

Human Governance in Public Transportation Services of Suroboyo Bus for Persons with Disabilities in Surabaya City

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ABSTRACT

Persons with disabilities in Surabaya remain marginalized in accessing public transportation, often facing discrimination and limited fulfillment of their mobility rights. The City of Surabaya has not yet fully succeeded in building an inclusive public transport system, particularly in the Suroboyo Bus service. This study examines the application of human governance principles in Suroboyo Bus services for persons with disabilities. A qualitative case study was employed, using observation, interviews, and documentation. Informants were selected through purposive and snowball sampling, and data were analyzed using the Miles and Huberman model, including data reduction, display, and conclusion drawing. The findings show that human governance has begun to be applied, though still partial. Social accountability is evident through formal hearings and informal complaint channels, yet integration into decision-making remains limited. Civic education appears in crew training and public campaigns, but implementation lacks continuity. Equality and freedom are promoted through the involvement of disability communities, though challenges persist due to limited empathy among some staff and uneven accessibility. . Participation is encouraged through forums and discussions, although it has not been embedded systematically in policy-making. Adaptive government performance is visible in regulations and accessibility facilities, yet benefits are not fully realized by persons with disabilities. Reliability emerges through crew responsiveness and technology support, but service consistency remains unstable, particularly during peak hours. Inclusive public transportation in Surabaya is progressing but remains incomplete, requiring stronger policies, consistent training, and active involvement of persons with disabilities to achieve equality and justice

Keywords : Disability, Public Service, Suroboyo Bus ,Transportation

INTRODUCTION

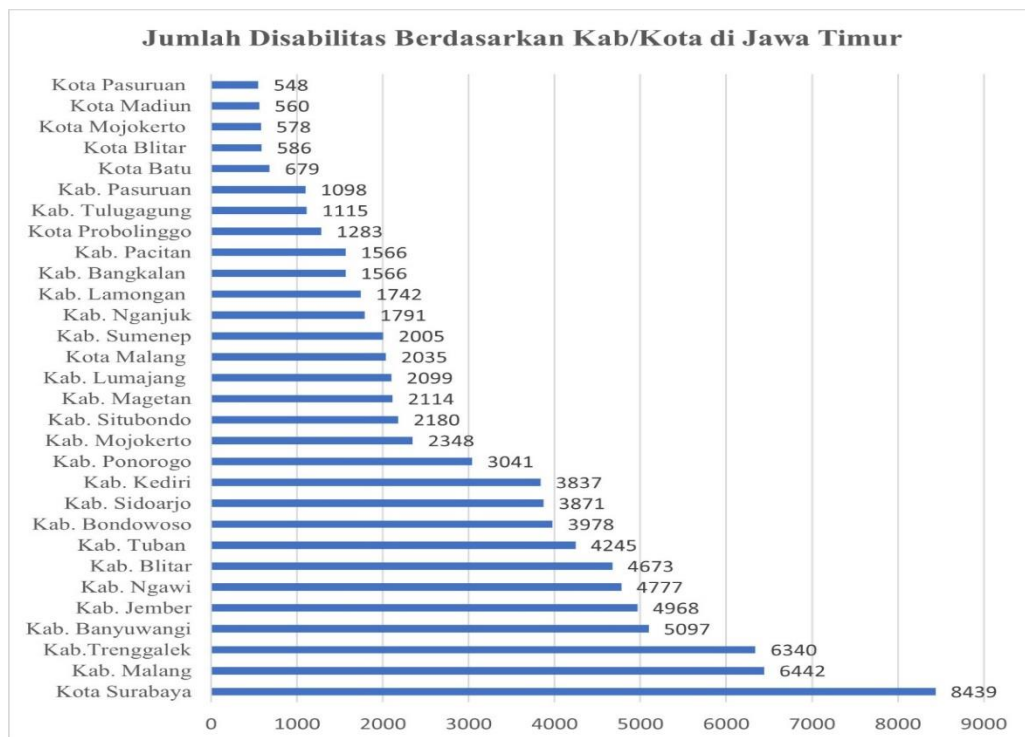
Persons with disabilities are often regarded as “abnormal” or even as a curse or sign of sin, which gives rise to negative stigma. This stigma leads to a lack of appreciation for the abilities and skills of persons with disabilities and fosters pity, as they are often seen as a burden to their surroundings. In fact, what they need is recognition of their rights and equal opportunities, not merely sympathy (Wahyuni, 2021)

