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A Case Study of Doormat Craft Business Management by Disabled People's Organizations

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Abstract

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Keywords

doormat craft, business management, disabled people's organization, case study, disability entrepreneurship, pandemic COVID-19

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A Case Study of Doormat Craft Business Management by Disabled People's Organizations

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The Pusat Pemberdayaan Mitra Sejahtera (PPDMS) is a Disabled People's Organization (DPO) in Indonesia that continued operating its doormat craft business during the COVID-19 pandemic. This was a unique time, given many constraints on workers in Indonesia. This study aimed to explore the challenges PPDMS faced while running their doormat craft business during the COVID-19 pandemic and what strategies they used to overcome these challenges. A case study was used to explore the unique characteristics of DPO entities and their strategies to continue a sustainable business during the pandemic. Research participants included organizational leaders, members, coordinators, partner subsidiaries, and families of persons with disabilities. Data collection techniques included interviews, observation, and document review. The research findings revealed determinants of the DPO's survival in the doormat craft business, namely (a) transformative leadership based on cooperation, (b) productivity of DPO members and their families, and (c) assistive technology for accessible doormat craft. These findings can inform good practices that can be disseminated to other DPOs.

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Introduction

From a global perspective, the World Health Organization (WHO) and the World Bank have detected around one billion (15% of the world's population) people with disabilities spread throughout the world, but there is no definitive data regarding this population (Cappa et al., 2015; Ramadhani, 2021; World Bank, 2011; World Health Organization, 2012; World Health Organization, 2018). Data according to the National Socio-Economic Survey of the Badan Pusat Statistik (Badan Pusat Statistik [BPS] Republik Indonesia; 2018), the number of people with disabilities in Indonesia has reached 37.1 million people with various types of disabilities, ages, education levels, and various economic statuses. This diversity condition has caused the Government of Indonesia to formulate specific strategies and programs to meet the basic needs of each community group. The scope includes persons with disabilities to support the implementation of Convention on the Rights of Persons with Disabilities (CRPD) and Sustainable Development Goals (SDGs) in giving respect through the provision of protection, ensuring equal fulfillment of rights, and recognition of work rights. A job is valuable for them as self-empowerment, independence, and overall well-being (Verulava & Bedianashvili, 2021).

The world's social issues that are still controversial are related to employment and poverty for persons with disabilities (Adioetomo et al., 2014; Lepège et al., 2015; Nofiani et al., 2022; Santoso & Apsari, 2017). Access to decent work without discrimination is the right

of every human being, and this, of course, also applies to persons with disabilities (Bungău et al., 2019; International Labour Office [ILO], 2015; Naukenova, 2015). Persons with disabilities contribute to high unemployment rates compared to the non-disabled population due to limited access to education and employment (Hoque et al., 2014; McAlpine & Alang, 2021; Pettinicchio & Maroto, 2017; Putnam & Bigby, 2021; Si et al., 2021; Verulava & Bedianashvili, 2021). This problem has resulted in a lower family economic status and a slowdown in the socio-emotional development of children with disabilities (Swift et al., 2021; Van der Mark et al., 2017; Watson et al., 2016). Based on the research results of Nursyamsi Fajri (2021), in 2018-2020, Yogyakarta-Indonesia was ranked second for the province category with the highest poverty rate for persons with disabilities, with a total of 20.16%.

The facts reveal that a high population of persons with disabilities, accompanied by unemployment problems and an actual poverty rate for people with disabilities in Indonesia, has encouraged the government to provide support through inclusion programs and policies (Mulyati et al., 2019). The support provided by the government is shown by regulations such as Law Number 8 of 2016 concerning Persons with Disabilities, which in Article 45 guarantees the process of recruitment, acceptance, job training, job placement, work continuity, and career development that is fair and without discrimination to persons with disabilities. The law was strengthened by Government Regulation Number 70 of 2019 concerning Planning, Implementation, and Evaluation of Respect, Protection, and Fulfillment of the Rights of Persons with Disabilities, which has a goal of increasing inclusive and sustainable economic growth, productive and comprehensive employment opportunities, and decent work for all as stated in Goal 8 of the SDGs. This means that the Government of Indonesia must fulfill the rights of persons with disabilities, especially regarding the right to work and a decent life (Nazifah et al., 2021).

