

WORKPLACE DISCRIMINATION AGAINST EMPLOYEES WITH DISABILITIES: CHALLENGES IN HIRING AND PROMOTION PRACTICES

Fadillah Ismail ¹

Ismail Badollahi ²

Lohana Muhammad Imran ³

Nor Afiqah Nadhirah Mohd Amrizol ⁴

^{1,4}Faculty Technology and Management, Universiti Tun Hussein Onn Malaysia. Malaysia

Email: fadillah@uthm.edu.my

²Faculty of Economics and Business, Universitas Muhammadiyah Makassar. Indonesia

³Faculty of Business Administration, Hajvery University Lahore. Pakistan

Article history

Received date : 31-10-2025

Revised date : 1-11-2025

Accepted date : 19-11-2025

Published date : 21-11-2025

To cite this document:

Ismail, F., Badollahi, I., Muhammad Imran, L., & Mohd Amrizol, N. A. (2025). Workplace discrimination against employees with disabilities: Challenges in hiring and promotion practices. *Journal of Islamic, Social, Economics and Development (JISED)*, 10 (78), 810 – 822.

Abstract: *This study examines workplace discrimination faced by employees with disabilities, focusing on hiring and promotion challenges. The primary problem identified is the persistence of barriers, such as biases and inadequate accommodations, which hinder employment opportunities and career advancement for individuals with disabilities. Objectives include analyzing current recruitment practices and proposing strategies to foster inclusivity. The methodology using a qualitative study by looking at previous case studies that have occurred. Findings indicate that inclusive recruitment, clear accommodation guidelines, and disability awareness training are critical to overcoming bias. The study concludes that integrating these practices not only supports legal compliance but also promotes a more equitable and diverse workforce. The implications suggest that organizations committed to inclusivity can enhance their talent pool, improve workplace culture, and set a standard for fair employment practices.*

Keywords: *Workplace Discrimination, Disability Inclusion, Employment Hiring and Promotion Practices*

Introduction

Overview

Discrimination against disabled employees in the workplace creates serious problems for recruitment and promotion processes, affecting both national and international contexts. This is because of structural biases and a lack of supporting structures, disabled persons remain underrepresented in the labor market despite the recognized benefits of workforce diversity. People with disabilities are excluded from the workforce because of structural prejudices and

poor support networks, even though it is recognized that a diverse workforce should be advantageous. People with disabilities (PWDs) have long been the target of discrimination. PWDs have always had to deal with the reality that, in one form or another, being born with a handicap causes them to face direct or indirect discrimination from their friends, society, or even their own family. All people with disabilities face discrimination and strive to overcome it. A workplace culture that disregards equity in promotions is frequently found in organizations that do not use inclusive recruiting processes. For example, similar prejudices may affect leadership development chances and performance reviews if a firm fails to teach its employees to respect diversity throughout the hiring process. According to Workplace Discrimination against Malaysians with Disabilities (2020) state that, discrimination and unequal pay for persons with disabilities (PWDs) violate Act 685, which mandates that employers ensure equal rights and opportunities for PWDs, including equal remuneration for work of equal value. All people with disabilities face discrimination and strive to overcome it. Hence, good discrimination legislation must always address this loophole in employment. As long as there is no legislation to address this, people with disabilities will continue to struggle to keep their jobs (Amar-Singh HSS, 2023).

Malaysia in 2024 had around 637,537 registered individuals with disabilities (PWD), with almost half of them of working age. The employment rate for persons with disabilities is extremely low, with studies indicating that barely 1% of the workforce consists of people with disabilities, despite government attempts such as the 1% employment quota in the public sector. The limited admission into the workforce lowers prospects for professional advancement. Disabilities are a part of the human experience and at the core of humanity. It happens because of a mix of different environmental and personal factors, along with health issues like dementia, blindness, or spinal cord injuries (World Health Organization, 2023). According to the International Labor Organization (ILO) (2022) estimates that there are about 1 billion people with disabilities around the world, or 15% of the global population.

According to the website OKU Rights Matters states that in 2024, around 80% to 90% of working-age people with disabilities of working age are unemployed in developing countries. According to the research in Malaysia, many companies still view hiring persons with disabilities (PWDs) as a risk, citing worries about productivity, accommodation costs, and workplace integration. Despite government regulation demanding this level, persons with impairments make up fewer than 1% of public sector positions. Meanwhile, the private sector has slightly better outcomes but still faces stigma and limited workplace modifications. Employment and unemployment statistics for people with disabilities in Malaysia are not readily accessible to the general public, are not broken down by age, gender, or disability and are not updated on a regular basis. According to 2018 data, there are only about 4,500 disabled people employed in the governmental and private sectors in Malaysia. They make up less than 1.4% of the 320,870 working-age people with various impairments on the Social Welfare Department's national disability registry in 2018.

