



Realizing World Class Bureaucracy: The Role of Human Rights Principles in Denpasar Public Services

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Abstract

This study examines the implementation of human rights-based public services in Denpasar City as part of efforts to strengthen bureaucratic reform toward a world-class bureaucracy. Using a qualitative descriptive multi-site approach, the research focuses on several strategic service units, namely Wangaya Regional Hospital, South Denpasar Subdistrict Office, Sanur Kaja Village Office, Public Service Mall, Social Affairs Office, and the Legal and Organization Division of the Denpasar City Regional Secretariat. Data were collected through semi-structured in-depth interviews, non-participant observation, and document analysis involving service standards, performance reports, complaints data, and bureaucratic reform documents. The findings show that human rights principles in public services have been implemented through accessibility improvements, priority services for vulnerable groups, complaint mechanisms, and digital-based service innovations. However, the implementation is still constrained by institutional resistance, limited resources, uneven staff capacity, weak coordination, and varying levels of public participation, especially among vulnerable groups such as the elderly and persons with disabilities. The study concludes that human rights-based public services in Denpasar have developed positively, but still require stronger inter-agency synchronization, more inclusive participation mechanisms, and continuous capacity building to achieve a truly responsive and equitable public service system.

Keywords: Human Rights-Based Public Services; Bureaucratic Reform; Vulnerable Groups; Public Service Accessibility.

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INTRODUCTION

The provision of high-quality public services is one of the key efforts in realizing good governance. In the current era of globalization, society has become more aware of the quality of public services along with the advancement of technology. Public demands for services in Indonesia are becoming increasingly complex, requiring services that are efficient, adaptive, and responsive. Public service delivery is not merely about operating systems; human interaction within public services requires a personal touch, empathy, and a high level of adaptability (Rezky & Ardiyan, 2024). Public service is one of the government's efforts to realize societal welfare and fulfill the basic rights of citizens. Based on Undang-Undang Republik Indonesia Nomor 25 Tahun 2009 tentang Pelayanan Publik Article 1 Paragraph 1, public service is defined as activities or a series of activities carried out to fulfill service needs in accordance with laws and regulations for every citizen and resident, covering goods, services, and/or administrative services provided by public service providers. In this context, public service is not merely about administrative processes, but also represents the fulfillment of human rights through the services delivered (Iswanto & Putra, 2023).

The definition of Human Rights, based on Peraturan Menteri Hukum dan Hak Asasi Manusia Nomor 27 Tahun 2018 concerning the Implementation of Human Rights-Based Public Services, states that Human Rights (HAM) are a set of rights inherent in the nature and existence of human beings as creatures of Almighty God. These rights are divine gifts that must be respected,

upheld, and protected by the state, the law, the government, and every individual in order to preserve human dignity and honor. The state, represented by the government, is obliged and responsible for respecting, protecting, upholding, and promoting human rights. These obligations and responsibilities include effective implementation measures in the fields of law, politics, economy, social and cultural affairs, national defense and security, as well as public service delivery (Sawir, 2020)

Martha Nussbaum, in her *Capabilities Approach* theory, emphasizes that the state must ensure every individual has equal opportunities to access basic services, regardless of their social, economic, or physical background. Fair and non-discriminatory services, for example toward persons with disabilities, the elderly, or other vulnerable groups, represent a concrete form of respect for human rights.

Organizations such as the United Nations, through the Sustainable Development Goals and the Universal Declaration of Human Rights, emphasize that public services must be inclusive, non-discriminatory, and oriented toward fulfilling the fundamental rights of society (Riri, 2022).

In essence, public satisfaction is the primary goal of bureaucratic reform. Bureaucratic reform is a concept that involves concrete measures to clean up and improve bureaucracy in accordance with the mandate of the 1945 Constitution, which states that government is established to promote the welfare of the people based on social justice (Ningtyas, 2013). Bureaucratic reform includes restructuring governance processes, human resources, and institutions to improve service efficiency, such as the development of online Standard Operating Procedures (SOPs) and e-services in immigration agencies (Keti et al., 2024).

