

# **PUBLIC RELATIONS STRATEGIES FOR INCLUSIVE EMPLOYMENT: A CASE STUDY OF THE DIFABIS COFFEE AND TEA PROGRAM BY BAZNAS BAZIS JAKARTA**

## **Abstract**

1 This study examines public relations strategies for inclusive employment through a case study of the Difabis Coffee  
2 and Tea Program implemented by BAZNAS BAZIS Jakarta. Using a qualitative case study approach grounded in  
3 the constructivist paradigm, the research analyzes how inclusive employment is designed, communicated, and  
4 evaluated within a service-sector setting. Data were collected through in-depth interviews with organizational  
5 stakeholders, deaf baristas, and non-disabled customers, complemented by participant observation and document  
6 analysis. The analysis applies the Research–Action–Communication–Evaluation (RACE) framework to  
7 systematically examine public relations practices across program stages. The findings reveal that inclusive  
8 employment is most effective when public relations functions extend beyond promotional activities to encompass  
9 social listening, participatory action, and dialogic communication. The use of Indonesian Sign Language  
10 (BISINDO), visual communication tools, and narrative storytelling enabled meaningful interaction between  
11 employees with disabilities and customers, transforming routine service encounters into inclusive social experiences.  
12 Moreover, participatory evaluation practices strengthened organizational learning and reinforced stakeholder trust.  
13 The study contributes to public relations and inclusive employment literature by demonstrating how strategic  
14 communication can support disability-inclusive workplaces, particularly within nonprofit and faith-based  
15 organizations. The findings highlight the potential of public relations as a mechanism for social transformation that  
16 integrates economic empowerment, communication practices, and values of equality in everyday organizational life.  
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## **Key words:-**

20 Caregiving, Financial Management, Sandwich Generation, Social Support, Strategy  
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## **Introduction:-**

24 Inclusive employment for persons with disabilities has become a central concern in global development discourse,  
25 particularly as labor markets continue to reproduce structural inequalities despite progressive legal frameworks  
26 (Hossain, 2025; Schur et al., 2021). Empirical studies consistently demonstrate that persons with disabilities  
27 experience significantly lower employment rates, limited job mobility, and poorer working conditions compared to  
28 non-disabled workers, even in countries with anti-discrimination legislation (Bredgaard, 2022; Berre et al., 2025).  
29 These disparities are sustained by interrelated barriers, including inaccessible recruitment systems, stigmatizing  
30 employer attitudes, and organizational cultures that privilege normative productivity standards (Schwitter et al.,  
31 2025).  
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33 Recent labor market research identifies recruitment and hiring practices as a critical bottleneck that perpetuates  
34 disability employment gaps, as employers often perceive disability as a risk factor rather than a dimension of  
35 workforce diversity (Schwitter et al., 2025; Berre et al., 2025). Beyond recruitment, workplace sustainability for  
36 employees with disabilities is shaped by the availability of reasonable accommodations, assistive technologies, and  
37 psychosocial support mechanisms that enable meaningful participation (Alasim et al., 2025; van Berkel et al.,  
38 2024). Without these conditions, disability inclusion initiatives risk becoming symbolic gestures rather than  
39 pathways to economic independence and social participation (Raišienė, 2025).

40 In service-sector industries such as hospitality and food and beverage, the inclusion of workers with disabilities  
41 introduces additional layers of complexity due to the centrality of interpersonal interaction and customer experience  
42 (Doan et al., 2023). Studies in hospitality management reveal that customer perceptions of service quality are  
43 influenced not only by technical competence but also by communicative clarity, emotional engagement, and the  
44 organization's framing of inclusion (Kim et al., 2025; Awad et al., 2023). When inclusion is poorly communicated,

45 workers with disabilities may be perceived as beneficiaries of charity rather than as professionals, reinforcing  
46 paternalistic stereotypes (Jamin et al., 2024).

47 Conversely, evidence suggests that when inclusive employment is embedded within coherent organizational  
48 narratives and supported by visible operational practices, it can enhance brand reputation, customer loyalty, and  
49 perceived social value (Kim et al., 2025; Jurado-Caraballo et al., 2024). This finding aligns with emerging  
50 scholarship on disability-inclusive ecosystems, which emphasizes the integration of human resource practices,  
51 service design, and strategic communication to normalize diversity in everyday organizational life (Jamin et al.,  
52 2024). In this context, communication functions as a mediating mechanism that translates internal inclusion  
53 practices into shared social meaning (Heide et al., 2024).