An inclusive work culture, where the work environment values the differences of each individual in the work environment, making each individual in the work environment feel accepted and connected. There are several barriers to inclusive hiring, which refers to any bias or barriers that are put in place to limit entry to jobs for underrepresented groups. Among the barriers that occur during the hiring process is that recruiters are not aware that they have made

a bias in hiring. It is said that this problem can affect the way in which employees from various backgrounds are recruited. For example, a hiring manager may be biased towards someone with an educational background similar to their own, even though the formal education they have has no connection to their ability to perform a task. According to Parisi (2024), said that discrimination has created challenges in the interview and hiring process, with 25% of people saying this. The rest are people with disabilities who are worried that they will be considered by employers based on their disability.

In addition, the lack of an inclusive process is one of the barriers that occur during the recruitment process. An inclusive recruitment process should be implemented to ensure that all applicants have the same opportunity for a job position regardless of their race, gender, religion, age, disability and ethnicity. If recruiters do not implement inclusive recruitment, then people will feel unwelcome.

Data Statistic and Figure

According to the Department of Social Welfare (JKM), there are 488,948 registered Persons with Disabilities (PWDs) as at October 2018, which translates to 1.53% of Malaysia's population. The data statistic in Figure 1 shows the total number of PWDs according to States in Malaysia, according to gender and the total number of PWDs according to the types of disabilities people in Malaysia.

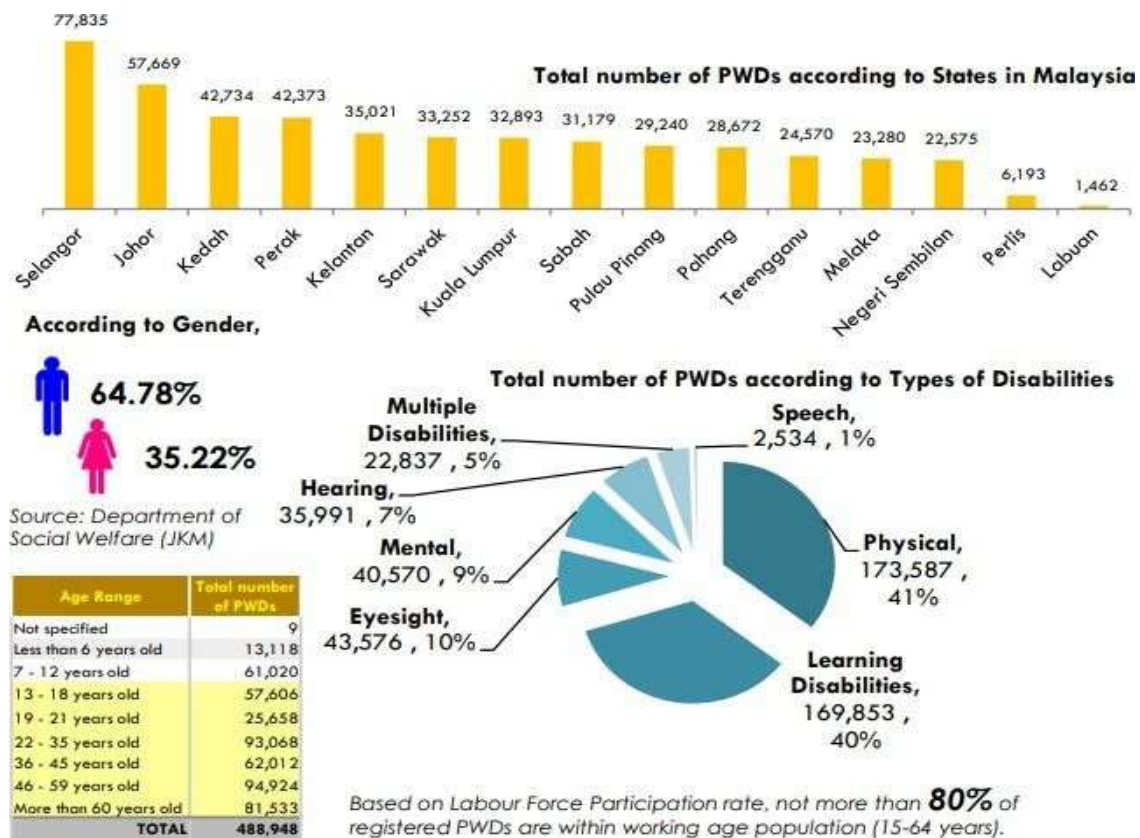


Figure 1: The total number of PWDs according to States in Malaysia, according to gender and the total number of PWDs according to the types of disabilities people in Malaysia.

