



Technology-Based Accessibility in Recruitment and Workforce Placement by the *Berdaya Menembus Batas* Foundation to Increase Employment Opportunities for Persons with Disabilities

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Abstract: This study aims to examine the effect of technology-based recruitment accessibility and technology-supported job placement mechanisms on increasing employment opportunities for people with disabilities within the inclusive employment program implemented by the *Berdaya Menembus Batas* Foundation. The research is motivated by the persistently low labor force participation rate of persons with disabilities, which indicates the presence of structural and technological barriers in accessing decent employment. This study employs a quantitative approach with a descriptive-verification research design. Data was collected through a five-point Likert scale questionnaire distributed to people with disabilities who had experienced digital recruitment and technology-assisted job placement processes. The collected data were analyzed using multiple linear regression analysis. The findings indicate that respondents generally perceive recruitment accessibility, workforce placement mechanisms, and employment opportunities positively, with mean scores above 4.00 and relatively low standard deviations, suggesting consistent perceptions among participants. The reliability test also confirms that the research instrument is highly reliable, with Cronbach's Alpha values above 0.80 for all variables. Furthermore, regression analysis shows that technology-based recruitment accessibility and workforce placement mechanisms simultaneously have a positive and significant effect on employment opportunities ($F = 45.128$; $Sig. = 0.000$), with a coefficient of determination (R^2) of 0.612, indicating that 61.2% of the variation in employment opportunities can be explained by the two variables. Partially, both variables also demonstrate positive and significant effects, where recruitment accessibility emerges as the dominant factor ($\beta = 0.487$), followed by workforce placement mechanisms ($\beta = 0.362$). These findings suggest that accessible digital recruitment systems combined with effective technology-supported placement mechanisms form an integrated, inclusive employment ecosystem capable of reducing structural barriers and improving labor market participation for people with disabilities. Therefore, the integration of technology-based recruitment systems and competency-based workforce placement strategies is essential for expanding employment opportunities and fostering a more inclusive, equitable, and sustainable labor market.

Keywords: Digital accessibility; Disability employment; Employment opportunities; Recruitment accessibility; Workforce placement

Introduction

Inclusive development has become a central agenda in both global and national policy frameworks, particularly in ensuring equal opportunities for

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marginalized groups, including persons with disabilities. One of the key dimensions of inclusive development is equitable access to the labor market, which enables individuals to achieve economic independence and meaningful social participation. International conventions and national regulations have emphasized the principles of non-discrimination and equal opportunity in employment. In particular, the concept of *Equal Employment Opportunity* (EEO) holds that every individual should have an equal opportunity to obtain employment regardless of physical condition, gender, ethnicity, or other personal characteristics. However, despite these normative commitments, the realization of inclusive employment remains a significant challenge in many countries, including Indonesia (Zehri et al., 2024). Ensuring that people with disabilities have fair access to employment opportunities is therefore not only a matter of social justice but also an essential component of sustainable development and the optimal utilization of human resources.

From the perspective of human resource management, recruitment and workforce placement are strategic processes that determine individuals' access to employment opportunities. Recruitment theory suggests that the recruitment process functions as the primary gateway that shapes the composition, quality, and diversity of an organization's workforce (Purwanggono, 2023). Inclusive recruitment refers to recruitment practices that provide equitable opportunities for all individuals, including people with disabilities, through accessible systems, fair selection procedures, and supportive workplace environments. Furthermore, person-job fit theory emphasizes that successful employment outcomes depend on the alignment between individual competencies and job requirements (Oqui et al., 2025). Therefore, recruitment accessibility and effective workforce placement mechanisms play an essential role in ensuring that people with disabilities can participate in the labor market and perform effectively in positions that match their competencies.

In recent years, accessibility in employment has increasingly been understood not only in terms of physical accommodations or regulatory frameworks but also as a technological and institutional issue. The development of digital accessibility theory highlights the important role of technology in reducing barriers faced by marginalized groups in accessing social and economic opportunities (Botelho, 2021). Digital recruitment platforms, accessible online job portals, adaptive information systems, and data-driven workforce placement mechanisms enable people with disabilities to access job information, participate in recruitment processes, and obtain employment

opportunities on an equal basis. Consequently, technology-based accessibility plays a crucial role in transforming inclusive employment from a normative policy commitment into an operational and measurable practice (Nacheva, 2024).