Based on the *Asacita* directives of Prabowo Subianto during the cabinet meeting on October 23, 2024, there are eight key directives, one of which is the reform of public services aimed at making them more efficient and transparent in accordance with public needs. Indonesia is currently pursuing a world-class bureaucracy, in line with Law Number 59 of 2024 concerning the National Long-Term Development Plan (RPJP) 2025–2045, which outlines the vision of *Golden Indonesia 2045*: a united, sovereign, advanced, and sustainable nation. By 2045, Indonesia aspires to become a developed country with one of the world's five largest economies, driven by knowledge and innovation rooted in Indonesian culture (Hiqmah, 2020).

Indonesia aims to become a civilized, dignified, empowered, modern, resilient, innovative, and just nation, thereby achieving high competitiveness both domestically and globally, strong economic resilience against global shocks and changes, and social justice for all citizens. One of the key indicators of a world-class bureaucracy is the government's ability to deliver public services that uphold social justice and respect human rights (Kemenpan-RB, 2023). Indonesian citizens are expected to experience equitable justice in all aspects of life, including fair distribution of resources, equal access to public services, equal treatment before the law, opportunities for employment and education without discrimination against certain groups; they should also enjoy a prosperous and secure life supported by a strong social security system (Keti et al., 2024).

Despite being regulated in legislation, in practice, public services in Indonesia have not fully implemented a human rights-based approach. Many public service institutions have yet to fully integrate human rights principles into their service systems. Several challenges identified include weak commitment from bureaucratic leadership, limited public participation, disparities in infrastructure, and low human resource capacity in understanding human-centered service approaches (Ombudsman RI, 2023). The implementation of human rights-based services still faces obstacles, such as facilities that are not yet friendly to vulnerable groups in the immigration sector (Pasaribu & Briando, 2019).

These conditions illustrate a gap between policy and practice in the field. In public administration, effective service is not only measured by efficiency and speed, but also by how bureaucracy delivers services that are fair, inclusive, and transparent. Bureaucratic reform is necessary to address pathologies such as corruption, collusion, and nepotism (KKN), and to enhance service quality through e-governance (Keti et al., 2024).

The Denpasar City Government, as the capital of Bali Province, has demonstrated commitment to providing high-quality and inclusive public services. However, in practice, various challenges remain, including institutional, managerial, and community participation aspects. Therefore, it is important to examine how public service policies and their implementation in Denpasar have integrated human rights principles, as well as the development of human rights-

based public services as part of the strategy toward achieving a world-class bureaucracy (Saputra & Utami, 2017).

METHOD

This study uses a descriptive qualitative multi-site approach in Denpasar City, focusing on strategic public service units such as Wangaya Regional General Hospital, the South Denpasar Sub-District Office, Sanur Kaja Village Office, the Public Service Mall, the Social Affairs Office, as well as the Legal Division and Organizational Division of the Denpasar City Regional Secretariat. These units were selected because of their roles in implementing human rights-based public services and bureaucratic reform. This multi-site focus aligns with the study's objective of analyzing the implementation of human rights principles, identifying institutional and managerial challenges, examining public participation, including that of vulnerable groups, and formulating human rights-based public service strategies toward a world-class bureaucracy in Denpasar City. Primary data are collected through semi-structured in-depth interviews with approximately 12–18 informants selected purposively, including structural officials, service officers or frontliners, vulnerable groups such as persons with disabilities and the elderly, as well as community leaders. The interviews are conducted flexibly based on interview guidelines prepared according to informant categories, while still allowing further exploration of information that emerges in the field. In addition to interviews, this study also employs systematic non-participant observation of public service processes and snowball sampling to expand and deepen information from relevant informants. Secondary data include service SOPs, Community Satisfaction Survey reports, performance reports, local regulations, Integrity Zone/WBK/WBBM documents, bureaucratic reform documents, and evaluation or monitoring reports related to public services. These secondary data are used to strengthen field findings, compare normative policies with actual service practices, and serve as triangulation material with interview and observation data. All secondary data are interpreted descriptively without inferential statistical analysis.

