

Inclusive Accessibility in Public Services for Persons with Disabilities at the Bontang Baru Urban Village Office, Bontang City

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Abstract

This study examines challenges in public service accessibility, focusing on the physical, procedural, and institutional dimensions, using a qualitative research approach with thematic analysis. Data were collected through interviews, document reviews, and observational studies, and analyzed to identify recurring patterns, themes, and barriers affecting service delivery. Findings indicate that physical facilities remain inadequate, limiting equitable access for all users and highlighting structural and resource allocation challenges. Procedural and informational barriers persist, with complex processes, layered requirements, and incomplete or poorly communicated information further hampering citizens' ability to access services effectively. Furthermore, the study emphasizes the critical need for increased institutional capacity and commitment, with staff training, skills development, and leadership engagement crucial to ensuring consistent and sustainable service delivery. The interconnectedness of these factors suggests that improving infrastructure, procedures, and information alone is insufficient without strengthening human resource capacity and institutional support, highlighting the need for an integrated and holistic approach to public service improvement.

Keywords: *Public Service Accessibility; Service Delivery; Procedural Barriers; Institutional Capacity; Inclusive Public Services.*

Introduction

The phenomenon of limited accessibility to public services for persons with disabilities remains a tangible issue in various regions of Indonesia, despite the fact that, normatively, the regulatory framework has affirmed the principles of equality and non-discrimination. In many local public service offices, including sub-district and urban village offices, physical barriers are still evident, such as the absence of ramps, handrails, tactile paving, and wheelchair-accessible waiting areas. In addition to these physical obstacles, non-physical barriers, such as limited understanding among public officials

of the specific needs of persons with disabilities, the lack of information provided in accessible formats, and administrative procedures that are not adaptive further restrict this group's participation in exercising their rights as citizens (Park et al., 2025; Scalco Soares Siqueira et al., 2022). These conditions indicate a gap between policy commitments and service delivery practices at the grassroots level, ultimately affecting the overall quality of social inclusion in local governance.

Globally, the issue of fulfilling the rights of persons with disabilities has received serious attention since the adoption of the Convention on the Rights of Persons with Disabilities (CRPD) by the United Nations. The Convention emphasizes that states have an obligation to ensure equal access to the physical environment, transportation, information, communication, and other public services. Indonesia has ratified the Convention and reinforced its commitment through Law Number 8 of 2016 on Persons with Disabilities, which explicitly guarantees the right to accessible and non-discriminatory public services (Manalu & Hadi, 2025; Shodikin & Hadi, 2025). However, the implementation of these norms largely depends on the capacity and sensitivity of local governments as the frontline providers of public services.

Within the context of decentralization, local governments possess broad authority in managing public services, including at the urban village level. The urban village office, as the governmental institution closest to the community, plays a strategic role in delivering population administration services, issuing official documents, providing social recommendations, and facilitating welfare programs. Therefore, the level of service accessibility at the urban village office serves as an important indicator in assessing the extent to which the principle of inclusivity has been internalized in local bureaucratic practices. If urban village offices are unable to provide disability-friendly services, efforts toward inclusive development risk being

hindered from the most fundamental level of governance (Anindito, 2025; Rahaman et al., 2024).

The concept of inclusive accessibility in public services is not limited to physical infrastructure but also encompasses procedural, informational, and cultural dimensions. Physically, accessibility involves the provision of facilities and infrastructure that enable persons with disabilities to move and carry out activities independently and safely. Procedurally, accessibility requires service mechanisms that are flexible, simple, and adaptive to individual needs. Informationally, services must be available in various accessible formats, such as braille, sign language, or digital media compatible with screen readers (Devi & Kumar, 2023; Loaiza-Ramírez & González-Beltrán, 2026). Culturally, accessibility relates to the attitudes of public officials, which should be inclusive, empathetic, and free from stigma toward disability. These four dimensions are interrelated and collectively form a truly inclusive public service ecosystem.

