



Implementation of bureaucratic reforms to support public services for disabled groups in Central Java

Andreas Vishnu Saputra^{1*}

¹ *Public Administration Study Program, Faculty of Social and Political Science, Universitas 17 Agustus 1945 Semarang, Jalan Pawiyitan Luhur Bendan Dhuwur, Semarang City, Central Java 50235, Indonesia.*

*Correspondence: wisnugold@yahoo.com

Received Date: May 23, 2024

Revised Date: July 28, 2024

Accepted Date: July 29, 2024

ABSTRACT

Background: This research aims to conduct a study of the implementation of bureaucratic reform related to public services, especially the disability group. Bureaucratic reform is aimed at making changes both in terms of institutional aspects, governance, human resources and legal regulations to realize a bureaucratic agenda that improves the welfare of the disabled community. One of the agendas for implementing bureaucratic reform is to improve the quality of public services. Public services for people with disabilities are one manifestation of state services to meet their needs which have been neglected. Currently, the quality of public services is felt to be unsatisfactory with many complaints about the quality of public services provided by local governments and institutional ministries for people with disabilities. Improving the quality of public services is carried out by synchronizing various aspects by improving the quality of implementing apparatus and forming adaptive organizations so that they can produce innovation to anticipate developments in the needs of marginalized groups. **Methods:** The method used in this research is to conduct a literature review and analyze secondary data, both quantitative and qualitative, obtained from previous research or from documentation or publications. **Findings:** From the results of the analysis, it is found that implementing bureaucratic reform is the best way to improve the quality of public services which can not only serve current conditions but can also adapt to developmental needs which results in public service innovation. **Conclusion:** This research also found that the quality received by disability groups was still low. **Novelty/Originality of this Study:** Its examination of bureaucratic reforms specifically aimed at enhancing public services for disabled groups in Central Java uniquely addresses the intersection of governance, institutional changes, and the specific needs of marginalized groups. Additionally, it emphasizes adaptive organizations and service innovation to improve accessibility and inclusivity.

KEYWORDS: reform; bureaucratic disability; public services; service quality; service standards.

1. Introduction

Bureaucratic reform is an effort to increase efficiency, effectiveness and accountability in government. This includes various steps to improve the structure, processes and work culture of the bureaucracy so that it can provide better services to the community. One of the key elements of bureaucratic reform is changes and updates in statutory regulations. The implementation of bureaucratic reform is interpreted as an effort to create a government that is clean, free of corruption and serves. It is hoped that the achievements of the implementation of bureaucratic reform will improve the welfare of society and make

Cite This Article:

Saputra, A. V. (2024). Implementation of bureaucratic reforms to support public services for disabled groups in Central Java. *Journal of Gender Equality Disability Social Inclusion and Children*, 2(1), 33-44. <https://doi.org/10.61511/jgedsic.v2i1.2024.825>

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the Indonesian nation a progressive, prosperous, just and civilized nation as stated in the Indonesian constitution (Kumorotomo, 2009).

The implementation of bureaucratic reform is expected to change the paradigm and governance of bureaucracy in Indonesia as an effort to improve bureaucratic processes at both central and regional government levels in response to the public's desire to obtain more effective, fast, open and focused bureaucratic services. Bureaucratic reform in Indonesia has been initiated since the launch of the grand design for national bureaucratic reform through Presidential Decree No. 81 of 2010 (Holidin et al., 2016). It is hoped that this Grand Design will serve as a guide for the implementation of bureaucratic reform carried out by all Ministries/Institutions so that implementation becomes more focused and sustainable. The grand design for bureaucratic reform is a master plan containing policy directions for implementing bureaucratic reform for the period 2010-2025 (Presidential Decree No. 81, 2010). As an implementation, a road map for bureaucratic reform is prepared which contains a detailed plan for implementing bureaucratic reform from one stage to the next every five years with clear targets for each year. There are areas of change that are the goal of implementing bureaucratic reform which include organization, governance, laws and regulations, human resources for apparatus, supervision, accountability, public services and mindset and work culture (culture set).