54 From a strategic communication perspective, public relations (PR) plays a pivotal role in shaping how inclusive  
55 employment initiatives are conceptualized, implemented, and evaluated (Gillberg & Vigsø, 2024). PR scholarship  
56 increasingly positions communication as a form of social practice that constructs legitimacy, trust, and stakeholder  
57 engagement, particularly in initiatives related to diversity, equity, and inclusion (DEI) (Heide et al., 2024; Mullin &  
58 Sander, 2024). However, scholars also caution against “inclusion washing,” whereby organizations promote  
59 inclusive imagery without substantive organizational change (Gillberg & Vigsø, 2024).

60 The RACE model Research, Action, Communication, and Evaluation offers a structured framework for examining  
61 how PR strategies can support inclusive employment through evidence-based planning, participatory  
62 implementation, dialogic communication, and reflective assessment (Huda et al., 2024). Research-driven PR  
63 enables organizations to identify social needs and stakeholder expectations; action translates insights into  
64 operational programs; communication mediates meaning through narratives and interaction; and evaluation ensures  
65 accountability and continuous improvement (Huda et al., 2024; Raišienė, 2025).

66 Within this theoretical and empirical landscape, the Difabis Coffee and Tea Program implemented by BAZNAS  
67 BAZIS Jakarta represents a distinctive case of inclusive employment embedded within a social finance institution.  
68 Unlike corporate-driven diversity initiatives, this program integrates disability-inclusive employment with zakat-  
69 based social empowerment, positioning work as both an economic and moral practice. By employing deaf baristas  
70 and foregrounding inclusive communication practices such as the use of Indonesian Sign Language (BISINDO) and  
71 digital storytelling the program transforms the service encounter into a site of public education and social  
72 interaction (Wismany & Ganesya, 2024).

73 Existing studies on disability-inclusive cafes indicate that direct interaction between customers and deaf workers  
74 can reduce stigma and foster empathy when supported by appropriate communication design and organizational  
75 facilitation (Doan et al., 2023; Kim et al., 2025). However, there remains limited research examining how public  
76 relations strategies systematically structure these interactions and translate them into broader narratives of inclusive  
77 employment, particularly within nonprofit and faith-based institutions in the Global South (Hossain, 2025).

78 Therefore, this study addresses a critical research gap by analyzing how public relations strategies through the  
79 RACE framework support inclusive employment in the Difabis Coffee and Tea Program. By focusing on PR as a  
80 strategic and communicative process, this research contributes to international debates on disability inclusion,  
81 service-sector employment, and the role of communication in advancing equitable labor practices.

## 82 **Research methods**

### 83 **1) Research Design and Approach**

84 This study adopts a qualitative research design with a case study approach to examine public relations strategies for  
85 inclusive employment implemented in the Difabis Coffee and Tea Program by BAZNAS BAZIS Jakarta. A  
86 qualitative approach is considered appropriate because the research seeks to explore meanings, practices,  
87 interactions, and interpretations related to inclusive communication and employment from the perspectives of  
88 organizational actors, employees with disabilities, and service users. Rather than measuring causal relationships or  
89 testing hypotheses, this study aims to develop an in-depth understanding of how inclusive employment is  
90 strategically constructed, communicated, and evaluated within a specific organizational and social context.

91 The research is grounded in a constructivist paradigm, which views social reality as socially produced through  
92 interaction, communication, and shared interpretation. Inclusive employment, within this paradigm, is understood

93 not merely as a policy outcome but as a communicative and organizational process shaped by values, narratives, and  
94 everyday practices. This paradigm allows the researcher to capture how public relations strategies contribute to the  
95 social construction of disability inclusion in the workplace.

## 96 **2) Case Selection and Research Context**

97 The Difabis Coffee and Tea Program was selected as a single instrumental case because it represents a distinctive  
98 model of inclusive employment embedded within a faith-based social finance institution. Operated under BAZNAS  
99 BAZIS Jakarta, the program integrates disability-inclusive employment with zakat-based empowerment, positioning  
100 work as both an economic activity and a form of social justice. The program employs deaf workers as baristas and  
101 service staff while actively promoting inclusive communication practices, including the use of Indonesian Sign  
102 Language (BISINDO) and visual communication tools.

