

## Challenges in the Implementation of Good Governance in the Administration of Residents with Disabilities in Badung Regency

Juniarta Dameria

Undiknas Graduate School, Indonesia

Email: juniartadameria@gmail.com

---

### ABSTRACT

*This study aims to analyze the challenges in implementing good governance in the management of the administration of people with disabilities at the Population and Civil Registration Office in Badung Regency. Badung Regency was chosen because it has the highest regional revenue in Bali Province and a significant population of people with disabilities. The research employs a qualitative approach. Data were collected through interviews, observations, and analysis of official documents. Informants were selected through purposive sampling, involving 10 individuals from government officials and people with disabilities. The results show that the Population and Civil Registration Office in Badung Regency has implemented various inclusive initiatives, such as mobile administrative services and accessibility facilities. However, the effectiveness of these services is still hindered by limitations in human resources and uneven socialization (sosialisasi). The five main challenges in implementing good governance are limited human resource capacity, uneven socialization, weak supervision mechanisms, communication barriers, and inadequate physical accessibility. The impact of exemplary governance implementation is seen in increased service accessibility and strengthened rights for people with disabilities, although these impacts are not evenly distributed geographically. It is concluded that implementing good governance has brought significant progress, but greater efforts are still needed to achieve truly inclusive and equitable services. Research recommendations include enhancing human resource capacity, strengthening socialization, and improving physical accessibility to enhance the quality of administrative services for people with disabilities in Badung Regency.*

### KEYWORDS

*Good Governance, People with Disabilities, Administrative Services*



*This work is licensed under a Creative Commons Attribution-ShareAlike 4.0 International*

### INTRODUCTION

The bureaucratic journey in Indonesia has evolved over time, influenced by the surrounding political environment (Basyariah & Rizki, 2023; Hidayat, 2023; Lev, 2021). The fall of the *New Order* government in 1998 led to a decline in public trust in the public bureaucracy. At that time, the bureaucracy faced a wave of protests and demonstrations from various groups, highlighting the urgent need for reforms in public service. Bureaucratic reform is an effort to renew and fundamentally change the system of government administration. This effort encompasses various aspects, such as the mentality of the apparatus, supervision, accountability, institutional structures, governance, human resources, regulations, and public services (Berman et al., 2021; Rosenbloom et al., 2022; Salam, 2021).

Governance that does not operate efficiently requires restructuring or revitalization. Bureaucratic reform is a crucial step in strengthening the performance of the state apparatus to be more effective in carrying out governmental and national development tasks. In the context of scientific development, information technology, and changes in the strategic environment, the bureaucracy must adapt to the dynamics of societal demands. Therefore, fundamental, comprehensive, and structured steps are necessary to optimally achieve established goals and objectives. These reforms must be implemented gradually and continuously, without resorting to radical or revolutionary actions.

The management of government bureaucracy must be based on the principles of good and professional governance. The bureaucracy should prioritize the interests of the community by providing quality, transparent, accountable, and corruption-free services, avoiding *Corruption, Collusion, and Nepotism (KKN)*. This principle serves as the main foundation for the implementation of bureaucratic reform in Indonesia. The legal basis for bureaucratic reform includes Presidential Regulation No. 80 of 2010 concerning the Grand Design of Indonesian Bureaucratic Reform 2010–2025 and the Regulation of the Minister of State Apparatus Empowerment and Bureaucratic Reform Number 11 of 2015 concerning the Road Map of Bureaucratic Reform 2015–2019. The main goals of bureaucratic reform are to establish a clean, accountable, and high-performing bureaucracy; an effective and efficient bureaucracy; and a bureaucracy that provides good and high-quality public services.

The government must ensure the strong adoption of bureaucratic reform, aiming to create a bureaucracy that is transparent, competent, and capable of delivering quality public services. Through these reforms, it is expected that the performance of the bureaucracy at both central and regional levels will improve. The ultimate goal of these efforts is to create effective and accountable governance.

Steps in bureaucratic reform are directed at implementing the principles of good governance, which are essential in addressing the various challenges faced by Indonesia today. Good governance is expected to strengthen synergy between the government, the private sector, and the community to achieve effectiveness, efficiency, and accountability in public policy implementation.

According to UNDP (*United Nations Development Programme*), as cited in the concept of good governance, it is the practice of exercising authority to manage various affairs—political, economic, and administrative—of the state at all levels. Within this concept, there are three important pillars of good governance: the welfare of the people, the decision-making process, and policy implementation (Prasetijo, 2009). Good governance is essentially a government concept that builds and implements the principles of professionalism, democracy, transparency, efficiency, accountability, effectiveness, excellent service, and acceptance by the entire community (Anggara, 2012).

According to Mardiasmo (2018), quoting the World Bank, good governance is: "An implementation of management in a solid and responsible development that aligns with the principles of democracy and efficient markets, avoidance of misallocation and investment errors, as well as the prevention of political and administrative corruption, and the enforcement of budget discipline to create a legal and political framework for the growth of business activities." Clean and good governance is highly desired by every citizen, especially in Indonesia, so that problems in governance can be properly resolved.

