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Quality of Public Service Government To Citizen (G2C) West Java Provincial Government Through the Sambara Application

[1]Siti Alia, Destiani Putri Utami

[1]Universitas Islam Negeri Sunan Gunung Djati Bandung; aliaalya267@uinsgd.ac.id

Abstract

The growth pattern of information and communication technology that is so fast encourages the government to try to implement information and communication technology in government (e-Government). In West Java, efforts to implement e-Government in public services are carried out by implementing the SAMBARA application. This application is fully oriented to make it easier for the public to access public services. However, the journey of this application was not as smooth as what had been aspired before. The implementation of this application is, in fact, not always considered good. In addition, studies regarding the SAMBARA application have not been carried out much. So that finally, the author is interested in studying this application in terms of effectiveness, efficiency, fairness, and responsiveness of services in applications that aim to measure the extent of the success of this application in terms of providing Government to Citizen (G2C) services. This study then concludes that in practice, this application is quite good, but there are also deficiencies in this application, so an improvement is needed in the future..

Keywords: Public Service Innovation, e-Government, SAMBARA

Introduction

It cannot be denied that today we have arrived at an era or period in which information and communication technology is so sophisticated. "Internet of Thinking," Industrial Revolution 4.0, Global Megatrends 2045 results from the rapid development of information and communication technology. The growth pattern of information and communication technology is rapidly emerging to design and develop things to continue to be even better in terms of quality and sophistication. All efforts are made to do everything more effectively and efficiently. Due to the rapid development of today's technology, automation and robotization have brought humans to a situation that must be adaptive. If you cannot keep up with the times, being left behind and failing to survive will haunt you. The development of technology and information is indirectly likened to "the new replaces the old."

Various innovations related to information and communication technology today are present to accompany the course of everyday life, including in the running of a government. Information and communication technology that is present in our midst and facilitates the running of government is familiarly called e-Government. In a project organized by The World Bank entitled InvoDev in 2002, it was stated that e-Government is not limited to developed countries; more precisely, e-Government has become a priority in more and more developing countries. Evidence suggests that "the most innovative uses of the internet in governance are emerging in developing countries" (Al-hakim, 2007). A combination of two equally strong elements, namely between high technology and a combined global network, will significantly impact the production of information, and this information will run faster and more rapidly. Howard Frederick argued

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that the rate of growth and accumulation of knowledge in the current information age had increased significantly and exponentially. As a comparison, it can be analogized that if an amount of information in year 1 is equated to one unit in the world, then the first doubling takes approximately 1500 years. It will take 250 years and onward developments in the early 20th century to be 150 years old. In addition to Howard Frederick, Jacques Valee also estimates that such doubling takes place every 18 years, while James Martin argues that doubling fell once every 5 years in the 1970s than in the 2000s to three years. (Ahmad, 2012).

Efforts to implement communication and communication technology in government are known as the concept of e-Government, e-Government, as stated by Eddy Satriya (2009), is an effort to utilize and utilize telematics logic with an orientation to upgrading aspects of government efficiency and cost-effectiveness, serving a variety of public services better governance, providing comprehensive information accessibility to the public, and making government more accountable and transparent to the public (Kuswandi, Kurniasih, 2018). Information and communication technology development in Indonesia has long been encouraged, and efforts are being made to optimize its implementation. One e-Government that is being intensively promoted is e-Government with the type of Government to Citizen (G2C) relationship through public service innovation. Public services in this increasingly disruptive era have become a vital issue considering the quality of bureaucratic performance of public services has a massive impact on the ongoing economic and political life (Taufiqurokhman & Satispi, 2018).

