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Enhancing Services for Persons with Disabilities at Manado Public Service Mall

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Abstrak

Upaya Pemerintah Kota Manado dalam mendirikan Mal Layanan Publik melibatkan penyediaan infrastruktur untuk masyarakat umum serta fasilitas untuk kelompok rentan, terutama penyandang disabilitas. Penelitian ini bertujuan mengevaluasi ketersediaan layanan bagi penyandang disabilitas di dalam Mal Layanan Publik Manado. Dengan menggunakan pendekatan deskriptif kualitatif, data dari berbagai sumber dianalisis, dengan fokus pada prosedur layanan, biaya, fasilitas, dan kompetensi penyedia layanan. Hasil penelitian menunjukkan bahwa produk layanan tersedia baik secara langsung maupun elektronik, dengan metode penyampaian yang berbeda di loket khusus dan umum. Biaya disampaikan melalui pamflet dan media digital, dan waktu layanan umumnya dianggap cepat. Meskipun staf Mal Layanan Publik Manado berusaha memberikan fasilitas penting dan layanan yang efisien dan berkualitas, perbaikan, terutama terkait infrastruktur, diperlukan untuk meningkatkan layanan bagi penyandang disabilitas.

Kata Kunci: *Disabilitas, Pelayanan, Pelayanan Publik.*

Abstract

The Manado City Government's efforts in establishing the Public Service Mall extend to infrastructure for the general public and facilities for vulnerable groups, especially persons with disabilities. This study aims to evaluate the availability of services for persons with disabilities within the Manado Public Service Mall. Using a qualitative descriptive approach, data from various sources were analyzed, focusing on service procedures, costs, facilities, and the competence of service providers. The findings reveal that service products are available both in person and electronically, with varying delivery methods at special and general counters. Costs are communicated through flyers and digital means, and service times are generally prompt. While the Manado Public Service Mall staff strive to provide essential facilities and efficient, quality service, improvements, especially regarding infrastructure, are necessary to enhance services for persons with disabilities.

Keyword: *Disabilities, Public Service, Service.*

INTRODUCTION

All Indonesian citizens possess equal rights, as stipulated by any legal framework, irrespective of their physical attributes. We each bear the responsibility to uphold, respect, and protect the rights of every individual. Fundamentally, the bestowment of rights should be extended to all citizens without regard to physical appearance, religion, ethnicity, age, or gender. Inherent to human nature, every individual has their unique needs and desires. These needs and desires perpetually evolve in line with life's demands. One of these quintessential human needs is to access and receive quality services (Antoni, Herdiansyah, Akbar, & Sumitro, 2021). Throughout various contexts, including interactions with governmental agencies, the public continuously yearns for superior service. A nation is established with the primary objective of meeting its citizens' needs, including education, healthcare, administrative services, utilities, security, and more. Several administrative experts contend that the government's role should focus not only on empowerment and development but also on enhancing public services.

According to the 2009 Public Service Law, institutions providing public services must ensure the provision of facilities and specialized treatment for vulnerable groups. These vulnerable groups, as defined by the 2009 Law, include persons with disabilities, pregnant women, the elderly, children, victims of natural disasters, and victims of social disasters. Persons with disabilities are those whose physical or mental limitations hinder their activities (Trimaya, 2018). However, individuals with disabilities are entitled to public services and legal rights, as stipulated in Article 27 (1) of the 1945 Constitution, which guarantees equal legal status for every citizen and equal access to public services.

Efforts to enhance public service are expected to be tangible across various aspects, including services provided to individuals with disabilities. Disability is a condition of incapacity or inability to carry out activities in ways generally considered normal, resulting from impairments or a decline in an individual's abilities (World Health Organization, 2017). Disability cannot be solely attributed to individuals with congenital disabilities; it may also apply to individuals who become disabled due to natural or wartime disasters or accidents, leading to physical or psychological disabilities (Rahayu & Dewi, 2013).

The 2016 Disability Law emphasizes that individuals with disabilities in society possess equal rights, roles, and obligations as part of the Indonesian community. Approximately 21 rights of individuals with disabilities are guaranteed by the government through the 2016 Disability Law. It explicitly states that individuals with disabilities have the right to life, freedom from stigma, education, employment, healthcare, political participation, religious freedom, and, notably, public services that are inclusive and friendly to individuals with disabilities.