Despite the growing recognition of inclusive employment principles, empirical evidence indicates that persons with disabilities continue to face significant barriers in accessing the labor market. These barriers are multidimensional and include limited access to education and training, negative social perceptions, the lack of inclusive recruitment systems, and insufficient corporate awareness regarding disability inclusion (Fidiyani et al., 2024; Teborg et al., 2024). Statistics Agency indicates that the labor force participation rate of persons with disabilities is significantly lower than that of non-disabled individuals, reflecting structural inequalities in access to employment. Furthermore, data from the Mandatory Reporting System of the Ministry of Manpower reveal that only 2,851 persons with disabilities, approximately 1.2% of the formal workforce, have been employed out of a total of 237,000 national workers (Statistik, 2024). This condition illustrates a considerable gap between policy commitments and their practical implementation.

In response to these challenges, several intermediary institutions have emerged to bridge the gap between people with disabilities and the formal labor market. One such institution is the *Berdaya Menembus Batas Foundation*, which focuses on expanding employment opportunities for people with disabilities through an integrated service ecosystem. The foundation provides various services, including vocational training, competency mapping, job coaching, and workforce placement programs. With more than 7,500 mapped competencies and a national database containing over 50,000 people with disabilities, the foundation possesses significant operational capacity to facilitate inclusive recruitment initiatives. Programs such as Inclusive Talent Management (POTENSI), Disability Equality Training, talent supervision, and mobile orientation are designed to support both job seekers with disabilities and partner companies in developing inclusive employment practices.

Nevertheless, the limited implementation of inclusive recruitment practices at the corporate level also reflects a significant knowledge gap regarding effective recruitment and workforce placement models for people with disabilities. Previous studies have primarily focused on regulatory frameworks, social barriers, and the welfare conditions of people with disabilities. Meanwhile, the operational role of intermediary institutions in facilitating recruitment and job placement has received relatively limited academic attention (Aldhuhoori et al., 2022; Rachmawati & Kusumah, 2023).

As a result, there remains insufficient empirical understanding of how recruitment accessibility and workforce placement mechanisms implemented by such institutions contribute to improving employment opportunities for people with disabilities.

Therefore, this study seeks to address this gap by examining the accessibility and effectiveness of recruitment and workforce placement mechanisms implemented by the *Berdaya Menembus Batas* Foundation. The significance of this research lies in its effort to analyze how technology-based recruitment accessibility and workforce placement systems can function as practical mechanisms for expanding employment opportunities for people with disabilities. In addition to providing empirical evidence regarding inclusive recruitment practices, this study also aims to strengthen theoretical discussions on inclusive human resource management and the implementation of equal employment opportunity principles within organizational contexts.

Based on the conceptual framework developed in this research, the following hypotheses are proposed:

- H1: Accessibility in the recruitment process has a positive and significant effect on employment opportunities for persons with disabilities.
- H2: The effectiveness of job placement has a positive and significant effect on employment opportunities for persons with disabilities.
- H3: Accessibility in the recruitment process and the effectiveness of job placement simultaneously have a positive and significant effect on employment opportunities for persons with disabilities.

Using a quantitative approach with a descriptive-verify research design, this study aims to evaluate the effects of recruitment accessibility and job placement effectiveness on increasing employment opportunities for persons with disabilities. The theoretical framework illustrating the relationship between the independent variables and the dependent variable is presented in Figure 1.

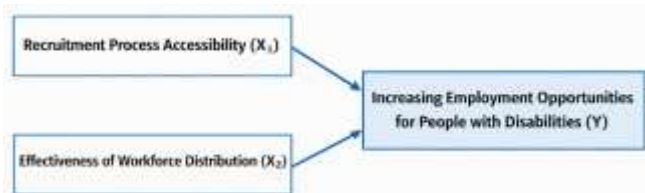


Figure 1. Research Model.

Source: Processed by the author (2025)

Method

Time and Location of the Research

This research was conducted from November 15, 2025, to February 20, 2026. The study focuses on employment facilitation programs implemented by the *Berdaya Menembus Batas* Foundation, an institution that actively promotes inclusive employment opportunities for persons with disabilities in Indonesia. Data collection involved respondents who are directly associated with recruitment and job placement activities within the foundation's network and partner organizations.

Research Method

This study employed a quantitative approach using a descriptive-verify research design to analyze the influence of recruitment process accessibility (X_1) and job placement effectiveness (X_2) on employment opportunities for persons with disabilities (Y). The quantitative method was chosen because it enables objective measurement of relationships between variables and facilitates statistical testing of the proposed hypotheses.

