Optimizing Digital Archive Management to Improve the Quality of Integrated Public Services

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ABSTRACT

This study examines the implementation of digital archive management to enhance the quality of one-stop integrated services Pelayanan Terpadu Satu Pintu (PTSP) at the Ministry of Religious Affairs Office, Surabaya. This article used a qualitative case study approach; data were collected through interviews, participatory observations, and document analysis. The findings indicate that adopting the SRIKANDI application has streamlined document storage, retrieval, and distribution, improving efficiency. This system reduced service times and operational costs, evidenced by a daily user increase from 100 to 300 for Umrah registration services. However, challenges include employee resistance to new systems, limited training, and infrastructure constraints. To address these, socialization and capacity-building programs have been implemented. This study highlights the importance of digital transformation in public service, offering greater transparency, efficiency, and enhanced user satisfaction. By aligning with global best practices, the research provides insights for policymakers and public service organizations aiming to implement digital archive management, particularly in developing countries. The study concludes that ongoing investment in technology and human resource development is essential to maximize the benefits of digital archiving. Future research should investigate the long-term impacts of digital archive systems on employee performance and user satisfaction. Comparative studies across various governmental offices could identify best practices, particularly in regions with limited technological infrastructure. Additionally, future research could explore strategies to overcome employee resistance to digital systems.

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1. INTRODUCTION

A public service organization requires data information, including archives (Irani et al., 2023; Shahaab et al., 2023). Archives have a significant value in an event that occurs. Besides information, archives can also be used as evidence that can be verified based on real evidence. According to Law No. 43 of 2009, an archive is a record of an activity or event in various forms and media by the development of information and communication technology, created and received by state institutions, regional governments, educational institutions, companies, political organizations, community organizations, and individuals in societal, national, and state life (Abney et al., 2024; Hu, 2024). Archiving aims to provide data and information to those in need as quickly and accurately as possible. To achieve this, effective and efficient archive management is required by understanding the problems within archiving (Matusiak, 2022; Wertheimer, 2025).

In Indonesia, many institutions still manage archives manually without considering digital archiving (Airlangga et al., 2018; Zikkri et al., 2022). As a result, the produced archival documents are still in paper form. This can cause various issues related to storage, high maintenance costs, a large number of personnel needed for management, facilities, and other factors that can cause damage to archival documents (Triana et al., 2024; Wertheimer, 2025). So far, archival issues have not fully received attention from institutions. Many institutions still do not understand the importance of archiving in daily life (Zakiah et al., 2021). Many consider archives trivial, whereas archives continue to develop along with the development of an institution (Nurdin, 2021). If archiving is neglected, it can lead to difficulties in document retrieval. If these documents are lost or fall into the hands of irresponsible people, it can result in the misuse of documents.

In this era of advancing globalization, technological development is becoming more sophisticated, influencing all aspects of life, particularly in helping manage digital archives (Polishchuk et al., 2024). Digital archives are data that can be stored and transmitted in discontinuous forms or binary codes, which can be opened, created, or deleted with computing devices that can read and manage data in binary form, making them usable or utilizable. Digital archives can help ease data retrieval issues. Storing archives in digital form becomes an alternative solution for managing manual/paper-based archives (Irani et al., 2023). This allows for increased efficiency and effectiveness in archive management. Digital storage media usually has a different form from the original physical archives. Therefore, manual archives are usually converted to digital archives.

Every institution has archivists who are in charge of all archive management within the institution. Archivists play a crucial role in the management, benefits, and knowledge of the value of archives. Therefore, leaders must provide guidance on the importance of archives and instill the notion that archives are very important within an institution (Paliienko, 2019). To become an archivist, one must be meticulous, intelligent, precise, diligent, and neat in carrying out their duties, as well as be able to keep archival secrets within the institution, possess skills in the field of archiving, and be able to collaborate with those around them(Tyasotyaningarum & Putri, 2021).