However, based on data from 2020, Indonesia globally ranked 125th (with a score of 26.50) in terms of inclusive development. The inclusivity index is a holistic measure of inclusive development focusing on equality concerning race/ethnicity, religion, gender, and disabilities in the domains of political representation, violence outside the group, income inequality, detention rates, immigration, and refugee policies (Hidayatullah & Pranowo, 2018). In this regard, Indonesia still lags far behind developed countries like the Netherlands, New Zealand, the United Kingdom, and others. Among ASEAN countries, Indonesia's ranking is below the Philippines, Vietnam, Singapore, and Thailand, but above Malaysia and Myanmar.

In the North Sulawesi Province, according to data from the Central Statistics Agency of North Sulawesi Province in 2020, individuals with disabilities experiencing mobility impairments constitute the largest group with a rate of 0.64%, followed by individuals with hearing impairments at 0.41% and visual impairments at 0.36%. The North Sulawesi Provincial Government itself has issued Regional Regulation Number 8 of 2021 concerning the Protection and Empowerment of Persons with Disabilities. All government agencies within North Sulawesi Province are mandated to provide facilities and services that are easily accessible to the public, including individuals with disabilities. Therefore, the government is obligated to ensure that public services for persons with disabilities, including in Manado City, are easily accessible and user-friendly. In an effort to enhance service accessibility for the public, the Manado City Government has established the Public Service Mall. In Presidential Regulation Number 89 of 2021 concerning the Implementation of Public Service Malls, Article 1 specifies that "Public Service Mall is the integration of public services provided by Ministries, Institutions, Provincial and Regency/City Governments, State-Owned Enterprises, Regional-Owned Enterprises, and Private entities in an integrated manner at one location, aimed at improving the speed, ease, reach, convenience, and security of services." Therefore, with the presence of the Public Service Mall in Manado, the ease of accessing services for the public will not be difficult to find.

The Public Service Mall in Manado is the third public service mall established in the region, as Public Service Malls in Bitung and Tomohon have been in operation for an extended period. The readiness of the Manado City Government in establishing the Public Service Mall is not solely assessed based on infrastructure for the general public but also on the facilities for vulnerable groups. Given the current status of Manado as not yet recognized as a disability-friendly city due to perceived inadequacies in facilities for individuals with disabilities, the government must seriously address the needs of these vulnerable groups. This situation often forces individuals with disabilities who seek public services to be accompanied by their closest relatives or family members, as they are unable to independently access the

government agencies providing public services. With the vision of "Manado Maju dan Sejahtera" (Prosperous and Advanced Manado), the progress and welfare experienced by individuals with disabilities in Manado are also worth aspiring to.

The provision of public services fundamentally adheres to Law Number 25 of 2009 concerning public services. Service standards serve as a benchmark and guideline for the provision of services and as a reference for assessing the quality of services as the commitment and promise of service providers to the public to ensure high-quality, prompt, accessible, and systematic services (Nurdin, 2019). The existence of Law Number 25 of 2009 on Public Services provides guidance to all service providers, including government agencies, state-owned enterprises, regional-owned enterprises, private entities, and individuals, to provide standardized services that encompass standard service components, including the provision of services in the Manado Public Service Mall. Article 21 clearly states that there are 14 standard service components that must be adhered to by public service providers. However, out of the 19 government agencies occupying stalls in the Public Service Mall, not all implement the standard public service in their respective stalls. The provision of standard public services is only evident in some components and is mainly focused on the Investment and Integrated One-Stop Service Agency (Dinas Penanaman Modal dan PTSP) of Manado City. Therefore, in several stalls within the Public Service Mall, the standard service components have not been fully met.

The availability of service procedures, time, costs, and service products should have been provided by the stalls of service providers, whether in-person at the service counters or electronically. Although some vertical agencies and Regional Work Units (Organisasi Perangkat Daerah) have established their service standards on their official websites, individuals with visual impairments require audio facilities to articulate the requirements, procedures, time, costs, and service products. The absence of service standards in public service providers may open the door to the occurrence of maladministration in service provision. For example, the unavailability of information regarding costs in the service counters may provide service providers the opportunity to impose incorrect charges on service users accessing services in the Public Service Mall. Delays in service times can also be caused by the absence of standard public service components from a service provider. This opens the door for service providers to postpone the completion of requests from the public for service products, resulting in inconveniences to the public, both in terms of time and transportation expenses (Pasciana, 2020). The facilities available in the Manado Public Service Mall are generally adequate, although instances are observed where wheelchair facilities or seating for individuals with disabilities are not provided in the service counters. Furthermore,

to date, there has been no sign of a specialist in sign language who can serve users with disabilities if they visit the Public Service Mall.

