

DEVELOPING AN INCLUSIVE SERVICESCAPE FOR THE ELDERLY, PERSONS WITH DISABILITIES, AND PREGNANT WOMEN: A CASE STUDY OF MINASA BAJI VILLAGE OFFICE, MAROS DISTRICT

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ABSTRACT

Public service delivery in Indonesia often overlooks the specific needs of vulnerable groups, such as elderly citizens, persons with disabilities, and pregnant women. Despite policy commitments to inclusivity, such as those outlined in Law No. 25 of 2009 on Public Services, implementation at the village level remains limited, revealing a gap between regulatory intent and service practice. This study examines how inclusive service design can bridge that gap through the creation of a dedicated “services cape” at the Minasa Baji Village Office, Maros Regency. Anchored in the framework of inclusive public administration, the study explores how physical space and participatory planning contribute to equitable service access. Using a qualitative approach involving interviews, observation, and documentation, data were collected from village officials and representatives of vulnerable groups to co-develop a specialized service room. The initiative, trialed for 11 days with minimal funding, yielding preliminary insights that would guide future improvements. This change project successfully improved public service quality by reducing average waiting time by over 66%, increasing accessibility by 100%, achieving near-perfect information clarity, enhancing visitor satisfaction, and improving operational cost efficiency, with an overall success rate of 87.2%. The findings demonstrate that low-cost, community-driven innovations can effectively enhance inclusivity and service efficiency. Theoretically, this study advances the discourse on inclusive governance by highlighting the role of participatory spatial design in promoting equitable access within grassroots public administration contexts.

INTRODUCTION

The weakness of public service delivery in Indonesia demands that the government take extra measures to improve the quality of its services, as these services are fundamentally oriented toward fulfilling the needs and interests of the Indonesian people ([Bernot et al., 2024](#)). Public service is not merely an administrative function but a core responsibility of the government, reflecting its very purpose: to serve its citizens with the concept of 'prima service'. According to [Bazarah et al. \(2021\)](#), the existence and formation of government institutions are primarily aimed at meeting public needs and

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ensuring their welfare. Therefore, the government is expected to provide prima service as a commitment to public satisfaction, emphasizing efficiency, effectiveness, and continuous improvement in service delivery as a manifestation of good governance and public accountability (Yuniningsih, 2010). Ensuring efficient, responsive, and citizen-centered services is essential for building public trust and strengthening the relationship between the state and society.

In the context of overseeing public service delivery, the institution responsible for this function in Indonesia is the Ombudsman, an independent state body authorized to supervise public services and prevent maladministration, as stipulated in Article 7(g) of Law Number 37 of 2008 concerning the Ombudsman of the Republic of Indonesia. Since 2013, the Indonesian Ombudsman has conducted a Compliance Survey to encourage public service providers to comply with the mandates of Law Number 25 of 2009 on Public Services, which includes addressing the needs of vulnerable groups such as persons with disabilities, the elderly, and pregnant women, to ensure inclusivity, equity, and accessibility. This condition reflects a broader global trend, as persons with disabilities continue to face significant disparities and marginalization across various sectors, including healthcare, quality of life, education, and access to public service ([McKinney n.d. 2023](#); [Opoku n.d. 2024](#); [Shikako et al. n.d. 2023](#); [Tekula n.d. 2025](#); [Yu, Luo, and Mo n.d. 2021](#)). Service standards, as outlined in Article 4 of Law Number 25 of 2009 and Regulation of the Minister of State Civil Apparatus Empowerment and Bureaucratic Reform (Permenpan RB) Number 15 of 2014, on service guidelines defines standards as benchmarks for service delivery and quality assessment. These standards are crucial for ensuring that vulnerable groups, such as people with disabilities, the elderly, and pregnant women, receive appropriate and accessible services, helping to promote fairness and inclusivity in public service delivery. To enhance service delivery for these priority groups, it is necessary to appoint dedicated supervisors or coordinators and encourage collaboration with local constituent groups, such as the Kelompok Konstituen Desa Minasa Baji (Minasa Baji Village Constituency Group). Such collaboration can help communities better understand their rights and responsibilities, thereby strengthening inclusive and participatory public service governance. The Minasa Baji Village Office in Maros Regency is one of the institutions responsible for organizing and delivering public services. Consequently, the office must adhere to the mandate of the 1945 Constitution, specifically Article 28B, paragraph (2). This article obligates the state, represented locally by the village government, to serve every citizen and resident by fulfilling their basic rights through public service delivery. The formulation of public service standards plays a vital role, as their absence can lead to adverse consequences ([Gufran et al., 2021](#)).). Several laws explicitly mandate that service providers must deliver services with special treatment for certain community members in accordance with the law. These groups include the elderly, persons with disabilities, and pregnant women, who

require dedicated facilities and special attention during the service process. This includes accessible infrastructure, priority service, and supportive staff behavior. However, in practice, the Minasa Baji Village Office has not fully complied with these legal provisions.