Bureaucratic reform has become an important national agenda. Steps to improve bureaucracy are outlined in various laws and regulations (Putri, 2016). Several key regulations that support bureaucratic reform in Indonesia include: Law no. 5 of 2014 concerning State Civil Apparatus (ASN) aims to create a professional, neutral and prosperous ASN. This includes regulations regarding a merit-based recruitment system, career development, and the rights and obligations of ASN. Presidential Regulation no. 81 of 2010 concerning Grand Design for Bureaucratic Reform 2010-2025 provides strategic direction and framework for long-term bureaucratic reform. This includes steps to improve the quality of public services, organizational efficiency, and bureaucratic integrity. The Minister of State Apparatus Empowerment and Bureaucratic Reform (PermenPAN-RB) regulation was issued to regulate the technical and operational aspects of bureaucratic reform, such as performance assessment, monitoring and reporting systems. Government Regulation no. 11 of 2017 concerning Management of Civil Servants regulates in more detail the management of civil servants, including planning, procurement, competency development, performance assessment and dismissal.

The implementation of bureaucratic reform outlined in the grand design for bureaucratic reform is carried out through structured programs with nine priority areas to accelerate reform. These include restructuring the bureaucracy, optimizing the number and distribution of civil servants, implementing open selection and promotion systems, professionalizing the apparatus, improving welfare, efficient use of work facilities and infrastructure, enhancing transparency and accountability, simplifying business licensing, and developing e-government (Turner, 2019). These acceleration programs predominantly focus on human resources, as civil servants are the primary drivers of state administration in direct contact with daily public services (Prabowo et al., 2017). This emphasis on human resource development aligns with findings that the quality of personnel significantly impacts the effectiveness of public service delivery.

Public Services is one area of change in the implementation of bureaucratic reform which aims to create excellent public services that are in accordance with the wishes and needs of the community. Public services are often a strategic policy issue because the implementation of public services has not had a broad impact on changes in aspects of people's lives (Adriansyah, 2018). Basically, the aim of public implementation is to satisfy the public so that public services are required to have excellent service as seen from transparency, accountability, efficiency, effective participation and balance of rights and obligations.

Bureaucratic reform is the key to improving public services, including services for people with disabilities. Inclusive and accessible disability services are an important part of efforts to create a just and equal society. By adopting supportive policies and

regulations, increasing awareness and training, and involving people with disabilities in planning and implementation processes, governments can ensure that public services can be accessed and utilized by all individuals without discrimination. Effective implementation requires commitment and cooperation from all parties, including the government, society and organizations of people with disabilities (Aisyah, 2015).

Public services are increasingly important to improve because they are a concrete manifestation of the relationship between society and state administrators. The quality of public services is important in public administration in Indonesia. Public administration is very influential at the level of implementation of public policy, where in the context of public services it is greatly influenced by the public service standards that are set. Public Service Standards are a form of promise from public service providers to the public so that the quality of services can be measured and create transparent and accountable services. Besides that, public service in the context of bureaucratic reform is how to realize the implementation of cheap public services so that they can be reached by the entire community so that a government bureaucracy that is professional and adaptive and has a character with integrity, high performance and free from corruption is needed.

Inclusive and accessible public services for people with disabilities are a key element in creating a just and equal society. People with disabilities must have equal access to public services such as education, health, transportation and employment. Law No. 8 of 2016 concerning Persons with Disabilities (Indonesia) guarantees the rights of persons with disabilities in Indonesia and requires the government to provide inclusive services in various sectors, including education, health, employment and transportation. The Convention on the Rights of Persons with Disabilities (CRPD), which has been ratified by many countries, regulates the rights of people with disabilities and requires countries to ensure accessibility in all aspects of public and private life.

Even though there has been progress in public services for people with disabilities, a lot of data shows that there are still many obstacles and deficiencies in these services in various countries, including Indonesia. According to UNESCO data, children with disabilities around the world tend to have lower participation rates in education. In some developing countries, only 1-3% of children with disabilities complete primary education. Many schools in Indonesia and other countries do not have adequate facilities to support inclusive education. For example, only a small number of schools have physical accessibility such as ramps or lifts, and there is a lack of teachers trained to handle the special needs of students with disabilities.

