

POLICY IMPLEMENTATION AND INFORMATION SYSTEMS FOR PERSONS WITH DISABILITIES IN ENHANCING EMPLOYMENT OPPORTUNITIES IN DELI SERDANG REGENCY

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Abstract

This study examines the implementation of disability employment policy in enhancing employment opportunities for persons with disabilities in Deli Serdang Regency. A qualitative descriptive approach with a case study design was employed, with data collected through observation, interviews, and document analysis. The findings reveal that policy implementation has not yet been fully effective, despite Deli Serdang Regency Regulation No. 6 of 2020 mandating a 2% employment quota in government institutions and regional state-owned enterprises and a 1% quota in private companies. Key challenges include the absence of accurate disability employment data, weak quota compliance monitoring, limited workplace accessibility, insufficient stakeholder coordination, and persistent employer stigma. Critically, the study identifies the lack of an integrated disability employment information system as a structural gap that prevents evidence-based monitoring and policy evaluation. Using Grindle's policy implementation framework, these challenges reflect weaknesses in both the content of policy and context of implementation dimensions. The study concludes that effective inclusive employment requires regulatory support alongside a dedicated information system connecting disability registration, employment placement, employer compliance, and training outcomes, stronger monitoring mechanisms, and cross-sector collaboration.

Keywords: Policy, Implementation, Disabilities, Employment, Inclusive

INTRODUCTION

One of the most significant human rights issues in Indonesia concerns the protection of the rights of persons with disabilities. Although various laws and regulations have been enacted to safeguard these rights, their implementation often falls short of the intended objectives. Discrimination against persons with disabilities remains prevalent across multiple aspects of

life, including education, employment, and access to public services. Negative societal attitudes and stereotypes frequently create barriers that hinder persons with disabilities from fully participating in the labor market and accessing quality education. Such discrimination not only undermines individual dignity but also exacerbates social and economic inequalities, perpetuating cycles of exclusion that are difficult to overcome (Simanjuntak, 2021).

In Deli Serdang Regency, persons with disabilities continue to face substantial challenges in accessing equitable employment opportunities. Although Indonesian regulations require employers to provide employment opportunities for persons with disabilities, the implementation of these provisions remains inconsistent, resulting in limited representation of persons with disabilities within the workforce. This gap not only restricts the economic potential of a significant segment of society but also reinforces social exclusion and inequality (Halimatussadiyah & Nuryakin, 2017).

The implementation of inclusive employment policies is essential for fostering a diverse and dynamic workforce. Such policies promote equal opportunities regardless of individual abilities while enhancing organizational performance through diverse perspectives and problem-solving approaches. Furthermore, inclusive workplaces contribute to higher levels of employee satisfaction and retention, thereby creating a positive cycle of productivity and innovation. Consequently, inclusive employment practices should be viewed not only as a moral obligation but also as a strategic advantage for organizations seeking sustainable growth (Aichner, 2021).

Previous studies have provided valuable insights into the factors influencing the employment of persons with disabilities. Anuaruddin et al. (2018) identified several barriers to employment, including negative employer attitudes, mismatches between job requirements and individual capabilities, and the self-perceptions of persons with disabilities. Aksnes and Ulstein (2024) reviewed best practices for achieving positive workplace outcomes, highlighting the importance of workplace accommodations, inclusive organizational culture, and supportive leadership. Dewi (2015) emphasized the role of government and stakeholders in expanding employment opportunities through vocational training, collaboration with non-governmental organizations, and inclusive policies.

