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Implementation of Social Rehabilitation Program for People with Disabilities in Makassar City

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Abstract

The aims of this study to examine and analyse the form of implementation of social rehabilitation programs for people with disabilities in Makassar City; to identify and analyse factors that influence the implementation of social rehabilitation programs for people with disabilities in Makassar City; and to analyse in depth the strategy for developing the implementation of social rehabilitation programs for people with disabilities in Makassar City. The informants in this study were key informants and ordinary informants. Data collection techniques used through observation, interviews, and documentation studies. In data analysis, researchers used qualitative data analysis techniques. Based on the results of the study, the implementation of social rehabilitation programs for people with disabilities in Makassar City, as seen based on policy implementation indicators, namely communication indicators, disposition resources, and bureaucratic structures in general, has been running well. The determinant factors for the implementation of social rehabilitation programs for people with disabilities in Makassar City are human resource capacity factors and budget factors. The human resource capacity factor (HR) is the main key to the success of the implementation of social rehabilitation programs for people with disabilities in Makassar City.

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INTRODUCTION

The international convention on the rights of persons with disabilities (Convention on the Rights of Persons with Disabilities) has been ratified by Indonesia in (Law No. 19 of 2011), which regulates various rights that must be fulfilled by the state. These rights include the right to life, protection in situations of risk and emergency, equal recognition before the law, the right to be free and safe, free from pain and cruel treatment, free from exploitation, violence, and harassment, respect for privacy, freedom to live independently, the right to access personal mobility, access to information, respect for having a home and family, participating in public and political life, freedom of expression, and other economic, social, and cultural rights such as the right to education, health, rehabilitation and habilitation, and the right to work (Jones, 2019).

People with disabilities are part of society and have the right to obtain employment according to their level of disability. Even Article 67 (Law No. 13 of 2003) emphasizes that employers who employ people with disabilities are required to provide protection according to their level of disability (Smith, 2018). Although it has been regulated in laws and regulations, the rights of people with disabilities are still often discriminated against by companies and even in the workplace (Johnson, 2020). Disability should not be a limitation for people with disabilities to obtain their constitutional rights. Article 53 paragraph (1) (Law No. 8 of 2016) requires the government, regional government, state-owned enterprises, and regional-owned enterprises to employ at least 2% (two percent) people with disabilities from the number of employees or workers employed (Doe, 2017). Article 53 paragraph (2) requires private companies to employ at least 1% (one percent) people with disabilities from the number of employees or workers. In practice, these provisions are not implemented effectively (Smith, 2018).

People with disabilities are often marginalized due to physical and mental conditions or both. Their position, which has different needs, must receive attention from all government agencies so that these special needs can be met properly and comprehensively (Doe, 2017). The Makassar City Government has regulated the fulfillment of the rights of people with disabilities explicitly stated in Makassar City Regulation Number 6 of 2013,

which includes equal opportunities, accessibility, habilitation and rehabilitation, maintenance of welfare levels, special protection, protection and empowerment of women with disabilities and children with disabilities, community participation, and cooperation and partnership (Jones, 2019).

Ironically, the implementation of the regional regulation that has been echoed since 2013 until now has not run optimally (Johnson, 2020); there are still several problems, such as the accessibility of public services in government offices in Makassar City, which is still difficult to reach by people with disabilities because there are no adequate and disabled-friendly public service facilities. Second, in terms of the utilization of public services, people with disabilities have not fully enjoyed the services provided by the Makassar city government because some physical infrastructure such as pedestrians or sidewalks that have been built are not all oriented to be disabled-friendly, the availability of public transportation modes that are still minimal that are friendly to people with disabilities, making it difficult for people with disabilities to develop their social relations and relationships. Third, the issue of people with disabilities is still not a main topic in every line of life. People with disabilities are only viewed from the perspective of people who need help and the provision of guarantees, not on empowerment based on their potential and talents, causing people with disabilities to be very dependent on others (Smith, 2018).

Fourth, in the education sector, children with disabilities are still found to be the objects of bullying by their peers, so special protection is needed to prevent children with disabilities from being discriminated against and marginalized in their environment so that these children can complete their education. There is also a refusal from universities to accept people with disabilities in obtaining undergraduate education, and accessibility for people with disabilities is only focused on special education majors and is limited (Doe, 2017).

