International Journal of Education, Vocational and Social Science
https://e-journal.citakonsulindo.or.id/index.php/IJEVSS
E-ISSN : 2963 4954
IJEVSS

The Role of the National Commission on Disability in Promoting Business Inclusion for Persons with Disabilities in Indonesia

Andi Muhammad Rivai[1]
[1]Faculty of Social Science and Law, Universitas Negeri Makassar, Indonesia
Siti Syarifah Wafiqah Wardah[*2]
[2]Faculty of Social Science and Law, Universitas Negeri Makassar, Indonesia
Yusi Irensi Seppa[3]
[3]Faculty of Social Science and Law, Universitas Negeri Makassar, Indonesia

Corresponding Author: syarifah.wafiqah@unm.ac.id

Abstract

This study analyzes the role of the National Disability Commission in promoting business inclusivity for persons with disabilities in Indonesia. Based on Law No. 8 of 2016, the National Disability Commission serves to ensure the fulfillment of the rights of persons with disabilities, particularly access to employment and entrepreneurship. Using a descriptive qualitative method, this study found three main roles of the National Disability Commission: policy advocacy, cross-sector collaboration, and empowerment through training and public campaigns. Key challenges include weak coordination, limited authority, and social stigma. The National Disability Commission functions as a moral parliament that strengthens the bargaining position of persons with disabilities in the world of work and has the potential to be a catalyst for transformation towards an inclusive and equitable employment ecosystem.

Keywords: National Commission on Disability, business inclusivity, persons with disabilities,collaborative governance, rights-based approach.

INTRODUCTION

People with disabilities are an integral part of the citizenry who have the same rights to obtain employment and actively participate in economic activities. However, the reality on the ground shows that this group still faces significant structural and cultural barriers to entering the workforce. For example, a study shows that despite the existence of formal regulations, the

Copyright at authors some right reserved this work is licensed under a Creative Commons Attribution-Share Alike 4.0 International License

penetration of persons with disabilities into the labor market remains very limited due to a lack of accessibility, social support, and discriminatory attitudes in the workplace (Ayuningtyas et al., 2022).

National data from Indonesia shows that the employment participation of persons with disabilities in the formal sector remains very low. Although regulatory certainty has been provided through Law No. 8 of 2016 on Persons with Disabilities, the reality on the ground is different. In a research article on the inclusive labor market in Indonesia, it is mentioned that the number of individuals with disabilities involved in the labor market is significantly lower than that of non-disabled groups and that various external factors such as place of residence, level of education, and company perceptions also influence this involvement (Putri et al., 2024). This shows that even though the regulatory framework is in place, the implementation of affirmative policies has not yet resulted in sufficient improvement in creating an inclusive and equitable work environment.

The gap between regulations and implementation practices is a major concern in studies on employment inclusion for persons with disabilities. A literature review concluded that structural barriers such as a lack of disability-friendly work facilities, biased recruitment policies, and social stigma are the main factors that hinder full access for persons with disabilities to the formal labor market (Rosalina, 2024). Therefore, efforts to overcome these barriers require not only appropriate regulations but also changes in work culture and support systems that can ensure that the right to work for persons with disabilities is truly realized.

Based on Presidential Regulation No. 68 of 2020, the establishment of the National Commission on Disability strengthens the governance of disability rights with a mandate for advocacy, monitoring, and providing cross-sector policy recommendations. Recent legal studies confirm that this Presidential Regulation provides formal legitimacy for the National Commission on Disability as an independent institution that safeguards the rights of persons with disabilities while also highlighting areas for improvement in institutional design (e.g., the position of the secretariat) so that National Commission on Disability's oversight and coordination functions can be optimized at the central and regional levels. This narrative illustrates the role of the National Commission on Disability as a governance hub whose independence must be maintained to ensure that policies do not remain merely normative (Hidayat et al., 2021).

In the field of employment, the National Commission on Disability's strategic responsibility is to bridge communication and collaboration between the government (including the Disability Services Unit in the Manpower Office), the private sector, and disability organizations for a friendly and accessible work ecosystem. Recent empirical evidence shows that Disability Service Units play

Copyright at authors some right reserved this work is licensed under a Creative Commons Attribution-Share Alike 4.0 International License

a role in informing job vacancies, advocating for workers with disabilities, and encouraging quota fulfillment; however, implementation in the regions is still hampered by data, capacity, and coordination issues, requiring stronger policy synchronization, an area in which the National Disability Commission can act as a cross-actor catalyst (Alizah & Mawar, 2023).