The Minasa Baji Village Office is a government institution that provides direct administrative services to the public, particularly in matters related to civil registration and population administration. This office is frequently visited by people from various demographic groups, including the elderly, pregnant women, and persons with disabilities. However, observations reveal that these individuals often receive the same treatment as the general public, despite belonging to vulnerable groups who should, therefore, be given priority services. The absence of inclusive infrastructure and dedicated service mechanisms makes it difficult for them to navigate bureaucratic processes. As observed during a pre-research visit on March 17, 2023, the Minasa Baji Village Office had not yet implemented priority services for persons with disabilities, the elderly, and pregnant women. Consequently, vulnerable individuals had to wait in long queues without any form of assistance or prioritization. One of the individuals noted, “It’s been a long wait, and no one has assisted us yet”. Therefore, it’s essential for the village government to recognize the specific needs of these groups and make appropriate adjustments to promote equitable and human-centered service delivery. This situation highlights a critical responsibility for the Minasa Baji Village Government to encourage service providers to become more responsive and sensitive to the needs of these groups.

One of the most urgent areas requiring transformation is public service delivery, particularly through the development of a change project. This strategic initiative is designed to implement improvements in service delivery systems, ensuring that the needs of vulnerable populations are prioritized and effectively addressed. A key initiative would be the establishment of a priority service room specifically designed for the elderly, persons with disabilities, and pregnant women. According to Rohman (2017), a change project serves as a forward-looking control tool that responds to urgent issues, public demands, customer or employee feedback, financial constraints, organizational needs, or environmental conditions. This approach addresses urgent problems, such as long queues, by providing a fast-track service to vulnerable groups, while also taking into account public input, budget constraints, and other factors. One effective approach in this context is the implementation of a *servicescape*. Servicescape refers to the physical environment provided by service providers, which in this case, would be a designated public service room tailored to the needs of vulnerable groups ([Marreta, A. 2017](#)). A well-designed servicescape can positively influence the comfort, satisfaction, and overall service experience of elderly citizens, people with disabilities, and pregnant women. This initiative not only

improves accessibility but also represents a commitment to inclusive, responsive, and human-centered public service delivery.

The Minasa Baji Village Office is required to implement organizational changes to remain dynamic in facing the advancements of the times. One such change is the creation of a public service project aimed at facilitating the service process and improving the service quality, particularly for vulnerable groups, in the form of a priority service room. The servicescape, or dedicated service room, is urgently needed by both the Minasa Baji Village Office and the local community, particularly for vulnerable groups. Elderly individuals, persons with disabilities, and pregnant women rely heavily on such facilities to access services more easily and receive assistance without having to endure long waiting times. For the Minasa Baji Village Office, implementing this special room is essential to ensure that vulnerable groups are provided with appropriate and dignified public services.

Numerous studies have investigated public services, emphasizing service quality, inclusivity, and governmental roles in aiding vulnerable demographics. [Gufran et al. \(2021\)](#) underscored the necessity for explicit public service standards to guarantee accessibility for all citizens. These standards must encompass not just the general populace but also vulnerable segments, including individuals with disabilities and the elderly. [Sary and Wulandari \(2025\)](#) analyzed public services for vulnerable groups in Indonesia and found that insufficient facilities and lack of promotion hinder effective implementation despite favorable regulations. Their findings highlighted the critical need for both physical and procedural modifications in service environments to meet the demands of vulnerable populations. Furthermore, [Marreta, A. \(2017\)](#) investigated the servicescape framework, which pertains to the physical settings intended to enhance the comfort and satisfaction for service users, especially those with special needs.

This study is distinct from previous research by emphasizing the implementation of servicescape within local government contexts, particularly concerning vulnerable populations. Much of the prior research, including that of [Gufran et al. \(2021\)](#) and [Sary & Wulandari \(2025\)](#), concentrated on broader public service quality and inclusivity without providing concrete, actionable solutions for the necessary physical and procedural adaptations for vulnerable groups. Furthermore, this study innovatively presents a pragmatic approach to service enhancement through direct initiatives at the Minasa Baji Village Office. It offers specific recommendations for implementing a servicescape in local government offices aimed at improving the service experience for vulnerable populations, a perspective not thoroughly explored in earlier investigations.

