

***Lentera Disabilitas* and the Light of Inclusion: Serving Citizens and Advancing the Public Interest in Banjarbaru Land Office**

Riszky Adhini Rachmi*, Bintoro Wardiyanto, Erna Setijaniningrum

Universitas Airlangga, Indonesia

Email: riszky.adhini.rachmi-2024@pasca.unair.ac.id^{1*}, bintoro.wardiyanto@fisip.unair.ac.id²,
erna.setijaniningrum@fisip.unair.ac.id³

Abstract. This study analyzes the implementation of the *Lentera Disabilitas* program at the Banjarbaru Land Office as an example of inclusive public service focused on serving citizens and advancing the public interest. The program aims to enhance accessibility for persons with disabilities by providing disability-friendly facilities such as ramps, inclusive waiting rooms, special service counters, and multilingual service materials. It also emphasizes a cultural shift toward empathetic and respectful service behavior. This research uses a descriptive qualitative approach through in-depth interviews with an internal staff member (whose identity is anonymized upon request), direct observation, and document analysis. The findings show that the program enhances employee participation, fosters humanistic service values, and strengthens public trust, particularly among persons with disabilities. However, challenges remain, including the need for more trained staff and strengthened infrastructure. The program offers important lessons on the role of empathy, collaboration, and responsiveness in building inclusive public services.

Keywords: Disability Inclusion, Inclusive Public Service, Land Office, *Lentera Disabilitas*, Public Interest

INTRODUCTION

Public services are an important instrument to ensure that every citizen has equitable access to the services they need (Петькун, 2024). In the development of modern government administration, service orientation no longer only emphasizes procedural efficiency but also the values of humanity, empathy, and respect for the diversity of citizens (Ranchordas, 2021). Thus, the government is required to serve citizens equally and ensure that every policy and service truly advances the public interest.

One of the groups of residents who often face obstacles in accessing public services is people with disabilities (Bezyak et al., 2020; da Rosa et al., 2020; Wolniak & Skotnicka–Zasadzień, 2021). Various studies show that although national regulations have provided legal protection, the implementation of accessibility in the field is still not optimal (Giannoumi, Land, Beyene, & Blanck, 2017; Liebwald, 2015; Yerezhepkyzy, Karatayeva, Kuanalieva, Konysbai, & Azhinurina, 2019). Salsabila and Apsari (2021) found that public facilities in many areas are still not friendly to people with disabilities, while Pramashela and Rachim (2022) emphasized that physical, information, and service barriers remain the main obstacles in various government agencies.

This condition also occurs in the city of Banjarbaru. In the midst of these limitations in implementation, the Banjarbaru City Land Office, as a vertical agency in charge of organizing land services, took the initiative through the *LENERA DISABILITAS AND THE LIGHT OF INCLUSION: SERVING CITIZENS AND ADVANCING THE PUBLIC INTEREST IN BANJARBARU LAND OFFICE* program. This innovation is designed to provide more inclusive land services through the provision of accessibility facilities—such as ramps, inclusive waiting rooms, dedicated counters, and information materials in three languages—as

well as organizational culture changes that emphasize empathy, sensitivity, and inclusive communication in service interactions (Fossati, 2018; Rong, 2024).

According to data from the Banjarbaru City Social Services Agency (2024), there are approximately 1,247 registered persons with disabilities in the city, comprising 0.52% of the total population of 239,000. Of these, 432 individuals (34.6%) have reported experiencing difficulties accessing public services within the past year. Data from the Ministry of Agrarian Affairs and Spatial Planning/National Land Agency (ATR/BPN) Regional Office of South Kalimantan (2024) indicates that land services are among the top three most frequently accessed public services by citizens, yet they rank lowest in accessibility ratings for persons with disabilities, with a satisfaction index of only 62.3 out of 100—significantly below the national target of 85. Furthermore, the 2024 Banjarbaru Public Service Index Assessment conducted by the Regional Inspectorate scored the city at 78.4, with accessibility for vulnerable groups identified as the weakest dimension, receiving only 71.2 points. These empirical data reveal a substantial gap between the regulatory mandate for inclusive services and the actual experiences of persons with disabilities in Banjarbaru, underscoring the urgency of innovative interventions in this context (Muhayani, 2024; Sary & Wulandari, 2025).