Although inclusive policies have been designed, the reality on the ground continues to show significant obstacles. One of these is weak coordination between institutions, which causes policies to remain at the normative level without consistent implementation. Research shows that persons with disabilities are less likely to obtain formal employment than persons without disabilities due to differences in education levels, training, and access to the workplace (Dewi et al., 2022). Furthermore, the limited capacity of implementing institutions in the regions, including Disability Service Units, and the lack of integrated data on the disabled workforce exacerbate the challenges. Most Disability Service Units are still in the process of being established and do not yet have a mature support system to provide assistance or monitor the implementation of quotas and workplace accommodations. As a result, even though regulations are in place, their implementation has been stalled.

In the business world, resistance and stigma towards people with disabilities remain major obstacles. Many companies view workers with disabilities as an additional burden requiring special facilities, even though empirical studies prove that with the right support, they can be productive workers and have a positive economic impact. This shows that policy changes alone are not enough, there also needs to be a transformation in work culture and an increased understanding that inclusivity is not just an obligation, but a strategic potential (Poernomo et al., 2022).

Academic studies in Indonesia on disability issues still focus heavily on analyzing government policies and the implementation of corporate social responsibility (CSR) programs. Research Rosalina (2024) The Collaborative Science Journal found that the majority of studies on disability in the workplace still highlight issues of stigma and social perception, rather than cross-actor collaboration mechanisms that support systemic inclusivity. A similar situation can be seen in several CSR studies that focus on the economic empowerment of disabled communities, but have not linked their results to national governance structures. This situation reveals a gap in the literature discussing the role of the National Disability Commission as an independent institution that bridges state policy with implementation in the private sector and society.

Furthermore, empirical studies that integrate the perspectives of KND, disability organizations, and the business world are still very limited. Studies by Pinem & Nasution (2025) in

Copyright at authors some right reserved this work is licensed under a Creative Commons Attribution-Share Alike 4.0 International License

the Journal of Administration and Social Science emphasizes that although Disability Service Units have been established in several regions, their capacity remains weak due to limitations in data, human resources, and inter-agency coordination. This is in line with Fikri's at al findings (2023) in the Journal of Disability Studies, which states that the low employment participation of persons with disabilities is not only caused by ineffective policies, but also by a lack of coordination mechanisms between policymakers, business actors, and supervisory agencies. Thus, research examining the role of KND as a catalyst for multi-actor collaboration is crucial to understanding how inclusive policies can be implemented in a sustainable and measurable manner.

To bridge the research gap, this study is based on two main theoretical approaches, namely Collaborative Governance and the Rights-Based Approach. These two frameworks were chosen because they are able to explain the relationship between institutions in promoting inclusive policies while affirming the position of persons with disabilities as rights holders in the social and economic system. Through a combination of both, this study not only highlights how disability policies are formulated and implemented, but also how multi-actor collaboration can strengthen the fulfillment of the rights of persons with disabilities in the business world.

The Collaborative Governance approach emphasizes the importance of mutually beneficial partnerships between the government, the business world, and civil society in resolving public issues (Ansell & Gash, 2007). In the Indonesian context, a number of studies show that collaborative governance is effective when there is a strong coordination forum, transparency between actors, and mechanisms for sharing resources and responsibilities. For example, research in the Journal of Governance and Administrative Reform emphasizes that the success of public-private collaboration is highly dependent on the commitment, clarity of roles, and institutional capacity of each actor (Khafian, 2023). This framework is relevant for understanding how the National Commission on Disability can function as a mediator between the government, business actors, and disability organizations in promoting inclusive employment practices.

Meanwhile, the Rights-Based Approach treats persons with disabilities not merely as objects of policy, but as rights holders who have autonomy, active participation, and the capacity to determine the direction of policies that affect their lives. This approach emphasizes the dimensions of social justice, participation, and accountability, which form the basis of inclusive policies. Results of the study by Ambarwati et al., (2022) shows that the weak protection of the rights of persons with disabilities in Indonesia is caused by a lack of rights-based enforcement and monitoring instruments. Thus, the Rights-Based Approach helps explain the role of the National Commission on Disability as the guardian of the rights of persons with disabilities in the process

Copyright at authors some right reserved this work is licensed under a Creative Commons Attribution-Share Alike 4.0 International License

of advocacy and implementation of employment policies.