Digital Archive Management is used to improve the quality of Integrated One-Stop Services (PTSP). Public services in Indonesia still face various problems, with many complaints from the public regarding public services. As a solution to these problems, the government implements PTSP as a way to transform the public service process to be simple, fast, and on target (Bannister & Connolly, 2014). Integrated One-Stop Services (PTSP) *Pelayanan Terpadu*

Satu Pintu is one of the government programs used to improve public services, reduce bureaucracy, and streamline licensing services to realize good governance (Alvionita & Siahaan, 2021; Baidhowi & Sholihah, 2021). Integrated One-Stop Services (PTSP) at the Surabaya City Kemenag Office provides various types of services in an integrated manner in one place, controlled by a management control system. Archive management can be used to improve the quality of Integrated One-Stop Services (PTSP) (Tyasotyaningarum & Putri, 2021). Good archive management serves as a foundation for effective and efficient public services. By utilizing technology and best practices in archive management, PTSP can provide higherquality services to the public.

The researcher chose the management of digital archives as an effort to improve the quality of integrated one-stop services (PTSP) at the Surabaya City Ministry of Religious Affairs office. This choice aims to determine user satisfaction with digital archive services, identify challenges and supports in digital archive management, and find solutions to enhance the quality of effective and efficient digital archive management.

In the study of introducing digital archive management to improve excellent service at the Sukarame-Pandeglang village office, it was explained that in managing archives, the staff at the Sukarame office involves their staff in training on digital archives, providing facilities that support the use and management of digital archives(Rahmayanti et al., 2022a). In this case, there is a difference with the research we conducted on Digital Archive Management as an Effort to Improve the Quality of One-Stop Integrated Services (PTSP) at the Surabaya City Ministry of Religious Affairs Office, where the archivist staff at the Surabaya City Ministry of Religious Affairs Office are very skilled in archiving without the need for training to master the field of archiving.

In the previous research titled "Implementation of One-Stop Integrated Services in Achieving Excellent Service in Trenggalek Regency," the SIMPADU application was used as an information center for the public and internal stakeholders. This allowed the public to access SIMPADU beforehand to view the requirements needed for any dealings with Kemenag. In contrast, the focus of our study is on the "Management of Digital Archives as an Effort to Improve the Quality of Integrated One-Stop Services (PTSP) at the Surabaya City Ministry of Religious Affairs Office." The application used in this study is SRIKANDI, an application launched by the government as a general archiving application that supports the management of electronic-based government archive governance.

Therefore, it shows that our research entitled Digital Archive Management as an Effort to Improve the Quality of One-Stop Integrated Services (PTSP) at the Surabaya City Ministry of Religious Affairs Office differs from previous studies, as evidenced by the explanations above.

2. METHODS

This study uses a case study method with a qualitative approach and descriptive research type. According to Sugiyono, qualitative research is an approach based on the philosophy of postpositivism that aims to explore real conditions where researchers act as key instruments (Sugiyono, 2023). This approach was chosen to explore the problem of digital archive management in depth as an effort to improve the quality of integrated one-stop services (PTSP) at the Surabaya City Ministry of Religion Office. This choice is relevant because the nature of the problem requires in-depth exploration and understanding of the local context (Creswell & Poth, 2016).

The study was conducted at the Surabaya City Ministry of Religion Office, which is directly relevant to the focus of the study on PTSP services. The research subjects consisted of an archivist and one PTSP employee, who were selected using purposive sampling techniques. The selection of subjects was based on two criteria, namely, first, a deep understanding of digital archive management issues and second, direct involvement in the PTSP operational process.

Data collection in this study used three techniques; the first was an in-depth interview conducted directly with a semi-structured interview guide. Questions are designed to explore the experiences, understandings, and views of subjects related to digital archive management (Patton, 2014). The second is Participatory Observation, where the researcher directly observes the work process at PTSP, including digital archive management and interactions between employees. The last technique is documentation, which is the collection of official documents such as archive reports, work procedures, and policies related to digital archive management. Each technique is carried out carefully to ensure data accuracy and completeness. Data Analysis Techniques use the Miles and Huberman model, which involves the process of Data Reduction, Data Presentation, Conclusion Drawing, and Verification(Huberman, 2014). Data validity is guaranteed through triangulation techniques, especially triangulation of data sources. Data from interviews are compared with observation results and documents to ensure accuracy. This process includes comparing information from archivists and PTSP employees and analyzing the consistency of field data and official documents (Flick, 2018).