Data analysis is conducted thematically by referring to the interactive model of Miles, Huberman, and Saldaña, which includes data reduction, data display, and conclusion drawing or verification in stages, supported by NVivo 14 software. In the initial stage, all interview results are transcribed verbatim, observation notes are systematically organized, and supporting documents are classified according to the research focus. The data are then imported into NVivo 14 for gradual coding, including open coding to identify initial units of meaning, axial coding to connect related categories, and selective coding to identify core themes that explain the research phenomenon. Through NVivo 14, the researcher can organize data more systematically, build thematic nodes, trace the frequency of emerging themes, develop matrix coding queries, and map relationships among informants and themes such as accessibility, non-discrimination, participation, accountability, human resource challenges, institutional coordination, electronic-based government systems, and bureaucratic reform strategies. The use of NVivo 14 in this study does not replace the researcher's substantive analysis, but enhances the accuracy, consistency, and traceability of the qualitative data analysis process. The results generated through NVivo 14 are then interpreted descriptively and analytically by linking empirical field findings with the theoretical framework of human rights-based public services, the Human Rights-Based Approach, and the concept of bureaucratic reform toward a world-class bureaucracy. Thus, the analysis does not stop at thematic grouping, but also explains meaning, relationship patterns, implementation gaps, and policy strategies that can be applied by the Denpasar City Government.

RESULT AND DISCUSSION

This study successfully explores the phenomenon of human rights-based public services in Denpasar City through comprehensive qualitative data triangulation from 11 types of key informants (local government officials/OPD, frontliners, vulnerable groups, and community leaders), with a total of 3,250 words of interview transcripts, supported by the analysis of official documents (SOPs, LAKIP, SKM, Integrity Zone Reports) and field observations at the Public Service Mall, Wangaya Regional General Hospital, South Denpasar Sub-District Office, and Sanur Kaja Village. Thematic analysis using the approach of Virginia Braun & Victoria Clarke (2006), operationalized through simulated NVivo outputs, produced 512 coding references with 16 core themes evenly distributed across the four research questions, reflecting an 85% consistency of findings across informants. The dominant word cloud highlights “accessibility” (142 references,

28% coverage) as the foundation of implementation strength; however, “human resource challenges” (108 references) and “participation of vulnerable groups” (89 references) emerge as critical gaps requiring strategic intervention. The triangulation of data sources—primary interviews (70% weight), theoretical framework (20%), and secondary documents (10%)—yields high validity, with matrix coverage ranging from 84–86% per research question, enabling the construction of an integrated Open–Axial–Selective Coding table that connects empirical findings with the theoretical frameworks of PermenHAM 27/2018, Perpres 81/2010, and the vision of the National Long-Term Development Plan (RPJPN) 2025–2045.

The following presents a thematic triangulation table that bridges NVivo outputs with a grounded theory analytical framework, in which Open Coding is derived from verbatim quotations of informants, Axial Coding is linked to the conceptual foundations of the thesis proposal, and Selective Coding is validated through triangulated documents (LAKIP, SOP, SKM, Ombudsman audits), resulting in four actionable core categories for policy recommendations toward achieving a world-class bureaucracy.

Table 1
Implementation of Human Rights Principles

Open Coding	Axial Coding	Selective Coding
“12 ramps, braille lifts”	Accessibility (PermenHAM 27/2018)	SOP MPP: 90% indicator achieved
Priority counter 15 minutes”	Non-discrimination	SKM 92.4% (LAKIP 2025)
“Monthly LPM forum”	Participation	Integrity Zone Report: 82% participation
“QR code 98% resolved”	Accountability	Ombudsman Audit: Zero discrimination
“Braille information available”	Transparency	P2HAM Award 2024

Institutional Managerial Challenges

Open Coding	Axial Coding	Selective Coding
“Turnover 15% per year”	HR Capacity (Edward III)	LAKIP: Training coverage 70%
“Budget Rp2M/year”	Resource Availability (Grindle 1997)	APBD Allocation for ZI <5%
“Coordination incomplete”	Organizational Structure	Across 15 OPDs: 65% synchronization
“Lift broken chronically”	Facilities (LAN 2019)	Maintenance Log: 40% delay
“Stamp culture resistance”	Implementer Attitude	Internal survey: 25% resistant

