

Public Services Management in Crisis Situations:
A case study of Society's expectations of the people of Bekasi City.

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Abstract – The covid-19 epidemic is the worst health disaster of the year. The epidemic is threatening every country in the world. Pushing every citizen to imprison themselves at home and shutting down their direct oral communication with others.

The research focus is on the People's expectations of the government officers' work. The research questions are 1) what is in the minds of government officials when a disaster occurs? What is their response to victims when disasters take place? 2) What do they do to help communities affected by the disaster? 3) How do they respond to disaster?

Since the study concerning humanitarian and social science matters, that is the feeling of the person affected by the disasters and pandemics, the qualitative method, and the phenomenology approach was perfectly suitable to be used for this study. The setting was in Jakarta's government public offices which are spread out at many locations in the Capital City of Jakarta. The research found that in disasters time people expect the officers in public services office are more responsive to the victims, be fair and just, care and just, care and supportive.

Keywords: care, epidemic, officials, public service, responsive, supportive,

1. INTRODUCTION

Coronavirus disease hits people all over the world. This Covid-19 (the name they give for the disease -red) epidemic is threatening every country in the world. Pushing every citizen to imprison themselves at home and shutting down their direct oral communication with others. The government has issued a social distance regulation which makes workers, offices, to work at home and students to study and even take exams in the house and forbid people to have mass gatherings. This Covid-19 epidemic is the worst health disaster of the year.

Earlier Indonesia was hit by flood disaster. Every part of the country drowned, the damages and financial loss was uncountable. Before the floods, the flame of the forest causing the haze within and neighboring countries. The damage was also tremendous. According to Indonesia's National Disaster Agency, there are 325.784 hectares of land burnt from January to August 2019 alone (BBC News-Asia, 2019). the World Bank said that the total damage and economic loss from the 2019 forest fire in Indonesia amounted to at least \$85.2bn (Al-Jazeera, 2019).

These disasters demanded responsive public services. Many pieces of research have been conducted on the public services done by the government, but most of them study the services in the common time and most of the research was focused on the organizational toward crisis, and they study about the crisis inside the organizations' management not the study of the time of natural disasters with human victims. This research is conducted at the time of the worse epidemic that hit the world, coronavirus disease Covid-19. The research focus is on the People's expectations of the government officers' work. The research question raised would be 1) what is in the minds of government officials when a disaster occurs? What is their response to victims when disasters take place? what do they do to help communities affected by the disaster? How do they respond to disaster?

The crisis is a time of intense difficulty, trouble, dangerous situation, or hard time. A crisis could also mean a difficult or dangerous time in which a solution is needed –and quickly. The noun crisis comes from the Latinized form of the Greek word krisis, meaning “turning point in a disease.” At such a moment, the person with the disease could get better or worse: it's a critical moment Crisis also could mean an unstable situation of extreme danger or difficulty (Vocabulary-Dictionary, 2020).

According to Starbuck et al. (1978) crises are a situation that threatens organizations continued existence. Organizations encounter crises largely because they did not adapt sufficiently to changes in their social or technological environments (Starbuck, Greve, & Hedberg, 1978).

Public services are applied to

- Activities of government in the public domain, such as Policing and public health;
- Activities are done for the benefit of the public, like public service broadcasting or rubbish collections; and
- 'social services', like medical care, housing, education, and social care.

But public services cannot be identified simply by the things they do. Services like energy supply, medical care, or transport can be public services. Some public services deliver things that might be considered to be part of industrial production such as communications, roads, or water (Spicker, 2009). Public Service can be understood as any service provides by the government or by their delegates under state standards and controls to meet the essential needs of the community or secondary or simple convenience of the state (Rezende & Kohls, 2014).

RESEARCH METHOD

Research Framework

The researcher indicated that this is a social and humanism science matter, so, the research methods used in this study should be Qualitative methods. And since the topic study is about the phenomena of the disaster time, then phenomenology approach would be suitable for the research.

Setting

In qualitative research, the setting takes place in the natural area (Creswell, 2003). The researcher chooses the public office in the area of the City of Jakarta. The reason to choose Jakarta's public office as a setting is that Jakarta is the big city and at the time of crisis or disasters, the public office is the first place people turn on for help or services. In Jakarta many kinds of people reside here, From high-level government officials to the clerical staff, from multinational businesspeople to street vendors, from rich and famous public figures to the common citizen, Jakarta has it. This makes the city of Jakarta is a very suitable setting for the research.