Persons with disabilities through various organizations have actively participated in helping the government improve equity and the person with disabilities economy (Saptyawati, 2019; Surwanti & Pa, 2021). In Indonesia, one of the DPOs active in empowering persons with disabilities is the Persatuan Penyandang Disabilitas Mitra Sejahtera (PPDMS). PPDMS focuses on developing vocational and business skills in doormat craft and creating patchwork mats for people with physical disabilities (Purnomo et al., 2021). Providing various kinds of support to persons with disabilities can enhance their abilities, allowing them to compete in business effectively. Marketing quality, quantity, and reach is crucial for optimal business productivity. Despite PPDMS's challenges, such as long commutes for its members, limited educational backgrounds, poverty, and recent acquisition of disabilities which affects their job-seeking abilities and motivation, the organization persists. PPDMS actively collaborates with its members to enhance their economic quality. DPOs play a pivotal role in boosting active participation and employment opportunities, which directly contribute to economic stability. This involvement combats feelings of isolation and exclusion (Salzer, 2021). DPOs, like PPDMS, are making strides to access diverse inclusive resources. They partner with researchers and universities, advocating for inclusivity within the broader community (Rania et al., 2022). In addition, they focus on enhancing the skills of their members, fostering product innovation and broad sales promotion (Games & Sari, 2019; Rimmerman, 2017; Rummery, 2018; Setiadi et al., 2020; Surwanti & Pa, 2021).

The condition of COVID-19 presents various policies from the Indonesian government. One of them is the limitation of activities by working from home, which impacts economic conditions, especially for the economy of doormat craftsmen with disabilities. This affects the productivity of the doormat craft business being constrained. COVID-19, which has occurred for almost three years, has a very complex impact on the condition of persons with disabilities. Under normal conditions without COVID-19, people with disabilities already have lower employment opportunities than people without disabilities. Policies that limit activities make

them in a condition that is more vulnerable to economic problems than before. The COVID-19 crisis has widened new inequalities, slowed productivity, and decreased income-generating organizations. Therefore, disability organizations need to formulate approaches and strategies to accelerate sales increases during a pandemic and post-pandemic (Doody & Keenan, 2021; Hidayat et al., 2021; Kalogiannidis & Papaevangelou, 2021).

This research aims to provide an overview of how to manage and strategy the doormat craft business by DPOs during the Covid-19 pandemic. The desired implication of this research is that this study becomes a good practice of creative product entrepreneurship managed by a DPO. This means the disseminated results can boost the DPO's creative economy efforts to be known to the international community. To strengthen the achievement of this research objective, the researcher prepared four research questions: novelty and state of the arts, which have a big impact on DPOs in Indonesia. Research questions include (1) How does PPDMS leadership support the doormat craft business during the COVID-19 pandemic? (2) How can PPDMS be productive in running its doormat craft business? (3) What is the role of assistive technology in the operation of doormat technology? and (4) How is the PPDMS strategy formulated to strengthen the organization and its doormat craft business during the COVID-19 pandemic in Indonesia?

The Context of the Study

The first author is an Associate Professor from the Department of Special Education at Universitas Negeri Yogyakarta. His research focuses on Special Education Technologies for people with disabilities. The second author is a lecturer focusing on assistive technology and children from the Department of Special Education at Universitas Negeri Yogyakarta. The third author is a senior researcher from the Department of Mechanical Engineering Education who focuses on making technology in doormat craft. The fourth author is a doctoral student in the Technology and Vocational Education field with a research focus on vocational empowerment in the community. The fifth author is a business management researcher pursuing a doctoral study in Technology and Vocational Education focusing on business management and entrepreneurship. The first author collaborates with four other authors with the same research interest in developing entrepreneurship skills for DPOs through the development of assistive technology and skills training (mat making, administration, good governance, e-commerce, and safety work) through the case study method.

