

Inclusive Communication of PT Akses Teknologi Indonesia Leaders in Improving Employee Productivity

¹Eva Febrieani; ²Subagio;

^{1,2} Department of Communication Sciences, University 'Aisyiyah Yogyakarta, Indonesia

*Email: evafebri50@gmail.com

Abstract

Currently, facilities for people with disabilities are still very limited, especially in public spaces. Within these limitations, the Accessive.id application was produced by PT Akses Teknologi Indonesia. The innovator of this application is a person with physical disabilities, who founded and leads the company. In the context of disability, inclusive communication plays a very important role in it, especially in a company that must have employees with different backgrounds. By applying the principle of inclusivity, these differences can be integrated to achieve company goals. This research explains about Inclusive Communication of PT Akses Teknologi Indonesia Leaders in Improving Employee Productivity. With qualitative descriptive analysis, it was found that inclusive communication carried out by company leaders was influenced by 3 (three) factors, namely individuals (internal factors), companies (internal work environment factors) and society (external company factors). Individuals, companies and society interact with each other, so as to increase employee productivity in the company. Therefore, leaders who apply inclusive communication in their strategic management can create an inclusive work environment that is conducive to increasing company productivity.

Keywords: *Inclusive Communication, Leaders, Productivity, Disability*

Introduction

PT Akses Teknologi Indonesia is a startup company that has been established since 2020. The company is led by a disabled person with Duchenne muscular dystrophy (DMD), which is a severe muscular dystrophy disorder that causes weakness in the muscles and requires the patient to use a walker. DMD patients will have difficulty moving or walking so that the patient cannot carry out activities and must use a wheelchair ("Alomedika", n.d).

In a company or organization the role of the leader is very broad and complex. A leader must have good leadership skills, strong communication skills, and the ability to influence and inspire others. Leaders individuals who have special skills that can influence the group they lead to carry out a joint effort that leads to the achievement of certain goals (Kartono, 2016). Leaders with disabilities provide a unique perspective on inclusivity, diversity, and life experiences that can enrich a company's culture.

Leaders who drive companies based on the principle of inclusion will create an inclusive friendly work environment. Company leaders can encourage participation of all individuals regardless of background, identity or differences. Inclusive leaders are those who are aware of their own biases (tendencies or views that are not objective) who actively seek and consider different points of view in making decisions and are able to collaborate more effectively with others (Center For Creative Leadership, 2023). The word "inclusive" means

to refer to conditions that ensure meaningful or non-discriminatory involvement of all parties, both as objects and subjects, and this involvement is not only just to avoid conflict so that individuals or groups will have a sense of belonging and motivation to continue to contribute (Hastuti, 2020). By including and harnessing the potential of all team members, an inclusive company will achieve long-term success and have a positive impact on society at large.

The success of a company in achieving the goals it wants to achieve depends on its leadership, namely whether the leadership is able to effectively and efficiently mobilize all human resources, facilities, funds and time which are integrated in the management process (Kartono, 2016). Therefore an inclusive work environment is needed in order to achieve organizational goals optimally.

Inclusive leadership that is carried out within the company can increase employee perceptions or views, inclusive leaders will also show appreciation for contributions to others. Inclusive leadership focuses attention on the needs of organizational or team members for the openness and cohesiveness of work groups (Andani, 2022). Leader inclusivity aims to encourage and value different ways of thinking from organizational members. Inclusive leaders are able to provide the necessary information, time and support resources in shaping innovative and productive behavior of employees. Inclusive leadership focuses on leading, learning and training, where the leader will position himself into the perspective of others and respect ways of thinking that are different from other members of the organization (Andani, 2022).

Communication that occurs within the company has an important role in creating an inclusive work environment. Communication includes practices that ensure that all team members within the company can participate actively, feel heard, valued, and treated fairly in all aspects of communication in the company. Inclusive communication ensures that messages are conveyed in the most appropriate and affordable way. This inclusive communication positively describes and introduces diversity in terms of age, gender, disability, and ethnicity (Bappenas, 2019).

