



Embedding Social Workers in Urban Development Policy: Evidence from Community Well-Being Initiatives in IKN

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ARTICLE INFORMATION	A B S T R A C T
Received: June 23, 2025 Revised: April 07, 2026 Accepted: July 20, 2026 Available online: October 10, 2026	This study aims to examine the strategic role of social workers in advancing community well-being and human sustainability within the urban development policy of Indonesia's new capital, Ibu Kota Nusantara (IKN). As a large-scale national development project, IKN presents complex social challenges that require policy approaches beyond infrastructure-led development. This study adopts a mixed-methods design using an exploratory sequential approach, combining qualitative and quantitative text analysis of secondary data drawn from national policy documents, regional development reports, and official planning guidelines. Data were systematically coded and analyzed using NVivo to identify key themes related to social work, community well-being, sustainability, and cross-sector collaboration. The findings reveal that social workers play a critical policy-relevant role as facilitators of social cohesion, community empowerment, and inclusive access to social services. The analysis highlights that effective cross-sector collaboration between social workers, public health actors, educators, and economic planners strengthens policy outcomes by integrating social sustainability into urban development strategies. Moreover, the use of technology-assisted qualitative analysis provides evidence-based insights to support more integrated and responsive policy design. This study concludes that embedding social workers within urban development policy frameworks is essential to ensuring that IKN's development promotes not only economic growth and infrastructure expansion but also social equity, resilience, and long-term community well-being. The findings offer policy-relevant insights for advancing human-centered and sustainable urban governance.
KEYWORDS	
Policy Relevance; Social Workers; Community Well-Being; Sustainability; Cross-Sector	
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INTRODUCTION

The development of Indonesia's new capital, Ibu Kota Nusantara (IKN) (Jun et al., 2022), represents one of the most ambitious urban transformation projects in the Global South. Beyond its physical and infrastructural dimensions, IKN embodies a strategic policy agenda aimed at achieving sustainable development that balances economic growth, environmental stewardship, and social well-being (Salehi & Zimon, 2021). While urban development policies often prioritize infrastructure, investment, and spatial planning (Han et al., 2023), the social dimensions of large-scale urban transformation particularly community well-being, social inclusion, and human sustainability remain insufficiently integrated into policy frameworks (Dinler, 2021). This condition raises critical questions regarding how public policy can ensure that urban development benefits all segments of society, especially vulnerable and marginalized groups (Guo et al., 2021). Social workers play a crucial role in efforts to improve the quality of life of communities (Kuntorini et al., 2022), particularly in the context of sustainable social development. The increasingly complex and fragmented nature of society, due to social changes and urbanization, requires interventions that are not only based on material aid but also on enhancing the social and emotional capacities of the community (Lotfi et al., 2021). Social workers act as agents who facilitate active participation, strengthen social cohesion, and encourage the community to achieve independence, through the development of individual and group abilities in facing social challenges (Okafor, 2021). Research conducted by van der Westhuizen (Nieuwenhuis & Yerkes, 2021) shows that social workers, with a community-based

approach and the philosophy of Ubuntu, have successfully promoted solidarity amidst the diversity within society, as well as supported sustainable psychosocial health (Giebel et al., 2022).

This study aims to examine the role of social workers as strategic policy actors in advancing community well-being and human sustainability within the urban development policy of Ibu Kota Nusantara. The significance of this research lies in its effort to reposition social work not merely as a service-oriented profession, but as an integral component of policy design and implementation in complex urban governance contexts (Aderibigbe et al., 2025). By emphasizing social workers' capacity to facilitate community empowerment, social cohesion, and cross-sector collaboration, this study contributes to ongoing debates on how urban development policy can move beyond infrastructure-led approaches toward more human-centered and inclusive governance models. Recent studies show an increasing focus on the role of social workers in society, with a focus on interventions aimed at improving psychosocial and social well-being. A review by Petrucci et al. (Puma & Doyle, 2021) states that collaboration between social workers and public health workers in several countries has successfully improved social welfare by addressing health inequities and expanding access to preventive health services. Another study, conducted by Mseba (Atteberry-Ash, 2023), shows that the well-being of social workers themselves also directly impacts their effectiveness in supporting communities, where work-life balance is a significant factor in their success (Atteberry-Ash, 2023).