Within the framework of sustainable development, inclusivity has also become a central agenda as reflected in the Sustainable Development Goals (SDGs), particularly in goals that emphasize reducing inequalities and strengthening inclusive institutions (Bautista-Puig et al., 2021; Bhandari, 2024). The principle of “no one left behind” underscores that every segment of society, including persons with disabilities, must benefit equally from development processes. Thus, ensuring accessible public services is not merely an administrative obligation but an integral part of a socially just development agenda.

The City of Bontang, as one of the regions in East Kalimantan striving to enhance the quality of public services, faces the challenge of ensuring that service transformation efforts also incorporate inclusivity. The Bontang Baru Urban Village Office, as a frontline service unit, interacts directly with the community in various administrative matters. The presence of persons with disabilities in the area necessitates service adjustments to prevent

social exclusion (Mitchell et al., 2022; Pinilla-Roncancio & Rodríguez Caicedo, 2022; Saran et al., 2023). Nevertheless, there is still limited research that specifically examines how inclusive accessibility practices are implemented at the urban village level, particularly in the context of routine administrative services.

Most studies on disability and public services tend to focus on macro-level policies or large service institutions such as hospitals and schools. Meanwhile, research examining service dynamics at the micro-level of government remains relatively limited. Yet, it is precisely at this level that direct interactions between public officials and citizens occur intensively. An analysis of accessibility at the Bontang Baru Urban Village Office is therefore essential to identify structural and cultural barriers that may not be apparent in formal policy documents (Budiman & Antariksa, 2023; Rahman et al., 2021).

Research on the inclusive accessibility of public services for people with disabilities has been extensive, but it still shows gaps at the lowest levels of government. Sakawati et al., (2022) in a study on the accessibility of public services at the Makassar City Social Services found that service facilities and procedures did not fully meet the principles of safety, comfort, and convenience for people with disabilities, necessitating adjustments to infrastructure and service mechanisms. Furthermore, Prasetyawati et al., (2026) In a study on inclusive public administration services in Bojonegoro Regency, it was shown that although there are disability-friendly service initiatives, their implementation is still hampered by the capacity of the apparatus and the consistency of policies. The research generally highlights the importance of administrative reform, strengthening human resource capacity, and providing accessible infrastructure, but has not specifically examined inclusive accessibility practices at the sub-district office level, so that research on the accessibility of public services for people with disabilities at the Bontang Baru Sub-district Office has a novel contribution

in enriching the literature on inclusivity-based public administration at the level of government closest to the community.

Based on this background, this study aims to analyze how inclusive accessibility of public services for persons with disabilities is implemented at the Bontang Baru Urban Village Office, to identify the forms of barriers that are still encountered, and to explore the efforts that have been and can be undertaken to achieve more inclusive service delivery. Through a comprehensive approach, this research is expected to contribute theoretically to the development of inclusivity-based public administration studies, while also providing practical recommendations for local governments in strengthening their commitment to fair, equitable, and sustainable public services.

Research Methods

This study employs a qualitative research design with a descriptive analytical approach to examine the inclusive accessibility of public services for persons with disabilities at the Bontang Baru Sub-district Office. The qualitative approach is chosen to gain an in-depth understanding of policies, practices, experiences, and challenges related to service accessibility from the perspectives of both service providers and service users. Data were collected through in-depth interviews with sub-district officials and persons with disabilities, direct observation of service facilities and processes, and documentation review of relevant regulations and administrative records. Informants were selected using purposive sampling based on their direct involvement and experience with public service delivery and access. The collected data were analyzed using an interactive model of qualitative analysis, which includes data reduction, data display, and conclusion drawing, in order to systematically interpret patterns, identify barriers, and evaluate efforts toward achieving inclusive public service delivery. To ensure the credibility and validity of the findings, triangulation of data

sources and methods was applied throughout the research process (Furidha, 2024; Villamin et al., 2025).