Primary data were collected using a structured questionnaire based on a five-point Likert scale, ranging from strongly disagree (1) to strongly agree (5). The questionnaire items were developed from operational indicators derived from theoretical frameworks and previous empirical studies related to inclusive employment, recruitment accessibility, and workforce placement mechanisms.

The sampling technique used in this research was purposive sampling, in which respondents were selected based on specific criteria relevant to the research objectives. Respondents included individuals who have direct experience or involvement in recruitment, training, or job placement programs for persons with disabilities. In addition to primary data obtained through questionnaires, secondary data were collected from institutional reports, organizational documents, and relevant scientific literature to strengthen the analytical framework of the study.

Research Stages

The research was conducted through several systematic stages. The first stage involved identifying research problems and conducting a comprehensive literature review to develop the conceptual framework and research hypotheses. The second stage involved designing the research instrument based on the operational indicators of the variables studied. The third stage consisted of distributing questionnaires to selected respondents and collecting the research data. The fourth stage involved testing the validity and reliability of the research instruments. Finally, the collected data were

processed and analyzed using statistical techniques to test the proposed hypotheses and interpret the results.

Data Analysis

Before performing the main analysis, the research instrument was tested for validity and reliability. Item validity was evaluated using the Pearson Product-Moment correlation, which is formulated as follows:

$$r = \frac{n\sum XY - (\sum X)(\sum Y)}{\sqrt{[n\sum X^2 - (\sum X)^2][n\sum Y^2 - (\sum Y)^2]}} \tag{1}$$

An item is considered valid if the calculated correlation coefficient r_{hitung} is greater than the critical value r_{tabel} . The reliability of the instrument was assessed using Cronbach’s Alpha coefficient, expressed as:

$$\alpha = \frac{k}{k-1} \left(1 - \frac{\sum \sigma_i^2}{\sigma_{total}^2} \right) \tag{2}$$

An instrument is considered reliable if the value $\alpha \geq 0.70$. After meeting the validity and reliability requirements, the data were analyzed using multiple linear regression analysis to examine the influence of independent variables on the dependent variable. The regression model used in this study is expressed as follows:

$$Y = \alpha + \beta_1 X_1 + \beta_2 X_2 + \tag{3}$$

where:

Y = Employment opportunities for people with disabilities

X_1 = Recruitment process accessibility

X_2 = Job placement effectiveness

Hypothesis testing was conducted using a t-test to examine the partial effect of each independent variable on the dependent variable. The t-test formula is expressed as:

$$t = \frac{\beta_i}{SE(\beta_i)} \tag{4}$$

A variable is considered to have a significant effect if the significance value (Sig.) is less than 0.05. To test the simultaneous effect of the independent variables, an F-test was used with the following formula:

$$F = \frac{(SSR/k)}{(SSE/(n-k-1))} \tag{5}$$

The regression model is considered significant if the calculated F value is greater than the F table value or if the significance level is less than 0.05. Furthermore, the coefficient of determination (R^2) was used to measure the proportion of variance in the dependent variable

explained by the independent variables in the regression model. The formula is expressed as:

$$R^2 = \frac{SSR}{SST} \tag{6}$$

A higher R^2 value indicates that recruitment accessibility and job placement effectiveness have a stronger explanatory power in predicting the increase in employment opportunities for persons with disabilities.

All statistical analyses in this study were conducted using *SPSS version 26.0*.

Results and Discussion

Results

Characteristics of Respondents Based on Year of Participation

The distribution of respondents based on the year of participation in the recruitment and labor placement program by *Yayasan Berdaya Menembus Batas* is presented in the following Table 1.

Table 1. Respondents' Year Distribution

Year	Frequency	Percentage (%)
2021	18	16.7
2022	27	25.0
2023	43	39.8
2024	20	18.5
Total	108	100.0

Source: Processed by the author (2025)

Based on Table 1, most respondents are from the year 2023, accounting for 39.8%. This indicates that recruitment and workforce placement activities increased during this period, which is suspected to correlate with the strengthening of digital-based recruitment systems and the expansion of partner company networks. The increase in the number of respondents suggests an intensification of programs and a higher level of participant trust in the inclusive employment service system provided by the *Berdaya Menembus Batas* Foundation.