A company tries to increase the productivity of its members in order to achieve success and obtain maximum profits. For this reason, the organization must pay attention to factors that can increase the productivity of its members, one of which is a comfortable organizational environment factor (Wicaksono, 2019). That way, if members of the organization are treated well, then the members of the organization will participate and understand the work process, so that it will affect the level of work productivity.

Productivity Is the relationship between tangible and physical results which can be in the form of goods or services. Productivity also has a meaning as the ability of a set of economic resources to produce something or the ratio between sacrifice (input) and income (output). The smaller the sacrifice required in achieving the target, it can be said as a productive activity. Conversely, if the higher the input needed to achieve certain results, it is said to be less productive (Wahyuningsih, 2018).

The literature review of previous research includes: first, research by Agung Wicaksono, Retno Dyah Kusumastuti, Anjang Priliantini in 2019 with the title Communication Networks in Increasing Pelapak Productivity (Case Study in the Bukalapak Community in the Jakarta Region). This study equally discusses productivity in organizations. However, the difference is in the object being studied and the focus of the study being

studied. This research has the object of a business organization whose study focuses on inclusive communication carried out by leaders in increasing productivity, while research by Agung Wicaksono, Retno Dyah Kusumastuti, Anjang Priliantini has an e-commerce community object with a focus on studies on communication networks in increasing pelapak productivity.

Second, research by Ernita Febriyana, Silviana Purwanti, Kheyene Molekandella Boer in 2022 with the title Communication Patterns of Leadership in Increasing Work Motivation (Study on Sketch Student Press Institute Organizations for the 2017/2018 Period of Mulawarman University). This study equally examines leadership communication. But what distinguishes it is in the focus of research. This research has a research focus on increasing employee productivity through inclusive leaders. While the research by Ernita Febriyana, Silviana Purwanti, Kheyene Molekandella Boer has a research focus on communication patterns of leaders in increasing work motivation.

Third, research by Adirio M. Muhammad Irvan Trang, and Regina T. Saerang in 2022 with the title Placement, Communication and Discipline Influence on Employee Productivity at All Holland Bakery Manado City Branches. This study equally examines employee productivity. However, the difference lies in the focus of the study. This research has a focus on inclusive communication of leaders in increasing productivity, while Adirio M. Muhammad, Irvan Trang, and Regina T. Saerang's research focuses on factors that affect productivity through placement, communication and discipline at work.

Based on the three previous studies, it can be concluded that this study has several similarities and differences with previous studies. The similarities are in the variables studied, namely leadership and productivity, as well as the research methods used, namely qualitative research methods. While the difference between this research and existing research is in the object and also the focus of the research conducted. The object of this research is a business organization, namely PT Akses Teknologi Indonesia (Accessive.id) and this research is focused on knowing how inclusive communication is carried out by leaders in increasing employee productivity.

Based on the background above, the researcher is interested in conducting research with the title Inclusive Communication of Leaders of PT Akses Teknologi Indonesia in Increasing Employee Productivity. This research is also quite different because the object has never been raised and examined by other researchers before. The general objective of this research is to find out more about how Inclusive Communication of Leaders at PT Akses Teknologi Indonesia improves employee productivity.

Method

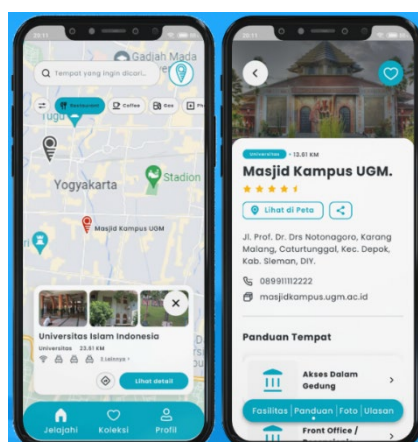
This study used a descriptive qualitative method. According to Sugiyono, an expert on research methodology in Indonesia, qualitative research methods involve collecting data that is descriptive in nature, not numerical, with the aim of gaining a deep understanding of the phenomenon being studied. The qualitative method uses an inductive approach, in which the researcher first collects data, analyzes it, and then develops the findings or theories that compose it. The researcher describes the research findings through words derived from the results of in-depth interviews with the research object. Qualitative research methods are used to research on natural object conditions by making researchers the key instrument.