Research conducted in various regions of Indonesia has revealed both progress and persistent challenges in disability employment policy implementation. Nazifah et al. (2024) found that the implementation of positive discrimination policies in Jambi had achieved moderate success despite limitations in employment information and ongoing social stigma. Wicaksono (2024) examined policies in Bandung City that support disability employment through competency-based training programs and incentives for employers. Meanwhile, Hidayatullah and Noer (2021) reported that many institutions in Jakarta had yet to provide adequate employment opportunities for persons with disabilities. Rohmah et al. (2023) identified bureaucratic constraints, limited resources, and insufficient regulatory frameworks as major obstacles in Kebumen. Similarly, Devitayanti and Maksum (2023) highlighted weak coordination between employers and government agencies as a key challenge in Mataram. In Semarang, Ratna and Kismartini (2018) recommended increased budget allocation, the establishment of service standard operating procedures, and public awareness campaigns to support disability employment rights, while Shaleh (2018) concluded that disability employment quotas had not been effectively fulfilled due to weak regulatory enforcement and monitoring mechanisms.

These studies collectively demonstrate the need for stronger policy frameworks, improved coordination among stakeholders, and broader societal transformation to promote the inclusion of persons with disabilities in the labor market. Nevertheless, limited research has specifically examined the implementation of disability employment policies in Deli Serdang Regency, particularly regarding the interaction between government agencies, the private sector, and civil society organizations in expanding employment opportunities.

This study aims to analyze the implementation of disability policies in improving employment opportunities for persons with disabilities in Deli Serdang Regency. Specifically, it seeks to identify the major barriers to policy implementation, evaluate the roles of government institutions, private-sector actors, and non-governmental organizations, and formulate strategic recommendations to enhance policy effectiveness. The study is expected to contribute theoretically to the literature on public policy implementation, inclusive employment, and disability rights while providing practical insights for policymakers and stakeholders. Furthermore, it seeks to raise public awareness of the challenges faced by persons with disabilities and to support the development of a more inclusive and equitable labor market in Deli Serdang Regency.

RESEARCH METHOD

This study was conducted to examine the implementation of disability policies in enhancing employment opportunities for persons with disabilities in Deli Serdang Regency. The research employed a qualitative method with a descriptive case study approach. As stated by Rukin (2019), research should generate meaningful findings based on systematically collected data. Creswell & Poth (2016) describes qualitative research as an approach that focuses on exploring and interpreting the meanings individuals or groups assign to social or human problems.

The research site was selected in accordance with the study objectives, namely to assess the extent to which disability employment policies have been implemented by government institutions in Deli Serdang Regency. Research informants included representatives from the Deli Serdang Regency Government, the Department of Manpower, the Department of Social Affairs, disability organizations, and members of the community.

The study utilized both primary and secondary data sources. Primary data were obtained directly through field research, while secondary data were gathered from previous studies, academic journals, books, official documents, and online media sources (Moleong, 2012). Data collection was conducted using three techniques: observation, interviews, and documentation (Creswell & Poth (2016). Data analysis followed the interactive model proposed by Miles et al (2014), consisting of data reduction, data display, and conclusion drawing

RESULT AND DISCUSSION

Policy Framework and Implementation Mechanisms

The policy framework governing disability employment in Deli Serdang Regency is shaped by a combination of national and local regulations. At the national level, Indonesia has enacted several legal instruments, including Law No. 8 of 2016 on Persons with Disabilities, which guarantees equal employment opportunities and requires public and private sector institutions to provide employment opportunities for persons with disabilities. At the local level,

these national directives are reinforced through regulations and programs designed to address regional socio-economic conditions. Such measures include employment quotas, vocational training programs, and incentives for employers that recruit persons with disabilities.

The Deli Serdang Regency Government has introduced several initiatives aimed at expanding employment opportunities for persons with disabilities. These initiatives include job placement services, entrepreneurship support programs, and efforts to improve workplace accessibility. Government agencies and private companies are legally required to comply with disability employment policies to ensure equal participation in the labor market. These provisions are regulated under Deli Serdang Regency Regulation No. 6 of 2020 concerning the Protection and Fulfillment of the Rights of Persons with Disabilities and Older Persons. In addition, skills development programs have been implemented to equip persons with disabilities with the competencies required to compete effectively in the labor market.