We are interested in exploring the problems faced by DPOs in producing and marketing doormat craft products during the COVID-19 pandemic. An interesting phenomenon was how PPDMS continued to grow during the pandemic, so these are interesting to explore. This research is expected to develop strategies for dealing with the economic disparity of persons with disabilities through the creative industry. This research can reveal economic conditions and skills improvement strategies that impact the economic transformation of persons with disabilities who study related studies regarding the DPO strategy for the doormat craft business to survive during a pandemic.

Method

Research Design

We use a case study method that explores real-time phenomena (Rashid et al., 2019). We aimed to discover business management strategies pioneered by DPOs in Indonesia. We used the case study method to conduct an analytical deep dive into the unique characteristics of DPOs, which can inform good management practices. We wanted to develop a descriptive

account of how the doormat craft business operates with limited resources. We explored three main questions concerning the management of the doormat business by DPOs as follows: (1) What is the contribution of leadership? (2) How productive are the persons with disabilities and their family members? and (3) How is assistive technology used in the doormat business?

Case selection is a necessary process, so the determination of this case is based on the absence of previous similar studies. The characteristics of the single case in the DPO studied are unique, although many other organizations have excellent products and different business management. The researcher obtained permission from disability organizations, especially in the doormat craft business, for comprehensive observations and case analysis studies. We focus on issues and problems in DPO, especially in business management during the Covid-19 pandemic. Based on the characteristics of the study, we obtained the pattern of managing the doormat craft business managed by the DPO based on three major aspects and business strategies during the COVID-19 pandemic. Researchers identify cases through preliminary studies related to research objectives and needs. This research was developed by exploring the object of research by referring to the characteristics and track record of the doormat craft business and business experience.

In selecting DPO as the research object, the researchers compiled several criteria. These criteria include (1; a) creative handicraft products produced by DPO; (b) DPO has a successful handicraft business in export marketing; (c) organizations that grow up in conditions vulnerable to poverty; and (d) participation of organizational members in business management. These selection criteria are salient and unique cases to be explored in detail and illustrate a pattern of findings useful in DPO-driven doormat craft management.

Participants

We used purposive sampling, which aims to increase the accuracy and reliability of data on the selection of sampling based on the desired research context (Campbell et al., 2020). We used this technique to ensure we interviewed people who could provide the most relevant and valuable information. We were careful to select participants who understood the DPO doormat craft business in depth and could explain strategies related to the management of the doormat craft business. We interviewed six participants, including one organizational leader, one doormat craft worker, three coordinators of partner subsidiaries, and one family representative of persons with disabilities. All participants have been active and experienced in the organization for at least three years, and the maximum academic qualifications are senior high schools.

The openness of participants influences ethical considerations in research. All participants have no conflict of interest and have agreed to collect data based on approval in ethical clearance. Organizationally, the research cases are willing to disclose the organization's name (PPDMS) without mentioning the names of the subjects or research participants. This step is the object of consideration for researchers to provide an overview of case studies in the management of doormats in Indonesia and the promotion of handicraft products from DPOs.

Data Collection

We conducted the research between March 2020 and June 2022. We delved deeply into the case to uncover new insights. We employed data collection techniques such as interviews, observations, and document reviews to achieve this. To ensure the trustworthiness of our findings, we triangulated these data by cross-checking information from these three sources. The first step of the data collection process was preparing an interview protocol, a checklist for observation instruments, and a list of required documents. These three tools assist researchers

in the verification process, specifically elaborating and concluding supporting evidence for research based on the sources of evidence found. Special education, business management, and assistive technology experts reviewed and validated the interview questions. The research team validated the observation instruments and documents through internal discussions. The results of the review and validation of experts are then revised using these three tools, considering the suitability of the research objectives.

The type of interview used was a structured interview. The use of this structural technique supports researchers in directing the research objectives to be achieved (Elhami & Khoshnevisan, 2022). The second step in the data collection process was conducting in-depth interviews with the six informants using the structured interview protocol. The initial procedure given to each participant was an explanation of the objectives and procedures of the interview. Participants had the right to agree and disagree to be interviewed by signing the ethical clearance. The following procedure permits the interview to be recorded with audio for participants who agree. The core procedure was to ask the participants questions to be answered according to their perspectives. Questions related to the sustainability of the doormat craft business during the COVID-19 pandemic, the management of the PPDMS Organization, and effective and efficient productivity. At the end of the interview, we thanked the participants and assured them that we would maintain the confidentiality of the data. The interview process lasted approximately 30-60 minutes. Examples of interview questions are shown in Table 1.