Data collection techniques were carried out in a triangulation manner, namely by observation, interviews and documentation. The data obtained is in the form of qualitative data and data analysis is inductive. Data analysis is a process of searching and systematically compiling data obtained through observation, interviews, and documentation, so that it is easy to understand, then the findings can be informed to others (Sugiyono, 2021). The steps of the data analysis technique used are according to Miles and Huberman, including: data collection, data reduction, data presentation and drawing conclusions. The research results obtained are problem findings, object uniqueness, meaning of events, social processes and interactions, phenomenon construction, and hypothesis findings.

This research was conducted at the PT Akses Teknologi Indonesia office which is located at Jalan Ngadinegaran, Book MJ III Number 144 RT/RW: RT 14/RW 04, Mantrijeron, D.I. Yogyakarta 55143. The consideration for choosing PT Akses Teknologi Indonesia as the research location was because based on observations, it was found that there were problems related to employee productivity behavior regarding work processes which were influenced by inclusive communication from leaders. The object of research in this study is inclusive leadership and increasing employee productivity.

Results and Discussion

PT Akses Teknologi Indonesia is a company that produces digital technology in the form of an application called Accessive.id, a digital platform that provides information on the accessibility of places such as availability of facilities and guides to access places (travel routes from entry to exit points) for persons with disabilities and people with disabilities. physical barriers. This application was created to facilitate road access for persons with disabilities and people with physical disabilities such as the elderly if there are roads that cannot be traversed by them, for example, they cannot climb stairs because they use a wheelchair. The application can be used easily by writing the places to be visited in the Accessive.id application. The unavailability of accessibility information for places can hinder their activities. The step by which this technology was created was very beneficial for people with disabilities, especially the disabled (physical/limb disorders) and people with physical disabilities who have to use assistive devices in all their activities to move from one place to another.



Source: Website of Accessive.id

Figure 1. Accessive.id visual application



Source: Images from internal company data

Figure 2. Site survey and site measurement

PT Akses Teknologi Indonesia, which was founded by a disabled physically disabled person who has limitations in himself, has succeeded in turning his company into a social awareness step through its products. Caring for people with disabilities and people with physical disabilities is used as motivation by leaders to keep moving to help others. The leader of Pt Akses Teknologi Indonesia succeeded in becoming an innovator or originator of the *accessive.id* application, because this application had never been made by another originator before. This is a form of genius innovation that can be initiated by people with physical limitations. The limited physical condition that is owned is not a barrier to success. The success of building a company and involving other people who have high competence with different backgrounds, is an effective step in mobilizing his company.

Leaders have a very important role in the success of a company. The leader is fully responsible for formulating the company's vision and mission, making strategic decisions, and leading the team towards achieving company goals. PT Akses Teknologi Indonesia leaders are able to build and develop an effective and efficient team, provide direction and guidance to employees, and ensure clear career development. Leaders are also responsible for establishing a positive corporate culture, which includes high values, collaboration and work ethics. Leaders are also capable of dealing with challenges and crises that may arise, and can represent the company on various occasions.

The method or strategy applied to build a company from one another is certainly different. In this case the leader of PT Akses Teknologi Indonesia runs his company to be more advanced with an inclusive communication strategy. With inclusive communication carried out in the company, it is able to provide a comfortable work culture so as to increase employee productivity. In the context of disability, it is very important to emphasize inclusion. The meaning of inclusiveness here does not mean that only leaders carry it out because of disabilities, but that it is comprehensively applied within the company, including employees so that fellow employees also transfer from subordinates to superiors and vice versa applies the principle of inclusivity within the company.

Inclusiveness in a company or organization indicates that the environment in the company is capable of implementing diversity, equality and inclusion. This is also in line with PT Akses Teknologi Indonesia's vision of realizing inclusiveness for persons with disabilities and people with physical disabilities in Indonesia. That way the company will provide fair

treatment and equal opportunities for all employees regardless of background, such as age, gender, gender, culture, disability, sexual orientation or gender identity.