Results and Discussion

The findings of this study indicate that inclusive accessibility at the Bontang Baru Sub-district Office has not yet been fully implemented across physical, procedural, informational, and institutional dimensions (Duri & Luke, 2025; Yuan & Guo, 2025). Although several initiatives and supporting regulations have been introduced, persons with disabilities still encounter barriers related to limited infrastructure, non-inclusive administrative procedures, inaccessible information systems, and insufficient institutional capacity (Gupta et al., 2025; Lunga et al., 2025).

Facilities such as ramps, pathways, and sanitation services remain inadequate, while accessible communication formats and disability-oriented service adaptations are still limited. In addition, the lack of structured training, budget allocation, and sustainable policy support demonstrates that disability inclusion has not yet been comprehensively integrated into public service governance, thereby limiting the full participation and independence of persons with disabilities in accessing public services (Adeoye et al., 2025; Bishop & Lord, 2023).

Physical Accessibility Remains Partially Fulfilled

The issue of physical accessibility remains a significant challenge across various sectors, particularly in public spaces, service facilities, and transportation infrastructure. Although progress has been made in designing and implementing accessibility standards, many facilities are still not fully accessible to all members of society, including persons with disabilities, the elderly, and those with limited mobility. This limitation indicates that efforts to fulfill the principles of universal design remain partial, resulting in persistent physical barriers at critical points, ranging from entrances and pedestrian pathways to supporting facilities within buildings (Sholanke & Eleagu, 2024; Ugah et al., 2024).

Several factors contribute to physical accessibility being only partially fulfilled. One major factor is the limited resources and inconsistent planning that does not fully align with accessibility guidelines. Additionally, older buildings or public areas constructed before modern regulations were introduced are often not comprehensively updated, creating a gap between existing standards and the actual needs of users. The lack of regular monitoring and evaluation further slows progress, leaving affected communities facing ongoing challenges in mobility and full participation in public life (Malik & Ford, 2024; Maresova et al., 2023).

The impact of partially fulfilled physical accessibility extends beyond practical limitations to social consequences (Alam & Mohanty, 2023; Ghobakhloo et al., 2025). These barriers create inequalities in access to education, healthcare services, employment, and other public facilities. Furthermore, restricted mobility affects individuals' sense of inclusion and participation in various social and economic activities. Addressing this issue therefore requires a holistic approach that includes better planning, adherence to universal standards, and active involvement of stakeholders to ensure that physical accessibility is not merely partially fulfilled but equitably available to all members of society.

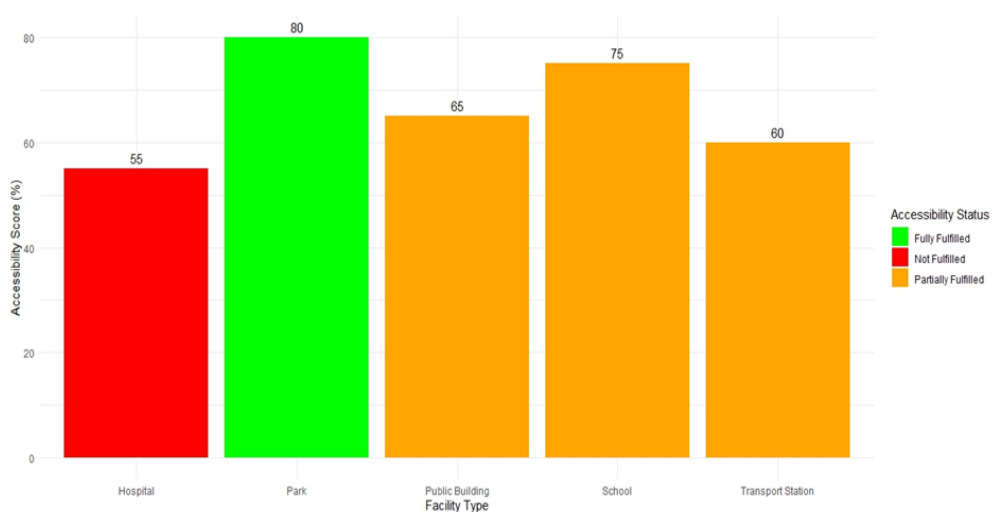


Figure 1. Physical Accessibility Assessment by Facility.
Source: Data Processes by the Author 2026