3. FINDINGS AND DISCUSSION

Digital Archive Management

In an institution or organization, archive management is important as a source of information. Over time, the archiving system has developed, which was originally done manually; now, it is done by utilizing digital media. Digital archive management is almost the same as manual archive management, except that digital archive management utilizes technology such as applications and so on. Digital archive management provides many conveniences, making it easier to complete tasks such as storing and retrieving files or information needed(Fad'li et al., 2023). Archive management at the PTSP (one-stop service) section of the Ministry of Religious Affairs Office in Surabaya uses digital archive management. In digital archive management, adequate equipment, such as hardware and software, is required. Hardware refers to physical equipment like computers and others, while software refers to computer programs created to perform tasks, such as specific applications(Martini, 2021). The application used in digital archive management here utilizes the application provided by the central Ministry of Religious Affairs office, namely the SRIKANDI application. This application is derived from the acronym Sistem Informasi Kearsipan Dinamis (SRIKANDI), which means a digital application designed for the process of document distribution and data document storage. The SRIKANDI application functions to facilitate the archive management process, starting from the management of incoming and outgoing mail, document distribution that can be done easily without having to meet in person, and more structured document storage. Additionally, this application can be used anywhere by someone who has access(Bahari & Frinaldi, 2023).

According to Muhidin, there are two stages of digital archive management: archive storage and archive retrieval. Here are the explanations(Fad'li et al., 2023).

Archive Storage

Archive storage is an activity that begins with the transfer of archive media to new media, known as digital media. Typically, this media transfer utilizes scanning tools or scanner applications if the document is a hard copy, which will then be scanned into a soft copy to expedite access services. In the PTSP section of the Ministry of Religious Affairs Office in Surabaya, the storage process begins with scanning files from paper form into PDF files. After that, the files will be uploaded to the SRIKANDI application, which will be used to send documents according to their intended purpose. For example, the archive document about student transfers will be sent to the Madrasah Education Section (PENDMA). However, this process is still under the supervision of archivists at the Ministry of Religious Affairs Office in Surabaya, who are responsible for controlling all archival documents at the Ministry of Religious Affairs go through the archivist section to be stored according to document issue groups. In the SRIKANDI application, storage is categorized according to the type of issue, which is adjusted to the available features.

Archive Retrieval

Archive retrieval is a method used to find archives that have been scanned and previously stored on storage media. The advantage of using digital archives is that it makes it easier for users to find their documents because they are stored according to the issue index. For archive retrieval in the PTSP section of the Ministry of Religious Affairs Office, you can look at the outgoing documents menu or the storage menu according to the type of archive document being searched for.

Supporting And Inhibiting Factors in Digital Archive Management Supporting factors

On the other hand, several supporting factors can enhance the effectiveness of digital archive management. One of them is the advancement of information technology. Continuous developments in software and hardware provide new, more efficient, and secure solutions for data management. Cloud technology, for example, offers flexible and secure data storage solutions, allowing data access from various locations and devices. Additionally, advanced archive management software helps organize, search for, and retrieve data more quickly and accurately(Listiyani & Alamsyah, 2019).

Another supporting factor is policies and regulations that support digitalization. Many countries have issued regulations that mandate or encourage digital archives to increase efficiency and transparency. These regulations are often accompanied by technical guidelines and security standards that help organizations correctly implement digital archive management systems. These policies also provide legitimacy for organizations to allocate the necessary resources for digitizing their archives. Awareness and organizational culture also play an important role in supporting digital archive management (Fahmi et al., 2024; Hai et al., 2021). Organizations that understand the importance of digital archive management tend to invest more in technology and training and implement policies that support digitalization (Kango et al., 2023; Riski et al., 2024). A culture that supports innovation and continuous learning also helps create an environment where digital archive management can thrive. In such a culture, employees are encouraged to update their skills and adapt to technological changes continuously (Anwar et al., 2023; Arifin et al., 2018).

Competent human resources are also key to digital archive management. Trained and experienced staff can better manage archives, minimize the risk of errors, and ensure that data is securely stored and easily accessible. Continuous training and skill development are essential to keep staff updated with the latest technological advancements.

Interdepartmental collaboration within an organization is also a significant supporting factor. Digital archive management often involves various departments, such as IT, legal, and administration. Collaboration between these departments ensures that all aspects of archive management, from security to regulatory compliance, are handled effectively. Based on several sources, there are several supporting factors for digital archives management as follows: **Human Resources (HR)**

Adequate staff capabilities and performance: Competent staff in using technology, understanding of digital archiving, and high motivation are essential in effective digital archives management. (Happy Dwi Arianti, 2023)The Ministry of Religious Affairs office in Surabaya demonstrates high-quality human resources in archive management, as evidenced by the fact that each employee has an account to operate digital archives efficiently and optimally.

