

Implementation of E-Government-Based Policies in Improving Public Service Satisfaction in the Majalengka Regency Local Government

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ABSTRAK

Kondisi pelayanan di Indonesia dinilai sangat buruk karena korupsi, kolusi dan nepotisme masih ditemukan dalam pelayanan public. Selain itu pemerintah masih dihadapkan pada beberapa fenomena terkait masalah pelayanan publik, diantaranya terkait pelayanan yang rumit, lama dan membutuhkan biaya, sehingga hal inilah yang menimbulkan citra negatif terhadap pemerintah. Tujuan dari penelitian ini adalah untuk menganalisis dan mengkaji penerapan layanan berbasis e-government dalam meningkatkan kepuasan layanan publik. Penelitian ini termasuk dalam jenis penelitian kuantitatif dengan menggunakan metode deskriptif dan verifikatif. Metode pengumpulan data menggunakan observasi, wawancara dan kuesioner. Populasi penelitian berjumlah 395 responden dan jumlah sampel sebanyak 126 responden. Instrumen pengumpulan dengan lembar wawancara dan kuesioner. Teknik analisis data menggunakan analisis deskriptif dan analisis verifikatif. Hasil penelitian yaitu layanan e-government memiliki tingkat akurasi, efektivitas dan efisiensi yang tinggi dalam memberikan pelayanan, karena layanan berbasis e-government dinilai efektif dalam meminimalkan tingkat kesalahan dalam proses pelayanan. Namun pencapaian layanan berbasis e-government di Kabupaten Majalengka masih dihadapkan pada berbagai tantangan terutama yang terkait dengan dukungan sarana dan prasarana, dukungan teknologi dan stabilitas jaringan serta dukungan sumber daya manusia sebagai pengelola.

ABSTRACT

The service condition in Indonesia is considered very bad because corruption, collusion, and nepotism are still found in public services. In addition, the government is still faced with several phenomena related to public service problems, including those related to services that are complicated, long, and require money, so this is what creates a negative image of the government. This study aims to analyze and examine the application of e-government-based services in increasing public service satisfaction. This research is included in quantitative research using descriptive and verification methods. Methods of data collection using observation, interviews, and questionnaires. The research population amounted to 395 respondents, and the number of samples was 126. The collection instrument with interview sheets and questionnaires. The data analysis technique used descriptive analysis and verification analysis. The study results are that e-government services have a high level of accuracy, effectiveness, and efficiency in providing services because e-government-based services are considered effective in minimizing the error rate in the service process. However, the achievement of e-government-based services in Majalengka Regency is still faced with various challenges, especially those related to the support of facilities and infrastructure, technology support and network stability, as well as the support of human resources as managers.

1. INTRODUCTION

The era of the industrial revolution 4.0 and the era of society 5.0 have demanded every organization to make changes, especially in using information systems and technology which are the main requirements in producing effectiveness and efficiency in services (Ellitan, 2020; Lena & Anatan, 2020). The government as a public service has duties and responsibilities in providing quality services to the public (Fernandes & Fresly, 2017; Suzuki & Demircioglu, 2021). The purpose of providing quality services to the public is to increase community satisfaction (Broekema et al., 2019; Peñate-Valentín et al., 2021). Public service

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satisfaction is a form of response from the community to a service provided by the government. Community satisfaction can be realized if the services provided are in accordance with the service standards set or exceeding the established standards (Esmailpour et al., 2022; Zheng et al., 2022). Society in the current era demands a fast and effective service because the implementation of public services is still not ideal (Atombo & Wemegah, 2021; Utama, 2020). Building satisfaction in service citing the concept popularized by Parasuraman about service quality which consists of physical aspects, responsiveness, reliability, insurance and empathy (Soni, 2015). However, the current problem is that the government is still faced with several phenomena related to public service problems, including those related to services that are complicated, long and require money, so this is what creates a negative image of the government. Indonesia's ranking in the field of public services is ranked 32 which is still inferior to Malaysia and Thailand which were ranked 22 and 25 in 2019. The condition of services in Indonesia is considered very bad because corruption, collusion and nepotism are still found in public service activities (Santi, 2020).