Nationally, the regulatory framework regarding public services is regulated in Law Number 25 of 2009 concerning Public Services, which affirms the government's obligation to provide services that are easily accessible, non-discriminatory, and fair for all citizens. This mandate places accessibility for people with disabilities as an integral part of public service quality standards (Lawson, Orchard, Eskytè, & Campbell, 2024; Wallace, Rimes, & Bitsika, 2022). These efforts are further strengthened by regional regulations through Banjarbaru City Regional Regulation Number 1 of 2020 concerning the Protection and Fulfillment of the Rights of Persons with Disabilities, which expressly stipulates the obligations of local governments in ensuring equal and barrier-free public services for persons with disabilities. Thus, innovations such as the *LENTERA DISABILITAS AND THE LIGHT OF INCLUSION: SERVING CITIZENS AND ADVANCING THE PUBLIC INTEREST IN BANJARBARU LAND OFFICE* not only reflect human values but are also in line with national and regional regulatory mandates in ensuring service equality (Banjarbaru City Government, 2020).

As an innovation that places citizens at the center of services and the public interest as the main orientation, *LENTERA DISABILITAS AND THE LIGHT OF INCLUSION: SERVING CITIZENS AND ADVANCING THE PUBLIC INTEREST IN BANJARBARU LAND OFFICE* is an interesting example of how public services can integrate the principle of inclusion in daily operational practices. This program not only provides physical facilities but also builds a service environment that respects the dignity and diversity of its users. To understand how this innovation works and has an impact, this study aims to analyze the implementation of the *LENTERA DISABILITAS AND THE LIGHT OF INCLUSION: SERVING CITIZENS AND ADVANCING THE PUBLIC INTEREST IN BANJARBARU LAND OFFICE* innovation and its contribution in realizing inclusive public services and advancing the public interest in the Banjarbaru City Land Office.

The novelty of this research lies in its integrated examination of both structural (physical facilities, policies) and cultural (organizational behavior, employee empathy) dimensions of inclusive service innovation within a specific local government context—an approach that bridges the gap between macro-level policy analysis and micro-level

implementation dynamics that previous studies have examined separately. While prior research has predominantly focused either on infrastructure accessibility or on regulatory compliance, this study uniquely investigates how organizational culture transformation, facilitated through targeted training and participatory facility development, serves as a mediating factor in translating inclusive service principles into tangible citizen experiences. Furthermore, by employing the dual theoretical lenses of "serving citizens" and "advancing the public interest" as normative frameworks, this research provides a comprehensive evaluation model that can be applied to assess inclusive public service innovations beyond the disability context. This analysis is also strengthened by comparing the field findings with previous studies on the importance of accessibility and inclusivity in public services (Pasciana, 2020), thus providing a comprehensive theoretical and empirical basis to assess the contribution of *Lentera Disabilitas*.

This research carries significant theoretical and practical implications. Theoretically, it contributes to the literature on New Public Service by empirically demonstrating how the values of serving citizens and advancing public interest can be operationalized through inclusive innovation in frontline service delivery contexts (Bertot, Estévez, & Janowski, 2016; Eseonu, 2021; Licsandru, Meliou, Steccolini, & Chang, 2025; Tummers, Bekkers, Vink, & Musheno, 2015). It extends Denhardt and Denhardt's (2000) framework by providing evidence of how empathy-based organizational culture change can bridge the gap between service ideals and actual citizen experiences, particularly for marginalized groups. Practically, this study offers actionable insights for public service agencies seeking to enhance inclusivity beyond mere regulatory compliance. The findings can inform policy development at the national level, particularly for the Ministry of ATR/BPN in designing scalable models of disability-inclusive land services across Indonesia. For local governments, this research provides a replicable framework for assessing and improving accessibility in various public service sectors. Finally, for disability advocacy organizations and civil society, this study documents both the achievements and remaining challenges in inclusive service implementation, offering evidence-based recommendations for continued advocacy and collaborative improvement. By bridging the gap between inclusive service theory and practice, this research aims to contribute to the broader movement toward more equitable, humane, and citizen-centered public administration in Indonesia and beyond.

