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Business Platforms for Fostering Entrepreneurship Among People with Disabilities: Advancing SDG 8 and SDG 10

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ABSTRACT

Objective: *To analyze the role of business in encouraging entrepreneurship and independence for people with disabilities and to identify the factors that support their participation in the labor market.* ***Method:*** *Employing a literature observation method by collecting data from journals, books, and internet sources, which were analyzed using descriptive techniques. Case studies were also conducted on workers with disabilities in three businesses in Surakarta City: Coffeeshop SKA eRCe, Gudang Alfamart, and Matahari Department Store.* ***Results:*** *The findings indicate that formal education and basic IT skills facilitate the entry of people with disabilities into the job market. Institutional and social service support plays a significant role in providing recommendations and job placement. In addition, companies committed to inclusion and empowerment of people with disabilities experience improved performance and increased revenue.* ***Novelty:*** *Demonstrating the role of business as an effective platform for fostering entrepreneurship and economic independence among people with disabilities. By highlighting the mutual benefits of disability inclusion for both employees and organizations including improved well-being, economic contribution, organizational performance, and business reputation the study provides empirical evidence supporting SDG 8 (Decent Work and Economic Growth) through inclusive employment and entrepreneurship, as well as SDG 10 (Reduced Inequalities) by promoting equitable participation in economic activities.*

INTRODUCTION

The United Nations (UN) defines people with disabilities as individuals who have long-term physical, mental, intellectual or sensory limitations, which result in obstacles to full and effective participation in social interactions (un.org, accessed 2024). Based on data from the International Labor Organization (ILO), 82% of people with disabilities in developing countries are below the poverty line. To improve the welfare of people with disabilities, collaboration between the government and the private sector is needed to provide space and opportunities (O'Reilly, 2007).

Every human being has the same rights to all opportunities, both access and facilities. However, many people with disabilities still lack of access to current facilities. People with disabilities often face discrimination and obstacles in gaining access to financial income (Beisland & Mersland, 2012). Many people believe that the participation of people with disabilities is still below the required expectations. It is this inability to fulfill these expectations that results in the tendency for people with disabilities to be very limited and actually deny access to fulfilling income for people with disabilities. The limited capacity of people with disabilities tends to lead them to live in poverty (Cramm & Finkenflugel, 2008) in (Yanti et al., 2022)

In 2022, Dinas Kependudukan dan Pencatatan Sipil Kota Surakarta recorded that there were approximately 743 people with disabilities in Kota Surakarta, consisting of physical disabilities, the blind and the deaf.

Table 1. Disability population data Kota Surakarta 2022
(Source: Disadmindukcapil Kota Surakarta 2022)

Physical Disabilities			**The Blind**			**The Deaf**		
M	F	Total	M	F	Total	M	F	Total
191	133	324	65	51	116	158	145	303

The government and society actually always provide space for people with disabilities to develop and be independent like normal people. Currently, we can see that when there is CPNS and PPPK registration, it definitely includes a quota for people with disabilities. Likewise, the private sector also participates in providing space for people with disabilities to work together in a business or company. On the other hand, this will be a challenge for people with disabilities to compete in terms of human resources (Tan, 2021). When people with disabilities work, they generally work longer hours and earn less, have fewer opportunities for promotion, and are at greater risk of being unemployed for longer periods.

Based on UU No. 8/2016 concerning Persons with Disabilities, the government, regional governments, BUMN and BUMD are required to employ at least 2% of the number of workers with disabilities. Private companies are also required to employ at least 1% of people with disabilities from their total workforce. This regulation is strengthened by PP No. 43/1988 which states that employers must employ at least one disabled person for every 100 workers in their company.

Even though many individuals with disabilities might not have active potential, they actually possess a strong desire to be productive. If given the opportunity to develop their skills, they could significantly contribute to an institution. The lack of empowerment for people with disabilities results in discriminatory phenomena and economic disparities. Discrimination faced includes gaps in skills, education, public facilities, and more (Aji & Haryani, 2017) in (Hafidah & Indrawan, 2023). This highlights the urgent need for special attention from both government and private sectors. Currently, many institutions are showing great concern by providing spaces for individuals with disabilities to be productive.