WHO reports that people with disabilities often face physical barriers in accessing health facilities. Many hospitals and clinics do not have accessible infrastructure, such as ramps, lifts or suitable toilets. Research from the World Bank and WHO shows that people with disabilities often face discrimination and stigma in health facilities, resulting in inadequate services and unfair treatment from medical personnel. Data from the International Labor Organization (ILO) shows that the unemployment rate among people with disabilities is twice as high as the general population. In Indonesia, only around 20% of people with disabilities work, and most of them work in the informal sector without social protection. Research shows that many companies are reluctant to hire people with disabilities due to a lack of understanding of their rights and fear of additional costs to provide necessary accommodations.

A report from the Indonesian National Commission on Disabilities shows that many schools in rural and remote areas do not have adequate infrastructure to support students with disabilities, such as ramps and accessible toilets. A study from the Jakarta Accessible Transportation Alliance shows that most bus stops and train stations in Jakarta are not disability-friendly, with ramps that are not up to standard or no lifts. Despite efforts to improve public services for people with disabilities, there are still many challenges and shortcomings that need to be addressed. This article analyzes bureaucratic reform related to the quality of services for people with disabilities.

2. Methods

The method and approach used is to use a literature review by reviewing various research that has been carried out previously. Analysis is also carried out using secondary data in the form of quantitative and qualitative data from previously existing data without requiring interviews, documentation or direct calculations in the field. This secondary data analysis is used to measure the level of achievement of bureaucratic reform in public services and to describe the current condition of public services. Secondary data analysis is a research method that uses existing data, which was collected by another researcher or organization for a different purpose than the research being conducted. This data can come from internal sources of the organization or external sources that are publicly available. Secondary data analysis is also used to obtain an overview of the conditions expected in implementing bureaucratic reform in public services.

Secondary data, both in the form of qualitative and quantitative data, is categorized into several categories, namely analysis of secondary data obtained from the results of previous research and secondary data obtained from institutional publications from various sources implementing bureaucratic reform, especially in public services. The main secondary data sources from the administrative data aspect come from the Ombudsman of the Republic of Indonesia as an institution that functions as a supervisor in public services and from the Ministry of State Apparatus Empowerment and Bureaucratic Reform as the coordinator of the implementation of bureaucratic reform in Indonesia.

Secondary data analysis is a research method that involves the use of data that has been collected and processed by another party. Secondary data can be statistical data, research reports, survey data, administrative data, and various other types of data available from sources such as government agencies, international organizations, research institutions, and companies. This article will discuss the meaning, process, advantages and challenges of secondary data analysis.

The Secondary Data Analysis process includes: (1) Identification of Research Questions, namely determining the problem or research question that will be answered through secondary data analysis. This helps guide the search and selection process for relevant data; (2) Secondary Data Search, namely searching for and identifying relevant data sources. Secondary data sources can be scientific publications, government reports, online databases, journal articles, and others; (3) Data Quality Evaluation, namely assessing the quality and relevance of the data found. This includes checking the accuracy, reliability, validity and timeliness of the data; (4) Collection of relevant data from identified sources. This may involve downloading data from websites, requesting access to data from institutions, or accessing public data; (5) Data Analysis, namely processing and analyzing data using statistical or qualitative techniques according to research needs. This may include descriptive analysis, regression, content analysis, or other analysis methods; (6) Interpretation and Reporting, namely interpreting the results of data analysis and compiling a research report that includes the main findings, implications and recommendations based on the analyzed secondary data (Moleong, 2009).

The use of secondary data analysis is because this method is efficient and effective for answering research questions using existing data. Although it has many advantages, including time and cost efficiencies and access to large-scale data, secondary data analysis also has challenges, such as data relevance and limited control over data quality.