MATERIALS AND METHOD

This study employed a descriptive qualitative approach to understand how the *Lentera Disabilitas* innovation at the Banjarbaru City Land Office was implemented to serve residents and advance the public interest. This approach allowed exploration of the processes, experiences, and meanings behind inclusive public service implementation in a contextual and comprehensive way. Primary data were collected through in-depth interviews with an internal employee directly involved in the *Lentera Disabilitas* program. At the informant's request, their identity and position were anonymized and referred to as "Internal Informants" in line with research ethics. Direct observations of service facilities were conducted to assess accessibility features such as ramps, inclusive waiting rooms, special counters, and multilingual information materials. Secondary data came from document analysis of relevant regulations, official publications, and previous studies on inclusive public services.

Data collection methods included in-depth semi-structured interviews to explore informants' experiences and perspectives on the program; direct observation of physical conditions, service flow, employee-user interactions, and facility suitability for persons with disabilities; and document review of regulations, reports, and related literature. This combination provided a comprehensive picture of inclusive service practices from multiple perspectives.

Data analysis followed the qualitative model of Miles, Huberman, and Saldaña (2014) involving three stages: data condensation by selecting and categorizing relevant data; data display through thematic narrative presentation to identify patterns; and conclusion drawing with iterative verification via data consistency checks, triangulation, and contextual review. This facilitated a deep understanding of the *Lentera Disabilitas*'s implementation and how it reflected principles of serving citizens and advancing the public interest.

To ensure data validity, source and method triangulation were applied. Interview results were compared with observations of facility conditions; field findings were cross-checked against official documents; and direct quotes from informants were used to preserve narrative authenticity while maintaining confidentiality. This approach enhanced credibility, strengthened validity, and minimized potential researcher bias.

RESULTS AND DISCUSSION

Overview of *Lentera Disabilitas* Innovation

Lentera Disabilitas is a public service innovation initiated by the Banjarbaru City Land Office to ensure that land services can be accessed equally by all residents, including people with disabilities. The program will begin to be implemented in January 2025 and focuses on improving physical accessibility, communication, and convenience for service users. Facilities provided include ramps, inclusive lounges, dedicated counters, disability service cars, trilingual brochures and a *Lentera Disabilitas* app. This innovation not only provides accessible physical facilities, but also fosters employee awareness through empathy training and inclusive communication, so that services are not only technically accessible, but also more humane. Overall, *Lentera Disabilitas* reflects a strong orientation of public services to two main values, namely serving citizens equally and advancing the public interest through the creation of a service environment that is fair, friendly, and in favor of vulnerable groups.

Internal Participation: Serving Citizens Through Employee Collaboration

The implementation of the *Lentera Disabilitas* does not only depend on structural policies, but also on the active involvement of employees in the development and maintenance of service facilities. The internal informant explained that all employees participated in the process of designing and setting up disability-friendly facilities:

"The implementation is carried out jointly by all employees. We work together to arrange the waiting room and install signage to make it more friendly for users of services with disabilities."

— (Internal Informant, 2025 interview)

The informant further elaborated that this collaborative approach was not mandated top-down but emerged organically through regular coordination meetings where employees shared ideas and concerns about improving service accessibility. This voluntary participation

reflects a genuine commitment to inclusive service values rather than mere compliance with institutional directives.