Based on data published on the official website of the Coordinating Ministry for Human Development and Cultural Affairs (2022) the number of persons with disabilities in Indonesia is estimated to reach 22.97 million people, or around 8.5% of the country’s total population. The government is striving to realize its commitment to respecting, protecting, and fulfilling the rights of persons with disabilities with the aim of improving their welfare, as stipulated in Law Number 8 of 2016 which includes the right to public services in the field of transportation.

Accessibility is not merely concerned with facilitating optimal mobility, but also with ensuring that every individual particularly persons with disabilities has equal opportunities to participate in various activities as part of a dignified life (Fadilah et al., 2024). Nevertheless, empirical realities demonstrate that persons with disabilities frequently encounter substantial barriers in accessing public transportation services. The inadequate provision of accessibility facilities within these services often prevents them from utilizing transportation in an appropriate manner, thereby restricting their mobility in urban areas. Such conditions not only impede their right to equitable access to public services but also risk deepening existing social inequalities (Yupardhi & Waisnawa, 2015)

The Province of East Java has sought to realize equal rights and opportunities for persons with disabilities in accessing public transportation, as stipulated in Regional Regulation of East Java Province No. 3 of 2013 on the Protection and Services for Persons with Disabilities. The following data illustrate the number of persons with disabilities in East Java in 2023:

Table 1 The Number of Persons with Disabilities by Regency/Municipality in East Java Province, 2023



Source: Satu Data & BPS, 2024

The figure above presents the distribution of persons with disabilities across various regencies and municipalities in East Java. Surabaya recorded the highest number of persons with disabilities in the province in 2023, with a total of 8,439 individuals. This places Surabaya at the top rank, surpassing all other regions in East Java. This phenomenon is closely linked to Surabaya's status as the provincial capital and its position as the most populous city in East Java; statistically, a larger population tends to correspond with a higher absolute number of persons with disabilities (Yashilva, 2024)

Given its large and diverse population, Surabaya bears a significant responsibility to ensure inclusive public services for persons with disabilities. The provision of accessible public transportation constitutes a crucial element in building a disability friendly city, enabling persons with disabilities to maintain mobility and participate in daily activities. The following data provide a breakdown of persons with disabilities in Surabaya by type for the year 2024.

Table 2 Number of Disabilities in Surabaya City in 2023

Types of Disability	Total
Visual Impairment	784
Speech Impairment	386
Physical Impairment	2.057
Hearing Impairment	1.112
Mental Impairment	4.100
Total	8.439

Source: Publication of sectoral statistics of Surabaya City, 2024

Based on the data, Surabaya has 8,439 persons with disabilities, the highest in East Java Province. This highlights the urgent need for disability-friendly public facilities, particularly accessible transportation to support daily mobility. To address this, the Surabaya City Government issued Mayor Regulation No. 9 of 2024 on the protection and welfare of persons with disabilities, reinforcing its commitment to inclusive public services.

One of the key initiatives is the Suroboyo Bus, launched in April 2018 and managed by the Surabaya Transportation Agency. Unlike conventional public transport, it is specifically designed to be inclusive and accessible for persons with disabilities. The buses are equipped with a range of disability friendly features, including low entry designs that align the bus floor with street level, special buttons near the entrance to facilitate boarding for passengers with specific needs, and levers to accommodate wheelchair users. These features are further supported by on board assistants who provide direct assistance to passengers with disabilities. Equality of access in public transportation reflects that the service has been designed to be disability-friendly (Oktaviani & Hertati, 2019).