Various efforts have been made by the government in improving the quality of public services through Law Number 25 of 2009 concerning Public Services. This law is the legal basis for creating quality services in accordance with the principles of public service delivery and carrying out services in accordance with service standards (Pratiwi et al., 2017; Suhardi, 2018). The current era of quality services is a demand for people who want effective and efficient services. Therefore, the transformation of public services has been carried out both through the use of technology and information as well as through the integration of services carried out by government agencies. However, the government is still faced with the problem of information technology which has not yet reached all parts of Indonesia (Barata, 2019; Lubis & Sulistiawati, 2021), and is also faced with the problem of employee competence (Haryanto et al., 2020; Viendyasari, 2020). Studies on e-government conducted by previous researchers were more dominant in discussing internal aspects, namely in terms of the performance evaluation system (Almaiah & Nasereddin, 2020; Li & Shang, 2020; Singh et al., 2020). The study of e-government examines the impact of its implementation on public satisfaction. The importance of public satisfaction plays an important role as an output of public service activities (Prysmakova, 2021; Salim et al., 2018). The importance of e-government in public services as explained in research that the use of e-government -government can improve the effectiveness and efficiency of government performance in services (Ashaye & Irani, 2019; Kaya et al., 2020).

Previous research on Government Bureaucratic Culture in Public Services in Majalengka Regency, this study discusses government administration from several main aspects, namely Tangibles, Responsiveness, Reliability, Assurance and Empathy (Nurmawan et al., 2021). Based on these aspects, it is known that the five of them can create a system and meet the applicable standards, although in practice there are still some obstacles that are less effective and the lack of discipline that has not been applied in the office environment. Based on previous research, researchers feel that there is a variable that is lacking, namely about public satisfaction. The lack of discipline and the ineffectiveness of obstacles in the service of course have a very broad impact, because public services are now part of the needs of every community (Ashaye & Irani, 2019; Fan & Yang, 2015). Therefore, public services increasingly need to be addressed and improved in this technological era. This is also reinforced by other research showed that the development of regional e-government in Majalengka district is currently still mostly focused on providing web-sites and information services, thus encouraging a postulate that an agency that implements an e-government system that is successful only if it already has a web-site, in other words, there is a transformation of relationships between all stakeholders using electronic media (Choi & Chandler, 2020). This narrow definition of excess results in less optimal use of government technology in the government environment, not touching the substance and purpose of the system, namely service satisfaction felt by the Majalengka public. In addition, the information system in the management of various agencies in Majalengka is very difficult to integrate into a common forum so there is no synergy caused by the lack of support from the government bureaucrats themselves.

These improvement efforts really need to be done in order to create services that are more efficient, effective, and more active to adapt to the needs and aspirations of the community (Rey et al., 2020; Safarov, 2021; Zhao-ge et al., 2022). If the quality of service is low and occurs in almost all aspects of service in Majalengka district such as in the aspect of administrative services and goods services, then such problems need to be corrected immediately by analyzing the implementation of e-government. This is based on the fact that people have become more accustomed to the network model electronics and internet technology-based networks. However, no matter how sophisticated or great the technology used in implementing e-government is, it returns to government agencies as system developers (Aritonang, 2017; Lee et al., 2018; Nam, 2018).

One of the obstacles as well as challenges in implementing e-government services in Indonesia lies in the problem of organizational culture, namely a culture of sharing and a culture of documenting which is not commonly done by officials. Furthermore, if the use of the system and its implementation has provided

benefits to the community in relation to public services, it will facilitate public accessibility to services, shorten the time of service delivery, increase the level of justice, improve service accuracy, and prevent the government system from the possibility of corruption. This study aims to analyze and examine the application of e-government-based services in increasing public service satisfaction.

2. METHODS

This research is included in the type of quantitative research using descriptive and verification methods (Kuswati, 2020; Nugraha & Riyadhi, 2019; Twizeyimana & Andersson, 2019). Sources of data used in this study are primary data and secondary data. Primary data was obtained from distributing questionnaires to respondents who had been determined by the researcher, while secondary data was data obtained from the Majalengka district website and from research journals that supported this research. The research units are the Agency, Regional Apparatus Organizations (RAO), hospitals and urban villages in Majalengka Regency as many as 56 units. While the research population was determined from involvement in the e-government-based service process which opened 395 people and used the Slovin formula sampling. From the Slovin formula, the number of samples is 126 samples with a margin of error of 5%. The sampling technique used in this study used cluster proportional random sampling.

Data collection techniques in the study were carried out through observation, interviews and research questionnaires distributed to predetermined respondents. In this study, validity and reliability tests were also used to assess the level of accuracy and validity of the research data produced. Data analysis techniques in this study were divided into descriptive analysis and verification analysis. Descriptive analysis in this study uses the value of the frequency distribution and the average value, while the verification analysis in this study uses path analysis. The use of path analysis is not only to analyze the direct and indirect effects, but also to test the research hypotheses (Arikunto, 2014).