The development of the Public Service Mall aims to integrate services to improve the speed, ease, reach, convenience, and security of services and to enhance competitiveness and business facilitation. Therefore, in carrying out the coordination of service implementation and the provision of facilities at service stalls, the manager of the Manado Public Service Mall is not only responsible for providing facilities, space, or service areas but also for ensuring the quality of services in accordance with service standards based on legislation. Hence, this research aims to determine the availability of standard service components for individuals with disabilities in the Manado Public Service Mall.

RESEARCH METHOD

According to Arifin (2012), research is a scientific process involving the collection, analysis, and conclusion of data through specific methods to address a particular issue. In this research, the main objective is to obtain scientifically tested evidence and gain a profound understanding of the phenomenon that occurs in the Public Service Mall, particularly in the context of service. The data used in this study consists of primary and secondary data. Primary data are collected directly in the field through interviews and the collection of relevant documents. As explained by Mulyadi (2016), secondary data are obtained from existing sources such as books, documents, and official archives in the Public Service Mall.

In qualitative research, the term "respondents" is replaced with "informants," "participants," or other terms. This research employs purposive sampling to select informants, with the main or key informant being the Head of the Investment and Integrated One-Stop Services Office of Manado City. Key informants are individuals with a deep understanding and knowledge of various aspects of the research and can provide valuable insights. In addition to key informants, there are also additional informants. The research will take place from May to July 2023 at the Public Service Mall of Manado City.

In qualitative research, data collection involves various techniques such as observation and interviews. Observation is the direct observation of the research object or phenomenon. Interviews are conducted in the form of structured or semi-structured interviews with a question framework. The use of these techniques helps ensure the validity of the data through source and technique triangulation, involving various sources, data collection techniques, and time. The results of data analysis are presented in the form of words, graphs, tables, and narratives, and initial conclusions are drawn based on the evidence found in the research. These conclusions are preliminary and may change as further evidence is discovered.

RESEARCH AND DISCUSSION

In this research, the researcher employed in-depth interview techniques directly with informants to obtain valid data. Additionally, field observations or data collection were conducted to complement the information already gathered. The focus of this study is to understand the services provided to individuals with disabilities by the personnel at the Public Service Mall. In this research, six research informants were selected from stakeholders present at the Public Service Mall.

1. Service Products

Clearly defined service products facilitate ease of access for the public to determine whether their requests are provided by the respective agencies or not. The availability of service products in the service area is one of the obligations of service providers, both within the service area and electronically, in accordance with Law Number 25 of 2009 concerning Public Services. The Secretary of the Investment and Integrated One-Stop Services Office of Manado City expressed: "Each agency has provided service products, mechanisms, and other service standards at their respective counters. They usually have banners at the service counters. Yes, it's already on the website, and there are also on social media and on television." The Head of the Investment and Integrated One-Stop Services Office of Manado City further stated: "For the provision of service standards in the form of service products, standard operating procedures (SOPs), time frames, and costs are all provided by each agency occupying the counters." User of services with disabilities, Mr. Herman Mandang, expressed: "I believe that information about the services provided by the Public Service Mall is not adequately communicated to the public. At the very least, there should be a phone number that the public can easily access to inquire about the services offered at the Manado Public Service Mall. Because we, as the public, do not know, for example, whether there are services for vehicle taxes at the Manado Public Service Mall." According to the management of the Public Service Mall of Manado City, service products are available in the public service area and are also provided electronically.

2. Service Flow

The service flow mechanism is crucial in public service. Transparency of information in the service flow can minimize the potential for maladministration, both in terms of procedure deviations and prolonged delays, as standard service components are interrelated. The flow of service to individuals with disabilities at the Public Service Mall of Manado City differs from that of the General Counter. In an interview, the Secretary explained: "When they enter, we have a counter, so whoever they are, when a person with disabilities enters, they are immediately served. We facilitate their needs, whether it's for the OSS (One-Stop Service), and then the OSS staff will come to the disability desk." The

Head of the Division further stated: "Yesterday, when a service user came to process documents at the Manado City Regional Revenue Agency, our staff immediately picked them up at the front door."