The theoretical positioning of this study is rooted in applying the servicescape concept within public administration. It highlights how the physical and procedural design of service environments can

influence service accessibility, satisfaction, and inclusivity for vulnerable populations by proposing targeted physical and procedural modifications to public service delivery. By examining the impact of physical design and service process modifications on public service quality, this study offers a model for inclusive service delivery at the village level, thus contributing to public administration practice. Additionally, it underscores the necessity of adapting services to societal changes, a gap in current administrative science discourse. Furthermore, this research acts as a crucial reference for government institutions aiming to create service environments that are accessible to vulnerable populations. It also offers valuable insights for policymakers seeking to foster equitable and inclusive service delivery at the local government tier.

This research introduces a novel focus on the servicescape implementation at the village level, a domain inadequately addressed in prior studies. It posits that the servicescape offers practical enhancements to public service quality for vulnerable groups. Unlike city-based studies, this research highlights how servicescape can be practically utilized to enhance services for vulnerable groups, addressing a critical gap in the existing literature. Moreover, this study advocates for specific infrastructural and procedural modifications at the Minasa Baji Village Office to facilitate swifter, more responsive, and inclusive services. By concentrating on the design of service environments that cater to the needs of vulnerable populations, this research bridges gaps left by earlier studies that discussed public service concepts in a general context without addressing necessary physical and procedural adaptations for these groups. Motivated by this issue, the researcher is interested in conducting a study entitled **Developing an Inclusive Servicescape for the Elderly, Persons with Disabilities, and Pregnant Women: A Case Study of Minasa Baji Village Office, Maros District.**

LITERATURE REVIEW

Public Service

At its essence, public service refers to activities conducted by providers, especially the government, to address the community needs. Law Number 25 of 2009 on Public Services defines public service as an activity or series of activities carried out to fulfill the needs of every citizen and resident, in accordance with the law, for goods, services, and/or administrative assistance provided by public service organizers. According to [Ratminto and Atik Septi Winarsih \(2007\)](#), public service involves the delivery of both goods and services by government institutions at the central or regional level, as well as by state-owned or region-owned enterprises, in compliance with existing legal regulations. In principle, public service encompasses all activities carried out by service providers to meet their clients' needs related to goods, services, and administrative functions. Public services must not be only efficient

and effective, but also equitable, inclusive, and responsive to the dynamic needs of society, particularly for vulnerable groups. Strengthening public service delivery is crucial to ensure these groups receive the necessary support, ultimately contributing to good governance, increasing public satisfaction, and promoting trust between the state and its citizens. By prioritizing the needs of vulnerable groups, public services can foster greater equity and inclusivity, which are essential for building trust and strengthening the government-citizen relationship.

Project Management

The implementation of any project is inherently linked to the concept of "management," where planning and control play a crucial role in ensuring that a project achieves its predetermined objectives. A standard project, such as the development of a new product or service, often follows a structured approach to ensure each phase is effectively managed to meet the expected outcomes. Every project must be managed with precision to ensure that resources are allocated properly and that any issues that arise are identified and addressed promptly. [Siswanto \(2019\)](#) outlines several key aspects of project management that are essential for accurately identifying and resolving project-related issues. These aspects are further explained in the table below:

Table 1. Key Aspects of Project Management

Key Aspects	Explanation
Budgetary Management	Involves detailed planning and controlling of expenses to ensure alignment with allocated funds.
Human Resource Management	Focuses on the allocation and utilization of personnel throughout the project's duration.
Production Management	Ensures that the final output is functional and meets user needs.
Effectiveness and Efficiency	Evaluates how well the project fulfills its intended purpose.
Marketing Management	While typically associated with commercial projects, in the context of public services, marketing is crucial for gaining visibility, recognition, and promoting the service to its intended users. Without proper promotion and education, even well-designed services may fail to reach or serve the community effectively. Therefore, public service projects should include strategies for awareness and outreach.
Quality Management	Addresses the standards and excellence of the project's output.
Time Management	Emphasizes the importance of completing the project within the established timeframe.

Source: Siswanto, 2019

Integrating these management aspects ensures that project execution aligns with strategic goals and contributes meaningfully to organizational performance and public benefit. For a servicescape project, each aspect plays a crucial role in its success. Budgetary Management ensures that resources are allocated efficiently for design, infrastructure, and operational costs, preventing financial overruns that compromise quality. Human Resource Management ensures that skilled professionals are properly allocated, ensuring the design and functionality of the servicescape meet both operational and aesthetic

goals, thus enhancing customer and employee experiences. Production Management coordinates construction and design elements to ensure the final environment is functional, appealing, and capable of supporting the intended services. Effectiveness and Efficiency evaluates whether the servicescape fulfills its purpose—improving customer satisfaction and supporting operational goals. Without this evaluation, the servicescape may not fully meet user needs or contribute to organizational efficiency. Marketing Management is essential for raising awareness and educating users about the servicescape, ensuring it reaches its target audience and serves its intended purpose. Without proper promotion, even a well-designed servicescape could fail to attract the desired customer base. Quality Management guarantees that the servicescape meets high standards in design, safety, and durability, ensuring it remains functional and appealing over time. Lastly, Time Management ensures the project is completed within the established timeframe, preventing delays that could lead to increased costs and lost opportunities. By integrating these aspects, a servicescape project can be refined to create a space that not only meets functional and aesthetic needs but also contributes to organizational success and public benefit.