Table 1
Sample of Interview Questions

Questions	Sample Interview Questions
The sustainability of the doormat craft business during the COVID-19 pandemic	- How did the COVID-19 pandemic affect the PPDMS doormat craft business?
	- What efforts has the doormat craft business made to develop and survive until now?
	- How is the organization's management from upstream to downstream so that the doormat craft business becomes advanced?
PPDMS Organizational Management	- How does the PPDMS doormat organization maintain its organization when its members are distant from the main office?
	- How does the organization's members' participation and contribution contribute to the organization's sustainability and the doormat craft business?
	- How does the organization's members' participation and contribution contribute to the organization's sustainability and the doormat craft business?
Effective and efficient doormat craft business productivity	- What efforts are needed to run the doormat craft business efficiently and effectively?
	- How is product marketing implemented in doormat craft?

At the same time the interviews were being conducted, we also conducted observations and collected and reviewed documents with the permission of PPDMS. We used observation sheets to record the number of actively working participants. We also conducted an inventory of assistive technology and documented research activities. In searching organizational documents, we made copies of supporting documents, including meeting minutes, business financial records, websites, social media, and program implementation reports.

Data Analysis

Collecting data in the field begins with a voice-to-text transcript by checking repeated sentences. Subsequently, the transcripts were analyzed using ATLAS.ti 9 for organizing and pattern-matching data. The pattern-matching process consisted of five stages: data selection,

coding, data search and relationship analysis, categorization, and concept map creation (de Ries et al., 2022). The results of the data analysis obtained three main variables regarding disability entrepreneurship that affect DPO's success in the management of doormat craft. These variables include (1) transformative leadership based on cooperation, (2) productivity of DPO members and their families, and (3) assistive technology for accessible doormat craft. This research will end with the best-applied strategy from PPDMS in managing the doormat craft business during the COVID-19 pandemic.

Findings

We have distilled the data into three central themes in this qualitative case study. These emergent themes include (1) mutual cooperation-based transformative leadership, (2) productivity of DPO members and their families, and (3) accessible assistive technology for the doormat craft business. The component description reveals the doormat craft development roadmap driven by DPO in Indonesia.

Mutual Cooperation-Based Transformative Leadership

The leadership's expertise influences transformational leadership in PPDMS in running the organization. An inspirational leader in the DPO community can empower groups of people with disabilities with various limitations. The figure of the leader of the PPDMS organization reflects the group organizer in empowering existing resources. Several good practices emerged in this transformational leadership. First, the extraordinary character of the DPO leader, who has a clear vision, is inspiring and could provide wise problem-solving. This character is supported by all organization members' high spirit of cooperation. The leader of this disability group organization can move the economy by utilizing the potential and limitations of persons with disabilities so that they are always productive and independent in moving the wheels of the organization. The interview results with the organization's head in an important part are as follows:

When asked how the organization has become what it is today, one participant leader responded, "I use a transformative approach and close intimacy with organizational members to encourage them to want to become entrepreneurs slowly. I always advise each member at every meeting so that this organization continues growing well by optimizing their abilities and limitations."

This quote can be interpreted as that harmony and tolerance have the potential in the organizational climate. This is evidenced by the transformative ability to provide a robust existence for members of the organization to empower persons with disabilities and their families to be active and productive in developing the PPDMS organization.

Second, organizational leaders have communicated organizational goals to all members through internal and external strengthening—the spirit and motivation evidence internal strengthening to survive through optimizing self-potential and physical limitations. One member participant emphasized, "We are very motivated by our chairman's work system because he can direct and encourage us in carrying out our responsibilities." This response explains that internal motivation is the key to determining the fighting spirit of organizational members. The results found in interviews and observations were obtained that external reinforcement is provided by social services, universities, business partners, and nonprofit organizations—organizational leaders in making decisions through consensus deliberation by involving core management who are expanded in organizational meetings. Evidence of success

in achieving the goals of the organization's leadership is marketing doormat craft products to export.