These findings are consistent with several previous studies that highlight the increasing role of digital recruitment platforms and inclusive employment initiatives in expanding employment opportunities for people with disabilities. Previous research suggests that technology-based recruitment systems significantly improve access to job information, reduce administrative barriers, and enable broader participation of people with disabilities in the labor market (Shahbudin & Jamil, 2024). Furthermore, studies by Ayu Pupu indicate that intermediary organizations that provide integrated employment services such as competency mapping, job coaching, and workforce

placement play an important role in bridging the gap between persons with disabilities and potential employers (Pupu & Rahmatrisilvia, 2026).

Therefore, the increase in respondent participation in 2023 may also reflect the effectiveness of integrated recruitment and workforce placement strategies implemented by the *Berdaya Menembus Batas* Foundation. The strengthening of digital accessibility, combined with expanded partnerships with companies committed to inclusive employment practices, has likely contributed to improving employment opportunities for people with disabilities.

Descriptive Statistics of Research Variables

Descriptive statistics are used to describe the general tendencies in respondents' perceptions of the variables under study, as shown in Table 2.

Table 2 Descriptive Statistics of Research Variables

Variable	N	Min	Maks	Mean	SD
Recruitment Accessibility Distribution Mechanism	60	3.40	5.00	4.32	0.41
Job Opportunity	60	3.30	5.00	4.28	0.46
	60	3.50	5.00	4.36	0.39

Source: Processed by the author (2025)

Based on Table 2, the mean values of all research variables are above 4.00, indicating that respondents generally have a positive perception of the recruitment accessibility and workforce distribution mechanisms implemented by the *Berdaya Menembus Batas* Foundation. This finding suggests that the inclusive employment services provided by the foundation are perceived as effective in supporting persons with disabilities in accessing employment opportunities.

Among the variables analyzed, the job opportunity variable (Y) has the highest mean value (4.36), indicating that respondents perceive a considerable improvement in employment opportunities after participating in the recruitment and workforce placement programs. Meanwhile, the recruitment accessibility variable (X₁) has a mean value of 4.32, reflecting respondents' positive perception of the accessibility of the recruitment process, including access to information, application procedures, and selection mechanisms. The workforce distribution mechanism variable (X₂) shows a mean value of 4.28, suggesting that respondents generally perceive the job placement process as appropriate and aligned with their competencies and employment needs.

Furthermore, the relatively low standard deviation values for all variables (ranging from 0.39 to 0.46) indicate that respondents' perceptions tend to be homogeneous. This suggests that participants share relatively similar experiences and evaluations regarding

the recruitment accessibility and workforce placement services provided by the institution.

These findings are consistent with previous studies highlighting the importance of inclusive recruitment systems and structured job placement mechanisms in improving employment outcomes for persons with disabilities. Research by Sarbila Karlina Wati et al. (2024) indicates that accessible recruitment platforms significantly reduce structural barriers faced by persons with disabilities when entering the labor market (Wati et al., 2024). Similarly, Suresh & Dyaram (2022) demonstrate that intermediary institutions that provide competency mapping, job matching, and placement services play a crucial role in connecting persons with disabilities with inclusive employers (Suresh & Dyaram, 2022). Furthermore, Luisa Varriale et al. (2023) emphasize that digital accessibility and inclusive recruitment strategies can enhance labor market participation among persons with disabilities by expanding access to employment information and improving recruitment transparency (Varriale et al., 2023).

Therefore, the descriptive results in this study provide empirical evidence that accessible recruitment processes and effective workforce distribution mechanisms can positively influence employment opportunities for persons with disabilities. These findings reinforce the importance of strengthening inclusive recruitment systems and institutional support mechanisms to promote equitable participation in the labor market.

Research Instrument Reliability Test

Reliability testing was conducted to determine the internal consistency of the research instrument used in this study. Internal consistency reflects the extent to which the items within a variable measure the same construct consistently. The reliability of the instrument was assessed using Cronbach's Alpha coefficient, which is widely used in social science research to evaluate the reliability of questionnaire-based measurements. The results of the reliability test are presented in Table 3.