Infrastructure (Facilities and Utilities)

Availability of adequate hardware and software: This includes computers, scanners, printers, storage media (hard drives, servers, cloud storage), and software for digital archive management (Happy Dwi Arianti, 2023) When managing digital archives at the Ministry of Religious Affairs office in Surabaya, employees have laptops or computers to access them efficiently.

Methods and Systems

Clear work system and procedures: It is necessary to have standard operating procedures (SOPs) that govern the processes of digitization, storage, retrieval, maintenance, and disposal of digital archives. A good storage system will speed up and facilitate the retrieval of archives.(Rahmayanti et al., 2022b). Good electronic archive administration includes indexing, metadata provision, and classification of digital archives to make them easy to find and access. (Dellia Santi Wulandari, n.d.). The application used is SRIKANDI, which is utilized for Digital Archive Management as an Effort to Improve the Quality of One-Stop Integrated Services (PTSP) at the Ministry of Religious Affairs office in Surabaya, where this application has procedures for its operation. This application also makes it easier for employees to access archives anytime and anywhere.

Availability of sufficient budget

The digitization process and digital archives management requires investment in hardware, software, HR training, and system maintenance (Happy Dwi Arianti, 2023). The Ministry of Religious Affairs office in Surabaya does not allocate a budget for digital archives management. However, the budget is only spent on manual archives management, which requires space for organizing archival documents, such as cabinets. Guaranteed archive security

The system must ensure archives' safety from threats of loss, damage, or unauthorized access. Electronic archive management can also enhance archive security. (Hanafie, 2019). The security of the SRIKANDI application in managing digital archives at the Ministry of Religious Affairs office in Surabaya is deemed secure because it is supervised by the National Archives of the Republic of Indonesia (ANRI), which is responsible for conducting socialization, technical guidance, and developing the SRIKANDI application roadmap.

The digitization process and digital archives management require adequate time allocation to be effectively implemented.(Rahmayanti et al., 2022b). Managing digital archives at the Ministry of Religious Affairs office in Surabaya facilitates work and shortens the time needed for archival tasks. In contrast, manual archive management requires a significantly longer time for archival processes.

Therefore, supporting factors are used as references in developing digital archive management at the Surabaya Ministry of Religious Affairs office to improve future operations using the SRIKANDI application.

Inhibiting factors

Digital archive management is a crucial process in the modern era that allows more efficient data storage and access. However, in its use, it cannot be denied that several obstacles occur. Here are the common inhibiting factors when managing archives digitally:

Human resources (HR)

Human resources are a significant obstacle in digital archive management. Effective management requires staff who are trained and understand digital information technology. Common challenges in the HR department include a lack of available HR personnel, insufficient understanding of system operations, and the absence of HR training on digital archive management(Kalinda, 2019). At the PTSP office of the Ministry of Religious Affairs, Surabaya City, the challenges faced regarding HR include a lack of personnel in PTSP services, which sometimes hampers the service system as the number of people requiring services is not proportional to the number of existing employees. Another challenge concerning HR at the PTSP office of the Ministry of Religious Affairs, Surabaya City, is the absence of specific training on how to provide services using digital archives aimed at ensuring that the staff on duty can provide better services.

Data security

Data security is another challenge in digital archive management. Digital data is vulnerable to various threats, such as hacking, malware, and data theft. Without strong security measures, digital archives can be easily accessed by unauthorized parties. Data loss due to cyber-attacks can be very detrimental, both financially and reputationally(Siregar, 2019). In addition, data security issues also affect documents that may become corrupted due to virus detection on the devices used, rendering the documents inaccessible during storage(Aldahwa Putri, 2022). The challenges related to data security at the PTSP Office of the Ministry of Religious Affairs, Surabaya City, involve document security, such as being infected by viruses, which results in the documents becoming inaccessible. This issue arises because documents in PTSP are transferred from one device to another.

the lack of facilities

The next obstacle is the lack of facilities used for digital archive management(Umami et al., 2024). The lack of facilities in the PTSP section pertains to computers or laptops and also document scanning tools. The devices used for providing services are personal mobile phones that distribute documents to the relevant sections and scan documents from hard files to soft files.