The effectiveness of disability employment policies in Deli Serdang depends on collaboration among multiple stakeholders, including government agencies, non-governmental organizations (NGOs), and the private sector. Government institutions, particularly the Department of Manpower and the Department of Social Affairs, are responsible for policy enforcement and program implementation. NGOs play an important role in advocating for disability rights, providing vocational training, and assisting persons with disabilities in securing employment. Meanwhile, private sector participation is encouraged through corporate social responsibility (CSR) initiatives and other mechanisms that promote inclusive hiring practices. This multi-stakeholder approach is intended to create a more comprehensive and sustainable strategy for integrating persons with disabilities into the workforce.

The findings of this study highlight a persistent gap between policy commitments and policy implementation regarding employment opportunities for persons with disabilities in Deli Serdang Regency. Although various initiatives have been introduced under the existing regulatory framework, their implementation has not yet produced significant improvements in employment outcomes. Many persons with disabilities continue to experience unequal treatment and limited access to employment opportunities compared to the general population. These findings suggest that persons with disabilities remain marginalized within both social and institutional contexts.

Consequently, the analysis focuses on the implementation of the employment quota policy stipulated in Deli Serdang Regency Regulation No. 6 of 2020, which requires that at least 2 percent of employees in regional government institutions and regional state-owned enterprises (BUMDs) be persons with disabilities. The extent to which this provision has been implemented serves as a key indicator of the government's commitment to promoting inclusive employment and protecting the rights of persons with disabilities.

Towards an Inclusive Deli Serdang Regency: Policies, Challenges, and Employment Opportunities for Persons with Disabilities

Building an inclusive Deli Serdang Regency extends beyond the provision of social assistance for persons with disabilities. It requires ensuring that they enjoy equal rights as citizens, including the right to decent and dignified employment. This principle is consistent with Article 27(2) of the 1945 Constitution of the Republic of Indonesia, which guarantees every citizen the right to work and to earn a decent livelihood. At the local level, this commitment is reflected in Deli Serdang Regency Regulation No. 6 of 2020 concerning the Protection and Fulfillment of the Rights of Persons with Disabilities and Older Persons. The regulation not only

recognizes persons with disabilities as a group requiring protection but also positions them as active participants in development with the right to engage fully in social and economic life. Provisions concerning accessibility, education, social protection, and employment opportunities indicate that Deli Serdang has established a relatively progressive policy framework.

Nevertheless, the findings of this study reveal a considerable gap between policy as written and policy as implemented. Although the regulation mandates that local government institutions and regional state-owned enterprises (BUMD) employ at least 2 percent of persons with disabilities and private companies employ at least 1 percent, the level of compliance cannot be adequately assessed due to the absence of publicly available employment data on persons with disabilities.

The lack of reliable data is not merely an administrative issue; it reflects weaknesses in the policy monitoring and evaluation system. Consequently, local authorities face difficulties in assessing institutional compliance with employment quotas, identifying workforce development needs, and designing evidence-based policy interventions. This situation limits the government's ability to measure policy effectiveness and develop targeted strategies to improve employment outcomes.

The challenges experienced by persons with disabilities in Deli Serdang Regency are multidimensional. They are not solely related to physical limitations or individual conditions but are shaped by the interaction of social, cultural, economic, and institutional factors. The study found that negative stereotypes continue to portray persons with disabilities as less productive, dependent on special treatment, or incapable of meeting the demands of formal employment. Such perceptions constitute invisible barriers that are often more difficult to overcome than physical obstacles. Moreover, many employers prioritize cost efficiency and remain reluctant to invest in reasonable accommodations, including workplace modifications, accessibility facilities, and assistive technologies that would enable persons with disabilities to perform effectively.

From the perspective of Grindle's policy implementation framework, these findings suggest that implementation challenges arise from both the content of policy and the context of implementation. Regarding policy content, Deli Serdang Regency has established a relatively clear objective of promoting disability employment through a quota-based system. However, this objective has not been fully translated into concrete operational mechanisms, such as detailed implementation guidelines, measurable monitoring systems, performance indicators, and sanctions for non-compliance. As a result, a policy that is normatively sound has yet to generate substantial changes in practice.