In addition to physical facilities, the city has also introduced digital innovations. The GoBis application offers voice and text notifications to inform users when a bus is approaching the nearest stop, thereby facilitating mobility for persons with disabilities. Bus stops have likewise been upgraded with ramps, guiding blocks, railings, and Braille information boards, while route signage incorporating Braille further enhances navigational support. Moreover, the service provides free access for persons with disabilities, underscoring the city's commitment to promoting not only physical accessibility but also social equity in public transportation. With these features, the Suroboyo Bus offers greater accessibility and comfort for persons with

disabilities, gradually becoming more attractive for them to use. The following presents data on the total number of passengers and persons with disabilities using Suroboyo Bus in 2024 :

Table 3 Total Number of Passengers and Passengers with Disabilities Using Suroboyo Bus in 2024

Month	Total Passengers	Passengers with Disabilities
January	143.577	60
February	149.785	49
March	149.043	41
April	141.746	21
May	164.578	25
June	164.611	21
July	185.416	30
August	176.918	32
September	177.660	31
October	184.002	19
November	174.151	15
December	220.027	5
Total	2.031.514	349

Source : Department of Transportation of Surabaya City, 2024

The table indicates that in 2024 only 349 persons with disabilities used the Suroboyo Bus, out of a total of 2,031,514 passengers, representing merely 0.017%. This extremely low proportion stands in stark contrast to the 8,439 persons with disabilities living in Surabaya, highlighting a significant gap between potential users and the actual utilization of the service. Such minimal participation can be attributed to persistent accessibility barriers that continue to hinder persons with disabilities from fully benefiting from public transportation.

According to an article in Super Radio (2023) and Suara Surabaya (2022) (2024), persons with disabilities in Surabaya face multiple challenges when using public transportation. These include the absence of special guide paths at bus stops, minimal information provided in Braille, inconsistent audio systems inside buses, insufficient staff assistance during boarding and alighting, and overall limited accessibility of bus stops and transit facilities. As a result, many persons with disabilities rely on online transportation services, with transportation expenses for this group potentially reaching up to 30 percent of their total expenditure, highlighting both the persistent barriers to mobility and the economic burden imposed by inadequate public transportation infrastructure.

Supporting this, research conducted by Mahmudah (2023) confirms that the bus stops served by Suroboyo Bus still have several shortcomings in providing facilities that support accessibility for persons with disabilities. Additionally, pedestrian pathways at some bus stops are inadequate, and several Suroboyo Bus stops only have barriers with stop signs (Ariel & Islam, 2024). Furthermore, the researcher's field observation at the Jembatan Merah and Perak bus stop confirms that accessibility remains inadequate. The stop lacks proper ramps for wheelchair users and guiding blocks for visually impaired passengers, although some basic facilities such as seating and shelters are present. This observation underscores that despite regulatory mandates and infrastructure improvements, practical barriers still prevent full participation of persons with disabilities in Surabaya's public transportation system. These facts demonstrate a gap between

regulations or commitments toward disability friendly transportation and their implementation in the field. Moreover, the condition of Suroboyo Bus stops also shows that their design is not yet fully accommodating for persons with physical disabilities and does not comply with the Regulation of the Minister of Public Works and Public Housing Number 14 of 2017 concerning Building Accessibility Requirements.

The public transportation services provided by Suroboyo Bus have not yet fully adopted a human-centered approach, as evidenced by various complaints reported by persons with disabilities. Protection for vulnerable groups is regulated in Article 242, Paragraph (1) of Law Number 22 of 2009 concerning Traffic and Road Transportation, which states that "The Government, Regional Governments, and Public Transportation Companies are obligated to provide special treatment in the field of Traffic and Road Transportation to persons with disabilities, the elderly, children, pregnant women, and the sick." This affirms the obligation to provide fair and accessible transportation services for all groups.