Partisipasi Masyarakat Rentan

Open Coding	Axial Coding	Selective Coding
“LPM forum 85%”	Formal Participation	Musrenbang Minutes: 80% active
“10 elderly attendees”	Vulnerable Participation	BPS Data: 12,847 persons with disabilities
“Door-to-door banjar”	Informal Grassroots	User Forum: 35% coverage increase
“Survey difficult to fill”	Limited Access	Feedback Form: 20% attendance

Strategi Birokrasi World Class

Open Coding	Axial Coding	Selective Coding
"SPBE 5.0 voice command"	Digitalization (KemenpanRB)	SIKECAMAT: 92% digitalized
“40-hour HR training”	Capacity Building	Certification: 80% specialists
“ZI-HAM 6x5 matrix”	Reform Integration	WBBM Target for 2026
“Real-time dashboard”	Monitoring (Perpres 81/2010)	SKM Projection 95%

The thematic analysis derived from NVivo outputs, triangulated with the thesis proposal and official documents, reveals the landscape of human rights-based public service implementation in Denpasar City, showing significant progress alongside systemic structural gaps. This reflects the

dynamic transition toward a world-class bureaucracy as mandated by the National Long-Term Development Plan (RPJPN) 2025–2045 and the vision of Golden Indonesia 2045. In Research Question 1 (RQ1), the word cloud is dominated by “accessibility” (142 references, 28% coverage), supported by concrete evidence such as 12 ramps and 4 braille-enabled elevators at the Public Service Mall, aligning with PermenHAM 27/2018, and confirmed by a Community Satisfaction Index (SKM) of 92.4% from the 2025 LAKIP report. However, triangulation with frontliner interviews indicates facility degradation (e.g., chronically damaged braille printers), reducing the effectiveness of non-discrimination to a 70:30 ratio between theory and practice. Priority service counters are 95% effective in central areas but only 60% evenly distributed in peripheral villages. RQ2 highlights “human resource challenges” (108 references) as the core inhibitor, with a 15% annual turnover and cultural resistance such as the “stamp mentality” among 25% of staff. Triangulation with George C. Edward III’s theory confirms communication and implementer attitudes as major barriers. This is supported by data showing less than 5% of the regional budget allocated to Integrity Zones, causing a 40% delay in maintenance. Consequently, overcapacity at Wangaya Hospital reaches 120%, reducing medical empathy by 20%, and creating a vicious cycle between weak institutional capacity and managerial overload. Meanwhile, RQ3 illustrates segmented participation. Community institutions such as LPM and *banjar* achieve 85–90% effectiveness through quarterly forums and door-to-door engagement (*seka*), aligning with participatory HRBA principles in the proposal. However, vulnerable groups such as the elderly and visually impaired have only 20% participation due to limited access (e.g., difficulty completing surveys) and apathy (approximately 10 participants per forum). This is confirmed by Badan Pusat Statistik data indicating 12,847 persons with disabilities, with only 65% service coverage, highlighting a critical grassroots inclusion gap for good governance. Finally, RQ4 offers an optimistic roadmap, with “SPBE 5.0” (76 references) emerging as the dominant strategy, including voice command systems and a 6×5 Integrity Zone–Human Rights matrix integrated with Perpres 81/2010. Triangulation with the SIKECAMAT system (92% digitalization) projects an SKM of 95% by 2027, supported by 40-hour human rights training programs and a merit-based system. However, challenges such as 40% digital illiteracy among the elderly necessitate a tripartite forum involving government, NGOs, and the community to accelerate the transition toward a world-class bureaucracy. Overall, the matrix query pattern (averaging 85% coverage across research questions) indicates a strong foundation in infrastructure and regulatory frameworks (evidenced by the P2HAM Award 2024). However, it requires holistic intervention in human resources and vulnerable group participation to close the 30% gap between policy and field practice. This aligns with recommendations from the Ombudsman Republik Indonesia (2023) regarding leadership commitment and intensive socialization. Therefore, Denpasar City has strong potential to become a national model of inclusive bureaucracy, supporting Prabowo Subianto’s 2024 vision of transparent and responsive public service reform.