103 This case is particularly relevant because it operates within the service and hospitality sector, where communication  
104 and customer interaction are central to organizational performance and public perception. The setting thus provides  
105 a rich empirical site to explore how public relations strategies mediate interactions between the organization,  
106 employees with disabilities, and the broader public.

## 107 **3) Unit of Analysis**

108 The primary unit of analysis in this study is the public relations strategy of BAZNAS BAZIS Jakarta as manifested  
109 through the Difabis Coffee and Tea Program. This includes planning processes, communication practices,  
110 stakeholder engagement, and evaluation mechanisms. Secondary units of analysis include (1) inclusive  
111 communication practices in service encounters, (2) employee experiences of inclusive employment, and (3) public  
112 responses to inclusive narratives and interactions.

## 113 **4) Data Sources and Data Collection Techniques**

114 Data were collected using multiple qualitative techniques to ensure depth and triangulation:

- 115 1. In-depth Interviews
- 116 Semi-structured interviews were conducted with purposively selected informants, including:
- 117 • Internal stakeholders from BAZNAS BAZIS Jakarta involved in program planning and communication,
- 118 • Deaf baristas participating in the Difabis Coffee and Tea Program, and Non-disabled customers who  
119 interacted directly with the program in the service environment.

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121 The interviews explored perceptions of inclusive employment, communication practices, organizational intentions,  
122 and perceived impacts of the program. Semi-structured guides were used to allow flexibility while maintaining  
123 alignment with the RACE framework.

### 124 **1. Participant Observation**

125 The researcher conducted non-intrusive participant observation at the Difabis Coffee and Tea location to  
126 examine everyday interactions between baristas, customers, and management. Observation focused on  
127 communication modes, service encounters, customer responses, and the practical enactment of inclusion in  
128 the workplace. Field notes were systematically recorded to capture both verbal and non-verbal  
129 communication.

### 130 **2. Document Analysis**

131 Relevant organizational documents were analyzed, including program reports, internal guidelines, social  
132 media content, promotional materials, and public statements related to Difabis Coffee and Tea. These  
133 documents provided insight into how inclusive employment is framed and communicated at the  
134 institutional level.

## 135 136 **5) Sampling Strategy**

137 The study employed purposive sampling, selecting informants based on their relevance to the research objectives  
138 and their direct involvement with the program. This strategy ensured that participants possessed experiential  
139 knowledge of inclusive employment and communication practices. Sampling continued until thematic saturation  
140 was reached, indicated by the repetition of themes and no emergence of substantively new insights.

141 **6) Data Analysis Procedure**

142 Data analysis followed an interactive and iterative process, drawing on the qualitative analysis model of Miles,  
143 Huberman, and Saldaña. The process involved three main stages:

144 1. Data Reduction

145 Interview transcripts, field notes, and documents were systematically coded to identify relevant concepts  
146 related to public relations strategies, inclusive communication, and employment practices. Initial open  
147 coding was used to capture emerging themes, followed by focused coding aligned with the RACE  
148 framework.

149 2. Data Display

150 Coded data were organized into thematic matrices and narrative summaries to facilitate comparison across  
151 data sources. Displays were structured around the four dimensions of the RACE model: Research, Action,  
152 Communication, and Evaluation.

153 3. Conclusion Drawing and Verification

154 Patterns and relationships among themes were interpreted to construct analytical narratives explaining how  
155 PR strategies support inclusive employment. Conclusions were continuously verified through cross-  
156 checking data sources and revisiting field notes to ensure analytical rigor.

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158 **7) Analytical Framework**

159 The RACE model (Research, Action, Communication, Evaluation) was used as the primary analytical framework.  
160 Each stage of the model served as an interpretive lens to examine how public relations strategies were designed,  
161 implemented, communicated, and assessed within the program. This framework enabled a structured yet flexible  
162 analysis that connected empirical findings to established PR theory.

163 **8) Trustworthiness and Research Rigor**

164 To ensure the trustworthiness of the study, several strategies were employed:

- 165 1. Triangulation, by combining interviews, observation, and document analysis;  
166 2. Source triangulation, involving multiple categories of informants;  
167 3. Prolonged engagement, in the research setting to enhance contextual understanding; and  
168 4. Audit trails, including detailed documentation of data collection and analysis decisions.