In response to this issue, efforts are needed to realize inclusive and disability friendly public transportation accessibility through the implementation of the principles of human governance. Human governance focuses on changing the status of humans from objects to subjects. It is defined as a cultural model that regulates the relationship between the state and its citizens, where individuals have freedom of choice, freedom of expression, dignity, and the right to be treated humanely by the state. In short, human governance is a culture aimed at restoring the human dimension in the administration of government (Thoha, 2018)

Several previous studies can serve as references and comparisons regarding transportation services for persons with disabilities. According to Akbar et al., (2022) the Transjakarta Cares service program for persons with disabilities in DKI Jakarta is considered ineffective due to five main aspects: understanding of the program, timeliness of service, and achievement of objectives, which have not been fully met, thus requiring a comprehensive evaluation to improve service quality. Furthermore, research by Pulungan & Yola, (2023) indicates that the accessibility of the BRT system in DKI Jakarta remains inadequate, viewed from the perspectives of bus stops, vehicles, and staff, which are not yet fully inclusive. Meanwhile, Afattar et al., (2024) show that public transportation services for persons with disabilities are still suboptimal due to weak regulation enforcement, limited budgets, land availability, human resources, and service management by operators.

This study not only describes the accessibility of public transportation for persons with disabilities in Surabaya but also highlights the application of human governance principles as an analytical framework. By adopting a human governance perspective, the study views persons with disabilities not merely as service recipients but as subjects possessing rights, dignity, and the freedom to participate in the planning and utilization of public services. The study offers novelty by emphasizing social justice for persons with disabilities through the application of human-centered governance concepts in the Suroboyo Bus public transportation service. The urgency of this research lies in addressing gaps in the existing literature, which has primarily focused on physical accessibility and the technical implementation of public transport policies. Moreover, the study underscores the importance of social justice in ensuring that persons with disabilities receive equitable treatment and fair opportunities to access public transportation services.

Method

This study employs a qualitative research method with a case study approach to explore the Suroboyo Bus public transportation service for persons with disabilities. Primary data were collected through participatory and non-participatory observations at several bus stops, semi-structured interviews with staff from the Technical Implementation Unit of the Public Transportation Management Division at the Surabaya City Transportation Agency, supervisors, Suroboyo Bus helpers, and persons with disabilities who use the service. Secondary data were obtained from published reports, journal articles, online news, and relevant regulations. Informants were selected using purposive and snowball sampling to ensure that the information obtained was both representative and relevant to the study focus, thereby capturing comprehensive perspectives from all stakeholders involved in inclusive transportation services. Documentation included the review of regulations, internal reports, and publications related to transportation accessibility. Data analysis was conducted through data reduction, display, and conclusion drawing in accordance with the Miles and Huberman approach. The focus of this study is the application of human governance principles according to Baggini (in Thoha, 2018) including social accountability, citizenship education, equality and freedom, participation, adaptive government administrative performance, and reliability in evaluating the Suroboyo Bus service for persons with disabilities in Surabaya.

Results And Discussion

Inclusive and disability-friendly public transportation services are an essential need in realizing social justice and accessibility in Surabaya City. To create comfortable accessibility for persons with disabilities, the implementation of human governance principles must be pursued. Human governance aims to ensure that in public administration processes, individuals are respected as subjects in achieving effective governance (Thoha, 2018). Furthermore, according to Nasahsh (2010) human governance is a paradigm that emphasizes values, norms, and knowledge aligned with the characteristics of good governance, focusing on democratic governance based on respect for human rights and the fulfillment of all citizens' needs. Therefore, human governance, when actualized in government policies to provide accessibility for persons with disabilities in the public transportation services of Suroboyo Bus in Surabaya City, forms the foundation for transportation services that are not only technical but also respect the dignity and rights of persons with disabilities. The following outlines the implementation of human governance principles in public transportation services for persons with disabilities in Surabaya City

1. Social accountability

According to Thoha (2018) this principle reflects the social responsibility of state administration that must be implemented comprehensively and reported transparently. Social accountability serves as a medium for dialogue with stakeholders in planning and evaluation without restricting citizens' rights and opportunities to achieve well being. The principle of social accountability applied to Suroboyo Bus services for persons with disabilities is a concrete manifestation of human governance. This means that the government, as a public servant, not only performs administrative duties but is also morally and socially responsible for ensuring that the rights of all citizens, including persons with disabilities, are fulfilled.