Table 3. Research Instrument Reliability Test

Variable	Number of Items	Cronbach's Alpha	Description
Recruitment Accessibility (X ₁)	8	0.883	Reliable
Distribution Mechanism (X ₂)	7	0.867	Reliable
Job Opportunity (Y)	9	0.901	Reliable

Source: Processed by the author (2025)

Reliability criteria:

- $\alpha \geq 0.70$ = Reliable
- $\alpha \geq 0.80$ = Very Reliable

Based on the results presented in Table 3, all research variables show Cronbach’s Alpha values greater than 0.80. Specifically, the recruitment accessibility variable (X_1) has a Cronbach’s Alpha value of 0.883, the distribution mechanism variable (X_2) has a value of 0.867, and the job opportunity variable (Y) has the highest reliability coefficient of 0.901. These values indicate a high level of internal consistency among the questionnaire items used to measure each construct.

Therefore, it can be concluded that the research instrument used in this study is highly reliable and appropriate for measuring the constructs of recruitment accessibility, workforce distribution mechanisms, and employment opportunities for persons with disabilities. The high reliability coefficients also suggest that the questionnaire items consistently capture respondents’ perceptions regarding inclusive recruitment and job placement processes implemented by the *Berdaya Menembus Batas* Foundation.

Multiple Linear Regression Analysis Results

a. Coefficient of Determination (R^2)

The coefficient of determination (R^2) test was conducted to measure the extent to which the independent variables explain the variation in the dependent variable. In this study, the coefficient of determination indicates how much recruitment accessibility and workforce distribution mechanisms contribute to explaining the increase in employment opportunities for people with disabilities. The results of the regression model summary are presented in Table 4.

Table 4. Regression Model Summary

R	R ²	Adjusted R ²	Std. Error
0.782	0.612	0.598	0.244

Source: Processed by the author (2025)

Based on Table 4, the coefficient of determination (R^2) value is 0.612, indicating that 61.2% of the variation in employment opportunities for persons with disabilities can be explained by the independent variables included in the model, namely recruitment accessibility and workforce distribution mechanisms. This finding suggests that both variables have a substantial contribution to improving employment opportunities within the inclusive employment programs implemented by the *Berdaya Menembus Batas* Foundation.

Meanwhile, the remaining 38.8% of the variation in employment opportunities is influenced by other factors that were not examined in this study. These factors may

include variables such as individual competencies, educational background, organizational policies, workplace inclusivity, or broader labor market conditions.

Furthermore, the Adjusted R^2 value of 0.598 indicates that the regression model remains relatively strong even after adjusting for the number of independent variables included in the model. This suggests that the model has a good explanatory capability in predicting employment opportunities for persons with disabilities based on recruitment accessibility and workforce distribution mechanisms.

b. F Test (Simultaneous)

The F-test was conducted to examine whether the independent variables simultaneously have a significant effect on the dependent variable. In this study, the F-test evaluates whether recruitment accessibility and workforce distribution mechanisms jointly influence the increase in employment opportunities for people with disabilities. The results of the simultaneous significance test are presented in Table 5.

Table 5. F Test (Simultaneous)

Source of Variance	Sum of Squares	df	Mean Square	F	Sig.
Regression	4.823	2	2.412	45.128	0.000
Residual	3.054	57	0.054		
Total	7.877	59			

Source: Processed by the author (2025)

Based on Table 5, the calculated F-value is 45.128 with a significance value of 0.000, which is lower than the significance level of 0.05. This result indicates that recruitment accessibility and workforce distribution mechanisms simultaneously have a positive and statistically significant effect on increasing employment opportunities for persons with disabilities. Therefore, the regression model used in this study is considered statistically significant and appropriate for explaining the relationship between the independent variables and the dependent variable.

The simultaneous influence of these variables suggests that improving employment opportunities for persons with disabilities requires an integrated approach that combines accessible recruitment systems with effective job placement mechanisms. Recruitment accessibility ensures that persons with disabilities can access job information, participate in the application process, and compete fairly in recruitment procedures. Meanwhile, effective workforce distribution mechanisms ensure that job placements are aligned with individuals’ competencies, skills, and workplace requirements.

These findings are consistent with previous studies emphasizing the importance of inclusive recruitment systems and structured workforce placement mechanisms in expanding employment opportunities for persons with disabilities. Research by Sanjaya & Irawan (2024) highlights that accessible recruitment platforms significantly reduce structural barriers faced by persons with disabilities in entering the labor market (Sanjaya & Irawan, 2024). Similarly, Rachmawati and Kusumah (2023) demonstrate that intermediary institutions that facilitate competency mapping and job placement play a crucial role in connecting persons with disabilities with inclusive employers (Putra & Rachmawati, 2024). Furthermore, (Bonaccio et al. (2025) argue that integrated employment support systems, including recruitment accessibility and job placement services, can substantially improve labor market participation among persons with disabilities (Bonaccio et al., 2025).