Source: Human Resources Development Fund, Human Capital Report (2019)

The Department of Social Welfare (JKM) chart depicts vital data regarding Malaysia's individuals with disabilities (PWDs). It reveals that Selangor has the most registered PWDs (77,835), followed by Johor (57,669), with physical impairments being the most frequent form (41%), and that 80% of PWDs are of working age (15-64 years old). Despite this, their real workforce engagement is disproportionately low.

According to Figure 1, the data collected supports the claim that systematic employment and promotion restrictions still exist for people with disabilities. For example, the significant proportion of people with disabilities shows that workplace accessibility is crucial, but many firms do not provide such concessions. Similarly, the low labor participation rate despite a sizable working-age population indicates squandered possibilities due to prejudices and poor policies. Organizations may capitalize on the unrealized potential of people with disabilities by addressing these discrepancies through inclusive recruiting procedures and promotion policies, aligning workforce dynamics with principles of equality and productivity. The figure showed the categorized PWDs into various types of disabilities which is for the physical disability recorded 41% of disabled people who need a workspace that can facilitate their movement in accessing wheelchairs as well as the latest technology to provide comfort while working for a long period of time. In addition, employees with learning disabilities recorded 40% of people. This shows that this group needs training program services that can be adapted and provide flexible work arrangements. Furthermore, people with mental disabilities and hearing disabilities also need support services in the world of work, namely the Company must provide mental health support services and communication assistance to this group of employees. Finally, employees with visual impairments must be provided with facilities such as accessible digital tools and assistive software that can enhance the experience at work. Therefore, all types of disabilities found in employees facing disabilities should be given more inclusive support in the field of work.

Issue and Problem- Rephrase & Add 3@ 5 Citation

Numerous employers in this or other countries continue to harbor reservations regarding the employment of individuals with disabilities. In certain organizations, individuals with disabilities are prohibited from submitting applications for employment. The Equal Opportunities Employment Act stipulates that individuals with disabilities should have the same opportunity to secure employment as normal individuals, as stated in numerous rules and regulations. Conversely, they were denied employment opportunities for numerous reasons (Zakaria et al., 2021). Despite the fact that disabled workers are employed, they continue to encounter numerous challenges from their employers, non-disabled coworkers, their surroundings, the instruments they use, and other factors (Selvi Narayanan, 2018).

The term "employment" accurately represents an individual's socioeconomic status and status in society. According to the study conducted by Mansour (2009) have observed that meaningful employment not only provides financial benefits but also improves an individual's self-esteem, dignity, and status within a community. In the actual world, job opportunities are not equitable. Primarily, individuals who are capable of working without any disabilities are granted the majority of employment opportunities, benefits, and privileges, which places individuals with disabilities at a disadvantage. This is because the strict rules and obstacles, like people's attitudes and physical barriers, most of them as a society, make it very difficult for people with disabilities to find work. There is a belief that the impairments of disabled

individuals render them inadequate, rendering them unsuitable for employment as productive labor in the workforce. It can be argued that the marginalization, exclusion, and deprivation of individuals with disabilities from participating in employment opportunities exacerbate their reliance on the rest of society, a situation that is neither sustainable nor inclusive in the long term (Omar et al., 2021).

One of the issues that must be addressed in order to combat workplace discrimination against disabled workers is legal disparities. The Persons with Disabilities Act of 2008 advocates for equal rights for PWDs, despite the fact that it does not explicitly address discrimination. Companies that indulge in discriminatory recruiting practices are exempt from legal action as a result of this loophole.

The systemic obstacles encountered by individuals with disabilities (PWDs) in Malaysia's employment can be categorized into three groups: legislative gaps, workplace culture, and sociocultural barriers. This will facilitate a more comprehensive understanding of the challenges.

The public and employers are not aware of the rights and capabilities of individuals with disabilities in the workplace, which is a significant barrier (Nagtegaal et al., 2023). The public is unaware of the contributions that individuals with disabilities can make. There is a widespread misconception among Malaysians, including employers, that individuals with disabilities require excessive support and are less productive. Numerous individuals with disabilities are confined to low-paying, low-skilled positions and may not have access to training and development opportunities. Many disabled employees are apprehensive about the possibility of losing their benefits if they begin working or increase their hours (How to Remove Workplace Barriers for Employees with Disabilities, 2023).