The findings indicate that social accountability in Suroboyo Bus services for persons with disabilities has begun to be implemented through the development of bus and shelter facilities, the GoBis application, and free fare policies for persons with disabilities. However, its implementation still faces challenges: many bus shelters remain inaccessible, priority seats are often occupied by non-priority passengers, access to the GoBis app is not equitable due to limited smartphone ownership among some persons with disabilities, and there is potential misuse by individuals falsely claiming to have disabilities. These conditions raise concerns within the Transportation Department about financial leakage, suggesting that a discounted fare scheme might be considered as an alternative to minimize such issues. Social accountability is essential for holding service providers responsible to citizens by ensuring services are accessible, affordable, and of high quality to achieve maximum satisfaction (Ghazali, 2018).

Social accountability emerges as a relatively new dimension emphasizing the role of civil society in monitoring and influencing government action (Hos & Basri, 2024). The participation of disability communities formally began in 2024 through facilitation by UK PACT (Partnering for Accelerated Climate Transitions), which connected the Transportation Department with disability groups to voice aspirations and evaluate existing services. The UK PACT also aims to promote the development of low carbon transportation systems while facilitating the inclusion and accessibility needs of persons with disabilities within the transportation sector. However, the involvement of persons with disabilities in public transport planning remains limited and not yet fully integrated into decision-making systems, with budget constraints further hindering equitable accessibility. These findings align with Vaz et al. (2023), who argue that social accountability can serve as a legitimate force to interrogate and engage in discussions on expanding access for persons with disabilities to public services and spaces for social participation.

Complaint mechanisms for Suroboyo Bus services are available informally through field helpers and the official Instagram account @suroboyobus, either via direct messages or comments, which are then evaluated by the management. Findings from the observation, supported by informants statements, indicate that some user including persons with disabilities prefer to submit complaints directly to the helpers, as this method is perceived to provide a faster response. In contrast, others rely on social media platforms as channels for lodging complaints and obtaining service related information. Nevertheless, the effectiveness of this digital mechanism remains limited, as it is accessible only to individuals with adequate technological literacy and devices, while a portion of persons with disabilities continue to face barriers in accessing technology. Social media thus serves as a channel of transparency by providing open service information and acting as a complaint mechanism followed up by the management as a form of accountability (Tri Haryadi, 2024). This reflects that public criticism has been recognized as an instrument of social control and serves as a basis for service improvements to enhance transparency and accountability (Ambarwati et al., 2025).

2. Citizenship education

According to Thoha (2018) the principle of civic education emphasizes active involvement, a sense of belonging, and awareness of rights and obligations. In the context of Suroboyo Bus, this principle requires the government not only to act as a service provider but also as a facilitator of education and collective awareness, ensuring that inclusive services are understood as a shared responsibility rather than merely the provision of accessible facilities.

The findings indicate that the Surabaya City Government has begun to implement the principle of civic education in inclusive public transportation services, primarily through basic training programs for Suroboyo Bus crews. These training sessions, organized by the Surabaya Transportation Agency in collaboration with UK PACT (Partnering for Accelerated Climate Transitions) and disability communities as resource persons, cover topics such as basic inclusive service knowledge and sign language. The program helps raise sensitivity among field staff and drivers regarding the needs of persons with disabilities in public transportation, thereby fostering a more supportive and accommodating environment (Fitri, 2024). However, the training has not been evenly extended to all crews and has not been systematically integrated into the work system. Consequently, service quality remains dependent on individual staff who have received training, while others remain less responsive to disability needs, resulting in ongoing cases of discrimination.

The government's budget limitations in providing training highlight a gap between ideal needs and actual capacity. In line with Afattar et al., (2024), this condition shows that improvements in human resources, facilities, and infrastructure for public transportation remain gradual, following annual priorities and budget allocations. As a result, the continuity of civic education for Suroboyo Bus crews cannot be ensured equally creating risks of inconsistent inclusive service delivery.