In terms of implementation context, policy outcomes are strongly influenced by the distribution of power, stakeholder interests, resource availability, and bureaucratic characteristics. Local government agencies, private-sector organizations, disability advocacy groups, educational institutions, and civil society actors possess different priorities and capacities. When coordination among these actors is weak, policy implementation tends to be fragmented and sectoral rather than integrated. The study also indicates that bureaucratic institutions often maintain traditional administrative practices that are insufficiently responsive to the needs of vulnerable groups. Furthermore, persons with disabilities have limited representation in decision-making processes, resulting in inadequate consideration of their needs and aspirations.

Inequality in the Implementation of Disability Employment Policy: The Case of Deli Serdang Regency

The implementation of disability employment policy in Deli Serdang Regency illustrates a clear paradox between strong regulatory commitments and limited practical outcomes. The right to employment for persons with disabilities is protected under Article 27(2) of the 1945 Constitution, Law No. 8 of 2016 on Persons with Disabilities, and Deli Serdang Regency Regulation No. 6 of 2020. The local regulation explicitly requires government institutions and regional state-owned enterprises to employ at least 2 percent of persons with disabilities, while private companies are required to allocate at least 1 percent of their workforce to persons with disabilities.

Despite these legal provisions, employment opportunities for persons with disabilities remain limited. One of the most evident manifestations of this implementation gap is the lack of consistent and reliable data. According to the findings of this study, the number of persons with disabilities in Deli Serdang Regency has fluctuated over recent years. The recorded population was 1,616 individuals in 2022, remained unchanged at 1,616 in 2023, declined to 1,392 in 2024, and increased to 1,886 in 2025. These fluctuations highlight the importance of maintaining an accurate and integrated disability database as a foundation for policy planning, implementation, and evaluation. Without reliable data, efforts to monitor employment quotas and assess policy effectiveness remain severely constrained.

Table 1. Number of People with Disabilities in Deli Serdang Regency

Number	Year	Number of People with Disabilities
1	2022	1.616 People
2	2023	1.616 0 People
3	2024	1.392 People
4	2025	1.886 People

Source: *Sumutprov.go.id (2023); Provinsi Sumatera Utara Dalam Angka (2025)*

Although data on the number of persons with disabilities are available, the local government has not publicly disclosed information regarding how many persons with disabilities are employed or unemployed. This situation represents a significant administrative gap. While employment quotas have been established, there is no adequate data system to determine whether these targets have been achieved. As a result, the effectiveness of policy implementation cannot be evaluated objectively. The policy operates without clear performance indicators and measurement instruments, increasing the risk that it functions merely as an administrative formality rather than a mechanism for achieving substantive social inclusion.

Implementation disparities are also evident in the gap between the rights guaranteed by the state and the lived experiences of persons with disabilities. Based on the 2025 data, 1,886 persons with disabilities in Deli Serdang Regency are legally entitled to equal employment opportunities. However, at the time this study was conducted, no empirical evidence was available to demonstrate that the mandated employment quotas—2 percent in government institutions and regional state-owned enterprises and 1 percent in private companies—had been consistently fulfilled. In other words, while the government is able to identify the number of persons with disabilities residing in the region, it remains unable to demonstrate the extent to which they have been successfully integrated into the formal labor market.

From the perspective of Grindle's policy implementation framework, this disparity can be explained through the content of policy dimension. The policy objectives themselves are

relatively progressive, as they seek to guarantee equal employment opportunities for persons with disabilities. Nevertheless, these objectives have not been accompanied by detailed technical guidelines concerning recruitment mechanisms, monitoring systems, sanctions for institutions that fail to comply with employment quotas, or incentives for organizations that demonstrate compliance. Consequently, implementing agencies possess considerable discretion regarding the degree to which they comply with the policy. The regulation serves as a symbol of governmental commitment but lacks sufficiently robust instruments to ensure effective implementation.