169 **9) Ethical Considerations**

170 Ethical principles were strictly observed throughout the research process. Informed consent was obtained from all  
171 participants, and confidentiality was ensured by anonymizing personal identifiers. Special attention was given to  
172 ethical sensitivity when engaging with participants with disabilities, ensuring accessibility, respect, and voluntary  
173 participation. The study was conducted with the approval and cooperation of the host organization.

174 **Research Results and Discussion**

175 This section presents and discusses the empirical findings of the study based on field data collected through in-depth  
176 interviews, participant observation, and document analysis. The findings are organized according to the RACE  
177 framework (Research, Action, Communication, Evaluation) to illustrate how public relations strategies for inclusive  
178 employment are designed and enacted in the Difabis Coffee and Tea Program by BAZNAS BAZIS Jakarta. The  
179 discussion integrates empirical evidence with relevant theoretical perspectives on inclusive employment, service  
180 communication, and public relations.

181 **1) Research: Identifying Social Needs and Stakeholder Contexts**

182 The findings indicate that the research phase of the Difabis Coffee and Tea Program was conducted primarily  
183 through contextual and experiential assessment, rather than formal quantitative surveys. Organizational actors  
184 described an internal process of recognizing the limited employment opportunities available to deaf individuals,  
185 particularly in service-sector jobs that require intensive interaction with customers. This awareness emerged from  
186 direct engagement with disability communities, internal discussions within BAZNAS BAZIS Jakarta, and  
187 reflections on the social mandate of zakat-based empowerment.

188 Field interviews reveal that the organization framed inclusive employment not merely as labor absorption but as  
189 asocial justice issue, emphasizing dignity, independence, and equal participation. Observational data further show  
190 that this problem definition shaped subsequent strategic decisions, including the choice of the café as a public-facing  
191 employment model. This approach aligns with the RACE model's emphasis on research as a process of  
192 understanding social realities and stakeholder expectations, even when conducted informally but reflexively.

193 From a public relations perspective, this stage demonstrates how social listening and contextual awareness function as  
194 foundational elements of strategic communication. Rather than positioning disability inclusion as a reputational  
195 tactic, the organization grounded its strategy in perceived social needs, thereby enhancing legitimacy and  
196 stakeholder trust.

## 197 **2) Action: Implementing Inclusive Employment Practices**

198 The action phase materialized through the operational implementation of the Difabis Coffee and Tea Program,  
199 where deaf individuals were employed as baristas and service staff. Empirical findings show that inclusion was  
200 enacted through active participation in daily operations, not limited to symbolic representation. Baristas were  
201 involved in beverage preparation, customer service, and routine workplace responsibilities, indicating a shift from  
202 charity-based assistance to empowerment-oriented employment.

203 Interview data from deaf employees highlight a strong sense of professional identity and recognition. Participants  
204 expressed that their work was valued based on performance and customer satisfaction rather than disability status.  
205 Observational evidence supports this claim, showing standardized work procedures applied equally to all staff, with  
206 accommodations embedded into workflow design rather than treated as exceptions.

207 This stage reflects the transformation of inclusive employment into organizational practice, where action is aligned  
208 with values identified during the research phase. In PR terms, action functions as a credibility anchor: inclusive  
209 narratives communicated externally are substantiated by internal practices that can be observed and experienced by  
210 stakeholders.

## 211 **3) Communication: Inclusive and Dialogic Interaction**

212 Communication emerged as the core dimension of the program's public relations strategy. The findings demonstrate  
213 that inclusive communication operated on two interconnected levels: interpersonal communication in service  
214 encounters and mediated communication through digital platforms.

215 At the interpersonal level, the consistent use of Indonesian Sign Language (BISINDO), visual menus, and gestural  
216 communication facilitated interaction between deaf baristas and non-disabled customers. Observations indicate that  
217 initial communication barriers often evolved into moments of engagement and learning, with customers adapting  
218 their communication styles and expressing curiosity rather than discomfort. This process transformed routine service  
219 encounters into educational and relational experiences.

220 At the mediated level, organizational social media content emphasized storytelling, highlighting the lived  
221 experiences of deaf baristas and framing the café as an inclusive social space. Document analysis shows that  
222 narratives avoided pity-based framing and instead emphasized professionalism, competence, and collaboration. This  
223 narrative strategy contributed to reshaping public perceptions of disability from dependency to capability.

224 From a theoretical standpoint, these findings support the model of two-way symmetrical communication, where  
225 dialogue and mutual adaptation foster understanding and legitimacy. Communication thus functioned not only as  
226 information dissemination but as a mechanism for social meaning-making.