The best effort to improve the welfare of people with disabilities is to provide space for them to work to help with the operations of a business or institution. In the city of Surakarta itself, there are several businesses and companies that involve the involvement of people with disabilities, including Alfamart Warehouse, holistic therapy and several coffee shops. The main aim is to provide a place to work as a way to improve the economy for people with disabilities. Need to create job market share to improve the economy (Yanti et al., 2022).

The main objective of this research is regarding the existence of a business that involves people with disabilities and society's response in appreciating the job market share for people with disabilities. The author's biggest hope is that more and more agencies or businesses must involve people with disabilities in business processes. In fact, there is great potential for businesses to develop by involving people with disabilities. The results of research (Choudhury Kaul et al., 2021) state that great motivation will have a prosocial impact on the involvement of people with disabilities in the long term.

The issue of disability inclusion is closely aligned with the Sustainable Development Goals (SDGs), particularly SDG 8 (Decent Work and Economic Growth) and SDG 10 (Reduced Inequalities). SDG 8 promotes productive employment and decent work opportunities for all, including people with disabilities, while SDG 10 emphasizes equal

participation in economic and social activities without discrimination. Achieving these goals requires stronger collaboration among governments, businesses, and communities to eliminate barriers to employment and entrepreneurship. In this context, business organizations play a strategic role not only as employers but also as platforms for empowering people with disabilities through inclusive entrepreneurship, skills development, and equitable workplace practices. Such initiatives contribute to economic independence, social inclusion, and sustainable development by creating opportunities that benefit both individuals with disabilities and business organizations.

Disability inclusion

Disability inclusion is a relatively new idea. Although 'inclusion' as a broader concept is now commonly used in many aspirational documents across development discourse, disability inclusion requires special explanation and special attention (Ampofo et al., 2026; Bourke et al., 2026; Colpaert & De Schauwer, 2026; Gaywood, 2026). The term first appeared in relation to education (i.e. Inclusive Education) almost three decades ago, promoting the idea that children with disabilities have the right to be educated alongside their non-disabled peers, rather than in separate institutions such as schools. Extraordinary. The inclusion movement has accelerated and expanded over time, with a considerable surge in awareness, success and spread globally, and especially since the launch of the United Nations Convention on the Rights of Persons with Disabilities (UNCRPD). which is a new breakthrough (UN, 2006). This agreement underscores the importance of inclusive approaches across sectors, so that concepts such as inclusive health and inclusive employment are now gaining traction in a variety of contexts, at least in theory. Separate services and activities are now considered exclusionary, limiting the opportunities of people with disabilities and in conflict with the UNCRPD.

Disabled people's rights

disabled people's rights are a shift in thinking about disability occurred/started with the emergence of the 'social model' of disability, which underwent various iterations over the last 20-30 years (Thomas Jr, 2004). This approach differs from the previous 'medical and individual' model, which assumed that disability was a personal and often health-related problem, rather than a wider societal problem. More recently, these ideas have developed into the 'human rights' model. Re-conceptualizations of disability and suggestions for action, place a strong emphasis on individual rights to autonomy and independence (e.g., the independent living movement in the United States) and most importantly on society's responsibility to adapt to include everyone (Kang & McIntosh, 2022; Overland, 2022; Stockdale & Avdikos, 2025). The UN Convention (UN, 2006) symbolizes and reinforces this and following its launch and entry into force, there have been many theoretical aspirations for equality and the realization of rights in many of the 180+ countries that have so far signed it. People should have the right to choose the kind of life they live and have equal access to all the key ingredients for a good life and positive well-being: health, education, livelihood/employment, social and political life, and so on. The responsibility for ensuring that these rights are accessible to all lies with society as a whole, but is enforced through specific duty-bearers such as state actors. Differences between people are then seen as incidental, their differences from the 'norm' that should be accepted as part of human diversity and perhaps celebrated, rather than as something to be ashamed of or ashamed of. human diversity and perhaps celebrated, rather than as something to be ashamed of, excluded, and discriminated against (Cameron, 2014). This shift towards

a people-focused approach reflects debates in development studies about autonomy, which align closely with Sen's (1999) ideas in framing development as 'freedom'. The right to make and engage in choices and have the freedom to pursue opportunities are themes that are relevant to both.