Every individual needs to communicate and participate effectively in the continuity of everyday life. This requires sensible communication adjustments to reduce the barriers and inequalities that can exist. Inclusive communication has a role in building a relationship so that all parties or communication partners feel valued and get clear feedback.

Communication that occurs between leaders and employees at PT Akses Teknologi Indonesia is classified as effective and efficient because it is based on the principles of inclusion, mutual understanding and empathy. However, misunderstandings or ineffective communication in communication can indeed occur in various communication situations that cannot be avoided. Ineffective communication can be caused by several factors. One of them is the message conveyed with no clarity. Messages that are unclear, ambiguous, or too complex can confuse recipients and result in some misinterpretations of the message. Meanwhile, differences in perception or response also trigger differences in understanding. Each individual has a different background, experience and point of view, this can affect the way each individual understands and receives messages. Communication disorders, physical or emotional, can also trigger effective understanding to be hindered. In addition, the use of inappropriate communication media can also hinder the understanding of the message conveyed.

In order to minimize misunderstandings in communication, PT Akses Teknologi Indonesia's leadership enforces a policy for interacting with each other by taking into account several things, including: first, ensuring that the purpose of the communication and the message conveyed are clear and unambiguous. Second, the communication methods used are face-to-face and video conferencing, depending on the desired situation. Third, always listen actively and with full attention so that you really listen and understand the message well. Fourth, scheduled communication, which is like meetings held every week for routine project evaluation.

Fifth, cultivating open communication, namely respecting the opinions of each individual, ensuring easily accessible communication channels and paying attention to input from employees. Sixth, provide helpful and directed feedback, namely focusing on behavior and results that can be updated, as well as providing targeted and clear suggestions on how to improve performance. Seventh, maintaining communication that is always carried out within the vision and values of the company to strengthen the culture and identity of the company. Eighth, always evaluate regularly at each communication practice completed.

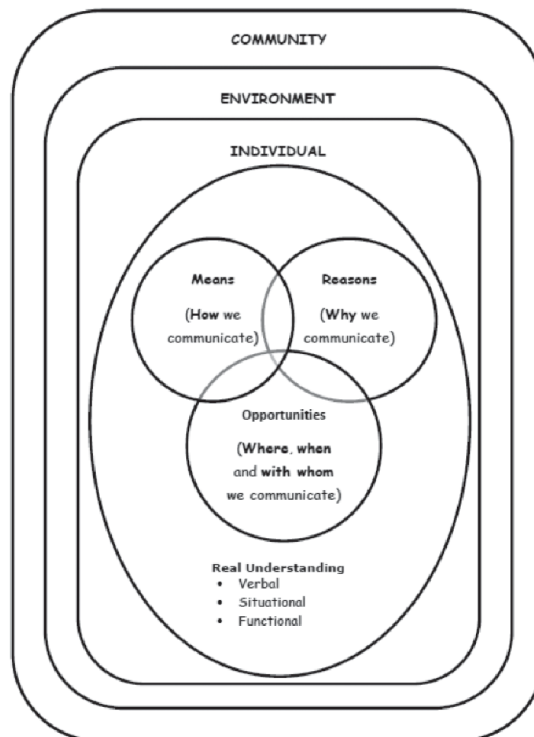
The process of direct or face-to-face communication that occurs between superiors and subordinates at PT Akses Teknologi Indonesia is classified as interpersonal communication. Interpersonal communication is the process of exchanging messages between two or more people to achieve mutual understanding. The process in question shows a series of events that take place dynamically, continuously and the exchange of messages occurs continuously and continues complete with feedback (Hardjana, 2019).