3. RESULTS AND DISCUSSIONS

Results

The research results in this study are divided into descriptive research results and verification research results. Before describing the results of the research descriptively and verification, then the validity and reliability of the research instrument was first tested. Validity testing in research has a relationship with the variable being measured which is useful for stating the degree of accuracy of the research measuring instrument on the content of the measuring instrument. In other words, the validity test aims to measure the extent to which a measuring instrument states that the tool used is valid, valid, and can be used in research. The results of the validity and reliability tests carried out, it was found that all instruments had a level of validity and reliability that met the requirements. Statistically, the results of the validity test in this study had a value of > 0.30 , so it was concluded that the instruments in implementing e-government-based public policies and public service satisfaction were all declared valid.

After passing the validity test, the next step is to do a reliability test. Reliability testing has the aim of measuring the constancy of research, which means that the instrument in the study can obtain reliable information as a data collection tool and is able to reveal objective information in the field. In the process of analyzing the data in this test, a data can be said to be reliable if the respondents' answers to the questionnaire are stable from time to time. The results of the reliability test in this study are presented in Table 1.

Table 1. Reability test result

Variable	Cronbach's Alpha	Information
Organization	0.865	Reliable
Interpretation	0.837	Reliable
Implementation	0.758	Reliable
Service Quality	0.846	Reliable

Source: data proceed

The results of the reliability test in this study were viewed from the Cronbach's alpha value. From the results of the reliability test, all the instruments that make up the questions for each variable have a Cronbach's alpha value > 0.70 . These results indicate that all research variables are concluded to be statistically reliable. Descriptive analysis was conducted to determine the existing conditions of e-government policy implementation and public service satisfaction. Verificative analysis was conducted to test the hypothesis of the effect of e-government policy implementation on public service satisfaction.

Based on the description analysis of the variables of e-government policy implementation, it can be seen that the average value is 4.162. These results indicate that most of the e-government policy implementations have been well perceived by the respondents. However, seen from each indicator analysis, the value is quite varied, meaning that respondents perceive quite differently about the implementation of e-government policies that have been implemented by service providers (government). Judging from the value of the results of the descriptive analysis, the lowest and highest values were obtained. The highest score from the analysis of the implementation of e-government policies is the support for the normative basis, namely laws and regulations on e-government with an average score of 4.38. The normative foundation that strengthens the implementation of e-government policies is Presidential Instruction No. 3 of 2003 on the National Policy and Strategy for the Development of e-Government. Therefore, in terms of organization and regulation, this policy already has the power of formal legality in implementing and developing e-government services. Other research findings indicate that aspects of supervision and monitoring activities in the development of e-government systems are still low, so this study recommends that evaluation and monitoring activities should be carried out periodically.

The factor that becomes the obstacle is that the monitoring and evaluation system is not optimal, this is caused by the habitual pattern of manual system work that switches to an integrated electronic-based system. In addition, the bandwidth management system is not yet fully integrated with each RAO due to limited human resources in the field of information technology, so this affects supervision and monitoring. Majalengka Regency has basically operated e-government under the site name <http://majalengkakab.go.id/> which contains all the information and services needed by the public on the website. The development of the e-government system continues to be carried out by the Majalengka Regency government in providing the level of public satisfaction, although there are still some obstacles faced by the Majalengka Regency government, including the integration system between Regional Apparatus Organizations (RAO) with one RAO has not been maximized. The results showed that the indicator of integration between RAOs in the e-government service system had a low value when compared to other indicators.

Based on the results of research on public satisfaction descriptively, it has an average value of 3.76 which is included in the category of moderate to good. The results of this study indicate that overall public satisfaction with the implementation of e-government policies has been perceived as quite good. This means that the government has tried to provide e-government-based services in various aspects of public services to realize public service satisfaction, even though its achievements have not met the service target. However, there are several aspects that have been assessed as good, including the accuracy of data and information in services and the response of officers in updating information and data.

E-government-based services from research findings show a high level of accuracy, effectiveness and efficiency in providing services. The results show that e-government-based services are considered better than manual services. From the results of the analysis, there are several superior factors in e-government-based services when compared to manual services, including the level of accuracy, the low level of error in service, the speed of delivery of new information needed by the community and the high accuracy of the data. However, the findings of this study also found that e-government-based services must be balanced with the support of adequate facilities and infrastructure, strong technology and network support and the condition of human resources that are directly related to e-government-based services. These three aspects are challenges faced by the Majalengka Regency Government in providing reliable and reliable quality e-government-based services. The attention of these three aspects is the support of infrastructure, technology and network support and the support of competent human resources become a necessity that needs to be immediately carried out by the Majalengka Regency Government.