Developing and enforcing the Human Rights Due Diligence (HRDD) due diligence process, and creating a culture of diversity, equality and inclusion that includes disabilities (Stein & Bantekas, 2021). The labor market offering of people with disabilities would be much better. Apart from helping more people with disabilities to earn a decent income, this can also increase income, self-confidence and improve mental health. Disability empowerment is intended for people with disabilities to have skills according to their abilities and environment so as to create a sense of independence as a guarantee for the future (Yanti et al., 2022).

The potential to explore government policies for agencies or businesses to support labor market participation for people with disabilities. Disabilities vary widely in type, severity, stability, duration and time of onset, and these characteristics influence an individual's capacity and willingness to be active in the labor market (Ariansyah et al., 2024; Franke et al., 2024; Jones, 2022). The results of a government policy provide a general overview of the rationale for policies for agency or business support for people with disabilities and provide a brief overview of the scale and nature of work activities carried out by people with disabilities and provide suggestions regarding actions that can be taken by other governments (European Commission. Directorate-General for Employment & Organisation for Economic Co-operation and Development., 2023). Providing job creation market share for people with disabilities either through the creation of new businesses or providing involvement in business is seen as a mechanism to improve income distribution. This is very important to stimulate economic growth and reshape the economic structure which has so far relied heavily on the activities of large companies as the main driver of economic growth (Beisland & Mersland, 2012). Why companies engage in pro-social corporate behavior in supporting people with disabilities. Context for the conceptualization of people with disabilities as employee stakeholders and the literature on strategic CSR. Results (Choudhury Kaul et al., 2021) research reveal that strategic factors encourage voluntary business engagement with people with disabilities in the workplace and contribute to the understanding of workplace integration for minority employees.

RESEARCH METHOD

This study involves a literature review aimed at identifying theoretical references relevant to the identified cases or issues. Library research is employed to gather information and sources pertinent to the research topic (Chu 2015). Literature sources are gathered from a variety of outlets including journals, books, the internet, and libraries (Choi & Harper, 2020). The collected data is subsequently analyzed using descriptive analysis techniques. The analysis technique uses deductive data, where the writer begins the discussion by describing the problem in general terms, and then specifically explains the impact of the previously described problem (Azungah, 2018; Morse & Mitcham, 2002). This method involves presenting factual findings followed by an analysis that not only describes but also offers insight and interpretation. Secondary information is sourced from official startup websites and online news portals. This research will analyze how much the involvement of people with disabilities influences the development or continued existence of the company.

RESULTS AND DISCUSSION

Results

Research results (Yanti et al., 2022) which state that the main factors that determine whether people with disabilities can become independent are education, physical condition, institutional or disability participation with institutions, skills, professional expertise, knowledge and access to information for people with disabilities. The opinion of (Devi & Rajamohan, 2023) states that the success factors for people with disabilities are political, economic, social and technological factors that can be utilized by individuals with disabilities. However, the main source of strength is oneself because to accept all shortcomings come from within oneself, the most important thing for people with disabilities is knowledge about personality.

The potential for self-reliance in individuals with disabilities after mastering Activities of Daily Living (ADL) is crucial for preparing them to enter the job market (Petra et al., 2025). This is evidenced by their skills, formal education, expertise, and psychological stability. People with disabilities are often stigmatized as being incapable of personal independence or pursuing education. However, if an individual has an education, it can lead to a much better life. Education can transform a person's critical thinking skills, creativity, collaboration, communication, problem-solving abilities, and emotional management (Hasan, 2019). Therefore, it is essential for individuals with disabilities to be both independent and educated.