Regulation for The Change Project

The legal foundation for this change project is guided by the Law of the Republic of Indonesia Number 25 of 2009 concerning Public Services, specifically Article 29. This article mandates that: (1) Service providers must offer special treatment to specific groups, such as the elderly, persons with disabilities, and pregnant women, in accordance with prevailing laws and regulations. (2) Public service facilities, infrastructure, and amenities designated for these groups must not be misused by unauthorized individuals. To enforce these rules, clear guidelines and monitoring mechanisms should be established to prevent misuse, ensuring that only eligible individuals benefit from these dedicated facilities. This legal provision reinforces the importance of inclusive and equitable public service delivery by ensuring that marginalized or vulnerable community members receive necessary support and that intended resources are protected from misuse, thereby promoting justice and fairness in public administration. Similar principles are upheld globally in instruments such as the United Nations Convention on the Rights of Persons with Disabilities (CRPD). Article 9 of the CRPD requires state parties to ensure accessibility for persons with disabilities to the physical environment, transportation, information, communication, and public facilities and services, whether provided by the public or private sector. State parties are obligated to develop, set, and monitor the implementation of standards and guidelines for the accessibility of facilities and services that are open or provided to the public. By aligning local provisions with international standards, this project fosters both local and global commitments to fairness and equality.

Integrating Public Service, Project Management, and Legal Foundations

Although public service, project management, and legal provisions have been widely discussed, they are often treated separately. This investigation conceptually synthesized these three dimensions to inform the advancement of inclusive public services. Public service epitomizes the objective—providing equitable, responsive, and high-quality services. Project management provides the means—planning, organizing, and controlling interventions to achieve this goal efficiently. Legal foundations offer the framework—ensuring that these interventions comply with laws and prioritize vulnerable groups.

Servicescape emphasizes the role of physical and social environments in shaping service experiences. In public service context, an optimally curated servicescape can improve accessibility, comfort, and general satisfaction, especially for vulnerable groups. Combined with the concept of inclusive service, which ensures equitable access for all community members, servicescape and legal compliance collectively create an environment for effective public service delivery and experience. Based on the literature, the conceptual framework of this study illustrates how servicescape, inclusive service, and project management interact to improve public service delivery. Project management provides a systematic framework for executing modifications, while servicescape significantly improves user experience and accessibility. Additionally, legal foundations establish compliance and safeguard the interests of marginalized populations.

Table 2. Comparison With Previous Studies

Previous Study	Focus / Findings	Research Gap / Limitation	Contribution of This Study
Gufran et al. (2021)	Highlighted the importance of explicit public service standards to ensure accessibility for all citizens, including vulnerable groups	Did not provide concrete, actionable solutions for physical or procedural adaptations in service environments	Applies servicescape concept to local government context, offering actionable design and process modifications for vulnerable populations
Sary & Wulandari (2025)	Analyzed public services for vulnerable groups in Indonesia; found insufficient facilities hinder effective implementation despite supportive regulations	Focused on general service quality; lacked specific recommendations for infrastructural and procedural changes	Implements pragmatic solutions at the Minasa Baji Village Office, including dedicated service room and tailored processes for elderly, persons with disabilities, and pregnant women
Marreta & Ainur (2017)	Investigated the servicescape framework to enhance comfort and satisfaction, especially for users with special needs	Limited application in public administration at village level; theoretical rather than practical implementation	Adapts servicescape theory for village-level public service, bridging physical and procedural design with administrative practice to improve inclusivity and efficiency

Source: Data Processed by Researchers, 2023

RESEARCH METHODS

The study employs a qualitative research approach to deeply understand the investigated phenomenon. This method is well-suited for examining complex social initiatives, such as the creation of a specialized service room for vulnerable groups at the the Minasa Baji Village Office in Maros Regency. According to [Creswell \(2014\)](#), qualitative research is particularly effective for exploring and understanding the meaning individuals or groups ascribe to a social or human problem, making it an appropriate choice for investigating this type of community-focused initiative. According to Gumilang (2016), qualitative research explores ambiguously defined issues and reveals underlying truths in data. This approach is particularly useful in understanding complex social phenomena, such as the creation of specialized services for vulnerable groups. Furthermore, this method aligns with Article 25 of Law Number 25 of 2009, which mandates the provision of special treatment and facilities for specific community groups, such as the elderly, persons with disabilities, and pregnant women. By using a qualitative approach, the study can uncover how effectively the Minasa Baji Village Office responds to these legal requirements and addresses the needs of vulnerable groups in a practical, community-based context.