Figure 1 illustrates the level of physical accessibility across various public facilities through a bar chart that combines quantitative and qualitative information. Each bar represents a facility category, including public buildings, schools, hospitals, parks, and transportation stations, while the bar height reflects the accessibility score ranging from 0 to 100 percent. The visualization also uses color categories to indicate accessibility status, namely green for “Fully Met,” orange for “Partially Met,” and red for “Not Met.” This visual approach enables readers to quickly identify the condition of accessibility provision and recognize which facilities still face significant physical barriers for people with disabilities, the elderly, and users with limited mobility (Alqahtani et al., 2025; Zallio & Clarkson, 2021).

The findings indicate that most facilities remain in the “Partially Met” category, demonstrating that accessibility standards have not yet been fully implemented. Parks achieved the highest accessibility score at 80 percent, while hospitals recorded the lowest score at 55 percent, indicating substantial disparities in accessibility provision among public facilities. These differences reflect variations in infrastructure quality, facility design, supporting accessibility features, and policy priorities. The inclusion of numerical labels on each bar strengthens the interpretation by providing precise information that supports comparative analysis and helps policymakers identify facilities requiring more urgent intervention and improvement (Chhetri & Zacarias, 2021; Salvia et al., 2021).

Overall, this visualization highlights the persistent inequality in the implementation of universal accessibility principles across public facilities. The dominance of partially fulfilled accessibility categories suggests that physical accessibility remains constrained by uneven planning, limited resources, and insufficient monitoring. At the same time, the chart serves not only as a visual representation of data but also as an evaluative and communicative tool that supports evidence-based policy discussions and strategic planning. Therefore, the figure emphasizes that although progress

has been made, continuous efforts are still needed to ensure inclusive and equitable accessibility for all members of society (Saha et al., 2021; Skaaland & Pitera, 2021).

Procedural and Informational Barriers Persist

Despite efforts to improve access and service delivery, procedural and informational barriers continue to pose significant challenges across various public services and social facilities. These barriers arise when complex administrative processes, layered bureaucracy, or unclear requirements prevent the public from obtaining services that should be readily available. At the same time, the lack of accurate, easily accessible, and timely information makes it difficult for individuals to understand how to utilize services, what requirements are needed, or what rights they are entitled to. Consequently, even when physical facilities are available, the effectiveness and equity of service delivery remain compromised.

The factors contributing to the persistence of procedural and informational barriers are diverse. Many public institutions continue to implement rigid processes that are not adaptive to user needs, while communication standards for disseminating information remain limited and inconsistent (Bhanye, 2025; Komna & Mpungose, 2024). Available information is often restricted to official documents, notice boards, or online portals that are difficult to access for certain populations, especially those with digital limitations or low literacy levels. This situation creates a gap between the availability of services and the public's ability to effectively access them, turning procedures that are intended to facilitate access into obstacles instead.

The impact of persistent procedural and informational barriers is broad and multifaceted. Affected individuals face difficulties in accessing essential services such as healthcare, education, civil administration, and social support, ultimately reducing their participation in social and economic activities. These barriers also reflect inequities in service provision, where

vulnerable groups find it harder to obtain their rights compared to those who are more capable of navigating procedures or seeking information. Therefore, understanding and identifying procedural and informational barriers is a crucial first step in designing effective interventions, simplifying processes, enhancing transparency, and providing information in a more accessible and comprehensible manner, ensuring that all members of society can access services fairly and optimally.