Third, organizational leaders can improve optimism in organizational members and partners. Leadership expertise in attracting stakeholders to aid this organization. Responses from organizational leaders regarding the question, "How do you invite stakeholders to be active and contribute to the progress of your organization?" The leader of the organization answered:

I always make proposals with various positive programs for the organization's progress by distributing them to many government and private agencies. Maybe this method looks like begging, but I am grateful that this method can provide much assistance from external government and international nonprofit organizations in helping the existence of this doormat craft business. We get much support from universities in conducting research and development of technology-based doormats, thus encouraging aid providers to come to our business. Various groups from the lower middle level to government officials have visited our business.

From this statement, it can be concluded that the knowledge of people with disabilities regarding becoming a leader who can work together with various parties will significantly influence the expertise of the DPO organizational leadership in the preparation and presentation of proposals with aid providers. This is also strengthened by the ability of organizational leaders to expert the English to encourage acceleration in international assistance. Fourth, good practices of organizational leadership are carried out by the head of the central organization, and several sub-organizations can become role models for sub-organizations under their coordination. Being exemplary is demonstrated in concrete efforts such as enforcing work discipline, providing examples of managing a good business, maintaining transparency in business and organizational financial reporting, being polite, welcoming new members, and providing good service to work partners. This method is continuously repeated to members of the organization because the essence of the survival of the DPO organization is strongly influenced by the positive energy that must be given to others to counteract feelings of despair due to inherent limitations.

Productivity of DPO Members and Their Families

The productivity capabilities of solid organizational members drive the acceleration of doormat craft production at PPDMS. The interpersonal skills of each member support the solidarity and perseverance of the organization's members. Collaboration with physical disabilities complements the limitations of each person with a disability. The Head of PPDMS said, "Our weaknesses as people with disabilities are not obstacles, but rather advantages if supported by accessible tools and assistive technology integrated into running a doormat craft business at PPDMS." Based on our observations, the dominant organizational members in this business are wheelchair users, those with incomplete limbs, and stilt users. This is a valuable observation, especially in motivating other members of people with disabilities that limitations can be covered with entrepreneurial abilities. The results of one of the interviews with members of the organization are as follows:

The researcher asked, "How do you believe that joining this community through doormats can help your economy?" The Partner Member explained, "I am grateful that by joining PPDMS, I can help the efforts of this organization. This

business helps our family's economy because the production of doormats is processed independently at home, and the products are sold collectively by PPDMS. This organization has many marketing partners, which helps us accelerate production and deplete product stock at our place."

The description above means that the presence of the doormat craft business provides an opportunity for members of the organization to optimize themselves to help the family economy. Through the policy of the organization's leadership, the management of the doormat can be done independently but in centralized marketing. These examples show concrete steps in increasing the productivity of DPO members, optimizing self-potential, and ability as a driver of family welfare.

Productivity can be realized through collaboration between several members of the organization. The involvement of families of persons with disabilities has a vital role in accelerating the production of doormats. People with cerebral palsy or physical barriers that make it difficult to carry out production activities can work with their families to produce doormats together. The participation of families of persons with disabilities shows that strong family support is the principal capital as an intrinsic spirit and motivation for people with disabilities to be productive and independent and provide sustainable benefits.

The adequacy of technology-based facilities and external assistance can help DPOs diversify their doormat craft products. Vocational skills acquired by self-taught and mentoring significantly influence the production of various doormat craft products. Those active in training and business mentoring must be enthusiastic about acquiring knowledge and skills. However, for passive people, this method is only a filler for busy times when other businesses stop or have free time. Technological advances become a competitive problem for productivity, so the uniqueness of technology-based handmade products becomes the product advantage of members of the organization. Therefore, they need the ability to adapt assistive technology to carry out a doormat craft business oriented to the values and culture of producing persons with disabilities.