Inclusion in a workplace culture is a source of job satisfaction and job-related support for employees (McGuire, 2007), whereas socialization into a workplace culture communicates to workers that they are valued members (Kulkarni & LengnikHall, 2011). The majority of Malaysian workplaces lack disabled-friendly amenities or technology, including ramps and elevators. The workplace environment is unsuitable, which will result in disabled workers having limited mobility to perform their duties. This will result in the workplace environment for disabled individuals feeling excluded or difficult to comprehend. Furthermore, disabled employees are said to have limited opportunities for employment due to the fact that employers offer only low-skilled positions and career advancement is minimal. Workplaces are essential social environments, which can serve as an incentive to assess the social potential of individuals whom you invite to collaborate with (Rivera, 2012, 2020).

The employment quota for disabled workers in the private sector is only 1%, and it is also inadequately enforced. Consequently, handicapped workers will encounter a variety of issues and problems as a result of the law's inadequate implementation. There are only 12,000 employed out of the projected 637,000 registered handicapped individuals, which is significantly lower than the planned quota of 162,000. Despite the government's provision of financial support to businesses that hire individuals with disabilities (e.g., subsidies under Budget 2023), the incentive is inadequate to encourage widespread participation.

For instance, an employee who depends on a wheelchair and has been employed for four years and has cerebral palsy. Regrettably, the facility in which he is employed is not wheelchair accessible, and there are no designated facilities for individuals with disabilities. The employee requested that the company enhance the facilities for him; however, his request was denied, and he was subsequently requested to depart the organization. The situation is further exacerbated by the fact that he did not receive his salary for the final month prior to his departure. He was unable to proceed with the official complaint file procedure as a result of his inability to travel alone and the lack of accessible transportation. He was also discouraged from reporting to the authorities because incidents such as these were perceived as low priority and frequently went unresolved.

Discussion

Concept of Discrimination Against Employees with Disabilities

Discrimination in the workplace occurs when an individual or group is the subject of unfair treatment due to characteristics they have. Discrimination at work may happen between coworkers as well as between employees and their employers. Discrimination is illegal under the law regardless of motivation or purpose (Seek Limited, 2024). Discrimination is an ongoing challenge that all People with Disabilities (PWDs) encounter and hope to overcome (Workplace Discrimination against Malaysians with Disabilities: Living with It or Fighting against it (Disability Studies Quarterly, 2020).

Employers and coworkers may discriminate against people with disabilities (PWDs) in a variety of ways, which frequently prevents PWDs from realizing their full potential at work. For example, many employers are unwilling to hire individuals with disabilities, believing that they may require excessive accommodations or be less productive. For example, an applicant with a hearing impairment might be unfairly rejected because the employer assumes communication challenges will hinder their performance, despite the candidate being qualified for the job. In addition, handicapped employees may encounter barriers to promotion even when they fulfill the performance requirements for career progression, which is another instance of discrimination against them in the workplace. For instance, despite their ability to devote themselves totally to a job assignment, handicapped persons are frequently assigned to difficult roles.

According to the International Classification of Functioning, Disability, and Health (ICF), a disability is a general word that encompasses limitations in activities, participation restrictions, and impairments (National Center for Health Statistics, 2012). Next, states that "Persons with disabilities are those who have long-term physical, mental, intellectual, or sensory impairments which in combination with various barriers may hinder their full and effective participation in society on an equal basis with others," as stated in the United Nations Convention on the Rights of Persons with Disabilities. (UNCRPD, 2006: article 1 purpose).

Challenges in Hiring Employees with Disabilities

Hiring employees with disabilities presents several challenges that can prevent employers from creating a more inclusive workforce. Employment presents many obstacles for people with disabilities, not only during the application and hiring process. People with disabilities struggle to get education and training relevant to their jobs, even when they are employed. The also find

it difficult to finish their work since there aren't enough regulations and supportive structures in place to meet their demands (OKU Right Natter, 2024). They are negative states of mind, transportation and convenience offices and case concerns (Magdalene C. H. Ang, 2017). Hiring and employing people with disabilities poses significant challenges due to negative attitudes and stereotypes. Employers' attitudes of the ability of people with disabilities to work can lead to a reluctance to hire them. Even though it's generally believed that disability discrimination is not purposeful, employers' negative attitudes towards PWDs have a significant impact (J. Grzeda, 1994).