One of the main tasks of the government is to provide public services to the community. Public service involves the provision of services by the government, the private sector on behalf of the government, or the private sector directly to the community, with or without charge, to meet the needs or interests of the community. Public services are a strategic point for developing and implementing good governance in Indonesia, as this is where the state, represented by the government, interacts with non-governmental institutions. Success in providing public services will increase public support for bureaucratic performance. Public

services are an example where various aspects of clean and good governance can be clearly articulated.

Based on Law Number 25 of 2009 Article 1 concerning Public Services, public service is defined as: "An activity or series of activities in order to meet service needs in accordance with laws and regulations for every citizen and resident for goods, services, and/or administrative services provided by public service providers."

According to Indri and Hayat in Hayat (2015), the optimization of public services is to provide professional and quality services that positively impact community satisfaction. Laksana (2016) also states: Public Service is the provision of services (*serving*) to meet the needs of people or communities who have an interest in the organization, in accordance with established rules and procedures. From these definitions, it can be concluded that public service is a professional, quality, and positive service activity that helps meet community needs in accordance with government regulations.

In public services, there are three important elements: public service providers, service recipients (customers)—namely the community or interested organizations—and the satisfaction provided and/or received. The implementation of public services cannot be separated from service standards. These standards become benchmarks that serve as guidelines for the implementation of public services. Service standards are essential for assessing the effectiveness of services and measuring public satisfaction when accessing services provided by organizers. This assessment can then serve as the basis for improving service quality, making implementation more qualified, easy, fast, affordable, and measurable.

Public services are the right of everyone from all walks of life, including vulnerable groups such as people with disabilities, the elderly, pregnant women, children, victims of natural disasters, and victims of social disasters. Vulnerable groups must not be discriminated against or treated unfairly when accessing public services. Public service providers must be able to provide facilities that guarantee the protection and fulfillment of the rights of vulnerable groups. When dealing with government bureaucracy, people with disabilities and other vulnerable groups must receive friendly, courteous, transparent, timely, affordable, fair, and non-discriminatory services from bureaucrats.

The definition of persons with disabilities according to Law Number 8 of 2016 concerning Persons with Disabilities is any person who experiences physical, intellectual, mental, and/or sensory limitations for a period of time, which in interacting with the environment may encounter obstacles and difficulties in fully and effectively participating with other citizens on an equal basis.

Disabled groups are an integral part of society and have fundamental rights that must be guaranteed by the state. They are citizens of the Republic of Indonesia who, in accordance with the 1945 Constitution, have the same rights, obligations, and roles as other citizens. In an effort to realize the vision of national development based on *Pancasila* and the 1945 Constitution to create a just and prosperous society, it is important for the government to give equal attention to people with disabilities, including in the aspect of public service accessibility.

Article 29 paragraph (1) of Law Number 25 of 2009 concerning Public Services also states that organizers are obliged to provide services with special treatment to certain

community members in accordance with the provisions of laws and regulations. In this context, certain communities include, among others, persons with disabilities.

According to a source from the *Badung* Regency Civil Registry Population Office, as of April 2023, the number of people with disabilities in *Badung* Regency is 3,850 individuals.

**Table 1. Disability Data for Badung Regency as of April 2023**

No	District	Total
1	Petang	540
2	Abiansemal	1133
3	Mengwi	1320
4	Kuta	120
5	South Kuta	443
6	North Kuta	294
Total		<b>3850</b>

This number is significant; therefore, *Badung* Regency must provide equal services to both the public and people with disabilities, ensuring that they possess population documents so that service programs in education, health, and social sectors can be delivered equitably. To guarantee that all the rights of persons with disabilities are fully realized, population documents are essential and carry recognized legal force. These documents are necessary to ensure that people with disabilities meet the requirements for obtaining their rights. To acquire a population document, individuals must undergo the population administration registration process, which is a crucial step for accessing various services and rights, including education, health, and banking services.

The purpose of population administration is to provide legal certainty regarding a person's identity and the validity of their identity documents. With effective population administration, every citizen can obtain valid residency documents in accordance with applicable laws. Therefore, everyone is obliged to provide all necessary information to the Population and Civil Registration Office. Possessing population documents enables citizens to more easily participate in government programs and access the public services they require. This is a vital step to ensure that the rights of all citizens, including persons with disabilities, are guaranteed and protected.

Every Indonesian citizen has the same right to obtain population documents without discrimination. Differential treatment in the fulfillment of population administration rights based on religion, descent, or ethnicity is highly unjustified and contradicts the values of *Pancasila* and the Constitution of Indonesia. The country upholds human dignity, and this is reflected in its commitment to protecting, respecting, and upholding human rights, especially for vulnerable groups such as people with disabilities.

However, citizens—particularly people with disabilities—often face difficulties accessing population administration services. They encounter both physical and non-physical barriers that hinder direct access to these services, making them a marginalized group that does not always receive primary attention. This underscores the need for special attention and handling to ensure the rights of persons with disabilities as citizens are fulfilled fairly and equally.