The Minasa Baji Village Office in Maros Regency was intentionally selected for its role in delivering public services to diverse citizens, including vulnerable groups. As a typical rural area, Minasa Baji presents unique challenges and opportunities in providing accessible services to community members, making it an ideal example for studying public service delivery is tailored to the needs of vulnerable groups in less urbanized regions. The identification of resource participants was paramount for ensuring data reliability and validity. Primary participants were chosen based on their direct engagement in the execution of public service initiatives and their personal experiences related to the subject. This group comprised the Village Head of Minasa Baji, local government representatives, personnel involved in service delivery, and advocates from marginalized demographics. The Village Head and local authorities were selected due to their authoritative positions and roles in public service policy formulation and the change initiative, thereby providing essential insights into the institutional perspectives and obstacles associated with promoting inclusive service delivery.

Service personnel were included for their hands-on experience in community service provision, offering significant information regarding the operational difficulties in establishing the designated service area for vulnerable groups. Advocates from marginalized groups specifically the elderly, individuals with disabilities, and pregnant women were incorporated to guarantee that the research accurately captures the experiences and requirements of the impacted community. Their participation was vital in articulating the challenges they encounter in accessing essential services. Their participation

offers valuable perspectives on the practical barriers faced by these groups, ensuring that the study captures both institutional and user-centered viewpoints on inclusive service delivery. Ultimately, the study encompassed 14 informants with the detailed table below:

Table 3. List of Informants by Role

Role	Number of Participants
Village Head	1
Village Secretary	1
Head of the Service and Welfare Division	1
Head of General Affairs and Planning	1
Representative from Minasa Baji Constituency Group	1
Elderly Community Members	3
Individuals with Disabilities	3
Pregnant Women	3

Source: Researchers, 2023

This research also utilize the APKL (APUF) method, standing for *Aktual* (Actual), *Problematis* (Problematic), *Kekhalayakan* (Unfeasibility), and *Kelayakan* (Feasibility), to sort and filter the core issue in the efforts of designing actualization. The APUF method is one of the methods used to assess the feasibility of an issue to find a solution in the actualization process. The APUF method is a scoring techniques to identify the main issue (priority issue). The result of determining the issue is obtained based on discussions with the Head of Welfare and Services. The APUF analysis employs a scoring matrix ranging from 1 to 5, where the higher the score indicates greater urgency, meaning the issue must be addressed immediately.

To gather precise and relevant data, the researcher utilized field observations, in-depth interviews, and document analysis. Field observations at the Minasa Baji Village Office assessed public service facilities and the navigation of vulnerable groups through the service process, providing insights into their practical challenges. In-depth interviews with key stakeholders aimed to gather their perceptions and expectations regarding proposed service delivery improvements. Data were analyzed using the Miles and Huberman (1994) framework, which involves three concurrent flows: data reduction, data display, and conclusion drawing/verification. Manual coding was performed to identify recurring themes related to service accessibility, inclusivity, and organizational responsiveness. Data triangulation across methods and sources was applied to ensure credibility, complemented by member checking to validate the interpretations with key informants. These methods collectively generated a robust data set, enabling

a thorough examination of the planning, development, and anticipated outcomes of the change initiative at the Minasa Baji Village Office.

RESULTS

There are three main issues observed at the Minasa Baji Village Office concerning public service delivery for vulnerable groups. 1) Prolonged Wairing: Elderly individuals, persons with disabilities, and pregnant women are required to wait in long queues to receive services; 2) Inadequate Seating: The limited availability of seating forces these vulnerable groups to stand for extended periods while waiting; 3) Information Accessibility: Office staff must repeatedly explain service procedures, indicating a lack of accessible and comprehensible information. Using the APUF method to analyze these issues, the most pressing concern identified is the prolonged queuing experienced by these vulnerable groups. As a solution, this study proposes the establishment of a dedicated public service room designed specifically to accommodate the needs of the elderly, persons with disabilities, and pregnant women.