Insufficient Employer Awareness and Training

First, a lot of companies can think that PWDs don't have the skills and background necessary to work at the required level and thus are reluctant to hire them (J. Rath, 2005). According to S. Mitra, 2011 said that in actuality, compared to their peers without disabilities, a large majority of PWDs might not have the education, training, or other social chances necessary to obtain employment. Despite this, many interested and qualified disabled applicants still encounter several obstacles in their job search (C. Goldstone, 2002). But nowadays, many businesses show support for hiring people with disabilities, but they fail to translate this into action, frequently because they lack understanding and training on disability concerns (Osterud & Vedeler, 2022). S. Mita 2011 said that, in actuality, disabled workers are people with varying needs and capacities.

Transportation and Accessibility Barriers in Hiring People with Disabilities

Another challenge or the main reason employers give for not hiring people with disabilities is that they don't have transport and living arrangements for them (A. R Abd Rahim, 2005). Employers also have the misperception that making investments in facilities that are accessible to people with disabilities will result in extra expensive expenses. Smaller businesses often worry about this because they do not have as many resources as bigger companies (A. Houtenville & V. Kalargyrou, 2012). In truth, Malaysians with disabilities have long struggled with difficulties related to inaccessibility to the built environment. Although, many people with disabilities rely on accessible public transportation or specialized transport service to reach work. However, in locations with few accessible choices, transportation becomes a significant impediment. Without dependable transportation, eligible applicants may be unable to attend interviews or maintain consistent attendance at work. For example, in rural locations, where public transportation is frequently less developed, persons with disabilities experience more challenges in getting work owing to limited mobility alternatives (Shrove, 2022).

Unconscious Bias and Stereotyping

There is bias in hiring, stereotypes and misconceptions regarding impairments are frequently the root cause of this bias, which results in discrimination throughout the recruiting process. In a manufacturing company looking for a quality control inspector. There are two applicants for the position, but one of them is a physically disabled person who requires the use of a wheelchair but is highly qualified. The second applicant is an individual with the same highly qualified person but without the physical disability. In this scenario, the applicant who uses a wheelchair may face a bias during the hiring process, even though they have the same skills and qualifications. This occurs because of the employer's assumption of the incompetence of the disabled individual who is viewed only from the outside.

Promotion Practices

There is currently no easy way to address the global problem of high unemployment rates among Persons with Disabilities (PWDs) (George Teleporos, 2014). In today's constantly changing corporate world, supporting workplace diversity and inclusiveness is more than a moral imperative but it is a strategic requirement (Michael Page, 2024). People with disabilities (PWDs) are frequently disregarded among the numerous groups who contribute to our workforce. They represent a significant and valuable candidate pool. PWDs are known as Orang Kurang Upaya (OKU) in Malaysia. Traditional recruiting approaches unintentionally create barriers for PWDs, resulting in their underrepresentation. This not only limits their access to prospects, but also prevents enterprises from getting diverse perspectives and capabilities. The strategies for accessible and inclusive hiring processes as follow:

Partnering with organizations and advocacy groups.

In the world of work, many employers face challenges in understanding how to create an inclusive workplace that is appropriate for people with disabilities in hiring. Organizations that have potential employees with disabilities need to take the initiative by building strategic partnerships with related organizations that can bridge the gap by providing facilities, training and support to facilitate movement and facilitate the affairs of people with disabilities in carrying out their jobs. Several Malaysian government departments and organizations, including the Ministry of Women, Family and Community Development (KPWKM), the social Welfare Department (JKM), and the Ministry of Human Resources (MOHR), give assistance and support to people with disabilities. MOHR especially assists PWDs in obtaining work through registration for OKU status, job coaching and Disability Equality Training (DET) and job placement. Partnering with some of these companies may give your company a greater understanding to hire PWDs. In order to give PWDs the skills they need to succeed in the workforce, the Social Welfare Department (JKM) assists in facilitating training programs, and MOHR strives to guarantee job-matching services and advance workplace inclusion (Mohd Rasdi et al., 2021). With the collaboration of the Company together with related organizations, it can provide employment opportunities for people with disabilities in creating more inclusive practices for hiring disabled workers. For example, Job Coaching Malaysia, a specialized initiative under MOHR, has been instrumental in assisting employers to implement reasonable accommodations and inclusive employment practices (Rahman & Aziz, 2022).