3. Results and Discussion

3.1 Public services for persons with disabilities

Public services are a product of public policy which is a form of providing services directly from the state to its citizens. The provision of these services must meet the needs of the wider community and be carried out professionally and in accordance with community expectations. In general, public services can be defined as a series of activities

carried out by the state through the public bureaucracy in providing services to its users. Services provided to fulfill administration and public services such as making KTPs, land certificates, IMBs and other licensing services (Abbas and Sadat, 2020). Users, in this case the color of the country, always expect quality services provided, even though in general the services provided do not fully meet the community's expectations.

In general, the public services currently provided still seem slow, low quality and do not have clear service standards and require costs that tend not to be cheap. This is caused by the old paradigm that still exists where the bureaucracy which should act as a service to serve the community instead becomes the party served by the community (Abbas and Sadat, 2020). This mind set must be brought home through public service reform to reinstate the position of society that must be served by creating a bureaucracy that has a serving character.

The quality of public services is greatly influenced by the interaction of several aspects such as systems, human resources, service strategies and customer characteristics (Albrecht and Zemke, 1985). If the public service system can be implemented well, it will produce quality public services. A good public service system has well-structured procedures and clear standard procedures so that the quality of services can be measured and has a clear control system. These public service standards are related to the service products provided, clarity of time and place of service, costs and facilities and infrastructure for obtaining these public services. Dwiyanto in (Daraba, 2019) explains that clarity of public service standards is an important component in realizing Good Governance, but if efforts to realize good public service standards are not supported by good apparatus resources and still use the old mindset then the services provided to society will always be low.

People with disabilities are individuals who have physical, sensory, intellectual, or mental limitations that affect their ability to participate fully and effectively in society. With international laws and treaties in place, their rights are protected, but challenges such as stigma, lack of accessibility, and economic barriers still need to be overcome. Raising awareness, developing disability-friendly infrastructure, and providing adequate support are important steps to ensure that people with disabilities can live with dignity and have equal opportunities (Admin, 2017).

The quality of public services should be consumer-oriented, especially vulnerable groups such as people with disabilities. Public services are essentially provided to meet public needs and specifically pay attention to targets such as vulnerable groups, women, children, the elderly, including the disabled. The implementation of the quality of public services is not only based on meeting all community needs, the assessment of the quality of public services must also be measurable. According to Zeitamal et al 1990 in (Hardiyansyar, 2011) service quality can be measured from 5 aspects, namely tangible, reliability, responsiveness, guarantee, and empathy.

The measurement of the Tangible Dimension is seen from concrete evidence of the service provider's ability to provide the best for its consumers. This concrete evidence can be seen from the physical appearance of the building, facilities, technological equipment used and the appearance of the officers. This dimension has several assessment indicators such as the appearance of the officers in serving, the comfort of the service location, the ease of the process, the friendliness and discipline of the officers and the use of service tools. Many public services are not friendly to people with disabilities, such as unfriendly buildings or discriminatory treatment (Hardiyansyah, 2015).

The reliability dimension is seen from the ability to provide services in accordance with what consumers expect in terms of speed, timeliness, and attitude of officers. This dimension is assessed from several indicators such as the attitude of officers in providing services, the existence of clear service standards, the ability and expertise of officers in using service tools. In particular, tools for assisting people with disabilities in obtaining services are still limited. They get the same services and this group is not a priority (Ubaedillah and Rozak, 2003).

The assessment of the responsiveness dimension is seen from responsiveness in providing services and speed in completing the required services. This dimension has indicators that include response to each customer and service time. Services for people with disabilities require a fast response and more flexible times considering they have limitations. The assessment of the assurance dimension is certainty obtained from employee attitudes through good communication and officer knowledge so that it can foster user trust. Indicators of this dimension are timely guarantees and service cost guarantees.

The dimension of empathy is knowing the specific needs of each user so that they can provide sincere, personal attention. Indicators of this dimension are prioritizing user interests, serving with a friendly attitude and respecting each customer and not being discriminatory. People with disabilities are usually looked down upon, services are less specific because officers think they are slow to access information.

Apart from measuring several dimensions of service quality above which are seen from the effectiveness of employee performance, several criteria can also be used to measure the effectiveness of the organization providing the service (Moenir, 2008), including in terms of the time factor which concerns the speed and accuracy of the service provided according to the needs of each customer, the accuracy factor which is seen from the accuracy and patience of officers in providing services and the service delivery style factor which is related to behavioral attitudes in providing services to the community.