Therefore, the results of the F-test in this study reinforce the argument that the combination of recruitment accessibility and effective workforce placement mechanisms forms an important foundation for strengthening inclusive employment systems. The programs implemented by the *Berdaya Menembus Batas* Foundation demonstrate how intermediary institutions can contribute to expanding employment opportunities for persons with disabilities through integrated recruitment and placement strategies.

c. *t* Test (Partial)

The t-test was conducted to determine the partial effect of each independent variable on the dependent variable. In this study, the t-test evaluates the individual influence of recruitment accessibility and workforce distribution mechanisms on employment opportunities for people with disabilities. The results of the partial regression test are presented in Table 6.

Table 6. Partial Regression Test (t-test)

Variable	B	Std. Error	Beta	t	Sig.
Constant	0.421	0.199	-	2.122	0.039
Recruitment	0.487	0.085	0.521	5.731	0.000
Accessibility Distribution Mechanism	0.362	0.085	0.388	4.285	0.000

Source: Processed by the author (2025)

Based on Table 6, the results of the partial regression analysis indicate that both independent variables have a positive and statistically significant effect on employment opportunities for persons with disabilities. The recruitment accessibility variable (X_1) shows a regression coefficient of 0.487 with a significance value of 0.000, which is lower than the

significance level of 0.05. This result indicates that recruitment accessibility has a positive and significant effect on increasing employment opportunities for persons with disabilities. Therefore, Hypothesis 1 (H1) is accepted.

Similarly, the workforce distribution mechanism variable (X_2) has a regression coefficient of 0.362 with a significance value of 0.000, which is also lower than 0.05. This finding indicates that the workforce distribution mechanism has a positive and significant effect on employment opportunities for persons with disabilities. Thus, Hypothesis 2 (H2) is accepted.

Furthermore, the standardized beta coefficient shows that the recruitment accessibility variable ($\beta = 0.521$) has a higher value than the workforce distribution mechanism variable ($\beta = 0.388$). This indicates that recruitment accessibility is the most dominant factor influencing the increase in employment opportunities for persons with disabilities within the inclusive employment program implemented by the *Berdaya Menembus Batas* Foundation.

These findings support previous studies emphasizing the importance of accessible recruitment systems in promoting labor market participation among persons with disabilities. Research by Sanjaya & Irawan (2024) indicates that inclusive recruitment platforms significantly improve access to employment information and reduce procedural barriers for persons with disabilities (Sanjaya & Irawan, 2024). Similarly, Wati et al (2024) highlight that accessible recruitment processes, combined with structured job placement mechanisms, can effectively increase employment opportunities for individuals with disabilities (Wati et al., 2024). Furthermore, Liudan et al. (2024) argue that the integration of digital recruitment systems and competency-based job placement services plays an important role in expanding inclusive employment opportunities (Liudan et al., 2024). Based on the regression analysis results, the multiple linear regression equation obtained in this study is as follows:

$$Y = 0.421 + 0.487X_1 + 0.362X_2$$

This equation indicates that if recruitment accessibility and workforce distribution mechanisms increase by one unit, employment opportunities for persons with disabilities will increase by 0.487 and 0.362 units, respectively, if other variables remain constant. These results confirm that improving recruitment accessibility and strengthening workforce distribution mechanisms can significantly contribute to expanding employment opportunities for persons with disabilities.

Discussion

The Influence of Recruitment Accessibility on Employment Opportunities

In this study, recruitment accessibility is explicitly operationalized as technology-based accessibility. This concept refers to the utilization of digital recruitment platforms, accessible online job vacancy information, adaptive digital application systems, and technology-enabled communication tools implemented by the *Berdaya Menembus Batas* Foundation. These technological mechanisms ensure that persons with disabilities can participate in recruitment processes without encountering digital or information barriers that commonly exist in conventional recruitment models.