Training and awareness for hiring teams

It is important for managers and employers to conduct workshops about disabilities. For example, they can have employees wear blindfolds to understand what it's like to have vision problems. This helps the team understand and change how they work with others. Employers also need to do unbiased interview techniques. Management or employers need to use organized interviews in which all candidates are asked the same questions to reduce unconscious prejudice and focus entirely on the candidates' qualifications. This can help spread awareness to other employees and employers about the disabilities faced by people with disabilities in continuing this challenging life. Therefore, people with disabilities will not feel marginalized by society and colleagues because they are given the opportunity to be in the world of work like people with perfect physical abilities (British Association for Supported Employment, 2022).

Flexible application and interview processes.

Offering a different job application option that enables candidates to reach out via phone or video submissions when they have difficulty filling out written applications. Next, employers need to create flexible interview formats. This means they should allow options like doing interviews over video calls with sign language interpreters for candidates who are hard of hearing, or giving extra time for those who need it to think and respond.

Employers must adhere to disability laws which are to ensure equitable treatment, accessibility and accommodations for employees with disabilities, creating a workplace that supports inclusion and legal compliance. There are many allocations and provisions under Section 29 of the Malaysian Laws under Person with Disabilities Act 2008 as follow:

29. (1) Persons with disabilities shall have the right to access to employment on an equal basis with persons without disabilities.

29. (2) The employer shall protect the rights of persons with disabilities, on equal basis with persons without disabilities, on equal basis with persons without disabilities, to just and favourable conditions of work, including equal opportunities and equal remuneration for work of equal value, safe and healthy working conditions, protection from harassment and the redress of grievances.

29. (3) The employer shall in performing their social obligation endeavor to promote stable employment of a person with disabilities by properly evaluating their abilities, providing suitable places of employment and conducting proper employment management.

29. (4) The Council shall, in order to promote employment of persons with disabilities in the private sector, formulate appropriate policies and measures which may include affirmative action programmes and other measures.

29. (5) The Council shall promote opportunities for training for persons with disabilities in the labor market as well as opportunities for self-employment, entrepreneurship, the development of cooperatives, starting one's own business and creating opportunities to work from home.

29. (6) For the purpose of this section, "employer" includes the Government

The dedication to diversity, equity, and inclusion in the workplace is reinforced by ensuring adherence to disability regulations, such as the Persons with Disabilities Act 2008. PWDs' rights to fair treatment, safe working conditions, equal employment opportunities, and reasonable accommodations are outlined in Section 29 of this Act, which also highlights employers' obligations to promote an inclusive workplace.

Organizations may access a broad labor pool, can increase workplace efficiency, and foster an environment of justice and respect by following certain regulatory requirements and using flexible recruiting producers. By doing this, they not only comply with legal requirements but also contribute to a more inclusive and progressive society.

Recommendation

Organizations can address these challenges by offering flexible work arrangements, subsidizing transportation for employees with disabilities, and ensuring compliance with accessibility standards in the workplace. By improving transportation options and accommodation facilities, companies can better attract and retain talent from this underrepresented group. Due to numerous obstacles and difficulties, work for individuals with disabilities is not fulfilling its potential as a successful means of escaping poverty. In light of

everything said above, the researcher suggested a few tactics to enhance the recruiting and retention of impaired employees in a company. The following are the few recommendations to reduce workplace barriers for disabled workers:

Create company rules that focus on hiring people with disabilities, following government guidelines to raise the number of disabled workers in both government jobs and private companies.

Both the public and commercial sectors should establish hiring targets or affirmative action strategies in accordance with current government regulations in order to boost the representation of workers with disabilities. In addition to encouraging diversity, this approach complies with local or national disability employment laws, fostering an inclusive workplace that represents society's values. Organizations may support equitable employment opportunities and access a larger talent pool by incorporating policies that promote employing people with disabilities. Tax rebates and money for workplace adjustments are examples of incentives that might help make this integration easier.

Create clear rules for how to handle disability matters, including requests for support.

To guarantee uniformity and equity, organizations should establish explicit, written processes for managing disability-related matters, including requests for accommodations. The process of requesting accommodations, determining needs, and putting solutions in place is standardized with the use of written rules. This paper gives managers and staff a clear framework for handling issues linked to disabilities, which is crucial in minimizing misunderstandings. Additionally, it guarantees that managers manage accommodations in a courteous and compliant way, assisting staff members with disabilities in feeling appreciated and supported.

Appoint a diversity specialist who deals with disability issues to avoid mishandling by other non-experienced staff.