Measuring the quality of public services is very important, considering that there are still many complaints from people with disabilities in particular. Based on data from the ombudsman, there are thousands of complaints regarding public services in Indonesia. Based on the Ombudsman's annual report, in 2022 the total number of reports related to public services in Indonesia reached 22,197 cases and in 2021 it reached 22,323. This data shows that the quality of public services has not been able to fully provide satisfaction to the community.

3.2 Bureaucratic reform

The quality of public services really depends on who is serving, how to serve and support to get good service. Public services, which are one of the products of public bureaucracy, are very dependent on the quality of the bureaucracy. Improving the quality of public services must also be accompanied by improving the quality of bureaucracy. This has been a demand since the reform, how to carry out bureaucratic reform to improve state services to the people. Reform in this case has the aim of making changes for the better by making improvements. These changes are made by correcting errors or deviations. Reform can mean putting in place new and improved forms, conditions, improving state services or bringing changes from bad to better to achieve welfare goals (Jocelyne, 2011).

Dwiyanto, 2021 in his research found that the ability of the bureaucracy to provide descriptions greatly determines the low quality of public bureaucratic performance. This is because the orientation towards regulations in the implementation of bureaucracy is still very dominant and places procedures and regulations as appropriate which must absolutely be adhered to rigidly in service situations. This makes it difficult for service innovation to develop and services are considered routine. Even though the community's service needs are very dynamic and always evolving with the times. This has led to many complaints regarding the conditions of service to the public, while the practice of service is not to worry about just routinely carrying out tasks and following existing procedures and regulations. For this reason, efforts to improve public services require comprehensive systematic efforts that touch all the problems faced by the bureaucracy.

The systematic implementation of bureaucratic reform is carried out through the Grand Design for Bureaucratic Reform 2010-2025 which is regulated in Presidential Regulation No. 81 of 2010. This grand design is outlined in a road map for implementing bureaucratic reform which is prepared every five years as regulated and described in the

Regulation of the Minister for Empowerment of State Apparatus as follows. derivative implementation of the Presidential Regulation mentioned above. The implementation of bureaucratic reform is expected to not only have a big influence on organizations that are oriented towards priority programs but is also expected to bring the bureaucracy to a change to become more professional, effective, efficient and adaptive. These changes are expected to be dynamic following rapid global changes. Implementation of bureaucratic reform as contained in the grand design of bureaucratic reform 2010-2025 focuses on efforts to improve institutional quality, governance, statutory regulations, human resource management, supervision, accountability, quality of public services, changes in mindset and work culture of apparatus.

Bureaucratic reform to improve public services can be carried out by reinventing government management (Abbas and Sadat, 2020). This concept is carried out by empowering the community to improve government performance and effectiveness. The public service paradigm must also be changed from the old, traditional paradigm to a new public management paradigm that leads to a new public service model. Bureaucratic reform must also be supported by a leadership competency development program (Putri, 2016). So far, the leadership competency improvement program implemented by the State Administration Institute (LAN) aims to form leaders with a reform mindset, where the learning is based on experience and the participants create change projects in their respective fields of work.

Besides that, the implementation of bureaucratic reform is interpreted differently. Bureaucratic reform is only seen as an effort to increase apparatus income by obtaining remuneration. Bureaucratic Reform: Reform is implemented on a broad scale but is not accompanied by the capacity of the implementing apparatus. This further emphasizes that there are still many problems that hinder the implementation of bureaucratic reform. This happens because the government still considers bureaucratic reform as an effort to resolve public problems faced by various stakeholders in an effort to form a prosperous society and good governance (Coleman, 2008).