Then, individuals with disabilities were allowed to park in the disability parking area, and the front-line staff would guide them to sit directly at the special service counter." The Head of the City Investment and Integrated One-Stop Services Office explained: "So, there are parking attendants, and when vehicles enter, they will be asked by the duty staff what they want to process, and we serve them right away. Users don't have to go anywhere; if they need something, the duty staff will call the relevant One-Stop Service staff." The Special Service Staff informant stated: "Because we are here to provide excellent service for their needs, we have a table set up for them. The staff who come to this table serve them." A user of Special Services also stated: "When I went there, the staff immediately picked me up, then offered me a wheelchair, but I declined, and I was taken directly to the service counter, and the staff who came to the counter served me." The service delivery mechanism at the Special Service counter appears different from that applied at the General Counter. In this case, at the Special Service counter, service users are given priority in the queue and a designated service, where service users do not need to wait in line at the service counter; instead, the staff at the destination counter will serve them at the Special Service counter.

3. Cost

Each service booth has different cost information. For certain specific services, Non-Tax State Revenue (PNBP) fees are applied, such as in the Building Permit or formerly known as Building Construction Permit service. In interviews with service staff and special service users, information regarding the cost of the service products to be accessed is available in the application provided by the respective agencies. The Manado City Regional Revenue Agency staff stated: "Yes, indeed, it is even more convenient for the public, especially with the available application. The only difficulty may be with older people because they are not very familiar with the application." A person with disabilities from the community added: "Yesterday, I happened to be processing vehicle tax payment at Samsat, and because there is already an application at Samsat, I paid according to what was stated in the application. My only suggestion is that if it can also be available in other banks besides Bank Sulut to make it easier for us." The results of the research on cost availability generally indicate that the service providers from the City Investment and Integrated One-Stop Services Office of Manado and the Manado City Regional Revenue Agency stated that cost information has been posted in the service area and electronically. However, not all counters display service cost information at their respective booths.

4. Time

The determination of service time should ideally be regulated through legal

provisions established by the service-providing agencies. The assurance of service provision is closely related to the service pledge specified by each service-providing agency. In the Public Service Mall, the determination of service time at each service booth is decided by the respective agencies, resulting in some agencies providing services to their service users very quickly, while others take an extended period to deliver services. People with disabilities have expressed their experiences regarding service times. One service user stated, "In my experience, when I came to renew my vehicle registration (STNK), I didn't have to wait for a long time. Overall, the service provided at the Public Service Mall is excellent. The only drawback is that when I came to pay taxes at Samsat, it turned out that the Samsat officers were not on standby, so they had to call the Samsat officers to come here. But everything was facilitated by them."

A Special Service Counter Officer commented, "There are no obstacles because we provide excellent service here for their needs. We have set up a table for them. The staff comes to this table to serve them." From the interviews conducted with the informants, it is clear that there are no major obstacles related to service times as long as the necessary requirements have been fulfilled by the service users. In terms of service time, informants felt they were served quickly. The only challenge was when service personnel were not available at that moment, which required coordination between agencies when these service users arrived.

5. Infrastructur

In accordance with Law Number 8 of 2016 concerning Persons with Disabilities, there are four disability categories: physical disabilities, intellectual disabilities, mental disabilities, and sensory disabilities. Each person with a disability has unique needs. For example, a person with a physical disability will have different needs from a person with a mental disability. However, all Indonesian citizens have rights and obligations guaranteed by legislation and regulations. Infrastructure is a crucial aspect of public services. A developed country should have robust infrastructure to support persons with disabilities. The facilities provided by the government for persons with disabilities should ideally enable them to be self-reliant, feel safe, and comfortable.

At the Public Service Mall, the infrastructure is maximized by the Manado City Government to accommodate citizens with specific needs, such as wheelchairs, ramps, and accessible toilets. The head of the department stated, "There must be service even if only 10 or 5 people come. The special service counter is still there. The facilities are still there, from parking, the pathways, the wheelchairs, to the personnel. Even the restrooms and accessible pathways are provided, both outside and inside. However, one thing we noticed from the service users is that they don't want to use wheelchairs. They prefer to be carried. That's something we have to pay attention to. We can't force them. And it happens."

"What's important is that we've offered and implemented it according to the procedure. This will be a topic at our coordination meetings. It's not always the case that they want to use a wheelchair. Unless someone can't walk at all. But you can interview the staff who served them yesterday. I asked why they didn't use the wheelchair, and the staff said the person in question didn't want to; we can't force them."