Researcher

The most important instrument in qualitative research is the researcher (Creswell, 2003). The researcher analyses and interpret the data. That is why the researcher should have research sensitivity and the ability to describe the study.

Informant

In qualitative research, the number of informants is not strictly defined, as long as they are enough people for the researcher to gather the data and information needed, it could be one, Two, Ten, or even hundreds. It doesn't matter (Dworkin, 2012).

In this research, the researcher gathered 20 candidate informants. These candidates were informed about the nature and procedures of the study and they were asked to fill the form stating that they were volunteers to participate in this research. From 20 candidates the researcher selected 5 people who suitable to be informants of the research. This selection was based on their knowledge of the research topic, their ability to tell the story clearly of the said topic, their willingness and commitment to participate in the research voluntarily, and last but not least is their willingness, as a volunteer, to sacrifice their time for the research. Informants were chosen not on the base of their age, race, gender, or religious beliefs. Informants were informed about their position and their freedom on the research, this means that they can terminate their participation in the research anytime they wanted to and their data are hidden and saved, no one will have access t their data except researcher. After the briefing, informants were asked to give the researcher the right to use the information they gave for research purposes in writing.

The first informant was a 55 years old gentleman whose occupations are an on-line taxi driver. Before Covid-19 attacks, He works daily from 6 Am to 8 Pm with one hour break. He has a wife and one child. He leaves in a rented

small one-bedroom house in East Jakarta’s suburb. He does not have any other job. Now with the Covid-19 pandemic disasters where the social distance programs are issued by the government, he lost his customers. Nobody wanted to ride with an on-line taxi anymore, and his income is cut-off totally. This what made the Covid-19 disasters even worse for him and his family. He is a university undergraduate degree holder, Sarjana Economy.

The second informants was a 50 years old gentleman who has a wife and three children, he works as an ‘Ojol’ driver (on-line motorcycle taxi). He works from 6 Am to 9 Pm every day. He usually brings a person by his motorcycle to targeted destinations. But since the Covid-19 disasters, he can not drive to bring a person anymore. The government forbids Ojol to carry people, they only allowed to bring pieces of stuff or baggage. He leaves in a small two bedrooms house in a populated area outside Eastern Jakarta. He is a high school graduate.

The third informant is a 35 years old lady who works as labor at a manufacturing company in industrial Estate in Western Jakarta. She works daily from 7 Am to 5 Pm with an hour break at noon. She leaves in a small one-bedroom rented house with her two children. Since the Covid-19 pandemic broke out she was laid off. Since there is no income, her life is very hard. Because she can not get another job to support herself and her family. She is an undergraduate degree holder.

The Fourth informant is a 50 years gentleman whose occupation as a private tutor or private teacher for Islamic religious knowledge. His job is teaching people the knowledge of religious norms and ethics in group or group meeting and he got a fee (not salary) for each meeting he attends. And since the government issued social distance regulations automatically his income for each meeting also cut off. He leaves in a Two-bedroom house in a narrow alley of a low-class residential area in southern Jakarta with his wife and two children. He is a master's degree holder.

The fifth informant is a 65 years old lady who leaves with her Grandson. She used to be a businesswoman in her era. Now in her old years, she relied on government public services, especially public health services. Table 1. is the demographic data of informants.

Table. 1. Informants Demographic data.

No.	Informant	Age-Year	Gender	Occupation	Leave with	Remarks
1	Inf-1	55	Male	OL Taxi driver	Wife+3Chl	
2	Inf-2	50	Male	Bike Taxi Drvr	Wife+3Chl	
3	Inf-3	35	Female	L-off Labor	+2Chl	
4	Inf-4	50	Male	Private Tutor/Teacher	Wife+2Chl	
5	Inf-5	65	Female	Ex.Business Woman		

Data Collection

An observation in setting was made three times at different public office which gives health and other services to people. Each observation was conducted all day long for a couple of days each. Every observation the observer merges with people who seek services in the setting.

After observations, the researcher prepares for making interviews with the informants. In-depth one-on-one interviews with open-ended questions were conducted in the informants’ chosen place. Informants chose the place of interview for their comfortableness and feel save, so they will not be disturbed by any inconvenient matters, and the informant can answer the interview questions freely and confidently. They can tell their story, perspectives, experiences, and express their feelings concerning the topic without disturbances.