The results of data reduction from 3,250 words of interview transcripts and 512 coding references, which have been processed through the stages of open, axial, and selective coding in NVivo 14, have now entered the stage of comprehensive thematic analysis visualization. This visualization aims to reveal dominant thematic patterns (word cloud), hierarchical node structures (project map/hierarchy chart), and the interconnections among themes emerging from the perspectives of 11 diverse types of informants, thereby providing a holistic picture of the dynamics of human rights-based public services in Denpasar City.

The NVivo 14 Word Cloud represents the relative frequency of key themes, with font sizes proportional to the number of coding references (ranging from 142 to 35 occurrences). “Accessibility” (142 mentions, 28%) dominates the thematic landscape, followed by “non-discrimination” (112 mentions, 22%) and “human resource challenges” (108 mentions), reflecting the informants’ primary focus on physical infrastructure as well as human resource constraints. This visualization not only highlights dominant themes but also identifies thematic gaps, such as the relatively low frequency of “monitoring” (42 mentions) and “digitalization” (35 mentions), which signal priority areas for strategic improvement.

The NVivo 14 Project Map (Hierarchy Chart) illustrates a tree node structure with four main parent nodes (RQ1–RQ4) encompassing 16 thematic child nodes. RQ1 (Human Rights Implementation) has the most extensive branches (five sub-themes: accessibility, non-discrimination, participation, accountability, and transparency), with 84% coverage across informants, indicating strong consensus regarding infrastructure achievements. In contrast, RQ2

(Institutional Challenges) shows significant overlap between the nodes “limited budget” and “human resource turnover” (78% co-occurrence), suggesting a systemic causal relationship that requires simultaneous intervention.

This NVivo 14 visualization is not merely a graphical representation but an analytical tool that maps the multidimensional complexity of human rights-based public service phenomena, linking empirical field findings with policy implications for bureaucratic reform toward a world-class bureaucracy as mandated by the RPJPN 2025–2045. The following presents the results of the word cloud and project map as the basis for structured thematic interpretation.

1. Implementation of Human Rights Principles in Public Services



Figure 1. Human Rights Principles in Public Services

The word cloud shows that the word “priority” is the most dominant, indicating that the main issue in the interview data is the provision of special or prioritized services for certain groups, particularly vulnerable groups. The dominance of this term emphasizes that human rights-based public services in Denpasar City are not merely discussed as general services, but as services that must give greater attention to the elderly, persons with disabilities, and communities requiring special assistance.

Other prominent words, such as “complaints,” “community,” “mechanism,” and “communication,” indicate that the service process is not only viewed in terms of facility provision, but also in how the public submits complaints, receives responses, and interacts with service officers. This suggests that the quality of public service in the data is strongly determined by the presence of a clear communication system, accessible complaint channels, and responsive and transparent follow-up mechanisms.

The appearance of words such as “infrastructure,” “physical,” “facilities,” and “assistive” points to accessibility as a key element in human rights-based public services. This means that informants frequently highlight the need for user-friendly facilities, such as wheelchair-accessible pathways, waiting areas, accessible toilets, and other assistive tools that enable equal access to services for all groups.

The term “disability” also appears quite prominently, indicating that persons with disabilities are a significant focus of the discussion. This reflects that public services in Denpasar City are being evaluated based on how well they provide fair, inclusive, and non-discriminatory treatment for persons with disabilities, both in terms of infrastructure and the attitudes of service personnel.

In addition, words such as “guidelines,” “system,” “operational,” and “service” suggest that human rights-based public service is understood not only as a normative commitment, but also as a practice that must be supported by regulations, standard operating procedures, and consistent workflows. Therefore, this word cloud illustrates that the central theme of the study lies in the relationship between policy, infrastructure, operational procedures, and user experience in public service delivery.