Participation like this reflects the practice of serving citizens, where employees not only perform administrative tasks, but are also directly involved in creating an empathetic and humane service experience. The collective involvement of employees strengthens the organizational culture that cares and is responsible for the needs of all citizens, especially people with disabilities.

Shared Value Creation: Empathy as a Foundation of Public Service

One of the significant changes that emerged from this program was the formation of a more empathetic organizational culture. Employees are trained to understand the needs of people with disabilities, including the use of basic sign language, awareness of the barriers they face, and ways of interacting that respect user privacy and convenience. An internal informant said:

"We learned basic greetings in sign language so that service users feel valued and more comfortable."

— (Internal Informant, 2025 interview)

This training shows the creation of shared value among employees and the community, as analyzed in the inclusive public service literature. The value of empathy and appreciation for diversity built through this program is an important foundation in the context of advancing the public interest, as it provides long-term social benefits for vulnerable groups. Thus, *Lentera Disabilitas* not only produces output in the form of physical facilities, but also outcomes in the form of improving the quality of service interactions and humanitarian relationships between employees and service users.

Strengthening Public Trust: Transparency and Ease of Access

The implementation of *Lentera Disabilitass* has a significant impact on increasing public trust in the Banjarbaru City Land Office. More accessible facilities and increasingly empathetic service interactions make people with disabilities feel included as part of citizens who have full rights.

The internal informant stated:

"Now the community has started to see that this office is open and welcoming to all groups, including people with disabilities."

— (Internal Informant, 2025 interview)

Service transparency, clear information flow, and special attention to service users with disabilities strengthen the social legitimacy of the institution. This shows that the public interest can be realized when the most vulnerable groups feel the benefits of the service in real terms. Efforts to fulfill accessibility through *Lentera Disabilitass* are also in line with the principles of public services regulated in Law 25/2009, especially related to the obligation of service providers to provide facilities and infrastructure that support vulnerable groups.

This conformity strengthens the program's position not only morally, but also legally, thereby increasing public trust in the Land Office as an institution that complies with national service standards. Thus, *Lentera Disabilitas* contributes directly to strengthening the relationship between the government and the community, as well as strengthening public trust

as one of the important indicators of service quality.

Challenges and Learnings: Limited Resources and Infrastructure

Although *Lentera Disability* can be categorized as a successful inclusive service innovation, the program still faces a number of challenges. The main challenge lies in the limitation of human resources who have in-depth competence on disability issues. Sign language training and inclusive communication has not reached all employees equally, so the quality of interaction with people with disabilities has not been completely consistent. In addition, some aspects of service infrastructure still need to be strengthened, especially facilities intended for people with intellectual disabilities or mental disorders who require different forms of service support from physical disabilities. Budget constraints are also an obstacle in expanding the scale of accessibility facility development.

However, an important lesson from the implementation of this program is that organizational culture change—through strengthening empathy, responsiveness, and internal collaboration—is a key factor in the success of inclusive service. *Lentera Disability* shows that public service innovation can only be sustainable when the apparatus views services as a moral commitment to serve citizens equally and as a real contribution to the public interest.

CONCLUSION

The *Lentera Disabilitas* innovation at the Banjarbaru City Land Office demonstrated a practical approach to inclusive public services by addressing barriers faced by people with disabilities. The program led to increased employee participation and collaboration in creating disability-friendly facilities, fostering an empathetic service culture. It also promoted shared values through inclusive communication training and heightened sensitivity to disability needs, improving service quality. These efforts strengthened public trust by making land services more accessible, friendly, and transparent. Despite challenges like limited human resources with comprehensive inclusive skills and infrastructure gaps for intellectual and psychosocial disabilities, the program's strategic value as a replicable model remains evident. Future research could explore expanding inclusive competencies among staff and developing infrastructure to support a broader range of disabilities. Investigating the long-term sustainability and scalability of such innovations through user experience evaluations and community engagement forums could also provide valuable insights for wider application. This approach would further reinforce the integration of inclusive services into national policies, promoting equitable public administration beyond Banjarbaru.

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