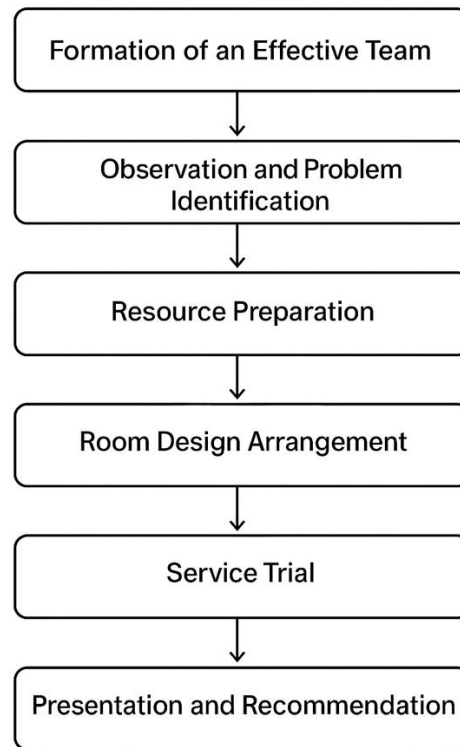
Table 4. Issue Analysis Using the APUF Method

Problems	A	P	U	F	Total
Elderly people, people with disabilities and pregnant women still have to queue for quite a long time to get services.	5	5	4	4	18
Elderly people, persons with disability and pregnant women still have to stand to get service, due to the lack of available waiting chairs.	5	4	4	3	16
The elderly, persons with disability, and pregnant women are still repeatedly explained by the Minasa Baji Village Office staff so that they understand and comprehend the services they need.	3	4	3	3	13

Source: Data Processed by Researchers, 2023

Based on the issue analysis using the APUF method, the prolonged queuing experienced by elderly people, persons with disabilities, and pregnant women received the highest score of 18, indicating it as the most critical issue to be addressed. This score was calculated by summing the weighted scores for each indicator, with the highest total reflecting the most pressing concern. Given the interrelated challenges faced by these vulnerable groups, the proposed solution is to establish a dedicated public service area. This area is designed to ensure comfort, reduces waiting time, improves service clarity, and enhances overall accessibility within the Minasa Baji Village Office. To implement this solution, the researcher designed and executed a series of systematic activities across six stages which are summarized below.

Figure 1: Stages of the Change Project Implementation



Source: Data Processed by Researchers, 2023

The Resource Preparation stage involved identifying three essential components: human resources (a dedicated empathetic service officer), material resources (tables, chairs, a computer, a printer, and a user-friendly service procedure banner), and minimal financial resources (only Rp77,000 for banner printing). The fourth stage, Room Design Arrangement, was conducted participatory, ensuring wheelchair access, proper ventilation, and strategic banner placement for visibility and readability. The fifth stage, Service Trial, was conducted over 11 working days, from May 15 to 30, 2023. It served 45 individuals from vulnerable groups: 26 elderly, 10 persons with disabilities, and 9 pregnant women. All participants were served promptly and respectfully without long queues. Furthermore, the use of visual aids proved highly effective in communicating service procedures.

The dedicated service rooms for the elderly, persons with disabilities, and pregnant women at the Minasa Baji Village Office, Bantimurung District, Maros Regency, have proven highly beneficial. This benefit was confirmed by the service trial, which showed faster service delivery, and the complete elimination of queuing for vulnerable groups. Observations affirmed that these groups no longer needed to wait in line to receive services. The service rooms for the elderly, persons with disabilities, and pregnant women at the Minasa Baji Village Office, Bantimurung District, Maros Regency, are

confirmed to be effective and efficient. The trial results showed substantial use, serving total of by 45 visitors, consisting of 26 elderly individuals, 10 persons with disabilities, and 9 pregnant women.

Table 5. Comparison of Service Conditions Before and After Implementation

Aspect	Before Implementation	After Implementation
Average waiting time	Over 30 minutes	Less than 10 minutes
Accessibility	Limited (no special facilities)	Dedicated inclusive room with wheelchair access
Information clarity	Verbal, repetitive explanations	Visual and written guidance banner
Visitor satisfaction (observed)	Low, complaints frequent	High, visible satisfaction and gratitude
Operational cost	Not specified	Rp77,000 (banner printing only)

Source: Data Processed by Researchers, 2023

The success of implementing this change project, which involved providing dedicated service rooms for the elderly, persons with disabilities, and pregnant women, was evidenced by the trial and subsequent presentation conducted for both the staff at the Minasa Baji Village Office and the target vulnerable groups. The quality of the service is considered improved because it now meets the needs and satisfaction of the community, particularly vulnerable groups, in accessing public services. Furthermore, the sustainability of the project receives support from the staff at the Minasa Baji Village Office and the community, especially the elderly, persons with disabilities, and pregnant women. Conducted over 11 days, from May 15 to May 30, 2023, the trial demonstrated a service time of less than 10 minutes. This project is deemed sustainable and can be implemented permanently in accordance with the regulations at the Minasa Baji Village Office, Bantimurung District, Maros Regency, and with the approval of the Village Head.