Building upon the contributions of social workers in addressing the social and emotional needs of communities, the word cloud provides a visual representation of the key themes

surrounding the relocation of the capital city. With the central focus on "pemindahan negara" (the transfer of the capital city) and "negara" (state), the word cloud emphasizes the interconnectedness of economic development, infrastructure, and strategic planning necessary for a successful relocation. The terms "pembangunan" (development), "wilayah" (region), and "kawasan" (area) illustrate the complexity of the transformation process, while recurring mentions of "ekonomi" (economy), "industri" (industry), and "pembangunan" highlight the importance of balanced growth and equitable opportunities.

The presence of terms like "prioritas" (priority), "skema" (scheme), and "infrastruktur" (infrastructure) also point to the systematic planning and strategic initiatives that are being prioritized in the process. These terms align with social work interventions in the context of sustainable development, where social workers, public health workers, and educators can collaborate in the transformation to ensure that such changes benefit not just the economy but the community well-being as well. The word cloud serves as a clear representation of the social, economic, and infrastructural dynamics that will need to be integrated in the social work models for the success of IKN.

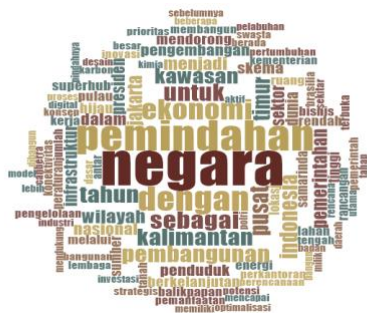


Figure 1. Word Cloud Relocation of the Capital City

The image illustrating the proposed development of Ibu Kota Nusantara (IKN) complements this vision of urban transformation. It showcases green spaces, sustainable infrastructure, and modern buildings, underscoring the commitment to creating a city that balances urban development with environmental sustainability. These green spaces not only contribute to the physical environment but also represent opportunities for community building and social cohesion. Social workers, in this context, will play a pivotal role in facilitating collaborative efforts aimed at fostering the mental and emotional health of individuals through collective action. The inclusion of public facilities and affordable housing in the image further reinforces the role of social workers in engaging marginalized groups, advocating for social justice, and promoting inclusive community participation (Lestari et al., 2022).

This focus on sustainable social development, as depicted in the image, highlights the need for adaptive social work interventions that are community-based and integrated across multiple sectors (Hoy-Gerlach et al., 2021). While the contributions of social workers are increasingly recognized, there are still significant gaps in developing holistic, evidence-based intervention models, especially in rapidly developing nations like Indonesia. Data from the Ministry of Social Affairs (2023) shows that despite an increase in the number of social workers, challenges remain in improving the quality and effectiveness of social work interventions in communities.

This article presents a new approach to assessing the contribution of social workers to community well-being,

emphasizing a holistic, community-based approach. While previous studies have explored the role of social workers in health and social welfare, this article offers fresh insights by advocating for the integration of social workers with other sectors such as public health and education (Afifi et al., 2022). This cross-sector collaboration is essential for achieving sustainable outcomes, especially in the face of complex social challenges (Lin et al., 2017). Furthermore, the article introduces a technology- and data-driven approach to mapping the impact of social work interventions, a method that has not been widely applied in similar research.

The novelty of this study lies in three main aspects. First, it frames social workers as active contributors to urban development policy rather than as peripheral service providers. Second, it adopts a cross-sector perspective that connects social work with public health, education, and economic planning, offering a more integrated understanding of community well-being within urban governance. Third, it employs a technology-assisted qualitative analysis approach to systematically examine policy documents and development narratives, providing evidence-based insights to support policy-oriented discussions on human sustainability. From an international perspective, the challenges faced by IKN are comparable to those encountered in other countries developing new administrative capitals or undertaking large-scale urban regeneration projects, such as Brasília in Brazil, Putrajaya in Malaysia, and Sejong City in South Korea. Studies from these contexts emphasize the importance of integrating social policy considerations into urban planning to prevent social exclusion, spatial inequality, and governance fragmentation. By situating the IKN case within this broader global discourse, this study enhances its relevance beyond Indonesia and contributes to comparative discussions on sustainable urban development in emerging economies.