Figure 2. Word Cloud Procedural and Informational Barriers
Source: Data Processes by the Author 2026

Figure 2's Word Cloud provides a visual representation of the procedural and informational barriers that continue to hinder public access to services. Larger words such as "Complex procedures," "Incomplete information," and "Multiple documents" indicate the most dominant and frequently experienced barriers, allowing readers to quickly identify the main problems without relying on lengthy numerical explanations. This visualization offers a more intuitive interpretation of qualitative findings by directly emphasizing the issues most affecting service accessibility (Eberhard, 2023; Park et al., 2022).

The Word Cloud also highlights two major categories of barriers: procedural and informational barriers. Procedural barriers are reflected

through terms such as “Long waiting times,” “Multiple documents,” and “Bureaucracy,” which illustrate the complexity and inefficiency of service processes. Meanwhile, informational barriers are represented by phrases like “Incomplete information,” “Confusing instructions,” and “Hard-to-access portals,” showing that many users still struggle to obtain accurate and accessible information. Smaller terms such as “Digital divide” and “Low accessibility” further indicate additional contextual challenges related to technology access and institutional capacity (Guzmán & Karunaratne, 2025; Hamka, 2025).

Overall, this visualization transforms complex qualitative data into a concise and accessible analytical tool that supports both research interpretation and policy formulation. The dominance of certain keywords demonstrates that procedural complexity and limited information remain persistent barriers in public service access. Therefore, the Word Cloud not only functions as an illustrative visualization but also provides strategic insights for policymakers to prioritize interventions such as simplifying procedures, improving communication systems, and expanding accessible digital services to ensure more equitable public access (Didas, 2023; Salahuddin, 2024).

Need for Capacity Building and Institutional Commitment

Capacity building and institutional commitment are crucial aspects in strengthening the effectiveness of public services and sustainable policy implementation. Many obstacles encountered in service delivery and program management stem not solely from external factors, but also from limited individual and institutional capacity. Inadequate skills, knowledge, and resources at the staff and leadership levels often hinder the achievement of optimal service standards. This underscores the importance of systematic capacity-building programs to improve competency, understand applicable procedures and regulations, and adapt work

practices to community needs (Loper et al., 2022; Ramanadhan et al., 2021).

Strong capacity needs to be accompanied by clear and consistent institutional commitment. This commitment is reflected in adequate resource allocation, supportive internal policies, and regular monitoring and evaluation to ensure program sustainability. Without strong commitment, individual capacity-building efforts tend to be temporary and do not significantly impact service quality improvements. Demonstrated institutional commitment also motivates staff to implement best practices, enhances accountability, and strengthens coordination between involved units or agencies (Aithal & Maiya, 2024).

The impact of capacity-building and institutional commitment is far-reaching, not only improving internal performance but also improving the quality of services received by the public. Institutions with adequate capacity and strong commitment are able to respond more quickly to public needs, reduce procedural errors, and increase transparency and public trust in services. Therefore, identifying training needs, increasing resources, and implementing policies that support institutional commitment are crucial initial steps to ensuring that public programs and services operate effectively, efficiently, and sustainably.