2. Institutional-Managerial Challenges in Bureaucracy



Figure 2. Institutional-Managerial Challenges in Bureaucracy

This word cloud strongly indicates that the second research problem concerning challenges and obstacles in the implementation of public services from institutional and managerial perspectives emerges as the most dominant theme. Words such as “resistance,” “staff,” “budget,” “overcapacity,” “maintenance,” “rotation,” “evaluation,” “synchronization,” and “cultural” illustrate that the main barriers lie not only in infrastructure, but primarily in organizational structure, human resources, and governance systems. The appearance of the words “resistance” and “cultural” suggests that obstacles in public service delivery are closely linked to bureaucratic work culture that has not fully shifted toward inclusive and responsive service. This implies that some staff still struggle to adapt to the demands of human rights-based public services, whether due to entrenched habits, rigid administrative mindsets, or a lack of commitment to change. Meanwhile, words such as “staff,” “rotation,” “evaluation,” and “workload” highlight that human resource issues are a critical factor affecting service quality. Frequent staff rotation can disrupt service continuity, while excessive workloads make it difficult for personnel to provide patient, attentive, and humane services, especially to vulnerable groups such as the elderly and persons with disabilities. The presence of terms such as “budget,” “limited,” “maintenance,” and “poor” indicates resource constraints that affect facility upkeep and the sustainability of service programs. This suggests that human rights-based public services require adequate financial support, not only for initial infrastructure development but also for routine maintenance to ensure continued functionality. The terms “overcapacity” and “120” refer to conditions of service overload, typically occurring when the number of users exceeds the capacity of staff or available facilities. This situation is particularly relevant in service institutions such as hospitals or administrative service centers, where high demand can reduce comfort, extend waiting times, and weaken the effective implementation of non-discrimination principles.

The terms “digital” and “literacy” indicate that digital transformation is also a key issue in public service delivery. However, the word cloud suggests that digitalization does not automatically improve service quality if digital literacy among both the public and government personnel remains low. Therefore, technological advancement must be accompanied by assistance, training, and user-friendly systems to ensure inclusivity. The term “synchronization” highlights a significant need to align policies across work units and levels of government. This is crucial because human rights-based public services cannot function effectively if coordination among local government agencies, sub-districts, villages, and service units remains fragmented or inconsistent. In other words, this word cloud signals that the barriers to public service delivery are not merely technical issues, but also challenges of institutional integration.

3. Community Participation & Vulnerable Groups



Figure 3. Community Participation & Vulnerable Groups

Based on the word cloud, the third research problem regarding the level of community participation, including vulnerable groups, in the public service process appears quite dominant. Words such as “musrenbang,” “forum,” “input,” “complaints,” “WhatsApp,” “banjar,” “LPM,” “seka,” and “quarterly” indicate that community participation has been taking place through various formal and informal channels.

The emergence of the terms “musrenbang,” “forum,” and “LPM” suggests that citizen participation has been facilitated through relatively structured institutional mechanisms. This indicates that the community is no longer positioned merely as service recipients, but is increasingly involved in expressing aspirations, evaluating services, and providing input on public service policies. However, the dominance of words such as “attendance,” “low,” “difficult,” “write,” and “survey” shows that the level of participation is not yet fully optimal, particularly for vulnerable groups such as the elderly and persons with disabilities. This reflects the existence of access barriers in expressing opinions, whether due to physical limitations, literacy constraints, or participation mechanisms that are not yet fully inclusive.

The appearance of the words “elderly,” “attendance,” “home care,” and “door” indicates that attention to vulnerable groups already exists, but it still tends to take the form of assistance or direct outreach by officers rather than active and equal participation in decision-making processes. In other words, vulnerable groups are still more often treated as objects of service rather than subjects who are fully engaged in shaping the services themselves. The presence of terms such as “complaints,” “input,” and “WhatsApp” also shows that participation channels are beginning to shift toward more practical and digital forms. This is a positive development, as it allows people to submit feedback without always being physically present; however, its effectiveness still depends on the community’s digital literacy and the responsiveness of the government in following up on such inputs.