Based on these considerations, the central research problem addressed in this study is the limited integration of social work perspectives within urban development policy frameworks, particularly in the context of large-scale national development projects. This study seeks to address the following research questions: how can social workers be strategically positioned within urban development policy to enhance community well-being, and how does cross-sector collaboration contribute to human sustainability in the development of Ibu Kota Nusantara? By addressing these questions, this research aims to provide policy-relevant insights for advancing inclusive, human-centered, and sustainable urban governance.

This article seeks to examine the contribution of social workers in enhancing community well-being through a more collaborative and evidence-based approach. It also aims to provide new scientific insights into the use of technology in social work and analyze the effectiveness of cross-sector collaboration in sustainable community development. Additionally, this research will explore how inter-sector collaboration can create more effective social intervention models tailored to the social challenges faced by modern communities.

METHOD

This study employs a mixed-methods research design using an exploratory sequential approach to examine the role of social workers in advancing community well-being within the urban development policy of Ibu Kota Nusantara (IKN). This approach was chosen because it allows an in-depth qualitative exploration of policy narratives and social issues, followed by quantitative

text-based analysis to strengthen analytical rigor and policy relevance. The design is particularly suitable for policy-oriented research where complex social phenomena require both interpretative understanding and systematic evidence. This secondary data will be used to analyze the current social conditions as well as the impact of cross-sector interventions on community welfare (Yin, 2018). The research adopts a social worker to community well-being approach, which emphasizes a more holistic and community-based approach in improving social welfare. This approach highlights the essential role of social workers in building and empowering communities, with a focus on cross-sector collaboration between social workers, healthcare workers, educators, and community members to create better and more sustainable social outcomes.

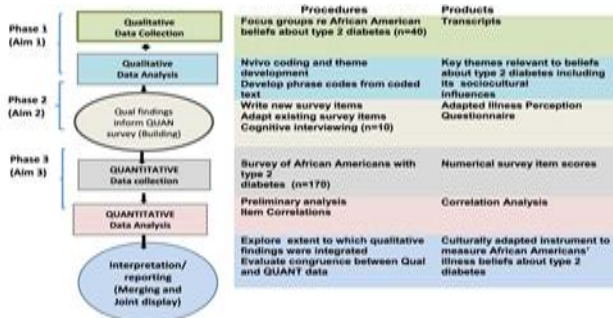


Figure 2. Research Methodology Flowchart

The research, which uses Exploratory Sequential Design, consists of two phases (Twizeyimana & Andersson, 2019). The first phase begins with a qualitative technique that serves as the primary interpretation, followed by the second phase using quantitative techniques as a confirmatory process (Blythe et al., 2022). Phase 1 emphasizes a descriptive qualitative approach as the main interpretation within the framework of the Mixed Method Exploratory Sequential Design. Data collection is carried out using an interactive model analysis, where the process of collecting, interpreting, and concluding the data is interconnected (Saragih et al., 2019). In phase 2, quantitative methods are used to answer the research problem with a quantitative text analysis model. The quantitative analysis in this study aims to describe the research findings in detail. The analytical tool used in this research is Nvivo, which displays data in the form of text and images through the data coding process, or computer-aided text analysis (Padeiro et al., 2022). The use of Nvivo as an analytical tool involves several steps, including: (1) capturing data, (2) importing data, (3) coding data, (4) classifying data, and (5) displaying the data, followed by comparing the coding results (Bambang Irawan, Tasya Kamila Putri, Zarina Zulkifli, 2023). Overall, this research aims to provide deeper insights into how cross-sector collaboration can enhance social welfare, as well as how technology can play an essential role in increasing the effectiveness of social interventions. Through a holistic approach based on community well-being, this research is expected to make a significant contribution to the development of more integrated and sustainable social intervention models.

RESULTS AND DISCUSSION

This section presents and interprets findings from the thematic analysis of interview data, field observations, and documentary sources collected across five higher education institutions in Gorontalo Province. The findings are organized around four interconnected dimensions of talent management:

talent identification and mapping, competency development, performance appraisal, and retention. Before presenting the comparative findings, it is necessary to clarify the basis of the numerical scores reported in Table 2 and Figure 5, since the study is qualitative rather than psychometric in design. For each of the four dimensions, the two coders independently rated each institution on a five-point ordinal scale (1 = largely absent/ad hoc, 5 = fully institutionalized and technology-supported) using a coding rubric derived inductively from the thematic categories (for example, for talent identification: presence of a digital HRMIS, frequency of data updating, and existence of a centralized competency database); institution-level scores were then averaged within each institutional type to produce the public and private means reported below, and discrepancies between the two coders' ratings (none exceeding one scale point) were resolved through discussion and cross-checked against documentary evidence during member checking. These scores are therefore best read as a structured, transparent summary of the qualitative evidence presented narratively in this section, intended to aid comparison across institutions, rather than as an independently validated quantitative instrument. Table 2 and Figure 5 provide this comparative overview of implementation quality across public and private institutions, illustrating the structural disparities that constitute the central analytical concern of this study.