Internet connectivity

The last obstacle is the issue of internet connectivity, which can hinder the service process because the application used cannot function without a network(Cahyani &

Handayani, 2024). The PTSP Office of the Ministry of Religious Affairs, Surabaya City, frequently experiences network issues that hinder services. This is due to the heavy usage of the network, which eventually causes it to slow down, and occasionally, the signal from the internet network is lost.

One-Stop Integrated Service (PTSP) At The Ministry Of Religious Affairs Surabaya

The Integrated One-Stop Service (PTSP) at the Ministry of Religious Affairs (Kemenag) in Surabaya is an innovation in public service designed to enhance efficiency, transparency, and ease of access for the public in managing various religious administrative needs. This PTSP integrates various services that were previously scattered across different units into a single integrated location, making it easier for the public to access services without having to move from place to place. The services provided include marriage registration, halal certification applications, madrasah operational permits, Haji recommendations, and other religious services. This integration is expected to accelerate service processes, reduce complex bureaucracy, and provide a better experience for the public.

One of the main features of the PTSP at Kemenag Surabaya is the utilization of advanced information technology. The electronic-based management system allows the application, verification, and monitoring processes to be conducted online. This provides convenience for the public to submit applications anytime and anywhere without having to come directly to the Kemenag office. Additionally, the public can monitor the status of their applications in real time through the online portal, thereby increasing transparency in the service process. This technology also aids in more efficient data management, reduces human error, and improves the speed and accuracy of data processing.

The existence of PTSP is also supported by strict service standards to ensure the quality of services provided. Every employee working at the PTSP has received specialized training to equip them with the necessary knowledge and skills to deliver excellent service to the public. Regular evaluations and monitoring are conducted to ensure that the services provided always meet the established standards and to identify areas that require improvement. This is crucial to maintaining consistency and quality of service, as well as enhancing public trust in the Surabaya Ministry of Religious Affairs(Amin, 2022).

The PTSP at Kemenag Surabaya also prioritizes transparency and accountability. Information about procedures, requirements, costs, and processing times for each type of service is openly provided and accessible to the public. Additionally, Kemenag Surabaya offers a complaint mechanism to allow the public to provide feedback or file complaints regarding the services received. This mechanism helps identify and resolve issues that may arise in the service process and enhances public satisfaction.

The implementation of PTSP not only benefits the public but also Kemenag itself. With the presence of PTSP, coordination between units in Kemenag improves, workflows become clearer, and workloads can be distributed more efficiently. Document and data management also becomes more organized and easily accessible, which in turn enhances overall work effectiveness and efficiency. Additionally, PTSP helps reduce the potential for corruption and abuse of power, as every service process is conducted transparently and can be well-monitored. (Lutfi et al., 2019)

However, the implementation of PTSP also faces several challenges. One of the main challenges is resistance to change from some employees who may be accustomed to the old system. To address this, Kemenag Surabaya has conducted intensive socialization and training to ensure that all employees understand the importance of PTSP and are ready to support its implementation. Another challenge is the need for investment in technology infrastructure and its maintenance. Information technology evolves rapidly, so the systems used must be continuously updated to remain relevant and secure.

Overall, the PTSP at Kemenag Surabaya is a significant step forward in efforts to improve the quality of public services in the religious sector. By integrating various services into a one-stop service and utilizing information technology, PTSP not only makes it easier for the public to access religious services but also increases efficiency and transparency in the delivery of these services. The success of PTSP is expected to serve as a model for other government agencies in their efforts to enhance the quality of public services in Indonesia. By overcoming existing challenges and continually making improvements, PTSP at Kemenag Surabaya can continue to provide significant benefits to the public and increase trust in public services.

Digital Archive Management As An Effort To Improve Service Quality PTSP At The Surabaya Ministry Of Religious Affairs Office

One-stop integrated service (PTSP) is a new breakthrough introduced by the Ministry of Religious Affairs to provide convenience and certainty to the public in obtaining services, where the management process from application to completion is carried out in one place. In PTSP, it is also necessary to develop adequate archive management to support services so that they are easy and fast.