People with disabilities in *Badung* Regency face several obstacles in managing population administration. These include limited access to physical facilities—such as wheelchair lanes that are present but with narrow service spaces, and the absence of special toilets. Individuals with sensory disabilities struggle to understand announcements made via loudspeakers, while those with intellectual disabilities find it difficult to comprehend information due to complex language. Other barriers include the lack of disability-friendly services, such as the absence of sign language interpreters and insufficient officer training in sign language. Additionally, people with disabilities often face mobility challenges and negative stigma, including the misconception that they do not require residency documents, as well as discrimination in services.

Previous studies, such as those by Hayat (2015) and Laksana (2016), emphasize the importance of professionalism and quality in public services. However, these studies mainly focus on the general public and do not address the unique needs of vulnerable groups like persons with disabilities. This research, in contrast, focuses on disability-inclusive governance in population administration, highlighting specific challenges and proposing solutions for equal service provision in accordance with human rights principles. Research by Indri and Hayat (2015) supports the idea that quality service provision increases public satisfaction but does not address the specific adjustments needed for disabled populations. This study fills that gap by examining how public service institutions can integrate good governance principles while meeting the needs of people with disabilities.

The aim of this research is to contribute insights for improving good governance-based public services for people with disabilities, with a focus on the Population and Civil Registration Office of *Badung* Regency. The specific objectives are to assess the state of population administration services for people with disabilities, identify obstacles to the implementation of good governance in administrative management, and analyze the impact on people with disabilities. Theoretically, this research provides additional information on the challenges of implementing good governance in population administration services for persons with disabilities. Practically, it offers benefits to relevant agencies by providing recommendations to improve services and overcome these challenges.

## RESEARCH METHOD

This study uses a quantitative approach with a descriptive-exploratory design to analyze the improvement of green cost performance in BREEAM-based smelter buildings with Zero Energy Building (ZEB). The quantitative method was chosen because this study aims to objectively measure the relationships between variables and produce generalizable findings. The design of this study adopts the framework of Structural Equation Modeling - Partial Least Square (SEM-PLS) to analyze the causal relationships between latent variables.

The location of the study is the nickel smelter construction project of PT Celebessi Metalindo Utama (CMU) in Kendari, Southeast Sulawesi. The selection of this location was based on several strategic considerations: first, Southeast Sulawesi is the largest nickel smelter industrial development area in Indonesia; Second, this project is in the planning stage so that it allows the implementation of the green building concept from the beginning; third, the location has renewable energy potential that supports the implementation of ZEB.



The research population consists of 185 experts and professionals involved in the smelter industry in Southeast Sulawesi, including general managers, team leaders, department leaders, planning consultants, contractors, subcontractors, and other related parties. Sample size was determined using the Slovin formula with a 95% confidence level and a margin of error of 5%:

$$n = N / (1 + N(e)^2) = 185 / (1 + 185(0,05)^2) = 125 \text{ respondent}$$

To anticipate non-response and failure of data collection, the researcher distributed 175 questionnaires and managed to collect 143 valid questionnaires (response rate 81.7%). The sampling technique used is purposive sampling with the following criteria: at least 5 years of experience in construction/project management, directly involved in smelter projects or similar industries, and knowledge of green building concepts.

This study uses four main variables developed based on a comprehensive literature study:

1. Smelter (X1) as an independent variable, consists of 6 sub-variables: Stakeholder Project (X1.1), Economic Dimension (X1.2), Tendering & Contract Documents (X1.3), Planning (X1.4), Implementation (X1.5), and Environmental Dimension (X1.6).
2. Green Cost/BREEAM (X2) as a mediator variable, consists of 10 sub-variables: Management (X2.1), Health & Wellbeing (X2.2), Energy (X2.3), Transport (X2.4), Water (X2.5), Materials (X2.6), Waste (X2.7), Land Use & Ecology (X2.8), Pollution (X2.9), and Innovation (X2.10).
3. Zero Energy Building/ZEB (X3) as a mediator variable, consists of 10 sub-variables including Construction Professional (X3.1), Policy Makers (X3.2), Project Management Tasks (X3.3), to Client Related (X3.10).
4. Cost Performance (Y) as a dependent variable, consists of 2 sub-variables: Internal Cost (Y1.1) and External Cost (Y1.2).

A total of 213 indicators were developed from previous studies and adjusted to the context of the smelter industry.

The research instrument is in the form of a structured questionnaire developed through rigorous stages. The questionnaire uses a 6-point Likert scale (1=Strongly Disagree to 6=Strongly Agree) to avoid central tendency bias. The questionnaire development went through the following stages: (1) in-depth literature study, (2) expert validation by 3 academics and practitioners, (3) pilot testing on 15 respondents, (4) revision based on feedback, and (5) instrument finalization.

Data collection was carried out through a combination of methods: (1) a direct questionnaire survey (hardcopy) to selected respondents, (2) in-depth interviews with key informants to validate the results, and (3) a documentation study for secondary data. The data collection process lasted for 3 months (August-October 2024) involving a team of enumerators who had been trained.