Social workers are at the heart of efforts to improve community well-being, especially when it comes to addressing complex societal issues and fostering sustainable development. Their role goes beyond providing material aid—they act as facilitators, helping communities build emotional and social resilience, strengthen bonds, and ultimately become more independent in facing social challenges. By empowering individuals and groups, social workers help cultivate a supportive environment where well-being is prioritized. This human-centered approach is essential, particularly in rapidly changing urban contexts, where social issues can become more fragmented and intricate. With this foundational understanding of the role of social workers, we can now turn our attention to the visual analysis that further unpacks the various themes central to this study.

The first research question examines how social workers contribute to enhancing community well-being within the urban development policy framework of Ibu Kota Nusantara (IKN). The findings indicate that social workers play a central role as facilitators of social cohesion, community empowerment, and inclusive access to public services. Textual analysis of policy documents and development reports reveals a strong association between social work functions and key policy themes such as health, welfare, community participation, and social protection.

Social workers play a pivotal role in this process, acting as facilitators of active participation, strengthening community bonds, and fostering sustainable social outcomes. As we explore the relationship between sustainable development, infrastructure, and community well-being, it's clear that these interconnected elements form the foundation for effective social work interventions. The following visual representation will help us gain a clearer understanding of how various themes and categories come together, offering a deeper look at the intricate web of factors that shape holistic and evidence-based social interventions.

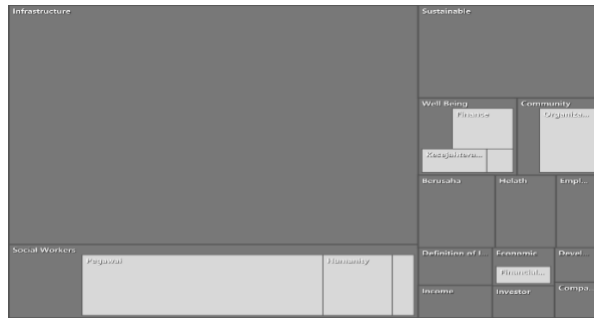


Figure 3. Categorization of Key Themes

The visual representation reveals the interconnectedness between key themes central to this research, underscoring the critical role of social workers in promoting community well-being and sustainable development. At the core of this analysis is the emphasis on social workers and humanity, suggesting that their work is deeply human-centered, focusing not only on direct interventions but also on building the frameworks that allow communities to thrive. The inclusion of terms like “Pegawai” (Employee) and “Humanity” emphasizes that social workers are instrumental in fostering empowerment and social justice, working towards creating resilient, cohesive communities. Furthermore, the Well-being category highlights the significance of economic and social stability in improving quality of life, with terms like “Finance” and “Kesejahteraan” (Welfare) illustrating the need for social workers to address both material and psychosocial aspects. Their role as bridges between financial resources and community services is essential for enhancing overall well-being.

These findings suggest that social workers are not merely implementers of social services but function as policy-enabling actors who translate development objectives into socially responsive interventions. This aligns with international studies emphasizing the role of social workers in advancing well-being through policy engagement rather than isolated service delivery. In the context of IKN, where rapid urbanization may exacerbate social inequality, the integration of social work into development policy becomes essential to ensure that community well-being is not marginalized by infrastructure-led priorities.

Additionally, the Community section, which includes “Health” and “Organization”, shows how cross-sector collaboration is pivotal for social workers in addressing complex community challenges, ranging from health disparities to social cohesion. The Sustainability and Infrastructure categories emphasize the long-term goals of social workers in advocating for inclusive development that considers both environmental and social sustainability. Lastly, Economic Development, with terms like “Income” and “Financial”, reflects the importance of social workers in fostering economic opportunities that can lead to improved social outcomes. These interconnected themes highlight the multifaceted role of social workers in driving sustainable, positive change within communities.