Accessible Assistive Technology for the Doormat Craft Business

Assistive technology in the production process supports improving the PPDMS doormat craft business. We observed that four machines with assistive technology, namely non-machine looms, sewing machines, cutting machines, and automatic mat weaving machines, were accessible to persons with disabilities. Assistive technology stems from higher education institutions' research and development efforts, which are then transferred or applied to PPDMS in their doormat craft business. That is, the downstream research results can transform the adaptation of technology to achieve the effectiveness and efficiency of production. The organization's leader stated, "We are very open to triple helix assistance through collaboration between the government, universities, and the community." This comment shows that inclusion and technology-based entrepreneurship are becoming empowered mentoring trends in Indonesia.

Assistive technology provides convenience for workers with disability status in the production process. The arrangement of tools and machines pays attention to ergonomic studies for users. That is, the tool has a varied adjustable system and mechanization. The adjustable mat weaving machine is handy for users to adjust workers' physical abilities and reduce work accidents independently. PPDMS is an entrepreneurial pilot project from a disability organization in Indonesia that actively uses assistive technology in business. Accessible assistive technology, due to downstream research, has increased production capacity for doormats because the work system uses semi-automatic and automatic machines. Using

assistive technology in the business becomes a competitive advantage over other small- and medium-sized doormat businesses:

One worker said, "With the assistive technology, I can operate the automatic mat weaving machine. As a wheelchair user, I can adjust the height of the machine according to my comfort when using mat weaving. I adjust the movement of the woven comb with a lever that has been adjusted to my posture. I used to weave doormats in a day, and I could only produce three mats, but now, with this automatic mat machine, I can produce 20-30 mats daily."

The increase in production in the statement shows that assistive technology is helpful in the DPO doormat craft business. This organization is unique to study because in operating the business, it has adopted technology in the doormat craft business. In contrast to other disability communities, which predominantly work through conventional processes. This revealed that most of the businesses managed by persons with disabilities in Indonesia still use conventional tools and have minimal touch of technology. This portrait is what makes PPDMS have excellent and competitive doormat craft products at the national and international market levels, which can be accessed on the page <https://www.ppd-mitrasedjahtera.org/>

Doormat Craft Business Strategy in the Covid-19 Pandemic

From 2020 to 2022, the Covid-19 pandemic led to fluctuating revenues for the doormat business managed by PPDMS. This financial instability prompted a shift toward digital technology in their business processes. Even though they transitioned from manual methods to automated ones during the pandemic, their production capacity remained unaffected. However, they faced challenges with overproduction while having limited raw materials, impacting doormat management. Government regulations from central and local authorities implemented a four-tiered system of Restrictions on Community Activities. Only at level one could operations fully resume safely. PPDMS leadership confirmed that the organization was at level 3 in 2020, level 2 in 2021, and finally reached level 1 in 2022:

The organization's leadership noted, "This COVID-19 pandemic has forced us to look for innovative business ideas so that our doormat craft business continues to exist." The next question is related to the strategy used. The organization's leader replied, "We are optimizing partner subsidiaries spread across every sub-district to coordinate internally producing doormats. We are looking for tools and machines from universities to donate research results as loom-not-machine so they can be given to our partner's subsidiaries. We have five pieces of equipment spread across five partner subsidiaries. We conduct hearings with national and international partners to introduce and market our products. We also take advantage of marketplaces both in Indonesia and internationally."

The statement above reveals that PPDMS, in operating the doormat craft business during the COVID-19 pandemic, has empowered the potential of its resources. The potential of these resources is the principal capital for this DPO to optimize the role of partner subsidiaries. The partner subsidiaries are equipped with the tools and skills to operate the technology they have given them. Although not entirely centralized in PPDMS, implementing this step effectively runs a healthy and productive business.

Marketing uses digital technology to introduce and expand marketing networks through the marketplace. Using domestic and foreign marketplaces is the right promotional strategy during the COVID-19 pandemic (Suhartini et al., 2020). Of course, this marketing is supported by the ability of human resources at the head office to promote products. HR acquires skills in the marketing department by participating in product marketing training/workshops with a marketplace and increasing marketing through exports.