Data analysis was conducted using Structural Equation Modeling - Partial Least Square (SEM-PLS) with SmartPLS 3.2.7 software. The selection of SEM-PLS is based on prediction-oriented research characteristics, relatively small sample size, and data distribution that does not have to be normal. The stages of analysis include:

1. Outer Model Evaluation: testing convergent validity (loading factor  $>0.7$ , AVE  $>0.5$ ), discriminant validity (Fornell-Larcker criteria), and reliability (Cronbach's Alpha  $>0.6$ , Composite Reliability  $>0.7$ ).
2. Inner Model Evaluation:  $R^2$  testing, path coefficient, effect size ( $f^2$ ), and predictive relevance ( $Q^2$ ).
3. Hypothesis Testing: using bootstrapping with 5000 subsamples to determine significance (T-statistic  $>1.96$ , p-value  $<0.05$ ).

## RESULTS AND DISCUSSION

### Respondent Characteristics

Characteristic analysis showed that respondents had adequate qualifications for the study. Distribution of respondents' education: S1 (85%) and S2 (15%), with an average work experience of 12 years (range of 5-20 years). The composition of positions includes project manager (25%), site engineer (20%), quantity surveyor (18%), planning consultant (15%), contractor (12%), and others (10%). The geographical distribution includes Kendari (45%), Kolaka (30%), and surrounding areas (25%), providing an adequate representation of the Southeast Sulawesi smelter industrial area.

### Evaluation of Measurement Models (Outer Model)

The results of the evaluation of the outer model show that all constructs meet the required criteria of validity and reliability. Cronbach's Alpha values range from 0.8240-0.9936, indicating excellent internal consistency. Konstruk Green Cost (X2) has the highest reliability ( $\alpha=0.9936$ ), followed by Smelter (X1) with  $\alpha=0.9931$ , Cost Performance (Y)  $\alpha=0.9213$ , and ZEB (X3)  $\alpha=0.8240$ .

The composite reliability of all constructs  $>0.8$  (range 0.8954-0.9937), indicates excellent reliability. The Average Variance Extracted (AVE) of all constructs  $>0.5$  (range 0.6191-0.8633), with the highest value at Innovation (0.8633), indicates good convergent validity.

Table 1. Evaluation of the Reliability of the Main Construct

Construct	Cronbach's Alpha	Composite Reliability	AVE	Interpretation
Green Cost (X2)	0,9936	0,9937	0,6518	Highly Reliable
Smelter (X1)	0,9931	0,9933	0,6799	Highly Reliable
Cost Performance (Y)	0,9213	0,9373	0,6822	Reliable
ZEB (X3)	0,8240	0,8954	0,7408	Reliable

The loading factor for 213 indicators showed a value of  $>0.5$ , with a majority of  $>0.7$ . The highest loading indicators: "Ecological risks and opportunities" (0.9700), "Site selection" (0.9551), and "Energy monitoring" (0.9647), show a strong representation of their latent constructs.

### Evaluation of Structural Models (Inner Model)

An internal evaluation of the model shows the predictive power of the model is excellent. The  $R^2$  value for Cost Performance (Y) is 0.9276 (adjusted  $R^2=0.9261$ ), indicating that 92.61% of cost performance variability can be explained by independent variables. This value shows excellent predictive power according to the criteria of Hair et al. (2019).

The construct Green Cost (X2) has the highest  $R^2$  (0.9804, adjusted  $R^2=0.9803$ ), indicating that the Smelter and ZEB are able to explain the 98.03% Green Cost variability. This confirms that the characteristics of the smelter and the implementation of ZEB are the main determinants of green cost.

**Table 2.  $R^2$  Evaluation of Structural Models**

Construct	$R^2$	$R^2$ Adjusted	Predictive Power Category
Green Cost (X2)	0,9804	0,9803	Excellent
Cost Performance (Y)	0,9276	0,9261	Excellent
ZEB (X3)	0,8742	0,8735	Strong

### Path Coefficient and Significance Analysis

Path coefficient analysis revealed a significant relationship between all the main variables (T-statistic  $>1.96$ , p-value  $<0.05$ ). The strongest relationship: Green Cost  $\rightarrow$  Cost Performance (path coefficient=0.987, T-statistic=465.935), indicates a very strong influence of green building implementation on cost performance.

The path coefficient of the Smelter  $\rightarrow$  Green Cost (0.823, T-statistic=156.742) shows that the characteristics of the smelter have a significant effect on the green cost. The relationship between Green Cost  $\rightarrow$  ZEB (0.891, T-statistic=198.634) shows that the implementation of green cost is effective in encouraging the adoption of ZEB.

### Identify Influencing Factors

Based on the analysis of T-statistical outer loading, the study identified the 10 most influential factors in improving green cost performance:

**Table 3. The Ten Most Influential Factors**

Ranking	Factor	Code	T-Statistic	Loading Factor
1	Ecological risks and opportunities	X2.8.2	163,1589	0,9700
2	Ecological change and enhancement	X2.8.4	151,2159	0,9679
3	Managing impacts on ecology	X2.7.4	139,9561	0,9655
4	Energy monitoring	X2.8.4	175,1639	0,9647
5	Sustainable transport measures	X2.8.3	175,6288	0,9634
6	Energy efficient equipment	X2.4.2	155,2954	0,9607
7	Low carbon design	X2.6.1	152,8641	0,9600
8	Environmental impacts - LCA	X2.4.3	152,7095	0,9580
9	Road transport	X2.8.1	129,3433	0,9573
10	Site selection	X3.10.4	196,3569	0,9551

The dominance of ecological and energy factors (70% of the top 10) indicates the importance of environmental aspects in green cost optimization. "Ecological risks and opportunities" as the top factor emphasizes the critical assessment of ecological impacts in the construction of green smelters.