The two frameworks complement each other. Collaborative Governance highlights aspects of cross-actor collaboration and coordination mechanisms, while the Rights-Based Approach emphasizes the normative and social justice dimensions in policy implementation. The combination of the two allows this study to assess the extent to which the National Commission on Disability acts not only as a regulator or advocate, but also as a driver of policy synergy and guardian of the principle of justice for persons with disabilities in the world of work. By using these two approaches, the analysis becomes more comprehensive because it combines structural and human rights aspects in understanding the dynamics of inclusive policies in Indonesia.

Based on this background, this study aims to analyze the role of the National Commission on Disability in promoting business inclusivity for persons with disabilities in Indonesia. Specifically, this study seeks to identify the strategies and forms of collaboration undertaken by the National Commission on Disability, as well as to reveal the various challenges faced in implementing inclusive policies. Through these findings, it is hoped that this study can provide empirical and theoretical contributions to strengthening rights-based disability policies and reinforcing the role of the National Commission on Disability as a catalyst for inclusive and socially just employment policies.

RESEARCH METHODS

This study uses a descriptive qualitative approach to explore in depth the role of the National Commission on Disability in promoting business inclusiveness for persons with disabilities in Indonesia. The study was conducted from May to August 2024, focusing on the institutional activities of the National Commission on Disability in Jakarta and its partner networks. Data were collected through in-depth interviews, observations, and documentation studies. Semi-structured interviews were conducted with four key informants selected purposively, namely: Dr. Rahmita Maun Harahap (Commissioner of the National Commission on Disability), Elfrina (disabled employee of the National Commission on Disability), Deta (representative of the Indonesian Women with Disabilities Association), and Dodi Purwanto (inclusive business actor). Each interview lasted 45–90 minutes and was conducted in person or online, then recorded, transcribed verbatim, and verified. Observations were made of the National Commission on Disability's outreach and collaboration activities, while supporting documents such as annual reports, regulations, and official publications were used as supplementary data.

The data were analyzed using Miles and Huberman's (2014) interactive analysis model,

Copyright at authors some right reserved this work is licensed under a Creative Commons Attribution-Share Alike 4.0 International License

which consists of three stages: data reduction, data presentation, and conclusion drawing/verification. The reduction process was carried out by sorting the interview results and documents to find the main themes in line with the research focus, such as the regulatory, coordinative, and advocacy functions of the National Commission on Disability. The data was then presented in the form of a thematic matrix to facilitate interpretation between actors and policy contexts. Conclusions were drawn repeatedly using triangulation of sources and methods, namely by comparing the interview results with policy documents and field observation results, thereby obtaining valid findings that fully describe the role of the National Disability Commission as a catalyst for cross-sector collaboration in realizing an inclusive world of work.

RESULT AND DISCUSSION

The Role of the National Commission on Disability in Advocacy and Monitoring of Inclusive Policies for Persons with Disabilities

The advocacy role of the National Commission on Disability is rooted in its mandate to ensure the fulfillment of the rights of persons with disabilities as stipulated in Law No. 8 of 2016. In the context of employment, the National Commission on Disability serves as a bridge between national policies and the real needs of persons with disabilities in the field. Based on an interview with Dr. Rahmita Maun Harahap, Commissioner of the National Commission on Disability, this institution plays an active role in providing input on inter-ministerial policy drafts, particularly to the Ministry of Manpower and the Ministry of State-Owned Enterprises, so that affirmative policies such as disability employment quotas are consistently implemented in government agencies and private companies.

These advocacy efforts are realized through the submission of policy recommendations and periodic monitoring reports containing evaluations of the implementation of disability rights in the workplace. One concrete example is the involvement of the National Disability Commission in reviewing the implementation of Government Regulation No. 60 of 2020 concerning Disability Service Units. Through this mechanism, the National Disability Commission not only assesses institutional effectiveness but also identifies structural obstacles faced by local governments in running Disability Service Units, such as a lack of supporting human resources and a lack of integrated data on persons with disabilities. In interviews, employees with disabilities at the National Commission on Disability said that many Disability Service Units are “still just names” because they do not yet have a well-established work system to support the recruitment of workers with disabilities.