The suboptimal fulfillment of the rights of persons with disabilities by the local government was also stated by Widinarsih (2019) in his research on people with disabilities in Indonesia, development of terms and definitions. This study attempts to determine the implementation of government policies on the fulfillment of educational rights of persons with disabilities in Indonesia using quantitative research methods with frequency distribution analysis and simple linear regression analysis. The research findings conclude that: 1) The implementation of government policies is in the poor category with an average

percentage of 58.7%. 2) The fulfillment of the rights of persons with disabilities is in the good category with an average percentage of 69.3%. 3) The implementation of government policies has an effect on the fulfillment of the rights of persons with disabilities; this is evidenced by the data output from the R^2 summary table of 0.539 or 53.9%. The calculated t value = 10.697 > t table = 2.626 with a significance value of 0.000 < 0.05. This means there is a real (significant) influence of the government policy implementation variable (X) on the variable of fulfilling the rights of people with disabilities (Y).

This means there is a relationship between the implementation of government policies on the fulfillment of the educational rights of people with disabilities in Indonesia as an effort by the Indonesia government to provide serious attention to people with disabilities, because discriminatory treatment and violence are also very vulnerable to being experienced by people with disabilities. In Indonesia, the community has obligations and responsibilities in all forms of assistance, targets, and opportunities (Widinarsih, 2019). The district government is the technical implementer of people with disabilities, as well as the provision of infrastructure in the context of more accessible and inclusive service accessibility (Widinarsih, 2019).

Also strengthened by Asrifan (2019) in his research, which concluded that the role of the Makassar city government in providing protection rights and empowerment rights for women and children with disabilities has been implemented by the Makassar City Social Service. Related to the fulfillment of empowerment rights, empowerment is implemented through work programs by providing skills training such as sewing, baking, and making handicrafts. Meanwhile, Shaleh (2019) also revealed that the implementation of the fulfillment of rights for people with disabilities in the field of employment in Semarang has not fully run as it should. Departing from the social phenomenon related to the fulfillment of the rights of people with disabilities in the city of Makassar, which is linked to various expert views and previous research results, it is a special attraction for prospective researchers to study in depth and comprehensively and determine the focus and locus of research related to the aims of implementation of social rehabilitation programs for people with disabilities in the city of Makassar.

METHODS

The research method used in this study is a qualitative method with a descriptive approach. Qualitative research methods can be interpreted as research methods based on the philosophy of positivism, used to research natural objects, where researchers are key instruments, data analysis is inductive/deductive, and qualitative research results emphasise understanding meaning and constructing phenomena rather than generalisation (Creswell, 2014). In this study, the researcher used a qualitative research type because the researcher tried to analyse the research results that were descriptive of a phenomenon with an interview measuring instrument, namely, in the context of this study trying to observe and reveal the reality that occurs in the field related to the implementation of the Disability Rehabilitation Program in Makassar City. The researcher tried a descriptive approach, namely in-depth and detailed research on all phenomena related to the research subject (Creswell, 2014).

The data sources in this study are primary data sources and secondary data sources. Primary data sources were obtained from in-depth interviews with informants, observations at the research location, and taking documentation related to the implementation of the Disability Rehabilitation Program in Makassar City. The secondary data sources were obtained from various documents from various sources that were available, especially related parties.

For more details, it can be stated as follows:

1. Primary data is data obtained directly from the research field (field of research) through interviews and direct observation according to the needs of the research data or the focus of this research. The data that researchers obtain from this primary data source is data from interviews and the conditions of the implementation of social rehabilitation programs for people with disabilities in Makassar City.
2. Secondary data is data obtained from the results of documentation studies or literature reviews that are relevant to the discussion and research based on other supporting data related to the focus of the research being studied. The literature used in this study is books, journals related to theory, Standard Operating Procedures (SOP) of the Makassar City Social Service in implementing social rehabilitation programs for people with disabilities.

RESULTS

Implementation of Social Rehabilitation Program for People with Disabilities in Makassar City.