In the context of IKN’s development, these categories health, organization, sustainability, and economic development—are not isolated but rather interconnected, forming a foundation for integrated urban planning. The role of social workers becomes especially crucial as they act as facilitators, ensuring that these various elements work together harmoniously. They will not only advocate for social justice and equitable access to resources but also play a vital role in promoting community cohesion through programs that address both the economic and social needs of the

population. By fostering collaboration across sectors such as public health, education, and employment, social workers contribute to the holistic development of IKN, ensuring that no one is left behind in the process of urban transformation.

The word cloud provides a visual representation of the major themes and terms associated with the development of Ibu Kota Nusantara (IKN), particularly focusing on economic development, infrastructure, and human resources in Kalimantan. Key terms like “pembangunan” (development), “ekonomi” (economy), and “tenaga” (labor/energy) are central to understanding the strategic planning that will guide IKN’s growth. These terms highlight the multifaceted nature of the urban transformation process, where the economic and infrastructural elements are interdependent on each other.



Figure 4. Word Cloud Social Workers

In alignment with the previous discussion about the role of social workers, this visual underscore the necessity for cross-sector collaboration, particularly between sectors like public health, education, and economic development. The “tenaga kerja” (workforce) and “sektor” (sector) categories, in particular, point to the critical need for skilled labor and human resources to sustain this ambitious urban project. The focus on human capacity, as emphasized in the word cloud, reinforces the role of social workers in building and empowering communities through education, training, and workforce development, which are essential components in the overall success of IKN.

Moreover, the recurring mention of “kesehatan” (health) suggests that the development of IKN will also prioritize the well-being of its residents. Social workers will be vital in bridging the gap between health services and community needs, ensuring that healthcare systems are inclusive and accessible, especially to marginalized populations. The infrastructure and public services mentioned in the word cloud further align with the idea that social workers must play an active role in ensuring that these services are equitably distributed and tailored to meet the diverse needs of the population.

As we examine the relationship between economic growth, human resources, and sustainable urban development, the word cloud visually encapsulates the complexity of these intertwined factors. Social workers, with their focus on community well-being, are positioned at the intersection of these domains, facilitating the social integration of vulnerable groups, advocating for inclusive development, and ensuring that economic growth does not come at the expense of social equity. The data represented here underscores the importance of adopting a holistic approach to urban planning, one that integrates social, economic, and infrastructural development to build a resilient and thriving community.

In exploring the various themes associated with the development of Ibu Kota Nusantara (IKN) and the role of social workers, it is essential to understand how these themes are

interrelated and the frequency with which certain topics are discussed. The following matrix visualization provides a clear representation of how various thematic categories, such as Community, Economic, Well-being, and Social Workers, are interconnected. The data presented in this matrix is a result of the coding process used to analyze textual data, offering valuable insights into which aspects of IKN's development are most frequently addressed and how they relate to the broader goals of sustainable urban transformation. The analysis of this matrix helps to identify key areas that require further exploration and cross-sector collaboration to achieve holistic community well-being.

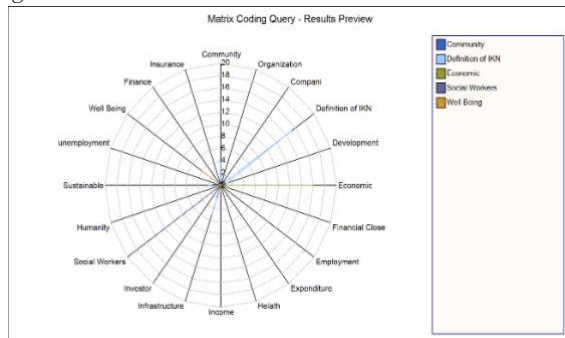


Figure 5. Matrix Visualization IKN's Development

The matrix visualization provides a detailed view of the distribution and frequency of key themes related to IKN's development. Each axis in the spider chart represents a thematic category, such as Community, Economic, Social Workers, and Well-being, with the values indicating the frequency of these themes in the context of the research data. The Community axis appears to be the most prominent, suggesting that community-related issues such as social cohesion, health, and well-being are central to the development of IKN. This reflects the importance of fostering inclusive urban spaces where every sector, including social workers, plays a crucial role in ensuring that no one is left behind.