Copyright at authors some right reserved this work is licensed under a Creative Commons Attribution-Share Alike 4.0 International License

However, the position of the National Commission on Disability within the institutional structure is still limited to a normative role, which is limited to providing recommendations without executive authority. This condition has resulted in many advocacy outcomes not being followed up with concrete actions by ministries or local governments. As explained by Dr. Rahmita, "The National Commission on Disability cannot command other institutions; we can only ensure that the state does not neglect its obligations." This statement illustrates that the function of the National Commission on Disability is more like that of a moral parliament, namely an independent institution that reminds the government that every public policy and practice should be oriented towards justice for persons with disabilities.

Within the framework of the Rights-Based Approach, the position of the National Commission on Disability is very strategic. This institution plays a role in ensuring that persons with disabilities are recognized as rights holders, not merely recipients of charity. Interview findings show that the National Commission on Disability often rejects philanthropic approaches in public policy and encourages the government and the business world to prioritize the principle of equal opportunity. This rights-based approach is in line with Fikri et al., (2023) findings in the Journal of Disability Studies, which emphasizes that independent institutions play an important role in ensuring that the state fulfills its obligations to fulfill the rights of persons with disabilities, particularly in the areas of employment and entrepreneurship.

Limitations on formal authority do not diminish the relevance of the National Commission on Disability as a moral watchdog and driver of cross-sector collaboration. Through activities such as public awareness campaigns, entrepreneurship training, and policy dialogues, the National Commission on Disability builds a participatory space where disability organizations and business actors can engage in equal discussion. This collaborative approach is a new form of advocacy that emphasizes partnership rather than subordination. Thus, even though the National Commission on Disability does not yet have legal enforcement powers, it acts as a controller of inclusive policy direction and guardian of social justice principles in the world of work, strengthening the transition from a paradigm of pity to one of respect for the human rights and productive capacities of persons with disabilities.

In addition to carrying out formal advocacy functions, the National Commission on Disability also plays a role in influencing public discourse on disability through social communication strategies. In several campaign activities such as "Inclusive Work Without Discrimination" and public dialogues in the national media, the National Commission on Disability emphasizes the importance of reasonable accommodation as a right, not a kindness on the part

Copyright at authors some right reserved this work is licensed under a Creative Commons Attribution-Share Alike 4.0 International License

of employers. One concrete result of this communication advocacy is the increased cooperation between the National Commission on Disability and private companies in inclusive job training programs in Jakarta and Makassar. Activities such as these demonstrate that the National Commission on Disability uses a collaborative advocacy approach that combines moral pressure, legal arguments, and social empowerment to change the business world's perception of workers with disabilities.

From a theoretical perspective, the advocacy practices carried out by the National Commission on Disability demonstrate a paradigm shift from state-centered governance to rights-based collaborative governance. The National Commission on Disability seeks to build trust among actors by negotiating the different interests of business efficiency, government regulation, and the social equality of persons with disabilities. This process is in line with the Collaborative Governance model of Ansell & Gash (2007), which positions liaison agencies as facilitators of deliberative interaction between actors. Findings from interviews with representatives of the Indonesian Women with Disabilities Association reinforce this: the National Commission on Disability is considered not only a state institution, but also a partner that opens up space for dialogue and fights for the voice of disability organizations in employment policy.

However, the effectiveness of the National Commission on Disability's advocacy still faces challenges in terms of policy sustainability and political momentum. Several strategic recommendations proposed by the National Commission on Disability, such as the establishment of a national database of workers with disabilities or the development of inclusive performance indicators in state-owned enterprises, have not been fully implemented. This is due to regulatory limitations that place the National Commission on Disability outside the executive decision-making structure. Therefore, to strengthen its advocacy position, the National Commission on Disability needs to promote formal mechanisms that bind government and private institutions to follow up on the recommendations of its oversight. If this is achieved, the National Commission on Disability can play a role not only as a moral watchdog, but also as a guarantor of social accountability in the implementation of inclusive policies in Indonesia.

Forms of Collaboration between the National Commission on Disability and the Business World and Disability Organizations in Promoting Workplace Inclusion

Within the framework of Collaborative Governance, the National Commission on Disability plays an important role as a facilitator of dialogue between the government, business actors, and civil society organizations. This collaboration is key to overcoming communication gaps between

Copyright at authors some right reserved this work is licensed under a Creative Commons Attribution-Share Alike 4.0 International License

institutions that often hinder the effectiveness of inclusive policies. Based on interviews with Commissioners of the National Commission on Disability, this institution seeks to build awareness that disability issues are not only a social responsibility, but also part of a rights-based national development strategy. One concrete form of this collaboration is the holding of inter-ministerial and private sector dialogue forums that discuss the provision of employment access and disability-friendly facilities. Through this forum, the National Commission on Disability plays a role in bringing together actors who previously worked separately to find common ground in policy formulation.