Special Service User Herman Mandang expressed, "So when I came to the Manado Public Service Mall, the staff saw me (I apologize); I'm disabled. The staff immediately offered me a wheelchair. But I refused because I can use a cane. However, there is a man who always accompanies me while I'm there."

From interviews with special service users, it's evident that Mr. Herman Mandang declined the use of a wheelchair, although it was offered by the Public Service Mall staff. Nevertheless, as per the procedure, the Public Service Mall staff made efforts to provide services using the available facilities.

6. Competence of Personnel

The competence of personnel in providing services is not created instantly. Instead, their ability to serve is developed, trained, and standardized so that service users receive consistent treatment (Al Khakim, Prakosha, & Himawanto, 2017). In essence, the development of service standards aims to provide a foundation for serving the public. With service standards in place, public service agencies can offer service certainty to the public and evaluate the course of public service within their respective agencies.

At the Public Service Mall of Manado City, service standards have been implemented according to the applicable laws and regulations. However, service delivery is often hindered due to the limited number of public service personnel available at the Public Service Mall. The Head of the Investment and Integrated One-Stop Services Office of Manado City commented, "But if you look, it's still insufficient because of the limited human resources from each agency. If they all come here, they are still limited there. This applies to BPJS TK and BPJS Health. They are only available at certain times. So when the others are busy, some are still available. So, for our service, like when the public comes here, it's not enough. This can also be a discussion. If there is a counter here, it should be prepared every day, not an issue of lacking human resources. We have signed an MOU, and it has been communicated in groups, but when the president arrives, it becomes official. Or when the state personnel agency is full."

Regarding specific training for personnel serving persons with disabilities, the Head of the Division stated, "Not yet, if there is any, it might be in the social department, but we don't have it yet." A Manado City Regional Revenue Agency officer mentioned, "It would be good to have training from each department so they can deal with the different characteristics of the public. Some want things fast."

A service user at the Special Service Counter shared, "I was very happy when I was at

the Public Service Mall last time because there was one gentleman, if I'm not mistaken, he's the Head of the Division. He served me very kindly. He asked his staff to accompany me and act as a liaison between me and the Samsat staff."

Based on the research conducted with research subjects, both service providers and service users at the Public Service Mall regarding service to persons with disabilities at the Special Service Counter, the data obtained can be summarized as follows:

a. Service Products

Service standards serve as benchmarks used as references in the provision of services by public service institutions. They also serve as a basis for evaluating the performance of services to the public, aiming to provide services that are easy, fast, high-quality, and affordable. The Legal basis for the implementation of public services in Indonesia is provided by Law Number 25 of 2009 concerning Public Services. To support the availability of public service standards in the Public Service Mall, the Investment and Integrated One-Stop Services Office of Manado City has issued a Decree from the Head of the Department regarding the provision of services to the public, including people with disabilities. There are 14 service standard components that must be complied with by service providers. One of the minimum service standard components that must be provided is Service Products (Mahmudi, 2010).

In the Manado Public Service Mall, out of the 19 institutions that operate public service booths, only a few displays the names of service products in their service areas. These include the Investment and Integrated One-Stop Services Office of Manado City and Manado Customs. Some institutions in the Manado Public Service Mall have published information about service products on their respective websites.

The clarity of service products helps service users understand what services are available and the scope of service provision by an institution (Nurkholis, Susanto, & Wijaya, 2021). This clarity ensures that service users do not make mistakes when submitting applications. Comprehensive information on service products on the websites of the service-providing institutions makes it easier for people with disabilities to access information. At present, information about which service products are available at the Manado Public Service Mall is not accessible through the website or social media of the Investment and Integrated One-Stop Services Office of Manado City. Consequently, people with disabilities must physically visit the Manado Public Service Mall to ascertain whether these service products are provided, even though many services from both vertical institutions and local governments are accessible to people with disabilities.