In contrast, categories like Employment, Finance, and Infrastructure appear moderately discussed, pointing to the need for more detailed exploration of how these factors align with the social aspects of IKN. The prominence of Social Workers and Well-being in the analysis highlights the role of social services and mental health in the long-term sustainability of urban transformation. Furthermore, the Economic axis points to the strategic importance of economic growth and stability, suggesting that cross-sector collaboration, especially between social workers, public health professionals, and economic planners, will be critical in ensuring that IKN's development fosters both economic and social sustainability. The insights derived from this matrix analysis suggest that a holistic, cross-sector approach is necessary for IKN's success. Social workers are not only integral to addressing community well-being but also to ensuring that economic and infrastructural developments align with the broader goals of equity, inclusion, and sustainability.

Building on this, the projected population data for IKN reveals the demographic shifts and challenges that will arise as the city grows. As depicted in the chart, the workforce will make up a significant portion of the population, underscoring the need for targeted policies to meet the economic and social needs of this group. The dependent population, including children, the elderly, and vulnerable groups, will require social services, healthcare, and support systems to ensure their well-being. The existing

population, foundational to IKN's community, will need to be integrated into the urban development through inclusive, accessible programs. These projections reinforce the need for collaboration between social workers and economic planners to meet the increasing demand for services with sustainable solutions. By aligning social infrastructure with the growing population needs, IKN can foster both economic growth and social equity, ensuring a balanced urban environment that supports the well-being of all residents.

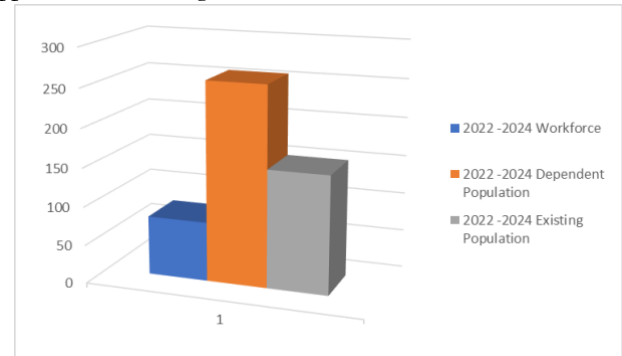


Figure 6. Projected Population Data for IKN

The chart clearly highlights the demographic distribution projected for IKN over the next few years. The Workforce (blue) represents the largest group, followed by the Dependent Population (orange) and the Existing Population (gray). This suggests that the workforce will be the primary driver of economic and social activities in IKN, which aligns with the need for targeted policies that cater to this group.

The significant size of the Dependent Population indicates a large portion of individuals who may require additional support through social services, healthcare, and welfare programs. This demographic includes children, the elderly, and potentially other vulnerable groups who need specialized attention in the urban planning of IKN. The Existing Population appears to be the smallest group, but it forms the foundation upon which the new developments and transformations in IKN will build. This group will need to be integrated into the evolving urban environment through inclusive development initiatives that consider their existing needs while adapting to the new socio-economic landscape.

The existing population, foundational to IKN's community, will need to be integrated into the urban development through inclusive development initiatives that consider their existing needs while adapting to the new socio-economic landscape. These projections reinforce the need for collaboration between social workers and economic planners to meet the increasing demand for services with sustainable solutions. By aligning social infrastructure with the growing population needs, IKN can foster both economic growth and social equity, ensuring a balanced urban environment that supports the well-being of all residents. The projected population data emphasizes the importance of social workers playing a central role in addressing both individual and community needs. As the workforce grows, social workers will be crucial in empowering this group through education, training, and access to employment opportunities, ensuring their active participation in the development process. Similarly, for the dependent population, social workers must ensure that vulnerable groups receive the necessary social services, including mental health support, which is crucial for maintaining social cohesion and well-being. This reinforces the critical need for

cross-sector collaboration in IKN's development, as public health, education, social services, and economic development must work in tandem to meet the needs of the growing and diverse population.

Overall, the findings of this study are consistent with international research that underscores the importance of integrating social policy into urban development frameworks. However, this study contributes new insights by situating social workers explicitly within the context of new capital city development in an emerging economy. While studies from countries such as Brazil, Malaysia, and South Korea have highlighted social challenges in planned capital cities, empirical research focusing on social workers as policy actors remains limited.