Various factors can prepare individuals with disabilities to join the workforce. This study observes disabled workers at three locations: SKA eRCe Coffee Shop, Alfamart Warehouse, and Matahari Department Store. Most employees with disabilities in these companies have at least a high school education. Additionally, many possess basic IT skills, including computer use and social media management. Some individuals with disabilities mentioned that they were referred to the job market by the Dinas Sosial (Social Service)

This indicates that the primary factors contributing to the independence of individuals with disabilities are education, skills, and institutional support as intermediaries for entering the labor market. Companies often provide explicit and stringent selection guidelines, but these may be relaxed when there is a recommendation from an institution, provided the candidates possess basic skills and positive attributes (Stocks, 2016). It is crucial to enhance awareness among individuals with disabilities that they must possess these three components to achieve well-being both psychologically and financially. The absorption of the workforce for individuals with disabilities will foster self-confidence and recognition from the general public, thereby providing ample opportunities for achieving a decent standard of living.

This research also seeking for how a company could give space for the people with disabilities. Most companies, business environment, even private sector companies are rarely provide certain path for people with disabilities. The biggest challenge faced by people with disabilities is discrimination in entering the job market (Aji & Haryani, 2017). However, currently there is a policy implemented by government agencies that government agencies are obliged to provide space for people with disabilities with the aim of raising the financial standing of people with disabilities.

The characteristics of the work environment and job market share providers for employing and accommodating people with disabilities within a company are part of the normative beliefs at the top level of company management (Stocks, 2016). A company has decided to provide empowerment opportunities for individuals with disabilities,

driven by a strategic initiative to enhance engagement and business contributions by individuals with disabilities in the workplace, and to promote understanding of minority integration in the workplace (Chan et al., 2021). The success of a company can be evaluated based on leadership that provides training in disability inclusion.

There are two perspectives when companies undertake disability empowerment efforts. The first perspective is the pro-social motive, which involves fostering empathy within the company and the business for empowerment, as well as efforts to enhance the well-being of people with disabilities. These efforts are undertaken by Coffeeshop SKA eRCe through the empowerment of people with disabilities facilitated by the Dinas Sosial Kota Surakarta, in the form of a coffee shop as a venue. Dinas Sosial, acting as an intermediary between people with disabilities and the business venue, aims to enhance creativity, skills, resource management utilization, and income generation. Second perspective is a strategic motif for the company, as one of the efforts of the company to demonstrate commitment in Corporate Social Responsibility (CSR). Matahari Department Store, in accordance with the company's policy, commits to involving persons with disabilities in its business processes. This commitment is aimed at increasing the recruitment of employees with disabilities. Furthermore, Matahari Department Store organizes the Program Teman Difabel as an initiative to provide training, empowerment, and ultimately to employ individuals with disabilities at Matahari Department Store.

Since 2016, PT Sumber Alfaria Trijaya, better known as Alfamart, has shown a strong commitment to empowering individuals with disabilities. According to their annual reports, there has been a steady increase in the number of disabled employees from 2021 to 2023. Specifically, the figures sequentially show 907, 1164, and 1300 employees with disabilities, encompassing visually impaired, hearing impaired, speech impaired, physically disabled, mentally disabled, and multiple disabilities.

Alfamart employs a structured approach for prospective disabled employees, offering an intensive training program lasting approximately 17 days. Following this training, placement of disabled employees is based on their abilities and competencies through the Alfability program. Often, individuals with disabilities are assigned to operational and administrative positions in Alfamart's stores, warehouses, and offices.

Apart from looking at the determining factors for the success of people with disabilities in obtaining employment opportunities, this research also tries to observe how the existence of companies and business environments provide a platform for people with disabilities. This existence can be seen from the company's performance which is measured from several components. These components include (1) evaluation of performance/income and financial indicators which are viewed at the end of each month; (2) analysis of consumer reviews on websites and social media; (3) feedback from users or consumers who receive services from people with disabilities; (4) observing the performance, attitudes and abilities of employees with disabilities; (5) measure satisfaction, specific skills, and tasks, and the number of customers served; and (6) evaluation of vocational qualifications (Kalargyrou et al., 2020). If you look at these indicators, the results of observations from the research object Coffeeshop SKA eRCe can be said to exist because there is a sense of job satisfaction for employees with disabilities, there is a place to work. Apart from that, the response from visitors appreciated that SKA eRCe Coffeeshop was able to employ people with disabilities. Many visitors gave positive comments and provided opportunities to interact and reduce negative stigma towards people with disabilities. Alfamart recorded that net income in 2023 increased 10.34% to