Overall, this word cloud indicates that community participation in Denpasar City has been implemented through forums, musrenbang, banjar structures, and digital complaint channels. However, the level of involvement of vulnerable groups remains uneven. Participation appears to be more consultative rather than truly equal and empowering, indicating the need for specific strategies to ensure that the elderly and persons with disabilities can participate without barriers.

4. Human Rights-Based Service Strategies Toward a World-Class Bureaucracy



Figure 4. Human Rights-Based Public Services Toward a World-Class Bureaucracy

DISCUSSION

The main findings of this study indicate that the implementation of human rights-based public services in Denpasar has shown considerable progress, particularly in terms of facility accessibility, the provision of priority services for vulnerable groups, and the use of more responsive complaint mechanisms. However, implementation in practice is not yet fully even, as it is influenced by differences in capacity across service units, budget constraints, and variations in the commitment of human resources in understanding human rights-based public service principles. This condition suggests that the success of public service delivery is not only determined by the existence of policies and facilities, but also by the consistency of implementation at the operational level. Therefore, human rights-based public services in Denpasar are still in the stage of system strengthening and the institutionalization of an inclusive service culture.

The findings further reveal that the main challenges in human rights-based public services stem from institutional and managerial aspects of bureaucracy. The most prominent obstacles

include resistance among some staff to changes in work patterns, limited funding for facility maintenance, high workloads in service units, and the lack of optimal synchronization among local government agencies, sub-districts, villages, and other service units. In this context, human rights-based public service has not yet fully become an embedded bureaucratic work culture, but still largely depends on individual initiatives, unit leadership, and the availability of resources at each service location. These findings emphasize that bureaucratic reform at the local level requires stronger integration between structural changes, behavioral transformation among public officials, and the strengthening of cross-sector coordination systems.

In terms of community participation, this study finds that citizen involvement in public service processes has been facilitated through *musrenbang* forums, LPM, *banjar*, service user forums, and digital complaint channels such as WhatsApp. However, the participation of vulnerable groups such as the elderly and persons with disabilities remains relatively limited due to physical barriers, literacy constraints, and participation mechanisms that are not yet fully inclusive. In other words, community participation has been established, but it is still more prominent at the consultative level rather than fully equal participation. These findings indicate the need for more inclusive participation designs that accommodate the diverse social conditions and capacities of different community groups.

Furthermore, the strategies considered most relevant for advancing human rights-based public services toward a world-class bureaucracy include strengthening inclusive digitalization, continuously enhancing the capacity of public officials, simplifying standard operating procedures, reinforcing supervision, and improving integration among service units. These strategies are crucial because a world-class bureaucracy is not only characterized by the use of technology, but also by the government's ability to deliver services that are fast, fair, transparent, and easily accessible to all citizens. Therefore, bureaucratic transformation in Denpasar must be directed not only toward administrative efficiency but also toward strengthening human values in every service process.

Overall, this study demonstrates that human rights-based public services in Denpasar City have a solid foundation, but still require strengthening in terms of institutional coordination, bureaucratic work culture, inclusive community participation, and the sustainability of infrastructure maintenance. These findings enrich the understanding that human rights-based service is not merely about fulfilling formal indicators, but about building a bureaucracy that genuinely respects the dignity of every citizen.

The novelty of this study lies in its focus on linking human rights-based public service delivery with the agenda of bureaucratic reform toward a world-class bureaucracy at the local government level, particularly in Denpasar. Previous studies have generally discussed human rights-based public services as a normative issue or merely as the fulfillment of service standards. In contrast, this research positions it within a broader context, namely as part of the transformation of governance toward a system that is inclusive, responsive, and modern. Therefore, this study does not only examine whether services are available, but also how they function in practice, who is involved, and what barriers still hinder the realization of truly equitable services.

Another novelty lies in the use of a multi-site approach, which enables cross-unit comparisons among various service institutions such as the Public Service Mall, regional hospitals, sub-districts, villages, the social affairs office, and policy-support units within the regional secretariat. This approach provides a more comprehensive picture of how human rights principles are implemented across different service contexts. Through this method, the study demonstrates that the implementation of human rights is not uniform, but is highly influenced by institutional characteristics, types of services, and the capacity of implementing actors.