By addressing this gap, the study advances the literature on social work, urban policy, and sustainable development. It demonstrates that embedding social workers within urban development policy can strengthen community well-being outcomes and enhance human sustainability. This contribution is particularly relevant for policymakers and practitioners seeking to design inclusive and human-centered development strategies in rapidly transforming urban contexts.

In conclusion, the holistic, cross-sector approach that this study advocates for is essential to achieving sustainable urban transformation in IKN. Social workers are not only integral in addressing community well-being but also in ensuring that economic growth and infrastructure development are inclusive and equitable. This research has highlighted the importance of collaboration across sectors, where social workers play a pivotal role in bridging gaps between communities, services, and opportunities. Moving forward, further research could explore the effectiveness of technology-driven interventions in supporting this cross-sector collaboration, providing data-driven insights for future policy development. The findings of this study aim to inform and guide urban development policies in IKN, ensuring that social and economic factors are integrated into a unified framework for a sustainable future.

CONCLUSION

The findings of this study demonstrate that social workers occupy a strategic position within the urban development policy framework of Ibu Kota Nusantara (IKN), particularly in advancing community well-being and human sustainability. The analysis reveals that social workers function as key connectors between policy objectives and community-level realities by facilitating social cohesion, inclusive access to services, and cross-sector collaboration. Rather than operating solely as service providers, social workers emerge as policy-relevant actors who contribute to integrating social sustainability into large-scale urban development initiatives.

The results further highlight that cross-sector collaboration involving social workers, public health professionals, educators, and economic planners plays a critical role in strengthening policy outcomes. The co-occurrence of social, economic, and health-related themes within policy narratives indicates that human sustainability cannot be achieved through sectoral approaches alone. Instead, coordinated policy mechanisms are required to ensure that economic growth and infrastructure development are aligned with social equity, resilience, and long-term community well-being.

In addition, the use of technology-assisted qualitative analysis offers evidence-based insights into the imbalance

between infrastructural priorities and social dimensions in urban development discourse. By systematically identifying underrepresented social themes, this study provides a policy-relevant foundation for reorienting urban development strategies toward more human-centered governance. These findings contribute to the broader literature on urban policy and social work by demonstrating the value of embedding social perspectives within national development agendas, particularly in emerging economies undergoing rapid urban transformation.

Despite its contributions, this study has several limitations that should be acknowledged. First, the analysis relies primarily on secondary policy documents and institutional texts, which may not fully capture the perspectives and experiences of communities or frontline social workers involved in IKN's development. Second, the use of qualitative text-based analysis, while effective for identifying policy narratives and thematic patterns, does not allow for causal inference regarding the direct impact of social work interventions on community well-being outcomes. Third, the focus on IKN as a single case limits the generalizability of the findings to other urban development contexts. Future research could address these limitations by incorporating primary data collection methods, such as interviews or surveys with social workers, policymakers, and community members, to enrich empirical insights. Comparative studies across different planned capital cities or large-scale urban development projects would also enhance the external validity of the findings. Additionally, further research could explore the application of advanced data analytics and longitudinal approaches to assess the long-term effects of cross-sector collaboration on human sustainability and community well-being. Such studies would strengthen the evidence base for integrating social work into urban development policy and contribute to more inclusive and sustainable urban governance models.

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CRedit authorship contribution statement

Dyah Kuntorini Dwi Angreni: Conceptualization, methodology, investigation, formal analysis, writing – original draft, supervision.

Nur Hafni: Data curation, methodology, resources, writing – review & editing.

Aflia Riski: Data curation, validation, formal analysis, writing – review & editing.

Conflict of Interest

The authors declare that there are no conflicts of interest regarding the publication of this article.

Ethical Statement

This study was conducted in accordance with established ethical standards for research involving secondary policy and institutional data, as approved by the institutional review board of Universitas Mulawarman

Data Availability

The data supporting the findings of this study are available from the corresponding author upon reasonable request.

Declaration of Generative AI Use

During the preparation of this manuscript, the authors used Grammarly and QuillBot to assist with language editing, improving grammar, clarity, readability, and the overall presentation of the manuscript. All outputs were carefully reviewed and revised by the authors, who take full responsibility for the scientific content, originality, accuracy, and integrity of this article.

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