The proper implementation of the organization's policy and the courteous and informed handling of accommodation requests are guaranteed by the appointment of a diversity specialist with experience in disability problems. A committed expert can educate personnel, avoid inadvertent prejudice, and offer insights on best practices for hiring and keeping workers with disabilities. Additionally, this position facilitates communication between management and staff members with disabilities, fostering an inclusive workplace where everyone is supported and feels heard. Additionally, experts in this field may lobby for ongoing policy improvements at companies and keep current on changing disability regulations.

Establish a written company policy of non-discrimination that includes disability.

A written policy explicitly stating the company's commitment to non-discrimination, including protection for individuals with disabilities, reinforces an organization's dedication to diversity and equality. This policy should be easily accessible to all employees and included in orientation materials. Clear anti-discrimination policies help employees understand their rights and set standards for acceptable behavior within the workplace, ensuring a respectful and supportive environment for everyone. Additionally, a documented policy helps companies comply with legal obligations and promotes a workplace culture that values diversity and inclusion.

Teach non-disabled employees in the organization about disabled workers, including their benefits and how to understand them better. This will help prevent stereotypes and discrimination.

Training programs that educate employees on disability awareness, the advantages of a diverse workplace, and good communication strategies. Simulations, talks on unconscious prejudice, and advice on how to engage with coworkers who have impairments are some examples of awareness training. This kind of training develops empathy, dispels stereotypes, and gives staff members the tools they need to assist and collaborate with colleagues who have disabilities. Employers may avoid prejudice, foster a more cohesive team, and guarantee that workers with disabilities feel valued and included by educating their staff.

Conclusions

In conclusion, this study shows that many workers with disabilities are dealing with many issues and difficulties. Many efforts have been made through laws and policies to help include people with disabilities in the workforce. Businesses may start by putting in place policies that give recruiting and retaining people with disabilities first priority, in line with diversity objectives and governmental requirements. Organizations may foster a supportive atmosphere that promotes equal opportunity and lessens stigma by hiring experts, implementing unambiguous non-discrimination rules, and offering thorough disability awareness training.

Businesses and legislators must act swiftly to advance the development of a fully inclusive workforce for people with disabilities (PWDs). Employers must place a high priority on putting in place comprehensive practices that support government diversity goals by recruiting, retaining, and promoting people with disabilities. The Malaysian government should take proactive measures at the policy level to guarantee that the Persons with Disabilities Act 2008 is not only completely implemented but actively examined and revised to address new obstacles that PWDs encounter in the workplace. The effects of certain measures like inclusive leadership programs, workplace modifications, and disability awareness training on PWDs' career development and retention should be investigated further. In order to guarantee that PWDs have equitable access to professional development opportunities, policymakers must also work with the private sector to encourage the creation of inclusive employment practices through tax incentives and recognition programs. A more inclusive and fair job market for people with disabilities may be established in Malaysia by a concerted effort of organizational commitment and policy enforcement, which would benefit the economy and society at large.

Obviously, it is timely that the Persons with Disabilities Act 2008 should be rigorously implemented in order to demonstrate the Malaysian government's dedication to the handicapped population. A better legislation that completely defends and advances the rights of people with disabilities will lessen the obstacles and difficulties they confront from the outside world.