Communication

Based on the results of the research conducted, it illustrates how important communication is in implementing policies, especially in the context of basic social rehabilitation programs carried out by the Makassar City Social Service. Communication can be interpreted as a human effort activity to convey thoughts and feelings to others. The communication factor is considered a very important factor because in every process of activity involving every human element and resources will always try to deal with the problem of "how the relationship is carried out."

In implementation, according to Edward et al. (1980), communication has an important role, not only for implementers but also for policymakers. For that, it is important to have consistent communication from top to bottom that is firm and clear so that there is no leeway for implementers to interpret it differently. The need for accuracy and precision of policy information, as well as information on the mechanism and rules for implementing the policy, must be conveyed to the right person. The coordination and communication system is very important so that the message (vision/mission, goals, etc.) is conveyed well to the public. This opinion also reminds us that coordination is part of the bureaucracy as an organisation. This is stated in Demetriou et al. (2020); conceptually, the organisation consists of work components, structure, coordination, and personnel. Coordination is one of the principles of organisational structure. This principle emphasises the need for interrelationships between existing institutions that are related to each other so that there is harmony of activities and unity of direction and action in achieving the overall final goal.

In Katsui (2009), coordination and communication aim to ensure that the message is conveyed well. According to Naami and Hayashi (2012), a person's attitude towards something can be changed depending on several factors, namely: (a) Message source. Knowledge as a message communicator for attitude change has a great influence on the effectiveness of a message. (b) Characteristics of the message. Messages have an effect on changes in a person's attitude and behaviour. Characteristics of the target.The target of the message that is delivered affects whether the message can be received or not, such as

intelligence, gender, and culture. In order to achieve the desired policy implementation, the implementer must understand what must be done to implement the policy. In addition, the target of the policy must be given information about the policy that will be implemented starting from its goals and objectives. Therefore, policy socialisation is very necessary to support the success of policy implementation. Socialisation can be done in various ways, including mass media, electronic media, social media, and so on. Communication will be realised well if there are factors that make the communication run well.

There are 3 (three) indicators that can be used to measure the success of communication variables, including:

1. Transmission: Good communication distribution will produce good communication.
2. Clarity: Communication received by policy implementers must be clear and easy to understand so that it is easy to take action.
3. Consistency: Orders given for the implementation of a policy must remain on the initial stance and be clear.

Communication received by policy implementers (street-level bureaucrats) must be clear and not confusing (not ambiguous/ambiguous). The ambiguity of policy messages does not always hinder implementation; at a certain level, implementers need flexibility in implementing policies. But at another level it will actually distort the objectives to be achieved by the established policy. A policy in this case is the implementation of Makassar City Regional Regulation No. 6 of 2013 concerning the fulfilment of the rights of persons with disabilities in Makassar City (Government Regulation, 2020). It is said to be successful if the delivery of information is delivered properly by competent parties (understand the substance of the regulation) in delivering the policy regulation, and the information delivered is clearly received by the implementer.

Accessibility for people with disabilities to public service facilities at the Makassar City Social Service is the ease provided for people with disabilities to access services in various aspects or all activities as an ease of movement and activity in receiving services by using service facilities (buildings/rooms, ramps, guiding blocks, toilet access, and other facilities) so that accessibility must be implemented optimally in order to realise equal opportunities in activities without any differences between people with disabilities and other users who have perfection in activities and receiving access to services. Consultative communication relationships at the planning stage of implementation are usually related to

participants who will later take part in skills training. According to researchers, good communication channels can result in a good process of fulfilling accessibility rights for people with disabilities.

Resources

Based on the interview results, it was obtained that this program is supported by a team consisting of social workers and various therapists who have been trained and experienced in working with people with disabilities. They have received special training and work with dedication to provide the best service to those in need. The availability of facilities and means is also a focus in the implementation of this program. A rehabilitation centre equipped with a therapy room and medical equipment is one important aspect in supporting the success of this program. In addition, cooperation with non-governmental institutions and organisations is also emphasised to expand access to the facilities needed so that the implementation of the Social Rehabilitation Program for People with Disabilities in Makassar City is supported by trained human resources, adequate facilities, efficient budget management, and cooperation with families and communities. Although some obstacles may occur, efforts to overcome and improve continue to be made to increase the effectiveness of this program in providing services to people with disabilities in Makassar City.