### Implementation of BREEAM with ZEB: Cost-Benefit Analysis

The implementation of BREEAM with ZEB shows a variation in cost efficiency based on the target rating. The cost-benefit analysis reveals the trade-off between the initial investment and long-term operational savings.



**Table 4. Cost Efficiency Based on BREEAM Rating**

Rating BREEAM	Initial Green Cost (Rp)	Green Cost with ZEB (Rp)	Savings (Rp)	Efficiency (%)	Payback Period
PASS	18.127.431.955	16.684.443.155	1.442.988.800	7,96%	8-10 years
GOOD	24.517.431.955	22.990.385.555	1.527.046.400	6,23%	10-12 years
VERY GOOD	32.247.306.955	30.552.145.355	1.695.161.600	5,26%	12-15 years
EXCELLENT	38.323.362.455	36.576.904.455	1.746.458.000	4,56%	15-18 years old
OUTSTANDING	42.359.942.455	40.381.560.455	1.978.382.000	4,67%	18-22 years old

The PASS rating shows the highest efficiency (7.96%) with savings of IDR 1.44 billion, due to the focus on cost-effective ZEB technology without complex requirements. In contrast, OUTSTANDING showed the lowest efficiency (4.67%) despite the highest absolute savings (IDR 1.98 billion), as it required cutting-edge technology investment with high initial costs.

### **Green Cost Structure Analysis with ZEB**

The cost structure of the ZEB implementation at the smelter shows the distribution: Material Cost (35-40%), Energy System Cost (25-30%), Technology Integration Cost (15-20%), Certification & Compliance Cost (5-10%), and Contingency (5-10%). The largest components are environmentally friendly materials and renewable energy systems, in line with the ZEB principle which emphasizes energy efficiency and renewable energy integration.

### **Effect Size dan Predictive Relevance**

The  $f^2$  analysis revealed the effect size of the relationship between constructs. The relationship between Smelter  $\rightarrow$  Green Cost has  $f^2=11.510$  (large effect), Green Cost  $\rightarrow$  ZEB  $f^2=17.184$  (large effect), and Green Cost  $\rightarrow$  Cost Performance  $f^2=0.105$  (small to medium effect). The  $Q^2$  values of all endogenous constructs  $>0$  (range 0.428-0.671), confirm the predictive relevance of a good model.

### **Theoretical and Practical Implications**

The research findings make a theoretical contribution by developing a BREEAM-ZEB integration framework for the smelter industry, extending the theory of green building from the commercial sector to heavy industry. Practically, ten influential factors are the priority guide for the implementation of green building in smelter projects.

The cost efficiency of 4.67-7.96% which was found to be more conservative than the USGBC's claim (8-9%), reflects the complexity of the smelter industry versus commercial buildings. However, the absolute savings of IDR 1.44-1.98 billion per project show a strong economic justification for the adoption of green buildings.

### **Validation of Findings**

Triangulation of the data through in-depth interviews with 8 key informants confirmed the validity of the quantitative findings. Experts acknowledge the relevance of the ten

influencing factors and the realism of cost efficiency projections. The consistency of quantitative and qualitative findings strengthens the robustness of the research.

### **Population Administration Services for Persons with Disabilities at the Population and Civil Registration Office of Badung Regency**

The results of the study show that the Population and Civil Registration Office (*Dukcapil*) of Badung Regency has made various innovative efforts to ensure the accessibility of population administration services for people with disabilities. One of the superior mechanisms implemented is the go laying administrative approach, the innovation is in the form of officers visiting the residence of people with disabilities directly to facilitate the management of documents such as ID cards, family cards, and birth certificates. This policy reflects the principle of reasonable accommodation mandated in Law No. 8 of 2016 concerning persons with disabilities, by adjusting services based on the specific needs of vulnerable groups. In addition, the Population and Civil Registration Office (*Dukcapil*) of Badung Regency also provides physical accessibility facilities such as wheelchairs, guiding blocks, and information in braille or audio format, which is in line with the inclusive standards according to WHO (2011) in the World Report on Disability.

However, the implementation of this policy is not fully optimal. Some people with disabilities, with families with economically disadvantaged disabilities and low levels of education, still face mobility constraints and a lack of information about available services. This indicates that there is a gap between policies and practices in the field, as revealed by informant Wahyu Lestari that socialization has not reached all levels of society. These findings are consistent with the implementation gap theory put forward by Pressman and Wildavsky (1984), where bureaucratic obstacles and human resource capacity are often factors that hinder the effectiveness of inclusive policies.

In line with Jessica Whitley, Trista Hollweck (2020) discusses the context of inclusive education policy in Nova Scotia, emphasizing the barriers to effective implementation, which are in line with the implementation gap theory proposed by Pressman and Wildavsky (1984). This article highlights how bureaucratic barriers and human resource readiness can hinder the effectiveness of inclusive policies, especially for marginalized groups.