The National Disability Commission's collaborative efforts are also manifested through public awareness campaigns and inclusive entrepreneurship training. Interviews with representatives of the Indonesian Women with Disabilities Association show that these activities are not merely symbolic, but provide a space for the disability community to share their experiences directly with business actors. For example, in a joint training program facilitated by the National Commission on Disability, the Indonesian Women with Disabilities Association acted as mentors who introduced business models based on the skills of women with disabilities, while social entrepreneurs such as Mr. Dodi Purwanto provided marketing networks and digital training. This synergy demonstrates a shift from a top-down policy pattern to a participatory and horizontal approach, in which persons with disabilities are no longer positioned as mere beneficiaries, but as consultative partners in the policy formulation and implementation process.

Although these collaborative steps show progress, the research results also reveal that inter-agency coordination mechanisms are still ad hoc and unsustainable. The National Commission on Disability is often the sole initiator in building cross-sector networks without systematic institutional support from relevant ministries. Based on interviews with disability staff at the National Commission on Disability, cross-sector activities still rely on personal networks and individual enthusiasm rather than formal coordination structures. This results in sporadic collaboration and makes it difficult to measure results consistently. In the context of theory Ansell & Gash (2007), Weak institutional trust and the lack of shared accountability mechanisms are classic obstacles to the implementation of collaborative governance, where successful collaboration depends on equal roles and long-term commitment among actors.

However, the National Commission on Disability has great potential as a bridging institution that bridges the interests of the government, the business world, and disability organizations. As an independent institution that is not under a specific ministry, the National Commission on Disability has the moral legitimacy to unite the policy agenda with social interests.

Copyright at authors some right reserved this work is licensed under a Creative Commons Attribution-Share Alike 4.0 International License

In an interview, a commissioner of the National Commission on Disability stated that "the National Commission on Disability should be a common ground to ensure that the voices of persons with disabilities are heard in every public policy." This view reinforces the role of the National Commission on Disability as a collaborative facilitator that upholds the values of social justice and equality in the world of work. If maximized, this liaison function can accelerate the creation of a coordinated and sustainable inclusive policy system across government and industry sectors.

Furthermore, the effectiveness of the collaboration established by KND depends on three main prerequisites as emphasized by Ansell & Gash (2007) namely trust between actors, facilitative leadership, and clarity of common goals. The National Commission on Disability has fulfilled some of these elements through an empathetic and participatory approach that opens up equal dialogue with the business world and the disability community. However, to achieve sustainability, this collaboration requires formal policy support such as inter-ministerial memoranda of understanding, incentives for companies that employ people with disabilities, and the involvement of regional Disability Service Units in the national coordination chain. Thus, the National Disability Commission not only acts as a communication intermediary but also as a catalyst for collaborative governance that strengthens an inclusive employment system based on rights and participation.

Challenges and Opportunities Faced by the National Commission on Disability in Strengthening Employment Inclusion in Indonesia

The biggest challenge faced by the National Commission on Disability in carrying out its mandate lies in structural and institutional aspects. Institutionally, the National Commission on Disability is an independent institution that does not yet have a vertical network at the regional level, so policy implementation is still highly dependent on the willingness and capacity of other agencies. Interviews with National Disability Commission commissioners confirm that this institution "does not have implementing units in the regions," so coordination functions are mostly carried out through informal communication or through disability organization networks. As a result, the implementation of the National Commission on Disability's recommendations is often hampered by the absence of binding follow-up mechanisms between institutions. This situation shows that despite its normative strategic position, the National Commission on Disability still operates within a weak coordination framework and is not supported by a solid institutional system.

In addition to coordination, limited operational budgets are also a significant obstacle to

Copyright at authors some right reserved this work is licensed under a Creative Commons Attribution-Share Alike 4.0 International License

expanding the scope of advocacy and oversight by the National Commission on Disability. Based on interviews with internal staff, monitoring and outreach activities are often carried out with limited resources, even relying on cross-agency support or donor cooperation. This has implications for the limited frequency of field visits to regions and the lack of direct monitoring activities on the implementation of inclusive employment policies. In fact, this oversight role is central to the mandate of the National Commission on Disability as an institution that guarantees the fulfillment of the rights of persons with disabilities. These limitations demonstrate the need for increased fiscal support from the government so that data-based advocacy and field monitoring can be carried out in a sustainable manner.