Effective interpersonal communication has a bearing on the level of productivity in the work environment. When individuals in a team or company can communicate well with each other, collaboration and teamwork will become smoother, which in turn increases overall productivity. In a work context, good interpersonal communication allows for an open

exchange of ideas, smooth flow of information, and efficient problem solving. Teams that are able to communicate well can understand, reduce conflict, and improve coordination in carrying out daily tasks. In addition, positive and open interpersonal communication also helps create a fun work culture, increases job satisfaction, and builds strong relationships among team members. All of these factors contribute to increased productivity, because communicative and collaborative teams tend to work more efficiently, generate innovative ideas, and achieve organizational goals better and more optimally.

Productivity is a measure of whether a company or organization is growing or not. In increasing the productivity of a company, of course the role of the leader is very important. This is indicated by the developments that have occurred in PT Akses Teknologi Indonesia, a product called the Accessive.id application that was originally made was not at a perfect level, but the company's leaders continued to encourage their employees to continue developing the product. So that the product was successfully created perfectly and ready to be used by the customer. This indicates that employee productivity continues to increase and is being improved by the leaders of PT Akses Teknologi Indonesia.

In enhancement Employee work productivity certainly requires a certain strategy or method created or pioneered by company leaders. It can be seen that the leaders of PT Akses Teknologi Indonesia carry out their leadership with inclusive communication which has an impact, namely employee productivity can increase. According to Money and Thurman, 2002 the inclusive communication model is divided into 3 (three) levels namely, individual, environment and community in which there are meanings, reasons and opportunities for communication to be carried out. Each level interacts with each other in carrying out inclusive communication, so that the desired inclusive communication is achieved.



Sumber: Money and Thurman, 2002; RCSLT, 2016

Figure 3. Inclusive Communication Model

Inclusive communication within the company is able to encourage the formation of a mutually supportive and collaborative culture. Team members feel valued and listened to, so they will be more motivated to share their knowledge and skills openly. This allows for more effective exchange of information, innovative problem solving, and better decision making. Communication also reduces the potential for conflict and promotes harmonious teamwork. Leaders play a very important role in carrying out inclusive communication in a company, leaders have the highest authority in managing the running of the company. Inclusive communication carried out by the leaders of PT Akses Teknologi Indonesia is influenced by 3 (three) factors, including: individual factors, corporate factors and community factors. This matter in line with the theory of inclusive communication put forward by Money and Thurman (2002), namely:

a. Individual factors (internal), include:

Internal factors arise from within oneself, this ensures that every individual can use inclusive communication methods to understand and encourage themselves in communicating and meeting their communication needs. In this case the individual comes from the attitude or characteristics of the leader himself who is able to encourage or motivate his subordinates to be more productive. The leader of PT Akses Teknologi Indonesia has characteristics that are included in an inclusive leader to encourage his leadership. The characteristics of inclusive leadership are humility, which is a very important trait, in this case the leader will admit mistakes and not use harsh words to employees. Leaders who are humble in their behavior and communication will create a comfortable work environment and mutual respect and appreciation.

In addition, awareness of bias is an important factor in leadership as well. A leader is aware of the shortcomings and weaknesses he has, but still tries to ensure that his abilities and performance are maintained. Leaders try to see through their personal biases and still ensure fair treatment of their employees. High curiosity is also a characteristic of productive and inclusive leaders. Leaders like this will show an open mindset and always want to know more about other people. Such leaders will listen and take the time to understand employees' needs, expectations, and perspectives, thereby creating an inclusive and collaborative environment.

Smart leadership is an important factor in increasing productivity. Leaders who think critically can understand the importance of respecting culture in the work environment. Such leaders embrace diversity, value differences, and create space for employees to grow and contribute according to their different strengths. Empathy is a very important trait in inclusive leadership. A leader who has High empathy can understand and feel the feelings and perspectives of others. Empathetic leaders listen attentively, provide emotional support, and make sure employees feel heard and valued. Firmness and consistency in making decisions and enforcing policies are also very important. A firm leader will be able to provide clear directions and take the necessary actions to maintain productivity and achieve organizational goals.