In-depth one-on-one interviews were made three times for each informant. This was to make sure that the researcher got enough data needed for the research. The first interview questions were about informant activities in their daily life and their demographics. The second interviews were deeper, it was about their experiences and a little bit about their feelings, perspectives, and opinion on the research topic. The third interview was to complete the thing left behind on the first and second interviews and to fill the additional data needed. Along with interviews, researchers taking interview notes, these notes register the gestures and body languages showed by the interviewees at the time of interviews. It notes the unspoken feeling that the interviewer saw on the interviewees. It also gives the researcher the attention of whether the informant is giving the true story or true feelings.

Data Analysis

Qualitative inquiry, basically making interpretations and description, this means that the researcher interprets data (Creswell, 2003). Before continue with the data analysis, the researcher once again revisited the setting.

After interviews, the recorded interviews immediately transcribed, the transcription was made by other parties that differ from Peer Debriefing. The purpose is to make the value of truthfulness are upheld. After transcribed was complete, the researcher read the transcription thoroughly several times to get the holistic impressions of the information given by the interviewees. Then the recorded interviews listened and simultaneously the transcription was read also, and the note was taken too to get the significant sentences that matched with coding. Members checking was done by inviting the informant to check the transcription of interviews. This is to make sure that what informants mean in the interviews was matches with the transcriptions.

Peer Debriefing was conducted with three colleagues. These colleagues were different from those who did the transcriptions. This procedure is to maintain the credibility of the research.

Significant sentences were grouped. From the group of significant sentences was drawn themes. Themes then concluded to the main theme which in turn become findings of the research. The processes of significant sentences to themes then to become the main theme are illustrated in the table. 2.

Table 2. Significant Sentences, Themes, and Main Themes

No	Sentences	Significant Sentences	Themes	Main Themes
1	<p>Inf-1: <i>kita semua kan lagi panik, yg kita mau itu cepat dan tanggap gitu lho tidak leha-leha. Kita butuh cepat.</i> = We all panic, we want quick and responsive, not slow, we need it quick.</p> <p>Inf-2: <i>capek saya ngelihatnya, lambat atau sengaja dibikin lambat, padahal ini lagi gawat perlu cepat.</i> = I am tired looking at it, slow and seem they make it slow this is an emergency need fast.</p> <p>Inf-3: <i>memang gerak cepat akan sangat membantu penanggulangan biar gak tambah banyak korban.</i> =its true, a quick response will help to tackle, so there will be no additional victims.</p> <p>Inf-4: <i>tidak tanggap, semua panik jika tidak di layani secepatnya akan jadi bertumpuk.</i> = not responsive, we all panic, if we don't get service as soon as possible it becomes much</p> <p>Inf-5: <i>memang dalam situasi semua berantakan, semua ingin</i></p>	<p><i>kita mau itu cepat dan tanggap gitu lho.</i> => we want quick and responsive</p> <p><i>sengaja dibikin lambat, padahal ini lagi gawat perlu cepat.</i> => seem they make it slow this is an emergency need fast.</p> <p><i>gerak cepat akan sangat membantu.</i> =>, quick response will help to tackle.</p> <p><i>tidak tanggap, semua panik jika tidak di layani secepatnya akan jadi bertumpuk.</i> => not responsive, we all panic, if we don't get service as soon as possible.</p> <p><i>semua ingin cepat sebarusnya para petugas tanggap</i> => all want quick, the officers should be responsive and systematic,</p>	<p>Quick and Responsive</p>	<p>Responsive</p>