The disparity can also be understood through the context of implementation dimension. The findings indicate that employment opportunities for persons with disabilities continue to be shaped by social and economic barriers. Negative stereotypes persist, portraying persons with disabilities as less productive and requiring special treatment. Furthermore, many employers prioritize cost efficiency and are reluctant to invest in workplace accessibility measures, including accessible infrastructure and assistive technologies. Limited awareness of the economic and organizational benefits of employing persons with disabilities further restricts their access to formal employment opportunities.

When compared with other regions, the challenges faced by Deli Serdang Regency exhibit distinctive characteristics. For example, Bandung has developed a disability employment roadmap and introduced incentives for companies that hire persons with disabilities. Semarang has recommended dedicated budget allocations, the development of standard operating procedures, and public awareness campaigns to support disability employment. In contrast, Deli Serdang continues to face fundamental challenges related to the limited availability of disability employment data and insufficient monitoring of employment quota compliance. These conditions suggest that the primary challenge is not the absence of regulatory frameworks but rather weaknesses in policy implementation capacity.

Therefore, the implementation gap in disability employment policy within Deli Serdang Regency can be understood as a disconnect between regulation, data, and practice. While regulations guarantee the right to work and establish clear employment quotas, and data on the number of persons with disabilities are available, information regarding actual employment outcomes remains largely absent. When the government is unable to demonstrate how many persons with disabilities have secured employment as a result of these policies, it becomes difficult to claim that implementation has been successful. This finding highlights that inclusivity cannot be measured solely by the existence of regulations; it must be demonstrated through reliable data, institutional compliance, and tangible improvements in labor market participation among persons with disabilities.

Accordingly, this study argues that the principal challenge in Deli Serdang Regency is not a lack of regulation but rather an implementation deficit. As long as the employment status and labor market participation of the region's 1,886 persons with disabilities cannot be clearly identified through official government data, the goal of establishing an inclusive employment system remains only partially achieved. This disparity underscores the need for the government to move beyond policy commitment toward policy performance, ensuring that disability policies produce measurable social outcomes and meaningful improvements in the lives of persons with disabilities.

Information Systems as a Foundation for Disability Employment Policy in Deli Serdang Regency

One of the critical yet underaddressed dimensions in the implementation of disability employment policy in Deli Serdang Regency is the role of information systems. The findings of this study reveal that the absence of an integrated, accurate, and publicly accessible information system for persons with disabilities constitutes a fundamental obstacle to effective policy implementation. Without a reliable database that records not only the number of persons with disabilities but also their employment status, educational background, skill levels, and geographic distribution, government institutions are unable to plan, monitor, or evaluate employment programs in a targeted and evidence-based manner.

The current data landscape in Deli Serdang Regency is fragmented. As observed in this study, the recorded number of persons with disabilities fluctuated from 1,616 individuals in 2022 and 2023, decreased to 1,392 in 2024, and rose to 1,886 in 2025. These inconsistencies suggest that the data collection process lacks standardization and that different agencies may be using different methodologies or coverage areas. More critically, no publicly available information system records the employment outcomes of persons with disabilities, making it impossible to assess whether the mandated 2 percent employment quota in government institutions and regional state-owned enterprises and the 1 percent quota in private companies have been met. An effective information system would serve as the connective tissue between policy commitment and measurable outcomes, enabling real-time tracking of quota fulfillment across all relevant sectors.

The development of an integrated information system for disability employment in Deli Serdang Regency would require cross-agency collaboration, involving at minimum the Department of Manpower, the Department of Social Affairs, and the Regional Planning and Development Agency (Bappeda). Such a system should incorporate disability registration and profiling modules, a job-matching platform linking persons with disabilities to available vacancies, an employer compliance reporting module tied to the employment quota provisions of Regulation No. 6 of 2020, and a public dashboard allowing citizens and civil society organizations to monitor progress. International experiences, including those from South Korea's Employment Promotion and Vocational Rehabilitation Act and Australia's Disability Employment Services portal, demonstrate that digital information systems can substantially improve the efficiency and transparency of disability employment programs when implemented with adequate institutional support.