Furthermore, public campaigns such as the International Day of Persons with Disabilities held at Taman Bungkul have been conducted to promote the GoBis application as a digital platform facilitating easier access to public transportation for all citizens, including persons with disabilities, while also emphasizing the importance of equal access. Public education and outreach campaigns play a critical role in reducing stigma and discrimination while fostering empathy and understanding toward disability needs (Amelia et al., 2023). Nevertheless, their impact remains limited, as campaigns tend to emphasize ceremonial aspects and application promotion, while changes in attitudes of both society and bus crews toward persons with disabilities are still insufficient. Field observations also revealed that most public bus users have not fully understood the importance of giving priority to persons with disabilities. For instance, priority seats are often occupied by general passengers who show little awareness or willingness to vacate them for disabled users. This condition reinforces the need for continuous civic education, not only for service personnel but also for the wider public as users of public transportation services.

3. Equality and freedom

According to Thoha (2018), the principle of equality and freedom emphasizes non-discrimination, where every individual has the right to access education, participate in democracy, and be treated equally before the law. To achieve this, fair policies and adequate state resources are required to guarantee equal rights for all citizens. The principle of equality and freedom asserts that every individual, regardless of physical condition or social background, is entitled to equal public services, free from discrimination, and able to access and utilize them independently and safely, particularly in the transportation sector.

The findings indicate that the principle of equality and freedom in Suroboyo Bus services has been pursued through the involvement of disability communities in public service discussions within the transportation sector. However, such involvement mostly occurs at the evaluation stage or after policies are implemented, rather than during the initial planning process. As a result, the actual needs of persons with disabilities are not fully accommodated in service design. This lack of early involvement shows that equality has not yet been systematically integrated into decision making. These findings are consistent with Katrunanda & Fitriana (2023)

who emphasize that active involvement of NGOs and government institutions in addressing disability issues reflects joint efforts to eliminate discrimination and realize equality and freedom for persons with disabilities in public spaces.

The implementation of equality and freedom in Suroboyo Bus services continues to face several challenges. Operationally, priority seating has been provided, but staff attitudes and initiatives remain inconsistent. Feedback from blind and physically disabled communities highlights that most staff members tend to be passive, offering assistance only when requested, which creates impressions of discrimination and lack of empathy. This contrasts with experiences in other cities such as Jakarta, where staff are considered more proactive and responsive. In addition to staff attitudes, limited routes and bus stops that are not fully accessible hinder the fulfillment of equal mobility rights. This indicates that equality has not yet been achieved structurally, as transportation access remains confined to certain areas. Nevertheless, some positive developments exist, such as improved friendliness of staff toward speech- and hearing-impaired passengers. However, communication barriers remain significant, both in language and message delivery, showing that inclusivity has not fully extended to respecting human dignity. These findings are consistent with Darmadi et al., (2021) it is stated that the limited accessibility for persons with disabilities remains a significant barrier to obtaining equal access to public services, particularly in transportation facilities that are not yet fully inclusive, thereby restricting their participation in outdoor and community activities.

4. Participation

According to Thoha (2018) the principle of participation serves as a medium of dialogue between the state and citizens to assess the quality of public services and to guarantee the right to information, thereby fostering democratic and responsive governance. Participation emphasizes the importance of open dialogue between citizens and government, particularly for vulnerable groups such as persons with disabilities, by ensuring that their voices are genuinely accommodated in the planning and evaluation of inclusive public transport policies.

The findings show progress with the increasing involvement of disability communities in various discussion forums, both organized by the Transportation Department and facilitated by third-party initiatives such as UK PACT (Partnering for Accelerated Climate Transitions) and disability groups themselves. UK PACT has acted more as a facilitator supporting transparency and service evaluation rather than as a primary decision-making actor. Participation has taken place through mechanisms such as FGDs, hearings, invitations to community events, and public discussions presenting innovations such as the Wayfinding system and the GoBis application. Disability communities also proposed the issuance of disability identity cards and free transportation services for persons with disabilities across all modes, including buses and trains. These proposals reflect their active participation in promoting accessibility and equitable public services.