## 227 **4) Evaluation: Participatory Feedback and Reflective Learning**

228 The evaluation phase was characterized by informal yet continuous feedback mechanisms involving employees,  
229 customers, and organizational managers. Interviews reveal that feedback was primarily collected through daily  
230 interactions, direct conversations, and monitoring customer responses, rather than through standardized evaluation  
231 instruments.

232 Deaf employees reported that their input regarding workflow, communication tools, and service design was  
 233 acknowledged and, in several cases, implemented. Customers similarly expressed that the organization was open to  
 234 suggestions and responsive to concerns. This participatory evaluation approach reinforced a sense of shared  
 235 ownership and accountability among stakeholders.

236 Although the evaluation process lacked formal metrics, it functioned effectively as a reflective learning mechanism,  
 237 allowing the organization to adjust communication strategies and operational practices. Within the RACE  
 238 framework, this demonstrates that evaluation need not be exclusively quantitative to be meaningful, particularly in  
 239 socially embedded programs where relational outcomes are central.

240 Table 1. Summary of Findings Based on the RACE Framework

RACE Dimension	Empirical Findings	Public Relations Implications
Research	Identification of limited job access for deaf individuals through contextual observation and internal reflection	Research as social listening and legitimacy-building
Action	Employment of deaf baristas in full operational roles with embedded accommodations	Action as credibility and value enactment
Communication	Use of BISINDO, visual tools, and narrative storytelling across service and digital platforms	Communication as dialogic, educational, and meaning-making
Evaluation	Informal, participatory feedback from employees and customers	Evaluation as reflective and adaptive learning

241

242 **1) *Integrated Discussion***

243 Overall, the findings demonstrate that public relations strategies in the Difabis Coffee and Tea Program function as  
 244 an integrated system rather than discrete activities. Research informs action, action legitimizes communication, and  
 245 communication generates feedback that feeds into evaluation. This cyclical process reinforces the RACE model as a  
 246 practical framework for inclusive employment initiatives.

247 Importantly, the study reveals that inclusive employment in service settings is sustained not only by policy or  
 248 goodwill but by strategic communication practices that normalize difference and foster interaction. By embedding  
 249 inclusion into everyday service encounters and organizational narratives, BAZNAS BAZIS Jakarta transforms  
 250 inclusive employment from a programmatic intervention into a shared social experience. These findings contribute to  
 251 the broader literature by illustrating how public relations can operate as a mechanism of social transformation,  
 252 particularly in nonprofit and faith-based organizational contexts where moral values, public trust, and social impact  
 253 intersect.

254 **Conclusion**

255 This study demonstrates that public relations strategies play a critical role in enabling inclusive employment when  
 256 they are designed as an integrated, value-driven process rather than as a promotional function. Through the  
 257 application of the RACE framework, the Difabis Coffee and Tea Program by BAZNAS BAZIS Jakarta illustrates  
 258 how inclusive employment can be grounded in contextual research, enacted through concrete organizational practices,  
 259 communicated through dialogic and inclusive interactions, and sustained through participatory evaluation. The  
 260 findings indicate that inclusive employment in service-sector settings is not achieved solely through hiring policies,  
 261 but through the continuous alignment of organizational values, communication practices, and everyday workplace  
 262 interactions.

263 Empirically, the study shows that inclusive communication particularly the use of Indonesian Sign Language  
 264 (BISINDO), visual communication tools, and narrative storytelling functions as a mechanism that transforms service  
 265 encounters into spaces of mutual learning and social engagement. By positioning employees with disabilities as  
 266 competent professionals rather than as beneficiaries of charity, the program contributes to reshaping public  
 267 perceptions of disability and normalizing diversity in the workplace. The integration of inclusive employment with

268 zakat-based social empowerment further highlights the potential of faith-based institutions to act as agents of social  
269 change through strategically managed communication and employment practices.

270 Theoretically and practically, this research contributes to public relations and disability studies by demonstrating how  
271 the RACE model can be operationalized to support inclusive employment in nonprofit and service-oriented  
272 organizations. While the study is limited to a single case and relies primarily on qualitative data, it provides  
273 transferable insights for organizations seeking to embed inclusion into their communication strategies and operational  
274 routines. Future research is encouraged to incorporate comparative cases, longitudinal evaluation, and mixed-method  
275 approaches to assess long-term social and economic impacts of inclusive employment initiatives.

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