In the Indonesian context, the national government has introduced the Sistem Informasi Penyandang Disabilitas (SIPD) as part of broader efforts to harmonize disability data across regions. However, the extent to which this system has been adopted and operationalized in Deli Serdang Regency remains unclear based on the available evidence. This study finds no indication that the local government has developed or integrated a dedicated information system for tracking disability employment outcomes. This gap represents a significant structural weakness in the policy implementation chain. Without accurate and up-to-date data, the government is unable to identify which sectors are non-compliant with employment quotas, assess the skills and needs of unemployed persons with disabilities, or design evidence-based vocational training programs tailored to local labor market demands.

From the perspective of Grindle's policy implementation framework, the absence of a functional information system can be understood as a weakness in both the content of policy and the context of implementation. In terms of policy content, Regulation No. 6 of 2020 does not

explicitly mandate the development or maintenance of a dedicated information system for disability employment monitoring, leaving this responsibility ambiguous across agencies. In terms of implementation context, the institutional capacity of local government agencies to collect, manage, and utilize disability employment data remains limited, partly due to resource constraints and partly due to a lack of inter-agency coordination protocols. Addressing this gap requires not only technical investment in information infrastructure but also organizational reform to establish clear data ownership, standardized reporting procedures, and accountability mechanisms that ensure the system is actively used to guide policy decisions. Strengthening information systems for disability employment in Deli Serdang Regency is therefore not a peripheral concern but a prerequisite for the effective implementation of inclusive employment policy.

DISCUSSION

The implementation of disability employment policy in Deli Serdang Regency reveals a substantial gap between the regulatory framework and its practical execution. The local government has established a legal foundation through Deli Serdang Regency Regulation No. 6 of 2020, which guarantees the rights of persons with disabilities, including employment quotas requiring government institutions and regional state-owned enterprises (BUMDs) to employ at least 2 percent of persons with disabilities and private companies to employ at least 1 percent. However, the implementation of these provisions has not yet effectively expanded employment opportunities for persons with disabilities.

Available data indicate that the number of persons with disabilities in Deli Serdang Regency was 1,616 in both 2022 and 2023, declined to 1,392 in 2024, and increased to 1,886 in 2025. Despite the availability of demographic data, the local government has not provided publicly accessible information regarding the number of persons with disabilities who are employed or unemployed. This lack of transparency makes it difficult to evaluate the effectiveness of employment quota policies because no clear performance indicators are available.

The findings further demonstrate that persons with disabilities continue to face multiple barriers to employment. Persistent stereotypes portraying persons with disabilities as less productive, limited workplace accessibility, and employers' emphasis on cost efficiency significantly restrict employment opportunities. In addition, inadequate awareness and understanding of inclusive employment practices among both public and private sector actors hinder the realization of equal employment rights.

Using Grindle's policy implementation framework, these findings can be understood through the dimensions of content of policy and context of implementation. From the perspective of policy content, the regulation has a clearly defined objective of ensuring employment opportunities for persons with disabilities through a quota-based mechanism. However, the policy lacks adequate monitoring mechanisms, technical implementation guidelines, and evaluation systems, limiting its effectiveness in practice. From the perspective of implementation context, policy outcomes are shaped by social, economic, and institutional conditions. Limited employer awareness, insufficient participation of persons with disabilities in policy processes, and bureaucratic cultures that tend to maintain existing administrative practices constitute significant obstacles to inclusive employment.

These findings suggest that successful policy implementation depends not only on the quality of regulations but also on the support of implementing actors and the broader social

environment in which policies operate. The results are consistent with previous studies highlighting challenges such as weak monitoring systems, low compliance among employers, inadequate data availability, and persistent social stigma toward persons with disabilities. However, this study offers a distinct contribution by specifically examining the implementation of Deli Serdang Regency Regulation No. 6 of 2020 through the lens of Grindle's implementation framework. The findings demonstrate that the primary challenge lies not in the absence of regulations but in weaknesses in policy implementation at the local level.