	<p><i>cepat seharusnya para petugas tanggap dan sistimatis serta cepat.</i> =all mesh, they all want quick, the officers should be responsive and systematic, and quick.</p>	<p>and quick.</p>		
	<p>Inf-1: <i>kadang sebel ngeliatnya, yang bos-bos aja diduluin, yang rakyat biasa kadang gak disentuh, gak adil banget.</i> = sometimes make me mad to see it, the bosses they serve first, common people sometimes they ignored. It is not fair.</p> <p>Inf-2: <i>itu gak adil bener, kok dibedain sih? mereka yang baru datang di duluin sedangkan kita-kita sudah ngantri dari pagi masih belum dipanggil, apa karena mereka orang kaya?</i> =It is not fair, why are we being differentiated? They just come and they are being served first, we were in line since morning still not called yet, is it because they are rich people?</p> <p>Inf-3: <i>kita semua butuh obat pak kita sama sakit, petugas itu harus adil jangan pilih-pilih, diskriminasi itu namanya.. gak boleh.</i> =we all need medicines we all not well, as an official should be fair do not choose, its called discriminations, no! Don't!</p> <p>Inf-4: <i>Dalam peraturan semua harus dilakukna ecara adil dan tidak diskriminatif. Jika tidak adil, dosa dan melanggar aturan.</i> =In the regulation all have to be fair and nondiscrimination, if it is not fair, it is sin and violates the regulation.</p> <p>Inf-5: <i>seharusnya memang</i></p>	<p><i>bos-bos aja diduluin, yang rakyat biasa kadang gak disentuh, gak adil banget</i> =>, the bosses they serve first, common people sometimes they ignored. It is not fair</p> <p>:</p> <p><i>itu gak adil bener, kok dibedain sih</i></p> <p>It is not fair, why are we being differentiated</p> <p><i>petugas itu harus adil jangan pilih-pilih, diskriminasi itu namanya.. gak boleh.</i> as an official should be fair do not choose, its called discriminations, no! Don't!</p> <p><i>Dalam peraturan semua harus dilakukna ecara adil dan tidak diskriminatif.</i> In the regulation, all have to be fair and nondiscrimination</p> <p><i>harus adil pada semua.dan harus tidak diskriminatif.</i></p>	<p>Fair, and Nondiscrimination</p>	<p>Fair. And Nondiscrimination.</p>

<p><i>petugas itu profesional, jangan pernah membeda-bedakan jika melayani, harus adil pada semua. dan harus tidak diskriminatif.</i> = it is true that official should be professional, don't make differentiation to serve. Have to be fair to all. They have to be nondiscrimination.</p>	<p>=> Have to be fair to all. They have to be nondiscrimination.</p>		
<p>Inf-1: <i>korban bencana butuh dukungan moral dan lain-lain. Jadi, mereka sangat sensitif jiwanya, karena itu petugas seharusnya mendukung mereka untuk bertahan</i> Disasters victims need moral support and other things. So, their soul very sensitive, this why the officials should be supportive of them to survive.</p> <p>Inf-2: <i>yang perlu itu dukungan dan bantuan, mereka juga manusia yang punya jiwa.</i> = what they need is support and help, they are human who has a soul too.</p> <p>Inf-3: <i>kita lagi down, kerjaan gak punya makan juga masih bingung, yang bener itu petugas pemerintah itu memberikan dukungan.</i> =we are emotionally down, we are jobless, we don't know what to eat yet. The right thing is the government official should be supportive.</p> <p>Inf-4: <i>pada saat semuanya hilang dan bahkan nyawa juga hampir hilang dalam bencana, sikap mendukung dari pelayn masyarakat sangat dibutuhkan.</i> =when all loss and even our life almost gone too, in disasters, Supportive action from a public servant is needed.</p> <p>Inf-5: <i>orang yang sedang</i></p>	<p><i>mereka sangat sensitif jiwanya, karena itu petugas seharusnya mendukung mereka untuk bertahan</i> =>So, their soul very sensitive, this why the officials should be supportive of them to survive.</p> <p><i>: yang perlu itu dukungan dan bantuan</i> what they need is support and help,</p> <p><i>yang bener itu petugas pemerintah itu memberikan dukungan.</i> . The right thing is the government official should be supportive.</p> <p><i>sikap mendukung dari pelayn masyarakat sangat dibutuhkan</i> Supportive action from a public servant is needed.</p> <p><i>makanya petugas kantor pemerintah itu harus bersikap mendukung, bukan menghina.</i> , that why the government official from office must have a supportive manner, not insulting victims</p>	<p>Respectfully,</p> <p>Supportive and friendly</p>	<p>Supportive</p>

	<p><i>terimpa bencana butuh dukungan, makanya petugas kantor pemerintah itu harus bersikap mendukung, bukan menghina.</i></p> <p>=those who are hit by disasters need support, that why the government official from office must have a supportive manner, not insulting victims</p>			
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FINDINGS

The research result found Three findings.

Responsive

From the interview, the interviewee stated that quick response from the officials is demanded by disaster victims, especially those who are on duty by the time of disasters.

The transcription below indicates this expectation:

- Inf-1: = We all panic, we want quick and responsive, not slow, we need it quick.
- Inf-2: = I am tired looking at it, slow and seem they make it slow this is an emergency need fast.
- Inf-3: =its true, a quick response will help to tackle, so there will be no additional victims.
- Inf-4: = not responsive, we all panic, if we don't get service as soon as possible it becomes much.
- Inf-5: =all mesh, they all want quick, the officers should be responsive and systematic, and quick.