A regression coefficient of 0.487 indicates that increasing accessibility in the recruitment process has a significant effect on expanding employment opportunities for people with disabilities. This coefficient reflects a consistently positive relationship: the more inclusive and accessible the recruitment mechanisms provided by an organization are, the greater the likelihood that individuals with disabilities can enter the labor market on equal terms (Bonaccio et al., 2025). In this context, accessibility encompasses not only the openness of job vacancy information but also the availability of alternative digital communication formats, such as screen-reader-friendly documents, sign-language-supported media, and adaptive online interfaces. It also includes selection designs that accommodate diverse disability needs, as well as the elimination of irrelevant administrative and technical requirements that may unintentionally exclude applicants with disabilities (Hansen et al., 2025).

Importantly, technology functions not merely as a supporting tool but as the primary medium through which recruitment accessibility is realized. Through digital systems, information dissemination becomes more transparent, selection procedures become more adaptive, and participation barriers that traditionally disadvantage people with disabilities can be systematically reduced. This finding demonstrates that technology-based recruitment accessibility serves as a critical gateway for equal participation in the labor market.

Theoretically, this result aligns with the principles of Equal Employment Opportunity (EEO), which emphasize equality at the prerecruitment stage as a fundamental basis for eliminating systemic discrimination (Yudiatmaja, 2020). EEO highlights that inequality in initial access to job vacancies is one of the most prevalent yet least visible forms of discrimination, as it is often embedded within administrative procedures, inaccessible information systems, or exclusive selection standards (Ghozali & Tang, 2022).

Accordingly, the findings of this study confirm that discriminatory barriers do not emerge solely during competency assessment, but are frequently constructed earlier, beginning with the dissemination of information and registration mechanisms.

This finding also reinforces previous studies demonstrating that employment barriers faced by people with disabilities are not primarily caused by individual limitations, but rather by employment systems that fail to respond to diverse functional needs. By improving technology-based recruitment accessibility, organizations can significantly reduce entry barriers, thereby enabling people with disabilities to compete fairly and demonstrate their competencies. Empirically, this result indicates that investment in inclusive and technology-driven recruitment practices is not merely normative or symbolic but produces a tangible and measurable impact on increasing the absorption of workers with disabilities into the labor market.

From a policy perspective, these results underscore the urgency of comprehensive reforms in employment practices, particularly the implementation of digital accessibility standards, reasonable accommodation in online recruitment systems, and stricter oversight of hidden forms of discrimination embedded within technological and administrative processes (Lindsay et al., 2019). Public and private organizations must therefore view technology-based accessibility not as an additional burden, but as a professional and ethical prerequisite for creating a fair, adaptive, and sustainable employment ecosystem (Varriale et al., 2023). In this regard, the present study strengthens the argument that inclusive, technology-driven recruitment systems constitute a strategic foundation for realizing a more democratic and nondiscriminatory labor market for people with disabilities.

The Influence of Distribution Mechanisms on Employment Opportunities

A regression coefficient of 0.362 indicates that technology-based workforce placement mechanisms contribute significantly to the successful employment of people with disabilities. This finding suggests that the effectiveness of placement processes, particularly those supported by digital systems for accurate competency matching, the provision of technology-assisted training programs, and continuous post-placement support, substantially increases the likelihood that people with disabilities can enter and sustain stable employment positions.

In this study, workforce placement is explicitly conceptualized as a technology-based accessibility mechanism. The *Berdaya Menembus Batas* Foundation utilizes digital competency mapping, data-driven talent

profiling, and technology-assisted job placement and supervision to reduce structural barriers that often hinder people with disabilities in accessing suitable employment. Through these integrated digital systems, the foundation can align individual competencies more precisely with employer requirements, while simultaneously providing continuous post-placement assistance through digital monitoring platforms and technology-enabled job coaching. In this regard, technology functions not only as an efficient tool but as a primary medium for ensuring accessibility, continuity, and sustainability in workforce placement.

Conceptually, this finding aligns with the person-job fit approach, which emphasizes the alignment between individual capabilities and job demands as a primary determinant of successful employment placement (Anam et al., 2025). This perspective highlights that employment barriers experienced by persons with disabilities are often not rooted in individual limitations, but rather in ineffective placement processes and the absence of adequate structural support from placement agencies or employers (Mello et al., 2024). Technology-based placement systems help address these challenges by enabling objective assessment, systematic matching, and ongoing performance monitoring.

The findings also confirm the literature on *supported employment*, which states that interventions such as job training, job coaching, and post-placement support have a significant impact on the employment sustainability of persons with disabilities (Mello et al., 2024). Through a structured and responsive placement mechanism, various initial adaptation barriers such as adjusting to the work environment, communicating with supervisors, and understanding job tasks can be minimized, thereby increasing the likelihood of individuals remaining productive and retaining employment in the long term (Hasan et al., 2021).