Therefore, the implementation of disability employment policy in Deli Serdang Regency cannot yet be considered fully effective in promoting inclusive employment opportunities. Strengthening disability employment data systems, improving oversight of employment quota compliance, enhancing workplace accessibility, and fostering collaboration among government agencies, private-sector organizations, disability advocacy groups, and the broader community are essential for developing a more inclusive and equitable labor market.

A key finding of this study that warrants emphasis in the discussion is the central role of information systems in determining the quality of disability employment policy implementation. The data gaps identified in Deli Serdang Regency — particularly the absence of a comprehensive information system that tracks employment outcomes for persons with disabilities — represent more than an administrative shortcoming. They reflect a systemic failure to institutionalize the informational infrastructure necessary for evidence-based governance. Without an integrated disability employment information system, implementing agencies are effectively operating blindly: issuing regulations, conducting programs, and reporting activities without a feedback mechanism to determine whether their interventions are producing meaningful results. This study therefore argues that the development and operationalization of a dedicated disability employment information system in Deli Serdang Regency — one that connects registration data, employment placement records, employer compliance reports, and skills training outcomes — is a foundational reform that must accompany any effort to strengthen inclusive employment policy. Such a system would not only improve accountability and transparency but would also enable the government, employers, disability organizations, and civil society to make informed decisions and to hold each other accountable for the realization of the rights of persons with disabilities in the labor market

CONCLUSION

This study concludes that the implementation of disability employment policy in Deli Serdang Regency has not yet effectively increased employment opportunities for persons with disabilities. Although Deli Serdang Regency Regulation No. 6 of 2020 provides a legal framework for protecting the rights of persons with disabilities, including employment quotas of 2% in government institutions and regional-owned enterprises and 1% in private companies, its implementation remains limited. The findings reveal several key challenges, including the absence of accurate and publicly available disability employment data, weak monitoring of quota compliance, limited workplace accessibility, inadequate stakeholder coordination, and persistent employer stigma toward the capabilities of persons with disabilities.

Using Grindle's policy implementation framework, the study finds that these challenges are associated with weaknesses in both the content of policy and context of implementation dimensions. While the policy establishes clear objectives, it lacks effective monitoring mechanisms, technical implementation guidelines, and measurable indicators to ensure

compliance. Furthermore, social and institutional barriers continue to hinder the realization of inclusive employment. Therefore, the success of disability employment policy in Deli Serdang Regency requires strengthening disability employment data systems, improving policy oversight, enhancing workplace accessibility, and promoting stronger collaboration among government agencies, employers, and disability organizations. Additionally, this study finds that the development of an integrated disability employment information system is a critical and foundational step toward achieving effective inclusive employment. The current absence of such a system prevents the government from monitoring quota compliance, identifying workforce development needs, and designing evidence-based interventions. Future policy reforms should therefore prioritize the establishment of a comprehensive, cross-agency information system that covers disability registration, employment placement, employer compliance, and training outcomes, thereby transforming disability employment policy from a regulatory commitment into a measurable and accountable governance practice.

SUGGESTION

Based on the research results, the Deli Serdang Regency Government needs to strengthen the implementation of employment policies for people with disabilities by developing an accurate and integrated data collection system, increasing supervision over the fulfillment of work quotas, and providing a more accessible and inclusive work environment. In addition, it is necessary to strengthen collaboration between the government, the business world, organizations of people with disabilities and the community to reduce stigma and increase equal employment opportunities for people with disabilities. This study is limited to the case of Deli Serdang Regency and is based primarily on qualitative data. Future studies should employ comparative and mixed-method approaches to examine disability employment policy implementation across different regions. Further research is also needed to evaluate employer compliance with employment quotas and to measure the long-term impact of disability employment policies on labor market inclusion and social welfare outcomes for persons with disabilities.

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