References

- A. Houtenville and V. Kalargyrou, "People with disabilities: Employers' perspectives on recruitment practices, strategies, and challenges in leisure and hospitality," *Human Resources Management*, vol. 53, no. 1, pp. 40-52, 2012.
- A. R. Abd Rahim, H. Suffean, and P. Abu Talib, *Career Development and Unemployment Problems in Malaysia: Crisis of Education and International Journal of Innovation, Management and Technology*, Vol. 8, No. 5, October 2017 365
- Ananian, S., & Dellaferrera, G. (2024). *A study on the employment and wage outcomes of people with disabilities*. <https://doi.org/10.54394/YRCN8597>
- C. Goldstone, "Barriers to employment for disabled people," In-House Report for the Department of Work and Pensions, 2002
- Employment and Disability: a complex problem with no simple solution – Features – ABC Ramp Up (Australian Broadcasting Corporation). (2014). [Abc.net.au. https://www.abc.net.au/rampup/articles/2014/01/13/3922428.htm](https://www.abc.net.au/rampup/articles/2014/01/13/3922428.htm)
- Improving people with disabilities' access to employment and protection project in Malaysia kicks off*. (2024). UNDP. <https://www.undp.org/malaysia/stories/improving-people-disabilities-access-employment-and-protection-project-malaysia-kicks#:~:text=Malaysia%20has%20approximately%20637%2C537%20registered,schemes%20in%20Malaysia%20like%20PERKES>
- O. J. Rath, L. Ross, and W. Child, "Focus group with private sector senior executives and human resources professionals," *Employer Assistance Referral Network (EARN): Technical Report*, 2005.
- Jacob, U. S., Pillay, J., Adeoye, O. E., & Oni, T. K. (2022). Barriers to employment of people with intellectual disability. *Work*, 74(1), 207–218. <https://doi.org/10.3233/wor-211097>
- Kaja, Larsen, Østerud., Janikke, Solstad, Vedeler. (2022). Disability and Regulatory Approaches to Employer Engagement: Cross-National Challenges in Bridging the Gap between Motivation and Hiring Practice. *Social Policy and Society*, 1-17. doi: 10.1017/s1474746422000021
- Luc, K. (2021, October 12). *Disability in the workplace: Barriers to employment & retention| Culture Amp*. CultureAmp. <https://www.cultureamp.com/blog/disability-employment-barriers>
- Mulcahy, S. (2023, October 13). *5 Inclusive Hiring Practices for Enhancing Workforce Diversity*. Enboarder; <https://enboarder.com/blog/enhancing-workforce-diversity-inclusive-hiring-practices/>
- Nagtegaal, R., De Boer, N., Van Berkel, R., Derks, B., & Tummers, L. (2023). Why do employers (fail to) hire people with disabilities? A systematic review of capabilities, opportunities and motivations. *Journal of occupational rehabilitation*, 33(2), 329-340.
- Omar, M. K., Ali, N. M., Puad, M. M., Yaakub, M., & Zakaria, A. (2021). Enabling employment for people with disability (PWD): Readiness, Commitment, and Disposition of Malaysian Employers. *International Journal of Entrepreneurship and Innovation Management*, 4(15), 1-22.
- O'Connell, M. (2023, December 2). *Disability Inclusion: The 2024 Trends & Challenges*. Global Disability In. <https://www.globaldisabilityinclusion.com/post/disability-inclusion-the-2024-trends-challenges>
- S. Mitra, A. Posarac, and B. Vick, "Disability and poverty in developing countries: a snapshot from the world health survey," *Social Protection and Labor*, 2011.

- Shrove, J. (2022, August 25). Six Things for Employers to Consider When Hiring Individuals With Disabilities. Uschamber.com. <https://www.uschamber.com/workforce/six-things-for-employers-to-consider-when-hiring-individuals-with-disabilities>
- The Malaysian Insight. (2023, October 17). *Without law, workplace discrimination against disabled will continue*. Themalaysianinsight.com; The Malaysian Insight. https://www.themalaysianinsight.com/s/467221#google_vignette
- Tilo, D. (2023, November 15). *Malaysian employers told to offer “flexibilities” for PWD jobseekers, staff*. Hcamag.com; HRD Asia. <https://www.hcamag.com/asia/specialisation/diversity-inclusion/malaysian-employers-told-to-offer-flexibilities-for-pwd-jobseekers-staff/466799>
- Mohd Rasdi, R., Abdullah, H., & Ibrahim, R. (2021). Inclusive Employment Practices for Persons with Disabilities in Malaysia: Current Trends and Future Directions. *International Journal of Social Policy*.
- Rahman, A., & Aziz, N. (2022). Promoting Disability Equality in the Workplace: The Role of Government-Led Job Coaching Programs. *Journal of Disability and Employment Studies*.
- Disability Awareness For Staff Working with Employers | British Association for Supported Employment. (2022). Base-Uk.org. <https://www.base-uk.org/disability-awareness-staff-working-employers>
- How to Remove Workplace Barriers for Employees With Disabilities. (2023, April 20). Pitt Law MSL Online Program; School of Law, University of Pittsburgh. <https://online.law.pitt.edu/blog/remove-workplace-barriers-for-employees-with-disabilities>
- McGuire, G. (2007). Intimate work: A typology of the social support that workers provide to their network members. *Work and Occupations*, 34, 125–147
- Kulkarni, M., & Lengnik-Hall, M. (2011). Socialization of people with disabilities in the workplace. *Human Resource Management*, 50, 521–540.
- Rivera LA (2020) Employer decision making. *Annual Review of Sociology* 46: 215–232.
- Zakaria, H., Kamarudin, D., Hussain, Y., & Lazim, M. M. (2021). Inclusivity in the Workplace for Persons with Disabilities: Analyzing Communication Effectiveness within Malaysian Companies. *Turkish Online Journal of Qualitative Inquiry*, 12(6).