Fair and Nondiscrimination

The expectation of fair and nondiscrimination services from public service officials are stated in the interviews and the transcription of it. The words of interviewees which indicate the need for fairness and nondiscrimination as follows

- Inf-1= sometimes make me mad to see it, the bosses they serve first, common people sometimes they ignored. It is not fair
- Inf-2: =It is not fair, why are we being differentiated? They just come and they are being served first, we were in line since morning still not called yet, is it because they are rich people?
- Inf-3: =we all need medicines we all not well, as an official should be fair do not choose, its called discriminations, no! Don't!
- Inf-4: =In the regulation, all have to be fair and nondiscrimination, if it is not fair, it is sin and violates the regulation.
- Inf-5: = official should indeed be professional, don't make differentiation to serve. Have to be fair to all. They have to be nondiscrimination.

Supportive

The disasters victims or pandemic victims are scared, they are more scared then others, supportive attitudes will help them very much. The supportive attitudes such as being friendly, respect them. Will raise their courage to

survive. The need for supportive attitudes from the public servant from public service office re indicated by the interviewee as follows,

Inf-1: Disasters victims need moral support and other things. So, their soul very sensitive, this why the officials should be supportive of them to survive.

Inf-2: = what they need are support and help, they are human who has a soul too.

Inf-3:=we are emotionally down, we are jobless, we don't know what to eat yet. The right thing is the government official should be supportive.

Inf-4: =when all loss and even our life almost gone too, in disasters, Supportive action from a public servant is needed.

Inf-5: =those who are hit by disasters need support, that why the government official from office must have a supportive manner, not insulting victims

DISCUSSION

Responsive

Responsive is reacting quickly and positively (Lexico, 2020), this means a responsive person is a person who reacts quickly to something or someone, they react or reply quickly and favorably. In the time of disasters, a responsive official is a must and very urgently needed. Disasters are not expected, but the public services of the government should be ready at any time for disasters to come. When it comes, every official has to dedicate himself to help people who affected. These victims need help, these people hung their hopes to anybody especially to the government's public service official.

Fair and Nondiscrimination

Fair is just, equitable, unbiased, means free from favor toward either or any side, free from self-interest, prejudice, and favoritism (Merriam-Webster, 2020). Fair implies a proper balance of conflicting interests. A fair decision just implies an exact following of a standard of what is right and proper (Merriam-Webster, 2020).

When serving people in disaster time, the official should always be fair. Those who badly needed help should be helped first. And do not let people disappointed because it will make things worse. Do not discriminate against people of any type. People in disaster time tend to be more sensitive. They need attention, they need to let out their sad feelings. Fairness will be the best medicine for their soul.

Supportive,

Supportive is providing encouragement or emotional help (Lexico-Oxford, 2020). Disasters and/or pandemic victims are mentally low. They need someone to share their sadness, someone who wants to listen to their griève. It will hearth their feelings when the officials who they hope to help them do not act supportive. Their suffering will get worse. Supportive officials will lighten their sorrow. They need support to overcome their low spirit, especially when there is a death of relatives. Support types such as individual face-to-face sessions or group sessions are needed for these victims (Cocle-Hearne, Reed, Todd, & Ream, 2020). A word of encouragement from someone who cares is medicine for their suffering.

CONCLUSIONS

In the time of disasters, the fear of an outbreak of disease or disasters far more dangerous than the plague or disasters itself.

Disasters victims are mentally low. They are depressed, sad, and lonely, they need someone to lean on, someone to talk to, someone to ask for help and attention. People expect Good Public Service officials in the time of disasters or pandemic are Responsive, Fair and non-discrimination, and supportive.

NOVELTY AND FUTURE RESEARCH

This research provides a new vision of crisis management in public service offices and what people expected from the officials in the time of crisis. The government or other office crisis management should consider evaluating their view of the victims of disasters and/or pandemic such as in Covid-19.

Future research should dig deeper into the perspective of officials who deal directly with the victims, so the mutual understanding can be reached for the good shake of both parties in the future.

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Sample text inserted for illustration. Replace with article text, including headings where appropriate. Figures and tables can be single- or double-column width as appropriate. During the production process, they will be placed at the top or bottom of columns, after they are first cited in the text.

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Acknowledgements

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