In achieving optimal productivity in an organization, the role of the leader is very supportive. Leaders have a significant influence on employee performance and motivation. How leaders lead and interact with employees can affect the extent to which they achieve the desired results. In this context, there are several individual factors that are key in increasing

employee productivity. First, inspiring leadership. A leader who can provide a clear understanding of vision, challenging goals, and high motivation can inspire employees to perform better. When employees feel inspired and have a strong understanding of the company's direction, employees tend to be more excited and motivated to achieve organizational goals.

Second, effective communication skills. Leaders who have good communication skills can establish good relationships with employees. Clear, transparent and open communication can help avoid misunderstandings and allow employees to work more efficiently. Leaders who are able to listen empathetically and provide effective feedback also help improve employee performance. Third, justice and trust. Leaders who act fairly and can be trusted will build a conducive work environment. Employees will feel valued and treated equally, so employees will feel comfortable and motivated to give their best for the company. Leaders who uphold the values of integrity and demonstrate commitment to the organization also contribute to creating a productive work culture.

Fourth, being able to empower employees. Leaders provide opportunities for employees to develop their skills, take initiative, and contribute to decision making. Successful leaders build teams that are self-sufficient and provide room for personal growth can encourage employees to achieve higher productivity. Finally, adaptive leadership. In a constantly changing world of work, adaptive and flexible leaders are able to adapt to change. Such leaders have the ability to manage change, face challenges, and find innovative solutions. Adaptive leaders encourage employees to adapt quickly and maintain productivity amidst changes.

Overall, individual leadership factors, including inspiring leadership, effective communication skills, fairness and trust, employee empowerment, and adaptive leadership, play an important role in increasing employee productivity. By paying attention to these factors, leaders can create a supportive environment for employees to reach their full potential.

b. Company Factors, including:

Internal factors of the work environment or company are factors that come from the company or organization itself. The need for communication here is no longer a barrier to access or inclusion in a place because of several things, such as having leaders who understand the policy, encouraging vision and positive attitudes for best practices regarding inclusive communication, having a comprehensive inclusive communication strategy to realize the company's or organization's vision, providing a comprehensive development program for communication partners and has the means to manage the improvement of inclusive communication practices.

In an effort to achieve optimal productivity, the company has a very significant role. Productivity is a measure of efficiency and effectiveness in producing the expected results or performance. Companies that are able to create a conducive work environment, pay attention to employee conditions, and apply good human resource management, tend to have higher levels of productivity. In today's highly competitive business environment, employee productivity is a key factor in making a company successful.

Factors that exist within the company can have a major influence on employee productivity. These factors include:

First, a supportive work culture. Companies that run a positive and inclusive work culture will tend to create an environment where employees feel valued, heard and motivated. A work culture that encourages cooperation, mutual support and innovation can motivate employees to provide better and significantly contribute to achieving company goals.

Second, give recognition and appreciation. Companies that regularly provide recognition and appreciation to employees with good performance can increase motivation and morale. Employees who feel valued and recognized for their efforts and contributions will be motivated to achieve better results. Third, development and career opportunities. Companies that provide employee development opportunities, such as courses, continuous learning, and career development programs, can increase employee productivity. Employees feel valued and motivated when they feel there is an opportunity to grow and develop their skills in the work environment.

Fourth, a comfortable and efficient work environment. A conducive work environment, including adequate facilities, quality equipment and supporting infrastructure, can help employees work effectively. Employees who work in a comfortable and efficient environment will work more focused, productive, and can provide better results. Finally, good leadership. Companies with effective leaders can provide clear direction, motivate and equip employees. Leaders who are able to inspire, listen empathetically, provide constructive feedback, and provide encouragement to employees can improve employee performance and productivity.

c. Community factors (external company), including:

External factors of the company or community are factors from the surrounding community outside the company. The support provided is very influential for employee productivity, as well as getting motivation or encouragement from other people. In this case what is meant by the community outside the company is other people or groups who are outside the company but have a significant relationship with each other. Some of these people or groups are community leaders, local government and other company partners.