Bureaucratic reform can be implemented by establishing good governance. Bureaucratic reform is also defined as a strategic effort to build an apparatus that is more effective and efficient in administering the state and providing services to the community. The implementation of bureaucratic reform is not only in terms of processes and procedures but also includes every structure and competence, both technical and attitude, of the implementing apparatus. According to Dwiyanto in (Daraba, 2019) public officials and officials who are able to establish communicative relationships with the community tend to be able to build positive relationships and images with the community so that with their competence they can accommodate all the community's needs. With this condition, public confidence in public services will increase. It is also hoped that the implementation of bureaucratic reform can eliminate the practices of corruption, collusion and nepotism. By achieving this goal, budget implementation will run well so that development programs will increase, and apparatus productivity will increase. Indirectly, this condition will also improve the welfare of the apparatus and the results of development will be felt directly by the community and public services will be of higher quality. This will further increase public trust in society (Winarno, 2004).

The development of bureaucratic organizations is also inseparable from the target of bureaucratic reform. Rebuilding the organization's vision and mission is absolutely necessary. The vision and mission of the organization that is built should aim to create an organization that is independent and adaptive to the community's needs for public services. This organization is also supported by organizers who have competence and are able to answer needs both now and in the future (Robbins and Molan, 2008). The overall bureaucratic reform agenda is directed towards improving government performance and public services. This improvement not only achieves effective goals but can also realize the criteria for public services that are accountable and responsive to the needs of the community which must be carried out by government officials. To realize this, it is necessary to improve public service management (Susanti and Rifany, 2020). So

bureaucratic reform is a form of renewal of public service delivery carried out in the aspects of human resources, institutions and administration which has the ultimate goal of excellent and quality service.

The concept of bureaucracy that is still relevant for public service institutions includes work standards, division of responsibilities, neutrality, and professionalism (Olsen, 2006). A work performance system with a clear career path is also still relevant to be implemented (Perry et al., 2006). However, some things that should no longer be used are a centralized system with a rigid hierarchical path, a long decision-making process, and a career system that only looks at seniority (Meier & Hill, 2005). This aims to always improve the professionalism of public services so that they are in line with public expectations. Overall, bureaucratic reform basically aims to improve public services and is carried out systematically and gradually in accordance with the strategic plan that is prepared and implemented through routine evaluation (Christensen & Læg Reid, 2011).

Radical changes are not recommended because inequality in public services is already very high. The government regularly provides awards to encourage the achievement of public services. In 2022, there will be several regional governments and institutions that will get the best achievements. Based on data from the Ministry of Home Affairs, there are 55 regions and Institutional Ministries that get the best results. This result is a form of appreciation for success in producing various innovations in the provision of public services.

Bureaucratic reform is an effort to increase efficiency, effectiveness, transparency and accountability in public services. One important aspect of bureaucratic reform is improving services for people with disabilities. Inclusive and accessible public services are essential to ensure that people with disabilities can participate fully in social, economic and political life. The objectives of Bureaucratic Reform for people with disabilities: (1) Provide disability-friendly public facilities and services, such as physical access to buildings, transportation and information; (2) Ensure that all public services, including education, health, and employment, are provided to high quality and inclusive standards; (3) Eliminate stigma and discrimination against people with disabilities in all aspects of public services; and (4) Involving people with disabilities in planning, implementing and evaluating policies and programs that affect them (Dewang and Leonardo, 2010).

The strategy and implementation of bureaucratic reform for services for people with disabilities is the development of inclusive policies, implementing and strengthening laws that protect the rights of people with disabilities, such as Law no. 8 of 2016 concerning Persons with Disabilities in Indonesia, develop specific regulations to improve the accessibility and quality of public services for persons with disabilities, provide special training for civil servants on how to serve persons with disabilities well and ensure their understanding of disability rights, increase awareness in among state officials regarding the importance of inclusion and accessibility for people with disabilities, building and adapting public infrastructure such as government buildings, schools, hospitals and public transportation to be disability friendly (for example, ramps, lifts, accessible toilets), adopting assistive technology in public services, such as hearing aids, screen readers for the blind, and alternative communication devices (Nisa, 2017).