From the perspective of Good Governance, the efforts of the Badung Regency Population and Civil Registration Office (*Dukcapil*) have fulfilled several key principles such as accountability, participation, and transparency. For example, collaboration with organizations with disabilities in policy formulation shows the application of the principle of participation (Grindle, 2004). However, findings on weak monitoring and evaluation mechanisms indicate that the principle of accountability has not been fully internalized. This is known from the identification of the limited competence of officers in handling the specific needs of disabilities, which has an impact on the quality of services. This is in line with the findings of research conducted by Helmi & Muthohharoh (2024) illustrating that the limited competence of officers in handling the specific needs of people with disabilities affects the quality of services. In a study conducted in three villages in East Nusa Tenggara, despite efforts to improve community understanding through early warning systems, attention to the needs of the disabled, children, and the elderly is still lacking. This shows that a lack of understanding

and handling of special needs can hinder the effectiveness of services provided to these vulnerable groups.

### **Obstacles to the Implementation of Good Governance in Population Administration Management for Persons with Disabilities in Badung Regency**

This study identifies five main obstacles in the application of *Good Governance* principles in population administration services for people with disabilities in Badung Regency. These barriers are structural, technical, and cultural, which are interrelated and undermine the effectiveness of the inclusive policies that have been formulated.

#### ***Limited Human Resource Capacity***

The findings of the study show that the competence of officers in handling the specific needs of people with disabilities is still low. As revealed by key informant I Made Irpian Prahandani: *"The competence of our human resources in handling the special needs of persons with disabilities still needs to be improved"* This is in accordance with Grindle's theory (2004) which states that bureaucratic capacity is a key factor in policy implementation. Without adequate training on inclusive communication and mentoring techniques, officers struggle to provide responsive services. According to Dwijayanti (2021), the main obstacle faced is the lack of professional expertise capacity of bureaucrats. Without adequate training, especially related to inclusive communication and assistance techniques, officers find it difficult to provide responsive services. This weakness is seen in the competition that exists between the bureaucracy and other actors, which can hinder effectiveness in producing policies oriented to the public interest. It was also emphasized the importance of improving competence as a key factor in the successful implementation of policies.

#### ***Uneven Socialization***

The socialization program is considered to not have reached all levels of society, especially people with disabilities who are far from government administrative service centers. Wahyu Lestari emphasized: *"The socialization program has not reached all levels of society"* This condition creates information asymmetry, where many people with disabilities do not understand their rights. The information gap theory (Corbett, 2005) explains that ignorance of service procedures can reduce the participation of marginalized groups in accessing public services. According to Sawir et al. (2024) mentions the challenges faced by bureaucracies in Papua in providing public services, especially in remote areas. It was also emphasized that lack of knowledge about service procedures can hinder marginalized groups in accessing public services. This article illustrates that geographical and infrastructural limitations can exacerbate the problem of unequal access to basic services, effectively demonstrating how a lack of awareness of procedural details can reduce participation among these groups.

#### ***Weak Monitoring Mechanism***

The service evaluation system is still incidental and uninstitutionalized. Ni Made Ayu Sri Suryaningsih stated: *"Our evaluation mechanism has not been well institutionalized"*. According to the *control mechanism* theory (Lipsky, 1980), regular and structured supervision

is necessary to ensure consistency of service quality. Without this, procedural violations or discrimination are not detected early. In line with Sari *et al.* (2022) states that effective supervision can prevent procedural violations and discrimination, which are often not detected without an adequate supervision system. Rizal (2023) mentioned the need for routine and structured supervision to ensure consistency in service quality. The study shows that community participation in oversight can improve transparency and integrity, which in turn can prevent undetected procedural violations or discrimination. Awareness of the importance of participatory oversight proves that without systematic oversight, serious problems in the quality of public services or democratic systems can arise and go unidentified early.

### ***Communication Barriers***

Communication gaps between officers and families of people with disabilities often occur. Juniarta revealed: *"We often have difficulty communicating with families of people with disabilities"* This obstacle is exacerbated by the lack of officers who master sign language or alternative communication methods. Communicative *action* theory (Habermas, 1984) emphasizes that inclusive communication is a prerequisite for participatory service. Faizal (2024) supports the statement that inclusive communication is a prerequisite for participatory services by showing how Human Resource (HR) management plays a role in creating policies and practices that support diversity. In the article, Faizal emphasized the importance of open communication and effective feedback channels as vital elements in building an inclusive organizational culture. This shows that without inclusive communication, participatory services are difficult to realize, as all stakeholders will not feel heard or involved in the process.

### ***Inadequate Physical Accessibility***

Transportation infrastructure and service facilities are not yet fully accessible. Wahyu Lestari added: *"Many people with disabilities have difficulty accessing official offices due to transportation limitations"* This finding is in line with the criticism of disability studies (Oliver, 1990) which states that an inaccessible physical environment is a form of structural discrimination.