The next challenge relates to the national data system on workers with disabilities, which is still not integrated. Based on interview findings, the National Commission on Disability often has difficulty obtaining valid data on the number of workers with disabilities in the public and private sectors. Each agency still uses different data formats and categories, making it difficult to produce evidence-based policy analysis. This situation weakens the advocacy position of the National Commission on Disability, as the policy recommendations it submits are often not supported by strong quantitative data. These findings are in line with research Pinem & Nasution (2025), which confirms that limited data and institutional capacity in the regions hinder the effectiveness of the Disability Service Unit (ULD) as the implementer of affirmative policies in the field of employment.

In addition to structural obstacles, cultural challenges are also a major factor hindering the realization of an inclusive workplace. Based on interviews with representatives of the Indonesian Women with Disabilities Association, most companies still view workers with disabilities as an additional burden due to assumptions of low productivity and high facility adaptation costs. This view reflects a strong cultural bias, in which disability is perceived as a limitation rather than a diversity of abilities. In fact, a study in the Journal of Disability Studies (Fikri et al., 2023) emphasizes that the success of employment inclusion greatly depends on a paradigm shift in society and business actors from a charity-based approach to a rights-based approach. Therefore, a change in mindset is the first step towards a truly fair and equal work ecosystem.

However, the results of the study also show positive opportunities that the National Commission on Disability can utilize to strengthen its strategic role. The increasing attention to the concepts of sustainability and inclusive corporate social responsibility (CSR) has created new opportunities for collaboration between the National Commission on Disability and the business world. A number of companies, especially in the state-owned enterprise and creative industries

Copyright at authors some right reserved this work is licensed under a Creative Commons Attribution-Share Alike 4.0 International License

sectors, have begun to open up to developing job training, internship, and entrepreneurship programs for persons with disabilities. This collaboration shows a shift in orientation from a social approach to a productive economic approach, in which persons with disabilities are recognized as part of the potential workforce that contributes to economic growth.

By strengthening cross-sector coordination and developing a data-driven monitoring system, the National Commission on Disabilities has the potential to become a catalyst for change towards a fair and inclusive employment ecosystem. Strengthening institutional capacity, improving disability literacy among business actors, and ensuring continuous synergy with disability organizations can expand the impact of the National Commission on Disabilities' advocacy at the national and regional levels. As emphasized by the Commissioner of the National Disability Commission, the success of this institution is not only measured by the number of recommendations issued, but also by the extent to which these recommendations are internalized in public policy and employment practices. With stronger political support, regulations, and public awareness, the National Disability Commission has the opportunity to become a driving force for social transformation towards an inclusive, equitable, and human rights-based world of work.

CONCLUSION

This study confirms that the National Commission on Disability plays a strategic role in promoting business inclusivity for persons with disabilities in Indonesia. Through its advocacy, coordination, and education functions, the National Commission on Disability acts as a bridging institution that brings together the government, the business world, and disability organizations within the framework of Collaborative Governance and the Rights-Based Approach. Although its executive authority is still limited, the National Commission on Disability has built public awareness and strengthened the participatory space for the disability community in employment policy.

Theoretically, this study shows that the effectiveness of collaborative governance depends on trust between actors, facilitative leadership, and shared goals that favor social justice. Meanwhile, the rights-based approach affirms the position of persons with disabilities as subjects who have autonomy and the capacity to determine policy direction. The integration of these two approaches provides a comprehensive understanding of the dynamics of collaboration and rights protection in inclusive policies.

In practical terms, strengthening the role of the National Disability Commission needs to be directed towards increasing institutional capacity, developing a data system on disabled

Copyright at authors some right reserved this work is licensed under a Creative Commons Attribution-Share Alike 4.0 International License

workers, and ensuring ongoing synergy with Disability Service Units and the private sector. With stronger regulatory support, resources, and cross-actor commitment, the National Commission on Disability has the potential to become a catalyst for social transformation towards a fair, equal, and human rights-based world of work.