The government can provide special services and support for people with disabilities in several ways. First, by providing health services that are appropriate to their specific needs, including physical, occupational, and mental health therapy (Khasnabis et al., 2010). Second, implementing inclusive education at all levels of school, with special support such as assistant teachers and adapted curriculum (Moriña, 2017). Third, developing specific performance indicators to measure the effectiveness of public services for people with disabilities (Shogren et al., 2015). Finally, involving people with disabilities in the monitoring and evaluation process to ensure that the services provided are appropriate to their needs (Priestley et al., 2016).

Indonesia can emulate other countries in providing public services for people with disabilities. Sweden has adopted a holistic approach to providing public services for people with disabilities, including inclusive education, accessible public transportation, and

supportive employment programs. Australia has a strong Disability Discrimination Act, which ensures accessibility in all public services and requires reasonable accommodation for people with disabilities in the workplace. Japan has an inclusive employment policy and provides incentives for companies that employ people with disabilities, as well as providing disability-friendly transportation services.

4. Conclusions

In general, public services can be defined as a series of activities carried out by the state through the public bureaucracy in providing services to its users, in this case citizens and society. The services provided are expected to be of high quality, although in general the services provided do not fully meet the community's expectations. In general, the public services currently provided still seem slow, low quality and do not have clear service standards and require costs that tend not to be cheap. The quality of public services is greatly influenced by the interaction of several aspects such as systems,

Human resources, service strategies and customer characteristics. A good public service system has well-structured procedures and clear standard procedures so that the quality of services can be measured and has a clear control system. Clarity of public service standards is an important component in realizing Good Governance. The quality of public services should be consumer-oriented, because the public services provided are essentially provided to meet the needs of public consumers. Service quality can be measured from 5 aspects, namely tangible (tangible), reability (reliability), responsiveness (responsiveness), assurance (guarantee), empathy (empathy). measuring the quality of public services is very important, considering that there are still many complaints from the public about the quality of public services in Indonesia.

Improving the quality of public services must also be accompanied by improving the quality of bureaucracy. These changes are made by correcting errors or deviations. Reform can mean putting in place new and improved forms. The systematic implementation of bureaucratic reform is carried out through the Grand Design for Bureaucratic Reform 2010-2025 which is regulated in Presidential Regulation No. 81 of 2010. This grand design is outlined in a road map for implementing bureaucratic reform which is prepared every five years. It is hoped that the implementation of bureaucratic reform will not only have a big influence on organizations that are oriented towards priority programs, but it is also hoped that the bureaucracy will change to become more professional, effective, efficient and adaptive.

Bureaucratic reform for disability services is an important step to ensure that all citizens can access and enjoy public services equally. By developing inclusive policies, increasing the capacity of state apparatus, providing disability-friendly infrastructure and technology, and carrying out effective monitoring and evaluation, we can create public services that are more inclusive and accessible for people with disabilities. Successful implementation requires commitment from all parties, including government, the private sector and society.

Acknowledgement

The author expresses sincere gratitude to the reviewers for insightful comments and valuable suggestions, which have significantly contributed to improving the quality of this publication.

Author Contribution

Conceptualization, A.V.S.; Methodology, A.V.S.; Software, A.V.S.; Validation, A.V.S.; Formal Analysis, A.V.S.; Investigation, A.V.S.; Resources, A.V.S.; Data Curation, A.V.S.; Writing – Original Draft Preparation, A.V.S.; Writing – Review & Editing, A.V.S.; Visualization, A.V.S.; Supervision, A.V.S.; Project Administration, A.V.S.; and Funding Acquisition, A.V.S.

Funding

This research received no external funding.

Ethical Review Board Statement

Not applicable.

Informed Consent Statement

Not available.

Data Availability Statement

Not available.

Conflicts of Interest

The authors declare no conflict of interest.

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Biographies of Author

Andreas Vishnu Saputra, a student in the Public Administration Study Program, Faculty of Social and Political Sciences, Universitas 17 Agustus 1945 Semarang, Jalan Pawiyitan Luhur Bendan Dhuwur, Semarang City, Central Java 50235, Indonesia.

- Email: wisnugold@yahoo.com
- ORCID: N/A
- Web of Science ResearcherID: N/A
- Scopus Author ID: N/A
- Homepage: N/A