The Manado Public Service Mall, which houses 19 service booths, does not have an integrated information system that is accessible to the public. On the mall's social media, information about service products is only available from the Investment and

Integrated One-Stop Services Office of Manado City. Information regarding the service products available at the Manado Public Service Mall has not been found through an integrated source, whether within the service area or on the mall's electronic platforms.

b. Service Procedures

The flow, mechanisms, and procedures of service provision constitute an essential component of service standards that must be provided by public service institutions. The establishment of service standards through the Decree of the Head of the Investment and Integrated One-Stop Services Office ensures service predictability for service users, including people with disabilities (Mayarni, Meilani, & Zulkarnaini, 2021). Providing clear information about the service procedure flow can reduce deviations from service procedures, allowing people with disabilities to confidently use specialized services at an institution. The research identified a specific flow for people with disabilities who come to the Manado Public Service Mall. People with disabilities can receive special or priority services since the service flow is significantly different when they visit the special service counter, compared to the general service counter. The visible flow includes assistance from officers from the moment the applicant enters the Manado Public Service Mall. Reference points for providing services to people with disabilities have been established by the Investment and Integrated One-Stop Services Office of Manado City. Service to people with disabilities can be considered a priority because service users do not need to queue at the service counters (Ro'fah & Afandi, 2010). Access to service for users of the special counter is simplified, so service users do not need to wait for extended periods. One person with disabilities mentioned that service at the Manado Public Service Mall takes approximately one hour, and service users can comfortably wait in the special service area, as they are directly approached by officers from the relevant institution.

c. Service Fees

In a series of service activities, service-providing institutions can establish fees or tariffs for each accessed service product. However, the imposition of fees must have a legal basis, such as regional regulations, mayoral regulations, government regulations, or presidential regulations that regulate such matters. Public services must be transparent, easily accessible, and quickly realized by the public. Information about the fees associated with a service product should be openly displayed, and if a service is offered free of charge, it should be made clear at the service counter. This approach can prevent maladministration in public services, such as unofficial requests for money or extortion.

Transparency of service information is essential for every service-providing institution to create superior public services (Chhabra, 2016). In the observation at the Manado Public Service Mall, not all institutions display information about service fees,

citing that fee information is available on their websites or in their respective applications. However, the Investment and Integrated One-Stop Services Office of Manado City has provided both electronic and non-electronic means for accessing fee-related information, ensuring that the fee component is easily accessible by the public. In contrast, several other institutions have not provided information about service fees in their service areas or on their official websites.

One service provider, Ms. Maureen from the Manado City Regional Revenue Agency, stated that information about service products, including fees, is available both physically and electronically through an application. However, in the researcher's observation at the Manado Public Service Mall, the Manado City Regional Revenue Agency service booth does not have service standard components such as fees, service duration, service products, and requirements.

d. Service Time

Service time refers to the time frame stipulated in public services for completing a service product, starting from the complete submission of the application documents. Service times can vary for different service products, with some taking just one day, while others can be completed within an hour. Each service product must have a predetermined completion time established by the service-providing institution, as mandated by Law Number 25 of 2009 concerning public services. The certainty of service time can enhance user satisfaction as it reduces uncertainties and excessive additional costs. The absence of service time certainty from service providers can lead to uncertainty and excessive costs due to extended service durations, requiring users to make repeated visits to the service-providing institutions to check the status of their applications.

In the service provision process at the Manado Public Service Mall, service time for special service users is simplified because they do not need to queue at the general service counters. Access to services for special counter users is expedited, allowing service users to wait comfortably. One person with disabilities mentioned that service at the Manado Public Service Mall takes approximately one hour, and service users can comfortably wait in the special service area, as they are directly approached by officers from the relevant institution. Service users appreciated the modern service at the Manado Public Service Mall, as it was different from other institutions in their experience.

d. Infrastructure Facilities for Public Services: A Key Component in Ensuring Inclusive Public Services

Public services represent the government's effort to meet the needs and desires of the public in accordance with their respective rights, as stipulated in legal regulations. The provision of public services requires the government to be at the

forefront, ensuring that the needs of the public are met. The process of providing services to the public is closely tied to the availability of infrastructure facilities that support service delivery. The provision of infrastructure facilities in service areas is not solely for the general public; it should also encompass facilities for special-needs individuals, including persons with disabilities, the elderly, pregnant women, nursing mothers, and children (Antoni et al., 2021). These facilities play a critical role in public services, as the availability of representative facilities helps service users feel secure and comfortable within service areas.

The Secretary of the Investment and Integrated One-Stop Services Office of Manado City has conveyed that facilities for persons with disabilities have been provided since the time of the Public Service Booth, which was located in one of Manado City's shopping centers. The Manado Public Service Mall commenced operations in 2022 and was built with facilities for persons with disabilities. The Mall has provided numerous facilities for service users. Access to the Manado Public Service Mall is relatively easy, as it can be reached by public transportation. For persons with disabilities, such as those with visual impairments, there are guiding blocks to direct them to the mall. The Mall has also allocated parking spaces for persons with disabilities in front of the office and the ramps, making it highly accessible. The Manado Public Service Mall offers wheelchairs for persons with disabilities, pregnant women, and the elderly.