Path analysis is an extended regression model that is used to test the alignment of the correlation matrix with two or more causal models compared by researchers. The results of data testing are presented in the form of images. The predicted regression weights in a model are compared with the observed correlation matrix for all variables and statistical concordance tests are also calculated. The results of the path analysis using the Amos Version 20.0 program in [Figure 1](#).

Based on the picture above, it can be seen the equation of path analysis as follows: Quality of service (Y_1) = 0,158 organization (ρ_{yX_1}) + 0,377 interpretation (ρ_{yX_2}) + 0,332 implementation (ρ_{yX_3}) + 0,571 e_1 . The value of the correlation coefficient between organizations and implementation with a coefficient value of 0.166. That is, the relationship that exists between the organization and interpretation is weak. The value of the correlation coefficient between organizations and organizations with the implementation of the coefficient value is 0.172. That is, the relationship that exists between the organization and implementation is weak. The value of the correlation coefficient between interpretation and implementation with a coefficient value of 0.456. That is, the relationship that exists between interpretation and implementation is moderate. Based on the data analyses that the highest path coefficient value is interpretation with service

quality with a path coefficient value of 0.377, while the lowest path coefficient value is found in the organizational variable with service quality of 0.158.

The direct influence of the organization on service quality is 0.158, so the direct influence is $(0.158 \times 100\%) = 2.31\%$. The direct influence of the interpretation variable on service quality is 0.377, so the percentage of direct influence is $(0.377 \times 100\%) = 37.71\%$. The direct effect of the implementation variable on service quality is 0.332, so the percentage of direct influence is $(0.332 \times 100\%) = 33.22\%$. The indirect effect of the organization on service quality through interpretation is $(0.158 \times 0.166 \times 0.377 \times 100\%) = 0.98\%$. The indirect effect of the interpretation variable on service quality through implementation is $(0.377 \times 0.456 \times 0.332 \times 100\%) = 5.71\%$. The indirect effect of the organization on service quality is $0.172 \times 0.10\%$ (through implementation $0.10\% \times 100\%$). Influence of Organization, Interpretation and Implementation on Service Quality show in Table 2.

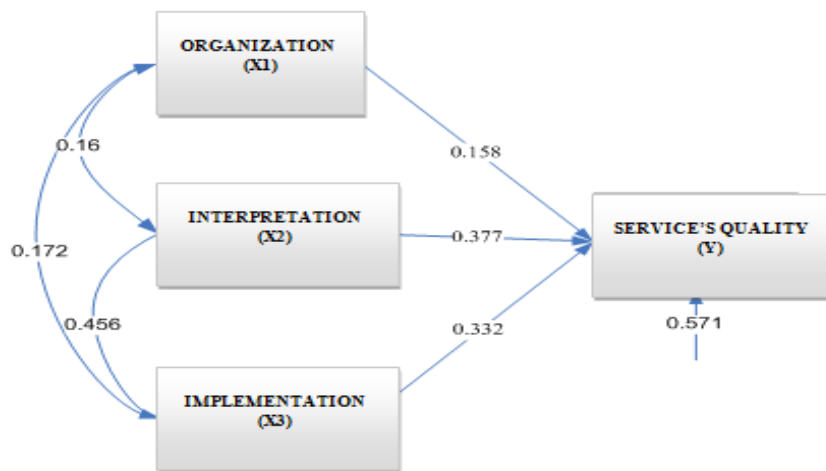


Figure 1. Path Analysis Results

Table 2. Influence of Organization, Interpretation and Implementation on Service Quality

Variable	Direct Influence (1)	Indirect Effect Through (%)			Total (2+3+4) (5)	Total (1+5)
		Organization (2)	Interpretation (3)	Implementation (4)		
Organization	2.31		0.98	0.90	1.88	4.19
Interpretation	14.21	0.98		5.71	6.69	20.90
Implementation	11.02	0.90	5.71		6.61	17.63
Total						42.72
Epsilon (1)						57.28

Based on Table 2, that the organization has a direct and indirect effect on service quality by 4.19%. interpretation has a direct and indirect effect on service quality by 20.90%. implementation has a direct and indirect effect on service quality by 17.63%. The results of the analysis show that the influence of interpretation has the highest influence when compared to the organization and implementation. This means that the implementation of the policy is strongly influenced by the employees at the Dishubkominfo Service in providing meta data services to other RAOs in Majalengka Regency. The total simultaneous effect of organizational variables. interpretation and implementation simultaneously is 42.72%; and the remaining 57.28% is influenced by other factors outside the study. The partial effect of the organizational dimension (X1) on service quality (Y) needs to be tested statistically.