The points that can be learned in formulating strategies are (1) the ability of organizational leaders to manage businesses during the Covid-19 pandemic, (2) the activity of all DPO members through partner and family subsidiaries, and (3) the use of technology both in production and marketing. The uniqueness of this invention is how DPO can utilize the doormat craft business that utilizes patchwork waste as an income generator that can improve the welfare of members and provide independence in entrepreneurship. The visible impact of this pattern of entrepreneurship implementation is the emergence of many new entrepreneurs who grow from members with disabilities and the participation of families who support these economic activities.

Discussions

Disability is a problem that affects individuals, families, and society and has an important political relevance (Palma & Molina, 2019). Therefore, at different levels, no normal capacity in an individual should be developed through life in society. This situation concerns not only individuals but also kin groups, the immediate social and economic environment, society as a whole, and public authorities as members of democratic societies that guarantee general welfare measures of last resort (Darcy et al., 2022; Salamzadeh et al., 2022). The most important part of welfare security is one of the main areas of participation for anyone in the field of labor (Norstedt & Germundsson, 2021). Participation in the labor market and the place occupied in it is the best guarantee for citizens to be part of everything that society has to offer and collaborate to supply such services and opportunities that are available to everyone (Hidegh et al., 2023; Yang et al., 2022). In this context, entrepreneurship becomes significant as a means of work and training programs to improve the quality of work (Yousafzai et al., 2022). Thus, the entrepreneurial route can provide flexibility, which results in both the adjustment between disability and work life and the satisfaction in the workplace of people with disabilities.

One of the results that surprised us was the relentless efforts of PPDMS to create and disseminate various kinds of positive program proposals for the organization's progress to many government and private agencies in local, national, and international contexts to look like beggars. However, it is through this that PPDMS gets a lot of support from universities to conduct research and development of technology-based doormat looms, thus encouraging aid providers to come to their businesses. Various groups from the middle to lower levels to government officials have visited our business. Something touches a little about how we can be more sensitive in developing and empowering the potential of people with disabilities because disability is involved in charity activities and development that can increase their quality-of-life opportunities. Because there are still a lot of negative stigmas about disability and accessibility in public spaces that make it difficult for them to find jobs. Perhaps we can help them by encouraging government and private agencies to be more inclusive in disseminating information and accessibility in the workplace or by clear regulations to provide opportunities for people with disabilities to work without discrimination. In addition, providing various kinds of training or work partnerships through entrepreneurial development activities can also be used as a first step in good practices in strengthening the capacity building of people with disabilities.

Entrepreneurship is a growing trend for people with disabilities as a result of contemporary policy shifts towards entrepreneurship and self-employment as a decent work option to reduce employment gaps, stimulate business, and create sustainable jobs (Caldwell et al., 2020; Criado-Gomis et al., 2017; Muñoz et al., 2020; Palma & Molina, 2019; Pujianto & Tjahjono, 2019; Samidjo et al., 2020). This research on entrepreneurship for persons with disabilities focuses on the barriers and challenges DPOs face in starting and running a doormat craft business. Among some of the obstacles and challenges faced by DPOs, we provide several pieces of training that can eliminate problems related to the social field, including organization, leadership, and training related to entrepreneurial competencies that impact socioeconomics, assistive technology, and even family. Based on research conducted by Manzanera-Román and Brändle Señán (2019) and Muñoz et al., (2020), social factors in entrepreneurship have a greater impact than the personal condition of a person with disabilities, such as factors of economic resources or lack of institutional support that become challenges that are often encountered among persons with disabilities.

Entrepreneurship-oriented DPOs are tasked with initiating, organizing, managing, and controlling activities by bringing new ideas needed to develop and solve their entrepreneurial problems (Garg & Duvenhage, 2014; Maziriri et al., 2017; Morales et al., 2016; Setiadi et al., 2020; Van der Lingen & Van Niekerk, 2015). This happens because of differences in physical, intellectual, or sensory conditions which, until now, the social stigma has made people with disabilities seen as inferior, which can hinder their entrepreneurial development (Madinga, 2016; Renko et al., 2016; Siebers, 2011; Uromi & Iboku Mazagwa, 2014). These problems still cannot be solved in the community (Barba-Sánchez et al., 2019; Marumoagae, 2012; Verulava & Bedianashvili, 2021).