Upon entering the service area, specifically on the ground floor, persons with disabilities, particularly those who are visually impaired, are guided by guiding blocks leading to special service counters. Special service counters and restrooms for persons with disabilities are equipped with Braille signage. The service area on the first floor is facilitated with air conditioning and sofas in the waiting area, ensuring that individuals coming to the mall for administrative procedures experience comfort. Some of the facilities provided for special service users at the Manado Public Service Mall include:

- Parking spaces for persons with disabilities.
- Ramps.
- Waiting rooms.
- Special service counters.
- Signage to guide users.
- Restrooms for persons with disabilities.
- Wheelchairs.

The Head of the Investment and Integrated One-Stop Services Office has highlighted efforts to provide the best service to the public, including persons with disabilities. Service users, including Mr. Herman Mandang, who has a disability, have experienced comfort and good service at the special service counters during their visits

to the Manado Public Service Mall. He mentioned how the staff offered him a wheelchair during his visit, and while he declined, he was always accompanied by a staff member throughout his visit.

Throughout the observation, the facilities provided for persons with disabilities have been functioning effectively and are consistently available. However, one aspect that is yet to be addressed is the absence of audio facilities for the hearing-impaired, as required by legislation.

e. Competence of Public Service Personnel: A Cornerstone of Quality Service

High-quality public services are contingent on the competence of service providers. The skills and knowledge of these service providers must be continually developed through education and training. Personnel should be placed in positions that match their knowledge and skills, ensuring that they are competent service providers. Beyond formal education, knowledge, and training, the attitude of service providers is equally crucial (Rizky, 2015). Instances of unfriendly, discourteous, or uninformed service providers can deter individuals from seeking public services. In the context of providing services to persons with disabilities, personnel should be adequately trained in both skills and behavior. A polite and empathetic service approach to persons with disabilities is essential, as it makes them feel valued and eliminates any sense of discrimination. Competent personnel should understand the requirements, mechanisms, and associated fees for the services they provide. Unfortunately, despite positive individual experiences, observations during the study revealed that staff at several service booths were absent at various times. Consequently, service providers may not always be available when needed, causing delays in service provision and necessitating repeated visits to the Manado Public Service Mall.

It was also mentioned by service users that when they came to the Manado Public Service Mall, the tax office's personnel, who were their primary destination, were unavailable at the service counters. Instead, they were assisted by staff from the Investment and Integrated One-Stop Services Office of Manado City, who helped them call the tax office and arrange for a visit to the mall. However, the absence of service providers at their designated service booths during official service hours can lead to substantial delays in service provision. This situation highlights the need for improved coordination and more consistent staffing.

Additionally, during this research, it was observed that personnel at special service counters had not received training in providing services to persons with disabilities. Furthermore, there were no permanent staff members designated for the special service counters, and personnel rotated among these counters. In some instances, service providers were absent from the special service counters. This lack of

consistent staffing and training poses challenges to the quality of service, particularly for persons with disabilities.

While the current observations indicate that no hearing-impaired service users have been encountered, the law stipulates the need for staff with the appropriate competence in sign language or sign language interpreters. This requirement is vital for avoiding any discrimination against and ensuring appropriate service provision to persons with hearing impairments.

CONCLUSION

This research demonstrates that the services provided to people with disabilities at Mall Pelayanan Publik Manado adhere to established Standard Operating Procedures (SOP), albeit with challenges related to suboptimal infrastructure and facilities. The delivery of public services is grounded in the Public Service Standards stipulated in the 2009 Law Number 25 regarding Public Services. The behavior of the staff and their initiatives in assisting people with disabilities are considered satisfactory, although the presence of sign language interpreters is still necessary. Recommendations arising from this study include the need for clearer information concerning service products, procedures, timelines, and costs in the 19 outlets at Mall Pelayanan Publik Kota Manado. Furthermore, it is advised to establish online information channels, provide audio facilities for visually impaired individuals with disabilities, enhance the competence of staff through training, and initiate data collection on service users with disabilities to facilitate the evaluation of services at Mall Pelayanan Publik Kota Manado.

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