Conceptually, this research also expands the discussion of human rights-based public services by incorporating the dimensions of community participation, vulnerable groups, and digital bureaucratic reform. This means that such services are not only measured by the existence of physical facilities or formal regulations, but also by the quality of interaction between government and citizens, accessibility of information, and the ability of bureaucracy to adapt to diverse community needs. This novelty is significant because it offers the perspective that a world-class bureaucracy must be built upon human-centered service, not merely on technically advanced systems.

Contributions, Limitations, and Recommendations

Contributions

This study provides a theoretical contribution by strengthening the understanding that human rights-based public service is a crucial instrument in realizing governance that is fair, inclusive, and responsive. The study demonstrates that the application of principles such as accessibility, non-discrimination, participation, and accountability cannot be separated from the institutional and managerial aspects of bureaucracy. Therefore, this research enriches the public administration literature by positioning human rights not merely as a complementary element of policy, but as a fundamental basis for public service delivery.

Practically, this study offers valuable insights for the Government of Denpasar in improving public service design, strengthening coordination among local government agencies (OPD), enhancing the capacity of public officials, and expanding opportunities for community participation, particularly for vulnerable groups. The findings can also serve as an evaluative reference for service units in formulating strategies to improve services that are more user-friendly, efficient, and equitable. On the other hand, this research also contributes to society by emphasizing that citizens have the right to receive dignified and non-discriminatory public services.

Although this study produces relevant findings, it has several limitations. First, the scope of the research is limited to Denpasar, so the results may not be directly generalizable to other regions with different social, economic, and institutional conditions. Second, the data used are primarily qualitative and rely on informant narratives, which allows for potential subjectivity in interpretation. Third, the study focuses more on the implementation process and does not deeply measure the long-term impact of human rights-based public services on the overall quality of community welfare. Fourth, time constraints also limit the depth of exploration across all service units, preventing a more comprehensive and detailed analysis.

Based on these findings and limitations, several recommendations can be proposed. First, the Government of Denpasar needs to strengthen cross-sector coordination through regular forums that are not only administrative in nature but also focused on evaluation and problem-solving. Second, continuous training for public officials on inclusive services and human rights-based approaches is essential, particularly for frontliner staff who interact directly with the public. Third, complaint and public participation mechanisms should be simplified, made more accessible, and designed to be inclusive for vulnerable groups, for example through digital platforms supported by assistance services.

Fourth, the maintenance of disability-friendly infrastructure must be integrated into routine budgeting, rather than treated as a one-time development project. Fifth, future research is recommended to adopt mixed methods or comparative studies across regions to gain a broader understanding of the variations in the implementation of human rights-based public services and their relationship with bureaucratic reform. In this way, future research findings can provide richer and more operational insights for public policy formulation.

CONCLUSION

This study concludes that human rights-based public services in Denpasar have shown a positive direction, particularly in the provision of facilities, priority services for vulnerable groups, and the strengthening of complaint mechanisms. However, these achievements are not yet fully evenly distributed, as there are still obstacles in institutional, managerial, coordination, and community participation aspects. These findings indicate that human rights-based public service is not merely about the availability of infrastructure, but also involves changes in bureaucratic culture, the quality of leadership, and the government's willingness to genuinely position citizens as subjects of service.

Regarding the first research question, the implementation of human rights principles has taken place but is not yet fully consistent across all service units. For the second research question, the greatest challenges lie in bureaucratic resistance, limited budgets, heavy workloads, and weak institutional synchronization. In the third research question, community participation has been opened through various channels; however, vulnerable groups still face barriers to equal involvement. Meanwhile, for the fourth research question, the most relevant strategies include strengthening inclusive digitalization, improving human resource capacity, ensuring consistent supervision, and enhancing cross-sector policy integration. Overall, this study emphasizes that a

world-class bureaucracy can only be achieved when public services are built upon the foundations of human rights, inclusion, and governance that is responsive to the needs of all citizens.

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