights of PWDs.

4.3. Benefits of Managing Employees with Disabilities

The management of disabled employees at PT SAMA brings benefits both to the company and to employees with disabilities. The benefits for the company can be seen from the perspective of personnel during performance appraisals, and the perspective of co-workers working with disabled

employees. The Head of Personnel Staff revealed that the performance of disabled employees also determines the company's performance, and so far the performance of disabled employees is considered good by the company. In fact, when compared to the performance of non-disabled employees, disabled employees are considered to be more active at work. Supporting this, co-workers of disabled employees also revealed that disabled employees have good performance and cooperation, and can motivate other employees to be independent in their work.

This finding is consistent with research conducted by Ingamells et al. (1991) which indicates that the disabled employee is considered to have the same or better performance than non-disabled employees. Kalargyrou and Volis (2014) and Kalargyrou (2014) also show that employees with disabilities are loyal, reliable, highly motivated, productive, and responsive at work.

On the other hand, the benefits of managing disabled employees are also obtained by disabled employees while working at PT SAMA. Employees with disabilities said that the benefits they get include a strong family and the absence of discrimination, wages that match expectations, and a comfortable work environment, mutual understanding, and good cooperation.

The benefits obtained by disabled employees cannot be separated from the support from co-workers and supervisor support. This is in accordance with a study conducted by Sundararajan (2020) in which co-worker support affects individual role perceptions and effectiveness so that co-workers can often tell what to do. The absence of support from colleagues can also reduce employee performance. In addition, supervisor support is also important to make employees feel valued and become more productive.

4.4. Factors Affecting the Management of Employees with Disabilities

The management of disabled employees at PT SAMA is influenced by several factors from the company's workplace, both supporting factors and inhibiting factors. The integration of disabled employees is most influenced by co-workers and supervisors (Kulkarni, 2011). One of the factors supporting the management of disabled employees at PT SAMA is the acceptance and support from both colleagues and the company. Employees with disabilities said that while working at PT SAMA, they felt accepted, did not receive discrimination, and received support from co-workers and management.

In addition to acceptance and support for disabled employees, communication is a supporting factor in managing disabled employees at PT SAMA. Work-family culture is also one of the supporting factors for managing disabled employees at PT SAMA. The Head of Personnel Staff of PT SAMA pointed out that a family culture is realized through a non-rigid structure that creates closeness between management and employees with disabilities. Based on the research findings, it can be seen that the supporting factors for managing disability at PT SAMA include acceptance and support from both co-workers and the company, communication, work flexibility, and work-family culture.

5. Conclusion

The practice of managing disabled employees at PT SAMA which includes recruitment, selection, orientation, and development is carried out inclusively by implementing disability inclusive principles which include awareness, participation, comprehensive accessibility and support. PT SAMA uses the discrimination-and-fairness paradigm in managing disabled employees by prioritizing equality, fairness and compliance with the law. Strategic Diversity Management is implemented by PT SAMA by focusing on the productive potential of new employees and supporting the development of disabled employees for careers. On the other hand, PT SAMA is considered less proactive in recruiting disabled employees because it does not target recruitment advertisements to certain demographic groups, in this case PWDs.

Policies related to the management of disabled employees at PT SAMA which include quotas for disabled employees, wages, rights of association, work schedules, fulfillment of proper accommodation have been implemented in accordance with the provisions contained in the Law on

PWDs. The policy is implemented by fulfilling the quota for disabled employees as much as 1% of the total employees, providing equal wages and in accordance with legal provisions, guaranteeing freedom of association, and making flexible work schedules. PT SAMA has also provided adequate accommodation for disabled employees, both non-physical (medication permit, job flexibility, and complaint mechanism), and physical (toilet, parking lot, prayer room, lactation room, access to workspace, and workspace) that can be accessed by employees with disabilities even though in its application it does not meet the applicable standards.

The benefit of managing disabled employees for PT SAMA is the increase in company performance which is influenced by the potential of disabled employees, including better performance than non-disabled employees, being able to work well together, and being able to motivate the surrounding environment to be independent. For employees with disabilities, the benefits are a strong family and no discrimination, wages that match expectations, a comfortable workplace, mutual understanding, and good cooperation.

The management of disabled employees at PT SAMA is influenced by several factors. Supporting factors that influence the management of disabled employees at PT SAMA include acceptance and support from colleagues and the company, communication, work flexibility, work-family culture. Meanwhile, the inhibiting factors include too much workload, and the physical condition of the work environment that is not supportive.

For further research, this study shows the results that inclusive employee management practices can bring benefits to a company. However, these results only apply to the manufacturing industry in this study, so similar research can be carried out on the service industry and medium-scale industry. In addition, the limitation of this research is the use of references to the law on PWDs and other regulations which are limited by the validity period. If there are new laws or regulations related to the management of disabled employees, further research can be done using these references.

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