DISCUSSION

Servicescape and Accessibility

The findings emphasize the imperative for public services to address the requirements of all constituents, especially marginalized groups (the elderly, persons with disability, and pregnant women), who often face significant barriers in accessing essential public services. In alignment with the perspective articulated by [Bovaird and Loeffler \(2023\)](#), the provision of high-quality public services arises not merely from top-down administrative frameworks but rather from co-production, a synergistic

process involving government entities and citizens aimed at fostering more inclusive and effective services. For example, in the study, the creation of a dedicated public service room for vulnerable groups involved active collaboration between local authorities and community members, ensuring that the room met the specific needs of elderly people, persons with disabilities, and pregnant women. This study illustrates a tangible instance of such co-production through the establishment of a specialized public service space within the Minasa Baji Village Office. This initiative was developed and implemented collaboratively with village officials and beneficiaries. Their active participation in both the planning and evaluation stages exemplifies a dedication to democratic public service delivery. This methodology aligns with the rising need for participatory governance in modern public administration, a key principle emphasized in global frameworks such as the UNDP's Sustainable Development Goals (SDG 16) and OECD's principles for inclusive governance. These frameworks highlight the necessity of citizen engagement in public service delivery to ensure equity and accessibility for all, especially vulnerable groups.

While the concept of servicescape (Bitner, 1992), traditionally applied in commercial or hospitality contexts, is proven effective here in a public sector setting, there is room for contrast. In theory, servicescape emphasizes more extensive infrastructural investments for enhancing customer experience. However, the Minasa Baji case demonstrates that low-cost, strategic adaptations to existing infrastructure can yield significant improvements. The use of standing banners, for instance, shows how a simple visual cue can enhance comfort and accessibility without incurring significant costs. This challenges traditional servicescape models that may assume high capital investment is necessary for similar improvements.

Citizen Co-production

The availability of accommodating facilities within village government offices constitutes a fundamental prerequisite for ensuring equitable access and participation to marginalized groups. This study elucidates that equity in public services provision is not solely contingent upon the extent of financial resources available, but is considerably influenced by the government's capacity to comprehend and address the requirements of its citizenry. By optimizing pre-existing infrastructure such as desks, chairs, and computers, while also incorporating low-cost communication tools like standing banners, the Minasa Baji Village Office effectively improved both the comfort and efficiency of its services without necessitating substantial financial outlay. This approach challenges the conventional view that high-quality service delivery requires large budgets, demonstrating that with adequate understanding and resourcefulness, impactful changes can be made with minimal investment.

Citizen co-production, as emphasized by [Bovaird and Loeffler \(2023\)](#), suggests that public service quality improves through the active involvement of citizens. However, while the findings support the benefits of co-production, there is a need for a deeper reflection on the long-term sustainability of such initiatives. The short-term nature of this study limits the ability to evaluate whether the initial involvement of marginalized groups leads to permanent changes in their access to services. Future studies could benefit from analyzing how citizen co-production evolves over time and whether such engagement translates into enduring changes in service delivery. Furthermore, the limited scope of the pilot phase, involving only 45 participants, further restricts the generalizability of these findings to other contexts.

Institutional Commitment

In conjunction with the physical infrastructure and associated facilities, the efficacy of public service delivery is significantly influenced by the competence and attentiveness of human resources. Within the framework of this initiative, a committed staff member was specifically designated to address the requirements of marginalized populations, including the elderly, persons with disabilities, and pregnant women. This designation exemplifies a disability-inclusive public service paradigm, as delineated in the 2020 Roadmap for Disability-Inclusive Services published by the Indonesian Ministry of Health. This is consistent with the findings of [Sijabat et al. \(2023\)](#), who assert that the legitimacy and expertise of front-line personnel are pivotal determinants of successful service delivery in collaborations between government and civil society regarding elderly care in Indonesia.

At the Minasa Baji Village Office, the strong oversight of the Service Division Head and direct support from the Village Head demonstrate a high level of institutional commitment to improving service quality based on community needs. Furthermore, the introduction of a standing banner outlining service procedures represents a low-cost yet highly effective communication innovation. This visual aid not only clarifies each step of the process for citizens but also empowers vulnerable individuals to navigate public services more independently, reducing the need for repeated verbal explanations from staff. This is consistent with [Ilma et al. \(2021\)](#), who emphasize the crucial role of visual and graphic media in enhancing comprehension in maternal health programs during COVID 19 pandemic. The participation of vulnerable groups in the design of public service spaces serves as a concrete manifestation of inclusive public service principles. This participatory approach has yielded meaningful outcomes as vulnerable individuals report not only increased comfort while accessing services but also a heightened sense of being valued, respected, and heard by the government apparatus.