The path coefficient value for the organizational dimension (X) on service quality (Y1) is 0.158 with a t-count value (CR) of 2.864 and the t-table value with $dk = nk - 1 (199 - 3 - 1) = 1.961$. and the p-value = 0.000. The results of the analysis showed that the value of t-count > t-table and p-value < 0.05; then hypothesis 1 which states that there is an influence of organizational dimension variables (X1) on service quality (Y) can be accepted. The value of the path coefficient for interpretation (X2) of service quality (Y) is 0.377 with a t-count value (CR) of 6.179 and a t-table value with $dk = nk - 1 (199 - 3 - 1) = 1.961$. and p-value = 0.000. The results of the analysis showed that the value of t-count > t-table and p-value < 0.05; then hypothesis 2 which

states that there is an influence of the interpretation variable (X2) on service quality (Y) is acceptable. The partial effect of implementation (X3) on service quality (Y) needs to be tested statistically.

The path coefficient value for implementation (X3) on service quality (Y) is 0.332 with a t-count (CR) value of 5.422 and the t-table value with $dk = nk - 1$ ($199 - 3 - 1$) = 1961. and p-value = 0.000. The results of the analysis showed that the value of t-count > t-table and p-value < 0.05; then hypothesis III which states that there is an effect of implementation (X3) on service quality (Y) is acceptable. Simultaneous influence of organizational dimensions (X1). interpretation (X2) and implementation (X3) of service quality (Y) need to be tested statistically. In testing hypothesis 4 used a significance level of 5% with degrees of freedom (dk) of ($dk = k - 1$). So the value of $dk = n - k - 1$ ($199 - 3 - 1$), so that the F-table value is 8,540. For the value of F-count in Table 3.

Table 3. F-count

No	Model	Sum of Squares	df	Mean Square	F	Sig.
1	Regression	27.853	3	9.284	48.901	.000 ^b
	Residual	37.022	195	.190		
	Total	64.874	198			

Table 3 shows that the path coefficient value for the organization (X1). interpretation (X2). and infrastructure management (X3) on teacher competence (Y1) of 0.6747 with an F-count value of 220,522 and an F-table value of F-table for $F_{0.05.3.199} = 8,540$. and p-value = 0.000. The results of the analysis showed that the F-count > F-table and the p-value < 0.05; then hypothesis 4 which states that there is an organizational influence (X1). interpretation (X2). and the implementation (X3) of service quality (Y) is acceptable.

Discussion

Based on the results of hypothesis testing, it proves empirically that the implementation of policies developed from the theory that policy implementation is principally related to organizational aspects. interpretation and application (Qoyyimah, 2018; Zabolotniaia et al., 2020). Organization is concerned with the power of the legal basis or normative basis in implementing policies. Interpretation related to policy implementers in this case focuses on the quality of human resources that are relevant to the policy system made. Implementation relates to procedures or systems developed to support the implementation of policies effectively and efficiently (Bokayev et al., 2020; MacLachlan et al., 2018). The results showed that the implementation of e-government-based policies from statistical tests had a positive and significant effect on public satisfaction. These results indicate that e-government-based services are considered better and have greater benefits when compared to manual services (Almaiah & Nasereddin, 2020; Fan & Yang, 2015).

The greatest benefit felt by the community is that it is more effective and efficient. Empirically this research supports previous research that in his research it has proven empirically that the level of community satisfaction is determined by e-government (Alkrajji, 2020; Nguyen et al., 2020). Meanwhile, research emphasizes that satisfaction with e-government has relevance to efficiency (Dobrolyubova & Starostina, 2021; Muhdi & Yuliejantiningasih, 2020). This is of course supported by the quality of service provided by the bureaucracy which is considered by the community to have conformity with the requirements/demands, the existence of a suitability for use, there are improvements or improvements to sustainability, free from damage, the fulfillment of customer needs from the beginning and at all times, doing everything with ease. right from the start, and is something that can make customers happy. Based on this theory, it can be seen that quality is compliance with regulations, which in providing services must be carried out in accordance with the requirements and regulations that have been stipulated in the legislation so that the needs of the community are met (Choi & Chandler, 2020; Fan & Yang, 2015).