reach IDR 106.94 trillion compared to 2022 at IDR 96.92 trillion. The results of a survey conducted by Alfamart showed that 86% of total customers were satisfied. Customers feel satisfied with product and service offerings which have an influence on customer retention and create loyalty and ultimately increase revenue. Alfamart's commitment to serving and interacting with customers quickly using social media (X, Instagram, Facebook, Youtube, Tiktok, Line). Social media is managed with the aim of building external communications to build image and reputation. Alfamart's existence is demonstrated through the management of employees, both disabled and non-disabled, who always place them according to their abilities. Creation of the TARIF code of ethics (Transparency, Accountability, Responsibility, Independence, Fairness) and instilling the organizational culture of Gema Budaya (Cultural Communication Movement) to form teamwork, integration, collaboration and innovation oriented towards customer satisfaction.

The most obvious influence is how society will give a good assessment to companies that involve people with disabilities. The involvement of people with disabilities also contributed to the existence of Matahari Department Store which recorded revenue of IDR 6,538.6 billion in 2023, an increase of 1.3% from the previous year of IDR 6,454.6 billion. The existence of Matahari Department Store is demonstrated by improving communication patterns with customers that integrate interactions in stores, the Matahari application, and Shop & Talk. In 2023, the Net Promoter Score (NPS) score will reach 73, up from 63 in the previous year. This increase occurred due to Matahari Department Store's commitment to expanding sales outside the outlet through bazaars and the Shop & Talk platform. In 2023, Matahari Department Store recorded 8.6 million loyal active consumers, which accounted for 78.6% of total sales. Job satisfaction is also felt by employees, both disabled and non-disabled, thanks to large-scale recruitment and increased incentives by Matahari Department Store.

Discussion

The findings demonstrate that education, employable skills, and institutional support are the primary factors influencing the successful workforce participation and entrepreneurial independence of people with disabilities. These factors are interconnected and collectively strengthen individuals' readiness to participate in economic activities. Education equips people with disabilities with cognitive, technical, and interpersonal competencies, while vocational skills increase their employability and entrepreneurial capacity. Institutional support further bridges the gap between individuals with disabilities and employment opportunities by facilitating recruitment, training, and workplace adaptation. This finding reinforces previous studies suggesting that disability empowerment requires an integrated ecosystem involving education, skill development, and institutional collaboration rather than relying solely on individual capability.

Another important finding is that business organizations play a dual role as both employment providers and platforms for empowerment. Beyond creating job opportunities, businesses contribute to improving the confidence, independence, and social participation of people with disabilities through structured training, inclusive workplace practices, and competency-based job placement. These findings suggest that disability inclusion should not be viewed merely as corporate philanthropy but as a long-term investment in human capital. By recognizing the abilities and potential of people with disabilities, organizations can create more diverse and productive work

environments while simultaneously reducing negative stereotypes and workplace discrimination.

The study also reveals that institutional collaboration is essential for expanding employment opportunities for people with disabilities. Partnerships among government agencies, social institutions, and private companies facilitate workforce preparation, job matching, and continuous professional development. Such collaboration reduces barriers that often prevent people with disabilities from entering the labor market, including limited access to information, training, and employment networks. Therefore, disability inclusion should be understood as a shared responsibility requiring coordinated efforts across multiple stakeholders rather than isolated initiatives by individual organizations.

Furthermore, the findings indicate that disability-inclusive business practices generate mutual benefits for both employees and organizations. Companies that adopt inclusive employment strategies experience improvements in organizational reputation, customer trust, employee engagement, and workplace diversity. Positive public perceptions toward companies employing people with disabilities demonstrate that inclusive business practices may strengthen corporate image while contributing to customer loyalty and long-term organizational sustainability. These findings support the growing perspective that disability inclusion represents not only a social responsibility but also a strategic business approach capable of creating shared value for businesses and society.