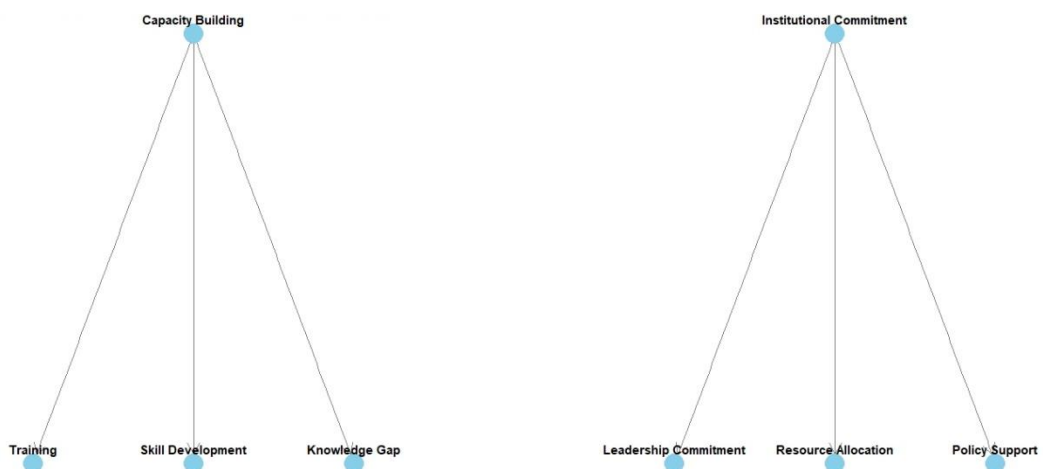


Figure 3. Thematic Mapping of Capacity Building and Institutional Commitment
Source: Data Processes by the Author 2026.

Figure 3 is a visual representation of the main themes and subthemes related to the need for capacity building and institutional commitment in public services. This network diagram illustrates the relationship between two main themes, Capacity Building and Institutional Commitment, and their respective subthemes that emerged from the qualitative analysis of interviews and documents. Each node in the diagram represents a theme or subtheme, while arrows connect the main theme to relevant subthemes, indicating the direction and hierarchy of thinking within the qualitative data. The size and position of the nodes in the tree-layout diagram help readers understand the structure of relationships between issues, with the main theme at the top level and subthemes branching below it, providing a clear picture of the priorities and focus in capacity building and institutional commitment.

The Capacity Building theme highlights aspects of developing individual and organizational capabilities to enhance work effectiveness. Emerging subthemes, such as Training, Skill Development, and Knowledge Gap, demonstrate the critical importance of improving staff competency through training and skills development. Training represents the need for specific formal education programs or workshops, while Skill Development emphasizes the importance of technical and managerial skills for carrying out tasks effectively. Meanwhile, the Knowledge Gap indicates a gap between current staff skills and the competencies required to meet public service standards. This diagram visualizes how this subtheme interconnects with the main theme, emphasizing that individual capacity is fundamental to an institution's success in providing effective and responsive services (Singgalen, 2025; Veres et al., 2025).

The second theme, Institutional Commitment, illustrates the importance of institutional support and commitment to ensure the

sustainability of programs and policy implementation. Related subthemes, such as Leadership Commitment, Resource Allocation, and Policy Support, highlight factors that determine institutional success. Leadership Commitment demonstrates the need for institutional leaders to demonstrate dedication and active involvement in supporting programs and policies, while Resource Allocation emphasizes the importance of providing adequate human, financial, and infrastructure resources. Policy Support demonstrates the need for internal policies and formal guidelines that facilitate best practices and ensure accountability. This network diagram demonstrates the close relationship between leadership commitment, resource allocation, and policies, facilitating an understanding of how institutions can build capacity sustainably (Aggarwal & Agarwala, 2026; Boeske, 2023).

Overall, this network diagram presents a clear and systematic visual map of key issues related to institutional capacity and commitment. This visualization makes it easy for readers to see the relationships between the main themes and subthemes, highlights priority areas for intervention, and demonstrates how various elements interrelate to form an effective public service system. The diagram not only presents qualitative data aesthetically but also serves as an analytical tool for understanding the complexity of the problem, identifying focal points for improvement, and supporting evidence-based policy recommendations. As such, it serves as a powerful means of expressing qualitative research findings in a comprehensive and accessible manner.

Conclusion

Based on the three research findings, it can be concluded that improving the accessibility of public services requires a holistic and integrated approach, as the limited availability of physical facilities, ongoing procedural and informational barriers, and the need to strengthen human

resource capacity and institutional commitment are interrelated and influence service effectiveness. Sectoral or partial improvement efforts are insufficient to ensure equitable and quality access, requiring a strategy that integrates the provision of physical facilities, simplified procedures, the provision of clear information, improved staff competency, and consistent institutional support and commitment. This integrated approach not only improves service effectiveness and efficiency but also strengthens accountability, transparency, and public trust in the implementing institutions, enabling public services to be accessed in a more inclusive and sustainable manner.

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