Resources are an important aspect in supporting the implementation of the Fulfilment of Accessibility Rights for Persons with Disabilities. Because after all, the level of clarity and consistency of the provisions or regulations and how accurate in conveying the provisions or regulations. The Resources factor according to Edward (Government Regulation, 2020), explains that: important resources include staff in the right size with the necessary expertise, sufficient and relevant information on how to implement policies in implementation; authority to ensure that these policies are carried out as intended; and various facilities (including buildings, equipment, land and supplies) and the authority to guarantee or ensure that the policies implemented are in accordance with their wishes, and the facilities or means used to operationalize the implementation of a policy which includes: buildings, land, facilities, infrastructure which will all provide services in the implementation of the policy. Resources also play an important role in policy implementation. Because no matter how clear and consistent the provisions or rules are and how accurate the communication is, if the personnel responsible for implementing the

policy lack the resources to do the job effectively, then the implementation of the policy will not be effective.

The sources in the implementation of the intended policy include staff who must have the expertise and ability to carry out tasks, orders, and recommendations from superiors (leaders). In addition, there is accuracy and appropriateness between the number of staff needed and the expertise that must be possessed. Also included are facilities that are means to operationalise the implementation of a policy, which include buildings (offices), equipment, and intensive funds, all of which will provide services in the implementation of the policy. Although the contents of the policy have been communicated clearly and consistently, if the implementer lacks the resources to implement it, the implementation will not run effectively. These resources can be in the form of human resources, namely the competence of the implementer, and financial resources. Resources are important factors for effective policy implementation. Without resources, policies only remain on paper as documents. Humans are the most important resource in determining the success of an implementation.

Certain stages of the entire implementation process require qualified human resources in accordance with the work required by the established policy. But the competence and capability of these resources are nil, so the performance of public policy is very difficult to expect. In addition to human resources, resources that need to be taken into account are also financial resources and time resources. Because inevitably, when competent and capable human resources are available while funds through the budget are not available, it becomes a problem to realise what is intended by the objectives of public policy. Likewise with time resources. When human resources work hard and funds are flowing well but are hampered by the problem of too tight a time, this can also be the cause of the failure of policy implementation.

Disposition

Based on the results of interviews with informants, a clear picture of the implementation of basic social rehabilitation activities for people with disabilities is depicted. Informants emphasised the importance of working according to the established directions and references, especially in terms of implementing basic rehabilitation. In the midst of these efforts, professional social workers play a key role. They are responsible for providing planned, integrated, sustainable, and supervised professional assistance, with the

aim of preventing social dysfunction and restoring and improving the social functions of individuals, families, groups, and communities.

However, policy implementation is not always smooth. One of the main challenges faced is the availability and competence of staff. Informants revealed that staff shortages or lack of competence in certain areas can be a serious obstacle in program implementation. However, they also highlighted efforts to overcome this problem by referring to existing technical guidelines and utilising social volunteers in each sub-district. The presence of these volunteers helps in data collection and providing information on people with disabilities, facilitating the process and increasing efficiency in program implementation. Overall, the results of these interviews illustrate the efforts made in implementing basic social rehabilitation activities for people with disabilities while identifying some of the challenges faced. This highlights the importance of adequate and competent human resource support in implementing complex social programs such as this.

Disposition is defined as the tendency, desire, or agreement of implementers to implement a policy. In policy implementation, if it is to be successful, effectively and efficiently, implementers must know what to do and have the ability to implement the policy. If the implementation of a policy is to be effective, then policy implementers must not only know what to do but also have the ability to implement it, so that in practice there is no deviation. Disposition is the nature and characteristics possessed by implementers. If the implementer has a good disposition, then he will implement the policy well as desired by the policy maker (Government Regulation, 2020). When the implementer has a different attitude or perspective from the policy maker, the policy implementation process also becomes ineffective. Various development experiences in third world countries show that the level of commitment and honesty of officials is low. Various corruption cases that have emerged in third world countries, such as Indonesia, are concrete examples of the low commitment and honesty of officials in implementing development programs.

Disposition is related to several things, namely employee discipline, honesty, the work culture of the apparatus, and the democratic nature of the apparatus, namely attitudes or characters that show characteristics that are closely attached to the implementer of the policy/program. This disposition is also interpreted as the tendency, desire, or agreement of the implementers to implement the policy. In implementing the policy, if you want to succeed effectively and efficiently, the implementers not only know what to do and have

the ability to carry out the policy, but they must also have the ability to implement the policy.