Theoretically, the above obstacles reflect a failure to implement the principles of Good Governance, especially accountability, participation, and responsiveness (UNDP, 1997). Limited human resources and weak oversight indicate low internal accountability, while uneven socialization and communication barriers reduce the participation of people with disabilities in policy processes. The results of the research of Wicaksana et al. (2023) explain that the low availability of disability-friendly public facilities contributes to the low participation of people with disabilities in policy processes. This reflects that if the internal accountability of the organization is weak and socialization is uneven; it will have a negative impact on the involvement of people with disabilities in political affairs and public policy.

### **The Impact of the Implementation of Good Governance in Population Administration Management for Persons with Disabilities in Badung Regency**

This study reveals that the implementation of Good Governance principles by the Badung Regency Population and Civil Registration Office has had a significant impact on

improving the quality of population administration services for people with disabilities. The impact can be observed from three main aspects: improving accessibility, strengthening disability rights, and transforming the culture of public services.

### ***Improved Service Accessibility***

The implementation of inclusive policies such as *go-laying services* and the provision of accessibility facilities (braille, wheelchairs, special lanes) have reduced physical and administrative barriers for people with disabilities. As expressed by Made Indranni Rahayu (blind person): "*The officer helped read the documents and explained the procedure in detail. The facilities available at the office are also accessible.*" This impact is in line with *the theory of universal design* (Mace, 1985) which emphasizes the importance of an environment that is accessible to all. In the article (Kociuba & Maj, 2020), it explains how the concept of "walkable cities" and universal design are starting to gain global attention. They highlight the need to understand the overall functioning of the city and meet the needs of its residents, which is in line with the universal design principles that aim to create an inclusive and accessible environment for everyone.

### ***Strengthening the Rights of Persons with Disabilities***

The application of Good Governance principles such as transparency (publication of service procedures) and participation (involving disability organizations in policy formulation) has increased the awareness of people with disabilities of their rights. This is reflected in the increase in the number of people with disabilities who have ID cards, and the existence of a responsive complaint mechanism, such as through the *Sidumas* application.

These findings strengthen the theory of *rights-based approach* (UNDP, 2006) which states that public services must ensure the fulfillment of the rights of marginalized groups. The collaboration with SLB Negeri 1 Badung and *Difabel Mandiri* in policy socialization is an example of good practices that have an impact on the empowerment of people with disabilities. According to Muhamad (2024), public services are rights for all people that must be fulfilled by the state, so the state is obliged to provide these various services.

### ***Transformation of Public Service Culture***

The most systematic impact can be seen in the change of the mindset of the apparatus from conventional bureaucracy to *customer-centric services*. Some of the indicators:

1. Officers are now trained to proactively assist people with disabilities.
2. There is a priority counter and special assistance for sensory disabilities.

This change is in accordance with the concept of responsive bureaucracy (Frederickson, 1996) which emphasizes the adaptation of bureaucracy to the diversity of society. Harisandi's testimony (blind teacher): "*The officers are very helpful and understand our needs*" shows that the principle of *equality* in *Good Governance* has been internalized in the work culture. Lubis & Triadi (2024) explain the importance of gender equality in the framework of the Indonesian constitution and its relationship to the principles of Human Rights. In the article, Lubis and Triadi identify that while there is a strong legal foundation for equality, there are still stereotypes and challenges that hinder its application in work culture. This research provides



insight into how this principle of equality is internalized in good governance practices, and highlights the need to align constitutional norms with existing social realities in order to achieve justice and protection of human rights. The results of the research of Yudi *et al.* (2024) underlines the importance of applying the principles of Good Corporate Governance (GCG) in the context of Village-Owned Enterprises (BUMDes) in Tebing Tinggi Village. This article shows efforts to internalize the principle of *equality* in the work culture of village governments, especially in the management of BUMDes, in order to achieve accountable, transparent, and responsive institutions.

### Results of Triangulation of Research Findings

The results of this study were validated through triangulation of sources and methods to ensure the reliability of the findings. First, data from in-depth interviews with key informants (*Dukcapil* officers, people with disabilities, and related organizations) showed consistency in identifying progress and barriers to implementing Good Governance. For example, an officer's claim about a service *go laying adminduk* strengthened by the testimonials of people with disabilities such as Made Indranni Rahayu who acknowledged the ease of access. Second, field findings on the lack of socialization and physical accessibility were also observed through direct observation in official and regional offices far from the center of government, where infrastructure such as *guiding block* not evenly distributed. Third, policy documents (such as Badung Regency Regulation No. X/2023 concerning Inclusive Services) and secondary data (*Dukcapil* annual report) are used to match the implementation of the principles *Good Governance* with actual practice. For example, even though the policy document mentions "*Inclusive Officer Training*," the interview findings revealed that the training was not optimal.

This triangulation reveals two realities: (1) the gap between policy and implementation, particularly in human resource capacity and service distribution, and (2) the convergence of evidence on the positive impact of inclusive services on people with disabilities accessing services in government centres. The results reinforce the validity of the findings while highlighting the need for systemic improvements, especially in monitoring mechanisms and resource allocation.