The study's results explained that PPDMS plays a role in optimizing the organization. This is done through good coordination between the central organization and subsidiary organizations. Collaboration with various supporting partners is also important to be carried out locally, nationally, and internationally in developing and empowering the potential of each member of the disability organization. Therefore, OPD plays a role in the sustainable empowerment of persons with disabilities that develops the capacity of persons with disabilities, which in turn impacts the better development of their conditions. These interventions are likely to ultimately contribute to the provision of equal rights benefits so that persons with disabilities can contribute to the country's sustainable economic growth (Lee, 2020; Osman et al., 2016; Retief & Letšosa, 2018; Williams & Patterson, 2019; Zutiasari et al., 2021). The ultimate goal of sustainable development is to enable people with a lower social status to contribute to economic development (Aldieri et al., 2020; Klangboonkrong & Baines, 2022; Muñoz et al., 2020; Yan et al., 2018).

Through transformational leadership, this model can be a social resource to expand work arrangements that are more flexible in serving the organization (Suifan et al., 2018). Transformational leadership aims to increase member resources, where members feel positively, and the leader is seen as someone who can support them at work (Bin Ola et al., 2018; Burns, 2003; Schaufeli, 2015). Thus, members will respond more positively through their better work results. They will be more involved in additional roles that involve creativity and dedication to their work (Al Harbi et al., 2019; Burns, 2003; Wang, 2020).

Transformational leadership in the disability sector must be aligned with the competitive social environment (Levesque, 2020). Leaders must take empowerment with a holistic approach that focuses on strengthening self-confidence at the individual level while overcoming the systemic barriers that prevent their empowerment from participating (Cornwall, 2016; Huggett et al., 2022; Perrott, 2014). This model starts from the values and attitudes of leaders, such as charisma, inspirational motivation, and intellectual stimulation, and consideration of individual conditions that end in context across leadership styles and

approaches that shape organizational approaches that influence individual and organizational variables that work together in overcoming challenges of economic, environmental and social sustainability and contribute to subsequent performance (Coulson-Thomas, 2022; Dasgupta, 2021; Ling et al., 2008; Pickering et al., 2022; Salnikova et al., 2022; Silvestri & Veltri, 2020; Souto, 2021). In addition, the role of families with persons with disabilities can increase their self-motivation (Widyawan et al., 2020) in running a business.

This research is far from perfect, and this research is still limited to one OPD focusing on the entrepreneurial sector in one of the districts in Yogyakarta. Informant status may not adequately represent the variety and conditions of disability in other organizations. As a result, it is not appropriate to generalize the findings of this study to other settings. Exploring other ways to collect data, such as in-depth interviews and observations, would be best to get more authentic data. Further research is needed with a broader scope of settings and a range of representative methodological variance arrangements. In addition, it is necessary to conduct further research focusing on developing organizational management in the entrepreneurial sector for people with disabilities with a broader scope.

Implications

Disabled Persons Organizations (DPOs) are encouraged to be creative and innovative in running their business units to be independent and productive. Members of the organization are taught to have an entrepreneurial spirit to become productive and beneficial people for their families and society. This study illustrates that a doormat craft business managed by a disability organization can run optimally if supported by mutual cooperation-based transformational leadership, the participation of organizational members and their families, and the application of assistive technology in producing doormats. This finding can be used as a reference in research and accurate implementation dissemination for other disability organizations to become productive organizations based on business units' management.

Limitations and Suggestions for Future Research

This research is limited to a single case study in DPO Indonesia, PPDMS. Therefore, the results of this study are a small representation of the number of disability organizations in the world. This qualitative research can open insights for researchers and disability organizations with creative economy-based businesses. This picture can present the need for indicators in managing the business of disability organizations during the COVID-19 pandemic. The findings of three leading indicators in the success of doormat craft management, namely leadership, participatory human resources, and the application of assistive technology, can be a reference for further research to reveal other dominant factors and reflect the success of business management. This means that the role of the community, researchers, and the government can be connected in efforts to improve the welfare of the disabled community through productive disability organizations.

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