Several indicators that can be used to measure service quality are: First, Direct Evidence, which includes physical facilities, supporting equipment and facilities (Hailu et al., 2020; Purba et al., 2020). Physical facilities referred to here include: (a) office buildings and complete infrastructure. (b) comfort and cleanliness of the service room. Second, Responsiveness, a characteristic of suitability in human service, namely the desire of the staff to help the community and provide services with responsiveness (Agarwal et al., 2021; Santoso & Alawiyah, 2021). The responsiveness of employees in providing services here can be seen from: (a) employee responses to complaints, (b) speed of employees in serving. Third, Reliability, namely the ability of officers to provide services quickly and satisfactorily, and have clear service standards. The reliability of employees can be seen from: (a) the application of the accuracy of office working hours, (b) the timeliness in the completion of services. Fourth, Assurance, which includes the ability, courtesy, and trustworthiness of the staff, free from danger, risk or doubt. The guarantee referred to here is in the form

of: (a) the legal basis for the service, (b) the certainty of the cost of public services. Fifth, Empathy, which includes the ease of making good communication relationships and understanding the needs of customers, without being discriminatory (Kumar et al., 2021; Mirza et al., 2021). Empathy in this case includes: (a) friendliness of employees, (b) non-discrimination. This is also supported by several previous studies states that organizational aspects have a positive impact on service quality (Adjei-Bamfo et al., 2019; Glyptis et al., 2020; Twizeyimana & Andersson, 2019).

Furthermore, organizational aspects such as organizational culture also have a positive impact on service quality which will have an impact on the satisfaction aspect of community assessments. Bureaucratic culture is a culture that organizes itself in ways that are hierarchical, impersonal, rational, juridical, legislative, and meritocratic (Selvi & Murthy, 2021; Yeh, 2021). This kind of culture emphasizes that the hierarchical arrangement is a logical consequence if the bureaucracy wants rational work. The impersonal nature emphasizes that the way the bureaucracy works is not based on personal or political relationships. The juridical attitude of the legislature emphasizes that the culture adopted by the bureaucracy is a work culture that is always limited by legal provisions and not political provisions. Meanwhile, meritocracy requires recruitment methods and technical expertise, not patriarchy.

Organizational culture has characteristics to understand the existence of an organization's culture. Several characteristics of organizational culture, namely: Individual initiative, namely the level of responsibility for freedom and dependence that individuals have (Adiputra & Sujana, 2021; Choi & Chandler, 2020; Thelen & Formanchuk, 2022). 2) Risk tolerance, which is how far the risk is allowed or may be borne by members. 3) Direction, which is to create an organization that is objective and looks as expected. 4) Integration, namely units that encourage harmony within the organization. 5) Management support, namely managers provide clear communication and encourage their subordinates. 6) Control, namely the rules used to regulate employee behavior. 7) Identify, which is a way for members to identify themselves in the organization. 8) Performance-reward, namely the level of appreciation given by the organization to its members. 9) Conflict tolerance, namely the level of tolerance for conflicts that arise in the organization. 10) Communication pattern, namely the level of communication that is limited by the formal hierarchy of authority. These results are supported by several previous studies states that a good organizational culture in the bureaucracy will also have a good impact on service to the community (Ali et al., 2018; Rose et al., 2018; Santa et al., 2019).

However, the realization of e-government development in Indonesia faces many challenges in terms of geography, economy, technology, politics, and culture. In the implementation process, several phenomena were found which indicate the implementation of e-government is still running slowly and is not significant with the large costs incurred by the State. Disparities between regions, and the existence of duplication of databases make government product data tend to be less trusted. Other research shows that the implementation of e-government in various developing countries is still half way, so it is necessary to refine the concept and strategy of implementing e-government (Lee-Geiller & Lee, 2019; Nam, 2018; Verkijika & De Wet, 2018).

4. CONCLUSION

The implementation of e-government policies has a strong enough foundation to be developed by the central government to local governments in providing electronic-based services. The results of the verification research have proven that empirically the implementation of e-government policies has a positive and significant effect on public service satisfaction. These results indicate that e-government services are considered better and have great benefits in improving services to the community. although the level of performance achievement is not fully in line with the target. However, The e-government service system implemented in the Majalengka Regency government is a strategic transformation in facing even greater challenges in the future with a pattern of community change towards a more modern direction that wants more effective and efficient public services.

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