### CONCLUSION

This study concludes that the Population and Civil Registration Office of Badung Regency has implemented various inclusive initiatives in population administration services for people with disabilities—such as administrative *go-laying* services, accessibility facilities, and collaboration with disability organizations—though their effectiveness remains constrained by limited human resources and uneven socialization. The five main obstacles to Good Governance identified are limited human resource capacity, uneven socialization, weak monitoring mechanisms, communication barriers, and inadequate physical accessibility. While these efforts have increased service accessibility and strengthened the rights of people with disabilities, the benefits are not yet evenly distributed. Theoretically, this research enriches the concept of responsive bureaucracy and disability-inclusive governance and modifies the implementation gap theory by emphasizing cultural factors as key challenges. Policy recommendations include developing SOPs for inclusive services, enhancing staff capacity,



strengthening supervision, allocating special budgets, and innovating technology-based services. For future research, it is suggested to broaden the scope of study locations and include a more diverse range of disability informants to deepen understanding and improve the generalizability of findings.

## REFERENCES

- Alfian Helmi, Nur Hannah Muthohharoh (2024). Community-based early warning systems in disaster-prone areas: a study in three villages in East Nusa Tenggara Province, Indonesia. *Socio-Conception*, 14(1).  
<https://doi.org/10.33007/ska.v14i1.3302>
- Basyariah, S., & Rizki, D. (2023). Transformation Of The Political Bureaucracy System In Indonesia: Siyasah Dusturiyah Approach From The Colonial Era To The Reform Order. *PROCEEDINGS: Dirundeng International Conference on Islamic Studies*, 1–17.
- Berman, E. M., Bowman, J. S., West, J. P., & Van Wart, M. R. (2021). *Human resource management in public service: Paradoxes, processes, and problems*. Cq Press.
- Dwijayanti, A Wife Putri (2021). The function of bureaucracy as a policy advisor: a phenomenological study on local government. *Journal of Public Administration*, 17(1), 151-174. <https://doi.org/10.52316/jap.v17i1.68>
- Faizal (2024). The role of HR management in building inclusive and diverse leadership. *JIMR*, 2(10), 46-59.  
<https://doi.org/10.62504/jimr917>
- Hidayat, F. (2023). The Impact Of Bureaucratic Reform On Indonesian Governance: A Perspective Review Of Academic Literature. *Jurnal Politik Pemerintahan Dharma Praja*, 16(2), 169–196.
- Jessica Whitley, Trista Hollweck (2020). Inclusion and equity in education: current policy reform in nova scotia, canada. *prospects*, 49(3-4), 297-312.  
<https://doi.org/10.1007/s11125-020-09503-z>
- Kociuba & Maj (2020). Walkable city and universal design in theory and practice in poland. *bulletin of geography socio-economic series*, 50(50), 113-132.  
<https://doi.org/10.2478/bog-2020-0036>
- Lev, D. (2021). *Legal evolution and political authority in Indonesia: selected essays* (Vol. 4). Brill.
- Lubis & Triadi (2024) Analyzing gender equality in a constitutional perspective (a study on the protection of human rights). *ijlj*, 1(4), 12. <https://doi.org/10.47134/ijlj.v1i4.2687>
- Muhamad Husein Maruapey, Muhamad Fachmi Ramadhan, Goftridus Goris Seran (2024). Population administration services. *Clinical Psychology*, 3(1), 613-619.  
<https://doi.org/10.30997/karimahtauhid.v3i1.11632>
- Rosenbloom, D. H., Kravchuk, R. S., & Clerkin, R. M. (2022). *Public administration: Understanding management, politics, and law in the public sector*. Routledge.
- Rizal, Muhammad (2023). Socialization of participatory election supervision law: socializing awareness and participatory supervision of the 2024 simultaneous elections. *J-Abdi Journal of Community Service*, 3(6), 1121-1128.  
<https://doi.org/10.53625/jabdi.v3i6.6764>
- Salam, R. (2021). The Implementation of Good Governance with a View to Improving the

- Competence of State Civil Apparatus in the Regional Government. *Budapest International Research and Critics Institute-Journal (BIRCI-Journal)*, 4(1), 1198–1206.
- Sari, Jayanti Armida, Mary Ismowati, Nur Sukmawati (2022). Supervision of public services by the Ombudsman of the Republic of West Sumatra representatives. *Publikauma Journal of Public Administration University of Medan Area*, 10(2), 127-136. <https://doi.org/10.31289/publika.v10i2.7886>
- Sawir, Susilawaty Susilawaty, Milcha Handayani Tammubua (2024). The Papua Bureaucracy Rises: Answering the Challenges of Service in Remote Areas with Innovation and Courage. *Indonesian Journal of Intellectual Publication*, 5(1), 38-43. <https://doi.org/10.51577/ijipublication.v5i1.582>
- Wicaksana, Uthfi Makhasin, Khairu Roojiqien Sobandi (2023). Political participation of persons with disabilities in the influence of the condition of public facilities with disabilities. *Journal of Isip Journal of Social and Political Sciences*, 20(2), 109-128. <https://doi.org/10.36451/jisip.v20i2.19>
- Yudi *et al.* (2024) (2024). Strengthening the institution of bumdes with the application of the principles of good corporate governance in Tebing Tinggi village, Pemayung District, Batang Hari Regency. *Journal of Community Service and Empowerment*, 6(2), 326-332. <https://doi.org/10.24036/abdi.v6i2.787>