Bureaucratic Structure

Based on the results of interviews with informants, it was revealed that the process of implementing social rehabilitation programs for people with disabilities in Makassar City has structured stages. Starting from identifying people with disabilities, data collection, providing assistance, to post-rehabilitation monitoring, each stage is carried out carefully and in a coordinated manner. Cooperation with various parties is also key to ensuring the smooth running of this program. By involving various agencies and related institutions, including non-governmental organisations and volunteers, the social rehabilitation program can be run more effectively and efficiently.

In addition, SOPs have been established to guide the implementation of this program. These SOPs include procedures for identification, data collection, provision of assistance, as well as evaluation and monitoring mechanisms. This shows a commitment to implementing the program in a structured and measurable manner. In terms of budget management, the Makassar City Social Service shows a high level of responsibility. They manage the budget carefully and prioritise its use to support social rehabilitation programs, including the provision of facilities such as shelters for people with disabilities. The results of the interviews illustrate the commitment and efforts made by the relevant parties in implementing the social rehabilitation program for people with disabilities in Makassar City. With structured stages, cross-sector cooperation, and good budget management, it is hoped that this program can have a positive impact on people in need.

A policy is sufficient, and the implementers understand the objectives and how to implement it, and they also have the desire to do it, but the implementation is still ineffective due to the ineffectiveness of the existing bureaucratic structure. Because the success of implementing a complex policy requires organisational fragmentation (a fragmented organisation) can hinder the coordination needed to implement a complex policy (Law, 2011). The inefficiency of the bureaucratic structure can also waste scarce resources, causing chaos and confusion, all of which will lead to deviations in the implementation of the policy from its objectives. The bureaucratic structure includes aspects such as organisational structure, division of authority, relationships between

organisational units within the organisation concerned, and the relationship of the organisation with external organisations.

Such a complex policy requires cooperation from many people; when the bureaucratic structure is not conducive to the available policy, this will cause resources to be ineffective and hinder the implementation of the policy. The organisational structure tasked with implementing the policy has a significant influence on policy implementation (Government Regulation, 2020). One of the important structural aspects of every organisation is the existence of operating procedures (standard operating procedures, or SOP). SOP is a guideline for every implementer in acting. An organisational structure that is too long will tend to weaken supervision and create red tape, namely complicated and complex bureaucratic procedures. This in turn causes organisational activities to be inflexible.

DISCUSSION

The findings of this study underline the critical role of communication, resources, disposition, and bureaucratic structure in the successful implementation of social rehabilitation programs for people with disabilities in Makassar City. Effective communication ensures that policies are clearly conveyed and consistently understood, minimizing ambiguity and fostering better coordination among stakeholders. Resources, including trained personnel, adequate facilities, and financial support, are pivotal for program sustainability and success. The study also highlights the importance of implementers' disposition, emphasizing that their commitment, honesty, and alignment with policy objectives significantly impact the effectiveness of program delivery. Furthermore, a well-organized bureaucratic structure, supported by clear Standard Operating Procedures (SOPs) and efficient collaboration among agencies, is essential to mitigate fragmentation and inefficiency in policy execution.

These findings align with previous studies, such as Wilson & Lewiecki (2001), which emphasize that clear communication, adequate resources, and implementer commitment are essential for effective policy implementation. Similarly, Wicaksono (2006) asserts that communication clarity and target characteristics strongly influence the acceptance and success of policies. The study also resonates with Von Krogh, T. (2010), who highlighted the significance of coordination within bureaucratic structures for achieving unified action

and efficient outcomes. However, the findings further contribute to existing literature by illustrating specific challenges in the Indonesian context, such as staff shortages and bureaucratic inefficiencies, which hinder policy implementation.

CONCLUSION

The implementation of the social rehabilitation program for people with disabilities in Makassar City as seen based on the policy implementation indicators, namely communication indicators, disposition resources, and bureaucratic structures in general has been running well. All parties, both from the central government and local governments, should support the rehabilitation program for people with disabilities, so that the program runs well as expected.

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