PT Akses Teknologi Indonesia in carrying out its inclusive communication establishes relationships and receives full support from several figures and communities, including: GKR Mangkubumi (Gusti Kanjeng Ratu Mangkubumi), who is the first daughter of Hamengkubuwono X and Queen Hemas and is also a crown princess of the Ngayogyakarta Hadiningrat Sultanate, Innovative Academy, namely a technology-based startup incubator created by Gadjah Mada University, a non-governmental organization (SIGAB), namely inclusion & advocacy movement for persons with disabilities, Kemenkop namely the Ministry of Cooperatives and Small and Medium Enterprises of the Republic of Indonesia, namely ministry in Government Indonesia in charge of business cooperative and small and medium enterprises. BRIN (National Research and Innovation Agency), namely non-ministerial government agencies that are under and responsible to the President of the Republic of Indonesia, Difa Bike, which is a social entrepreneurial movement for persons with disabilities, and PPDI (Indonesian Association of Persons with Disabilities), which is an umbrella or protector of social organizations for persons with disabilities.



Source: Images from internal company data

Figure 4. Application socialization with partners

Factors originating from the community around the company also play an important role in influencing employee productivity. The social environment, access to resources, community work culture, and career opportunities and employment all play an important role in influencing employee performance and motivation levels. These factors include: First, a positive social environment and community support can have a positive impact on employee productivity. When a company is in the midst of a community that supports and appreciates the company's efforts, employees will feel valued and encouraged to give their best. Community support can also provide a sense of pride and loyalty to the company, which in turn can increase employee engagement and motivation to increase their productivity.

In addition, easy access to resources such as adequate infrastructure, quality education, and adequate public facilities also affect employee productivity. An environment that provides supporting infrastructure, such as smooth transportation and a strong internet network, can help employees get to the workplace more efficiently, thereby reducing the barriers and pressures faced during travel. In addition, good access to quality education and training allows employees to better develop their skills, which in turn improves their performance at work. Entertainment facilities and a healthy lifestyle can also help employees maintain a balance between work and personal life,

Community work culture also plays an important role in employee productivity. If the community around the company encourages values such as hard work, collaboration, innovation, and rewarding achievement, employees will be inspired and motivated to achieve higher levels of performance. A positive and inclusive work culture creates a supportive environment and encourages employees to make maximum contributions. In addition, good career opportunities and adequate job opportunities around the company environment also affect employee productivity. If employees see promising career development opportunities and job opportunities in their surroundings, they will feel motivated to hone their skills and contribute better at work. Employees who believe that there are better career prospects will be more motivated to work hard and improve their performance.

Overall, community factors surrounding the company play an important role in shaping employee productivity. A positive social environment, access to resources, a

community work culture that encourages hard work and innovation, and adequate career and employment opportunities all contribute to employee motivation, engagement and performance. By paying attention to these factors and working with the surrounding community, companies can create an environment that supports and motivates employees, which will ultimately increase overall productivity.

Conclusion

Inclusive communication carried out by the leaders of PT Akses Teknologi Indonesia is communication that has the principle of diversity, application of equality, and no discrimination or differentiation. The implementation of inclusive communication that occurs is influenced by 3 (three) factors, including: individual factors (internal company), company factors, and community factors. From these factors, individual factors depend on the attitude and leadership of the leaders at PT Akses Teknologi Indonesia. Factors of the leader's attitude include, the characteristics of a leader who is humble, aware of bias, has curiosity, is intelligent, empathetic, assertive and consistent. Leadership carried out includes, inspiring leadership, effective communication skills, fairness and trust, being able to empower employees, and adaptive leadership.

In addition, company factors rely on the company's internal environment which includes, a supportive work culture, recognition and appreciation, development and career opportunities, comfortable work environment, good and positive leadership. Community factors or factors that rely on the external environment of the company include, the social environment, access to resources, community work culture, and career opportunities and employment opportunities.

Based on these three factors, PT Akses Teknologi Indonesia succeeded in creating inclusivity within the company, so that employees are increasingly motivated to strive for product development, in which there is a process of increasing productivity which they continue to do. The intended productivity is the process of creating a product (Accessive.id) which previously was not ready to use until now it has become suitable for use by the customer. It is in the creation process that employee productivity occurs, and the product improvement process is what can be said to be an increase in employee productivity.

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