Nevertheless, these participatory forums remain incidental and are not yet integrated into a sustainable policy making system. Persons with disabilities in Suroboyo Bus services have thus far been included mainly at the evaluation stage without formal involvement in planning. Budget constraints and the absence of structured participation mechanisms have prevented their aspirations from being fully incorporated into inclusive transport policies. This finding is consistent with Cheshire's report (in Sembiring, 2015) which notes that 60% of persons with disabilities believe that policymakers in the public transport sector still pay insufficient attention to their needs and fail to adequately involve them in the planning process.

This highlights the importance of involving persons with disabilities at every stage from planning, development, to the evaluation of transport accessibility. Active participation by persons with disabilities and their organizations is key to ensuring that their needs and perspectives are recognized and incorporated into decision-making (Tuakora et al., 2024). From the community side, active participation has been demonstrated through direct feedback in forums, joint advocacy with disability organizations, and the development of constructive discussion agendas. These forums play an important role in ensuring that the voices of persons with disabilities are heard and considered in infrastructure development (Aryatama, 2024). Representatives of disability communities from various organizations have stated that while their complaints and challenges as Suroboyo Bus users have begun to be accommodated, the implementation of agreed outcomes remains suboptimal. Government responsiveness has become more visible, but it has not yet fully translated into tangible changes in practice.

Compared with Mulyadi's (2019) theory of participation, the involvement of disability communities in Suroboyo Bus services is still limited to the evaluation stage, while other dimensions such as decision making, implementation, and benefits are not systematically addressed. This shows that participation remains incidental and ceremonial rather than structured as part of the policy cycle. Such gaps weaken the legitimacy of inclusive transport policies, as disability voices are positioned only as feedback rather than as a foundation for policy formulation. Consequently, their needs risk being understood only partially and inconsistently implemented.

5. Adaptive Government Administrative Performance

According to Thoha (2018) the principle of adaptive government administration performance is a short-term target that must be achieved through the implementation of minimum service standards. Its purpose is to encourage citizen creativity and the modernization of administrative systems that are more adaptive and competitive. Continuous exchange of best practices and regular performance evaluations are essential. This principle demands flexibility and responsiveness in the delivery of public services, particularly in the transport sector, to meet the diverse needs of citizens without hindering their creativity and participation.

The findings indicate that the Surabaya City Government, through the Transportation Department, has undertaken adaptive efforts in providing inclusive public transport services, as mandated by Law No. 8 of 2016 on Persons with Disabilities. This law obliges local governments to ensure equal accessibility and public services for all citizens, including persons with disabilities. This commitment is further reinforced by the issuance of Surabaya Mayor Regulation No. 9 of 2024, which serves as the legal foundation for disability-friendly public services. The provision of priority seating, low-entry bus designs, and portable ramps on Suroboyo Buses reflects the government's responsiveness to disability needs through inclusive policy and service design. In contrast, Darmadi et al., (2021) found that to date Sidoarjo Regency has no local regulation specifically addressing accessibility for persons with disabilities. The absence of such legal frameworks has slowed the fulfillment of disability rights, particularly in accessing public facilities in the transport sector.

Interviews with persons with disabilities further reveal that supporting infrastructure for disability mobility remains unevenly distributed. Several bus stops are not yet fully equipped with Wayfinding facilities, and the long distance between stops and residential areas makes accessibility difficult, particularly for persons with visual impairments and limited mobility. They require bus stops that are closer and more accessible from residential areas. However, these proposals have not yet been fully realized due to substantial budgetary requirements. This situation suggests that Surabaya Mayor Regulation No. 9 of 2024 functions more as a normative

instrument rather than a practical guarantee of accessibility. This aligns with Poerwanti et al. (2024) who argue that adaptive technologies for persons with disabilities are often inaccessible due to high additional costs. Although the policy direction is positive, adaptive implementation remains partial, and its impact is constrained by budgetary limitations, preventing full realization for persons with disabilities.