Challenges and Limitations

One of the main challenges encountered in this study was the limited scope and duration of the pilot phase, which lasted only 11 days and involved 45 individuals from vulnerable groups. Although the preliminary findings were positive, showing improved comfort, inclusion, and satisfaction among participants, the short implementation period was insufficient to comprehensively assess the long-term impact of the intervention. Therefore, future research should adopt a longitudinal approach to evaluate the sustainability and scalability of the changes introduced. Such an approach would offer deeper insights into how participatory and inclusive service design can lead to continuous improvements in rural public service delivery.

Inclusive Governance Frameworks

The implementation demonstrates that inclusive design through servicescape adaptation can significantly improve service accessibility and user satisfaction, even with minimal cost. By highlighting the importance of co-production and institutional commitment, the study aligns with international frameworks on inclusive governance, such as the UNDP's Sustainable Development Goals (SDG 10: Reduced Inequality) and the OECD's principles on inclusive public service delivery. Both frameworks emphasize the need for governments to adapt their service delivery models to ensure that marginalized groups are not left behind. The project's success relied on effective coordination, participatory planning, and strategic reuse of existing resources. From an analytical perspective, these findings support the argument that servicescape interventions—traditionally applied in commercial or hospitality contexts—can be effectively adapted to public administration, particularly at the village level. The case of Minasa Baji illustrates how small-scale environmental and procedural modifications can yield disproportionate benefits in inclusivity and efficiency. This initiative not only enhances the quality of public services but also reinforces the local government's compliance with Law Number 25 of 2009 on Public Services, which mandates accessibility for all citizens. The research thus contributes to the growing discourse on inclusive governance and participatory innovation in local administrative settings.

The Minasa Baji Village case exemplifies how inclusive governance practices can be implemented on a small scale with significant benefits, even in the absence of large financial investments. However, as noted earlier, the absence of a formal policy framework and the limited scope of the intervention indicate that inclusive governance cannot be fully realized without broader institutional support. For the lessons learned from this case to be applied more widely, local governments must institutionalize inclusive practices and engage with a broader range of stakeholders, including non-governmental organizations, academic institutions, and the private sector. This comprehensive engagement will help

ensure the long-term sustainability of inclusive service delivery and the equitable distribution of resources.

Furthermore, there is considerable potential to integrate simple technological tools such as QR codes or accessible digital platforms to enhance information dissemination to vulnerable populations, particularly those with visual impairments or limited literacy. According to a 2023 report by the National Development Planning Agency (Bappenas), inclusive village programs must be supported by local policy frameworks that ensure long-term funding and implementation. In addition, engaging non-governmental organizations, academic institutions, and the private sector in co-producing village public services could accelerate the realization of equitable and responsive service delivery. Ultimately, this study affirms that high-quality and inclusive public service delivery does not always require large budgets or sophisticated technologies. The key factors for success lie in a deep understanding of citizen needs, a collaborative governance mindset, and the willingness to shift away from conventional approaches toward more adaptive and empathetic service models. The findings from Minasa Baji may serve as a replicable model for other rural areas in Indonesia facing similar accessibility and resource challenges.

CONCLUSION

The study demonstrated that designated service rooms for elderly, persons with disability, and pregnant women at the Minasa Baji Village Office enhanced public service efficiency for these groups. The initiative, involving a modest investment of IDR 77,000, streamlined processes and minimized wait times. The dedicated room accommodated 45 visitors in 11 days, aligning with the needs and satisfaction of these populations. The project's success stemmed from a combination of a competent dedicated team and robust institutional support from the Head of the Service and Welfare Division.

This initiative has significant implications for inclusive governance, fulfilling legal obligations while promoting an efficient public service model that addresses marginalized communities' needs. The service room model at Minasa Baji can be adapted and scaled to other contexts, particularly in rural areas with limited resources. By emphasizing low-cost infrastructure improvements and citizen participation, this approach presents a flexible solution for enhancing accessibility for marginalized groups, even in financially constrained settings. However, adaptation to local needs, robust community involvement, and institutional capacity will be crucial for sustainable success when replicating this model in other regions.

Based on the findings, several recommendations are proposed to ensure the initiative's sustainability and impact. In the short term, establishing the service room permanently for vulnerable

groups, with necessary adjustments based on trial feedback, is essential for maintaining service access. Continued support from the Village Head and staff will be necessary to uphold service quality and address marginalized populations' needs. In the medium term, formalizing inclusive service practices through official policies or decrees is vital for the initiative's longevity. Additionally, developing monitoring systems to assess service effectiveness and user satisfaction will provide data for future enhancements. In the long term, expanding the model to other rural areas, while adapting to local contexts and regulations, can replicate its success. Integrating simple technological tools, such as QR codes, will further enhance accessibility for individuals with visual impairments or limited literacy, ensuring inclusivity. By implementing these measures, the Minasa Baji Village Office can exemplify effective and inclusive governance, significantly improving public service delivery in rural contexts.

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