REFERENCES

Alizah, B., & Mawar, M. (2023). Implementasi Kebijakan Unit Layanan Disabilitas Bidang Ketenagakerjaan Di Dinas Tenaga Kerja Kabupaten Tangerang. Petanda : Jurnal Ilmu Komunikasi Dan Humaniora, 06(01), 78–87. https://journal1.moestopo.ac.id/index.php/Humaniora/article/download/3801/1521

Ambarwati, O. C., Putri, A. N., & Nugroho, R. (2022). Studi Deskriptif Riset Kebijakan Tentang Hak-Hak Difabel di Indonesia. Jurnal Inovasi Kebijakan Mitra Pembaruan, 6, 29–41. https://jurnal.kemendagri.go.id/index.php/mp/article/view/959/529

Ansell, C., & Gash, A. (2007). Collaborative Governance in Theory and Practice. Journal of Public Administration Research and Theory. https://doi.org/10.1093/jopart/mum032

Ayuningtyas, D., Ardi, N. S., Barinda, S., & Larasanti, A. (2022). Inclusivity of Persons With Disabilities in the Work Sector During the Covid-19 Pandemic in Indonesia. Frontiers in Public Health, 10(March), 1–11. https://doi.org/10.3389/fpubh.2022.835552

Dewi, R. K., Izzati, R. Al, & Suryahadi, A. (2022). Disability and Labor Market Exclusion: Evidence from Indonesia. Sustainability Science and Resources, 2(June), 45–76. https://journalssr.com/index.php/ssr/article/view/18/65

Fikri, A., Widya, A., & Purwanto, A. M. D. C. (2023). Peraturan Konstitutif Pemenuhan Hak Pekerjaan dan Ketenagakerjaan Penyandang Disabilitas : Pasca Terbitnya Undang-Undang Nomor 11 Tahun 2020 Tentang Cipta Kerja. INKLUSI Journal of Disability Studies, 10(01). https://sinta.kemdiktisaintek.go.id/journals/google/1130?utm

Hidayat, R. N., Wisnu, A. M., Ir, J., No, H. J., & Selatan, K. T. (2021). Penataan kembali desain kelembagaan komisi nasional disabilitas sebagai lembaga independen di Indonesia. Al' Adl : Jurnal Hukum, 410–429. https://media.neliti.com/media/publications/363061-none-fb51711e.pdf

Khafian, N. (2023). The Role Of Collaborative Governance In Indonesian Disaster Management. Journal of Governance and Administrative Reform, 4(2), 158–175. https://e-journal.unair.ac.id/JGAR/article/view/53367/27532

Pinem, E. E. P., & Muhammad Arifin Nasution. (2025). Pengembangan Kapasitas Kelembagaan

Copyright at authors some right reserved this work is licensed under a Creative Commons Attribution-Share Alike 4.0 International License

dalam Mewujudkan Ketenagakerjaan Inklusif Universitas Sumatera Utara Pengembangan Kapasitas Kelembagaan dalam Mewujudkan Ketenagakerjaan Inklusif juga tercermin dalam dukungan terhadap agenda global Sustainable Developme. Journal of Administrative and Sosial Science (JASS), 6, 317–333. https://journal-stiayappimakassar.ac.id/index.php/jass/article/view/2158?articlesBySimilarityPage=2&utm

Poernomo, B., Omboto, C. M., & Tinka, J. N. (2022). Accessibility for Persons with Disabilities in Employment Opportunities in Private Companies: A Case Study of Indonesia 1Baby. Ilomata International Journal of Social Science, 3(1), 61–73. https://www.ilomata.org/index.php/ijss/article/view/413/240

Putri, A., Suwitanty, P., Putu, N., & Setyari, W. (2024). Inclusive Labor Market and Participation of Person with Disabilities : Case Study in Indonesia , Denmark , France , and Ireland. Ekuilibrium: Jurnal Ilmiah Bidang Ilmu Ekonomi Vol., 19(1), 149–161. https://www.frontiersin.org/journals/public-health/articles/10.3389/fpubh.2022.835552/full?utm

Rosalina, R. (2024). Stigma Penyandang Disabilitas dalam Bekerja di Indonesia : Literature Review Stigma. Jurnal Kolaboratif Sains (JKS), 7(3), 1076–1086. https://doi.org/10.56338/jks.v7i3.4669

Copyright at authors some right reserved this work is licensed under a Creative Commons Attribution-Share Alike 4.0 International License