Policy innovations such as free transportation and the audio features in the GoBis application have had a significant impact on persons with disabilities, particularly the visually impaired. The audio feature enables them to independently track bus locations and arrival times without relying constantly on others. This not only facilitates daily mobility but also enhances self confidence and independence in accessing public services. Field observations the facilities inside the Suroboyo Bus are relatively accessible for persons with disabilities, as indicated by the provision of priority seats, portable ramps, and access levers for wheelchair users. However, many bus stops have not yet achieved full accessibility. In relation to the GoBis application, the author was unable to directly observe the audio notification feature due to restricted access, which is limited to persons with disabilities registered through disability organizations. According to statements from visually impaired informants, the audio notification feature still experiences delays, particularly in announcing bus arrivals. Technological advances, with their potential, open new opportunities to improve the quality of life of persons with disabilities, especially in terms of mobility and transport accessibility (Aryatama, 2024). However, adaptive regulations without concrete implementation risk becoming merely symbolic, as the success of such policies depends more on consistent application in practice than on the mere existence of normative frameworks.

6. Reliability

According to Thoha, (2018) the principle of reliability reflects balance and mutual trust between the state, institutions, and citizens through equal dialogue. For the sake of the common good, transparency and high-quality service standards must be maintained in every aspect of public administration. Reliability refers to the dependability of the relationship between the state, institutions, and citizens, which is built through open communication and mutual trust. This principle is reflected in the Suroboyo Bus service, which functions not only as a mode of transportation but also as a public space that upholds equality and respects human rights.

The findings indicate that the principle of reliability in Suroboyo Bus services has begun to materialize through user-oriented interactions by the crew, including assistance for persons with disabilities. Practices such as asking passengers about their drop-off points or ensuring seating arrangements demonstrate efforts to build trust and service assurance. However, these practices are not yet consistently implemented in all circumstances. Although reliable services have been initiated, inconsistencies remain in relation to equality and freedom, as not all persons with disabilities receive equal treatment. The ability of employees to deliver services reliably, accurately, and on time determines whether citizens perceive the service as meeting expectations (Katrunanda & Fitriana, 2023). Ensuring equal access for persons with disabilities to public services and facilities is a state obligation. This aligns with the findings of Buana and Rudy (2019), who emphasized that the government plays a crucial role in ensuring safety and accessibility for persons with disabilities so that they can participate actively in daily life and build independence in meeting their needs.

The reliability of the Suroboyo Bus service is further supported by the GoBis application, which provides real-time bus tracking, voice notifications, and headway information through a timetable. These features help passengers, including persons with disabilities, obtain certainty about bus arrival and departure times, thereby reducing the risk of delays. The discipline of staff in managing bus schedules and stops also strengthens service consistency. Field observations indicate the Suroboyo Bus departure schedule generally operates in accordance with established regulations. However, delays still occur during certain hours due to heavy traffic conditions, which in turn affects the reliability of the service. This suggests that despite the availability of technological and systemic support, reliability remains challenged under certain conditions. These findings are consistent with Sari et al., (2024) who argued that although Suroboyo Bus services are generally reliable and well received by the public their implementation is still affected by traffic density during specific periods.

Conclusion

This study demonstrates that the implementation of inclusive public transportation through the Suroboyo Bus reflects efforts to apply the principles of human governance in practice. Social accountability has been initiated through facility development, technological innovations, and complaint mechanisms, although issues of accessibility, misuse, and limited reach remain. Citizenship education is promoted through training and campaigns, yet uneven implementation results in inconsistent service quality. Equality and freedom are pursued through priority seating and involvement of disability communities, but structural barriers and staff attitudes hinder their realization. Participation has expanded via forums and collaborations, though it remains incidental rather than integrated into systematic policymaking. Adaptive government performance is visible through legal frameworks, free fare policies, and technological features, but their effectiveness is constrained by budget limitations and uneven infrastructure. Reliability is supported by the GoBis application and user-oriented interactions, although consistency is challenged by peak-hour demand and varying staff responsiveness. Overall, the findings reveal that inclusive public service delivery in Surabaya is progressing but remains partial and uneven. The research contributes by highlighting that the successful implementation of human governance principles requires not only legal frameworks and innovations but also consistent practices, sustainable budgeting, and genuine participation of persons with disabilities in all stages of policymaking. Strengthening these aspects will enable inclusive public transportation to function not merely as a service but as a platform for equality, dignity, and active citizenship.

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