Thus, the coefficient of 0.362 not only reflects a positive statistical relationship but also underscores the strategic importance of strengthening technology-based workforce placement systems that are inclusive, comprehensive, and responsive to individual needs. These findings provide strong empirical support for governments, intermediary institutions, and employers to expand integrated, technology-driven placement models, thereby ensuring that employment opportunities for people with disabilities are more effective, sustainable, and equitable.

Integrated Effects of Technology-Based Recruitment and Workforce Placement Accessibility

These findings indicate that technology-based recruitment accessibility and technology-supported workforce placement together form an integrated,

inclusive employment ecosystem, in which digital systems function as the backbone connecting recruitment access, competency-based workforce matching, and long-term employment sustainability for people with disabilities. Through the integration of accessible digital recruitment platforms and technology-enabled placement mechanisms, barriers that traditionally fragment the transition from recruitment to employment retention can be systematically reduced.

The coefficient of determination ($R^2 = 0.612$) indicates that the constructed model explains 61.2% of the variance in successful employment outcomes for persons with disabilities through two interrelated pillars: technology-based recruitment accessibility and the effectiveness of technology-supported workforce placement mechanisms. This result demonstrates that the *Berdaya Menembus Batas* Foundation has developed an inclusive employment framework that extends beyond normative policy commitments and is firmly grounded in a technology-driven operational system. In this regard, effective inclusion cannot be achieved solely through formal regulations or organizational commitments; it must be supported by accessible digital recruitment practices and placement mechanisms that are responsive to the diverse functional needs of people with disabilities.

Theoretically, this finding is consistent with the implementation-driven inclusion approach, which emphasizes that the success of inclusive employment depends on an organization's capacity to translate equality principles into measurable and operational technical procedures (Okatta et al., 2024). Policies that are not supported by concrete implementation mechanisms risk becoming merely symbolic forms of compliance and fail to produce substantive change (Leuhery et al., 2024). Conversely, when inclusion policies are reinforced by technology-based recruitment pathways and workforce placement systems grounded in competency matching and sustained post-placement support, organizational capacity to create equitable and sustainable employment opportunities increases significantly (Suparyanto et al., 2025).

Thus, the relatively high R^2 value not only reflects the statistical robustness of the research model but also signals the systemic maturity of the *Berdaya Menembus Batas* Foundation in integrating technology-based accessibility into inclusive employment practices. This underscores that inclusion is not merely a policy discourse or normative aspiration, but a process that must be realized through consistent, technology-enabled, and operational mechanisms capable of addressing real-world employment challenges faced by people with disabilities.

Conclusion

This study demonstrates that technology-based recruitment accessibility and workforce placement mechanisms play a significant role in expanding employment opportunities for persons with disabilities. Descriptive findings indicate that respondents generally perceive the recruitment and placement services provided by Yayasan *Berdaya Menembus Batas* positively, as reflected by mean values above 4.00 for all variables and relatively low standard deviations, suggesting consistent perceptions among participants. The reliability test also confirms that the research instrument is highly reliable, with Cronbach's Alpha values above 0.80 for all variables. Furthermore, the regression analysis reveals that recruitment accessibility and workforce distribution mechanisms simultaneously have a significant effect on employment opportunities ($F = 45.128$; $\text{Sig.} = 0.000$), with a coefficient of determination (R^2) of 0.612, indicating that 61.2% of the variation in employment opportunities can be explained by these two variables. Partially, both variables also show positive and significant effects, where recruitment accessibility emerges as the most dominant factor ($\beta = 0.487$; $\text{Sig.} = 0.000$), followed by workforce distribution mechanisms ($\beta = 0.362$; $\text{Sig.} = 0.000$). These findings suggest that accessible digital recruitment systems combined with effective technology-supported placement mechanisms form an integrated inclusive employment ecosystem that can substantially reduce structural barriers and improve labor market participation for persons with disabilities. Therefore, strengthening technology-driven recruitment accessibility and competency-based workforce placement systems is essential for creating more equitable, sustainable, and inclusive employment opportunities for persons with disabilities.

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Author Contributions

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Conflicts of Interest

The authors declare no conflict of interest. The funders had no role in the design of the study; in the collection, analyses, or interpretation of data; in the writing of the manuscript; or in the decision to publish the results.

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