PTSP at the Ministry of Religious Affairs Office in Surabaya distinguishes its services into two categories: One Day Service (ODS) and Non One Day Service (NODS). If the requested service, such as correspondence and others, can be completed in one session, it falls under ODS. Otherwise, it is categorized as NODS. Both services are integrated into the *"Smart PTSP Kankemenag Kota Surabaya"* application. In providing PTSP services, the Ministry of Religious Affairs Office in Surabaya is assisted by a number-taking tool to ensure that the services provided are maximized according to the order. The services provided at PTSP include Hajj registration, Hajj cancellation, student and teacher transfers, and so on.

In providing archiving services, the PTSP of the Ministry of Religious Affairs Office in Surabaya uses a digital archive system by utilizing the SRIKANDI application to help distribute letters to sections or heads of the Ministry of Religious Affairs to save time, effort, and costs. In managing digital archive documents at the PTSP of the Ministry of Religious Affairs Office in Surabaya, the process begins with document storage, which starts with scanning, followed by archive document retrieval as a service feedback.

The method used by PTSP at the Ministry of Religious Affairs Office in Surabaya for archive storage involves scanning hard copy documents into PDF soft copies, which are then sent via WhatsApp for download. After downloading, the files are uploaded into the SRIKANDI application to be reviewed by the head of the Ministry of Religious Affairs Office in Surabaya for further action to determine where the archive document should be directed. If the document is about madrasah licensing, it will be sent to the PENDMA Section in the incoming documents section for further decision-making. Once the archive document is completed, it will be further processed by the archivist section for storage according to the type of issue to prevent loss. Digital archive document storage has security managed by the central office using cyber technology. In the PTSP section, there are two methods for archive services: if both parties use the SRIKANDI application, they will be directed to document archive delivery issues. However, if one party does not use it, the document will be scanned first and then uploaded into SRIKANDI by PTSP staff. Every employee at the Ministry of Religious Affairs Office in Surabaya, whether in PTSP or other sections, has a personal SRIKANDI account.

For the management of digital archive documents, the retrieval of archive documents at the Ministry of Religious Affairs Office in Surabaya is the same as storage using the SRIKANDI application. In terms of document retrieval, it can be viewed in the outgoing documents or by the type of issue. For archiving services provided to users of the SRIKANDI application, PTSP will directly send it to the relevant institution's SRIKANDI. However, if not, it will be downloaded first in the outgoing documents section, with the commonly used file format being PDF. After downloading, it will be sent to the applicant's number, as PTSP services require leaving a contact number for necessary communications.

According to an interview conducted yesterday with one of the PTSP staff at the Office of the Ministry of Religious Affairs, Surabaya City, it was explained that the services provided by PTSP at the Office of the Ministry of Religious Affairs, Surabaya City, have been classified as excellent due to the speed of service. This is evidenced by the increasing number of people utilizing the services, for example, in the registration process for Umrah pilgrims, which initially averaged fewer than 100 people per day and increased to 300 per day(Wibisono, 2020). In addition, the use of the SRIKANDI application as an aid in archiving makes it easier for staff to carry out their duties by distributing documents according to their types to each section. The PTSP section also provides a complaint service used to identify areas that need improvement in the service process so that PTSP services can be even better in the future.

4. CONCLUSION

Digital archive management at the PTSP of the Ministry of Religious Affairs Office has shown significant improvements in the efficiency and effectiveness of public services. The SRIKANDI application has successfully integrated digitizing, storing, and retrieving archive documents, accelerating service time, reducing operational costs, and increasing public satisfaction. To maintain the sustainability of this innovation, it is necessary to strengthen the capacity of human resources and improve technological infrastructure. This conclusion emphasizes the importance of digital archive management as a foundation for realizing modern and high-quality public services.

This study enriches the literature on digital archive management by providing a new perspective on the use of technology such as the SRIKANDI application in improving PTSPbased public services. This study also emphasizes the relevance of archive management theory in a digital context, especially in government institutions engaged in the religious field. In practice, this study provides insight for policymakers in implementing an archive digitization system in government institutions. With this case study, related parties can understand the importance of human resource training, providing technological infrastructure, and developing easily accessible applications to ensure the success of digital transformation in public services. Although this research has been carried out optimally, it still has research limitations, including data, location, and technology limitations, so further researchers need to conduct research on a larger scale in order to cover the shortcomings of this research.

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