The evidence also highlights the importance of competency-based recruitment and continuous capacity building. Rather than emphasizing disability status, participating organizations focused on matching employees' competencies with appropriate job responsibilities and providing continuous training to improve work performance. This approach enables people with disabilities to demonstrate their capabilities objectively while increasing organizational productivity. Consequently, inclusive employment should prioritize equal opportunities, reasonable workplace accommodations, and continuous professional development that allow individuals with disabilities to maximize their potential.

From the perspective of the Sustainable Development Goals (SDGs), the findings directly support SDG 8 (Decent Work and Economic Growth) by demonstrating how inclusive employment and entrepreneurship contribute to productive work opportunities, economic independence, and sustainable livelihoods for people with disabilities. At the same time, the study advances SDG 10 (Reduced Inequalities) by providing evidence that equitable access to employment, institutional support, and disability-inclusive business practices reduce social and economic disparities. The proposed business platform illustrates that disability inclusion can simultaneously strengthen organizational performance, promote social equity, and contribute to sustainable economic development. Therefore, expanding disability-inclusive business ecosystems should become a strategic priority for governments, educational institutions, and the private sector in achieving more inclusive and sustainable development.

CONCLUSION

Fundamental Finding: The study found that education, skills, institutional support, knowledge, access to information, and physical conditions are key factors influencing the independence and employability of people with disabilities. Individuals with disabilities who possess at least a high school education and basic IT skills are more likely to enter the labor market. The study also found that companies employing people with disabilities experienced positive organizational outcomes, as reflected in income,

customer reviews, and performance indicators. **Implication:** The findings highlight the need for policies and programs that strengthen educational opportunities, vocational skills, and institutional support for people with disabilities. Governments, educational institutions, and business organizations should foster inclusive workplaces, provide competency-based training, and implement disability-inclusive employment and entrepreneurship practices. These efforts contribute directly to SDG 8 (Decent Work and Economic Growth) by expanding access to productive employment and economic independence for people with disabilities, while also supporting SDG 10 (Reduced Inequalities) through equitable workforce participation and inclusive business practices. Furthermore, the findings demonstrate that disability inclusion creates mutual benefits for both employees and organizations by enhancing individual well-being, organizational performance, and long-term business sustainability. **Limitation:** The study is based on a literature review and a limited number of case studies involving three companies (SKA eRCe Coffeeshop, Alfamart Warehouse, and Matahari Department Store). Therefore, the findings may not be generalizable to all sectors, organizations, or regions. Additionally, the study does not provide extensive quantitative evidence regarding the long-term effects of disability inclusion on organizational performance. **Future Research:** Future studies should involve a larger number of companies across different industries and regions to examine the broader impact of disability inclusion. Researchers may also conduct longitudinal and quantitative studies to investigate how education, skills development, and inclusive workplace policies affect employment outcomes, career advancement, and organizational performance over time.

AUTHOR CONTRIBUTIONS

Mutya Paramita Pratita contributed to the conceptualization of the study, research design, data collection, formal analysis, manuscript drafting, and visualization. **Naili Amalia** contributed to the conceptual framework, methodology development, supervision, validation, manuscript review and editing, and overall project administration. **Marjam Desma Rahadhini** contributed to data interpretation, literature review, validation, manuscript review and editing, and academic supervision. All authors have read, reviewed, and approved the final version of the manuscript.

CONFLICT OF INTEREST STATEMENT

The authors state that no financial or personal conflicts of interest exist that may have affected the content or findings of this research.

STATEMENT ON THE USE OF AI OR DIGITAL TOOLS IN WRITING

The authors declare that no artificial intelligence (AI) tools or other digital writing assistants were used in the preparation, analysis, or writing of this manuscript. All stages of the research process, including data analysis, interpretation, and manuscript writing, were conducted solely by the authors. The authors take full responsibility for the originality, accuracy, and integrity of the content presented in this article.

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