One of the real efforts to implement Government to Citizen (G2C) in public services is through implementing the SAMBARA application in Indonesia, especially in West Java. SAMBARA is an electronic-based application innovation initiated by the West Java Provincial Government BAPENDA with a function to check Motor Vehicle Tax (PKB) at the regional level of West Java Province. The SAMBARA application contains services that can display online information on Motor Vehicle Taxes (both two-wheeled and four-wheeled) (BAPENDA, 2019). This application is the first tax payment system implemented online by local governments in Indonesia. In its implementation, West Java BAPENDA cooperates with the West Java Regional Police (POLDA JABAR) in providing electronic public services in the form of an e-system product, SAMBARA.

Through the presence of this application, the West Java BAPENDA hopes there will be an increase in the compliance ratio for paying Motor Vehicle Tax in West Java. Besides that, the SAMBARA application is present to fulfill the demands mandated in the NKRI constitution regarding a more responsive government oriented towards public satisfaction. In order to answer these demands for responsiveness, the West Java Provincial Government finally made breakthroughs through the SAMBARA application. This application is one of the most users of the E-Samsat application. The E-Samsat application is an innovation built by the West Java Samsat Supervisory Team, which consists of the Regional Revenue Agency of West Java Province, West Java Regional Police, and PT. Jasa Raharja (Persero) West Java branch. E-Samsat is an electronic motor vehicle tax payment system in which there are 4 systems, namely, Sistem Informasi Pajak Online (SIPOLIN), Sistem Online Nasional (SAMOLNAS), Samsat Mobile Jawa Barat (SAMBARA) dan SMS Gateway Samsat (Putri, 2020).

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Figure 1

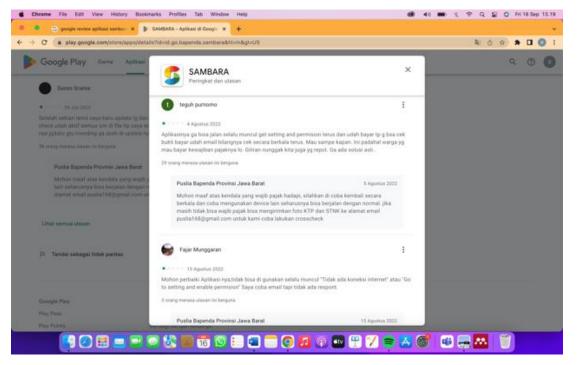**Value of E-Samsat acceptance for the 2016-2022 period**

Source : https://bapenda.jabarprov.go.id/statistik-bapenda-jabar

In the graphic above, we can see that from 2016-2021. There was a significant increase in motor vehicle tax revenue using the E-Samsat application, 2022 this number will still decrease compared to income in 2021 because, in 2022, It was not calculated until the end of the year, so the amount can still change at the end of the year.

In practice, the implementation of e-Government in Indonesia has been intensively promoted since 2003, since the issuance of Presidential Instruction No. 3 of 2003 means that it has been running for almost 18 years. Initially, e-Government was oriented to the public interest, namely regarding how the government could provide more practical and excellent information and services to the public through a web portal or application service. Despite all the efforts made by the Indonesian government, especially the West Java government, in improving the quality of public services through the implementation of e-Government applications, there are still many shortcomings, obstacles, and challenges along the way, especially in the SAMBARA application. Many users complain about the many negative reviews poured on Google Play. The one most complaints about are the repeated system errors; many find this application difficult instead of making it easier.

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Figure 2

SAMBARA User Comments Via Playstore

Source : https://play.google.com/store/apps/details?id=id.go.bapenda.sambara&hl=in&gl=US

Differences in understanding and paradigm of e-Government implementation have led to distortions and deviations from the intention of implementing e-Government itself (Jaya, 2001). Initially, this application was fully oriented to make it easier for the public to access public services. However, the journey was not as smooth as what had been aspired before. The implementation of this system is, in fact, sometimes considered ineffective, as is the case with a study conducted by Loura Hardjaloka, where she stated that in Indonesia itself, the implementation of e-Government is currently still in the interaction stage and has not yet fully entered the transaction stage let alone the transformation stage. Loura, 2014). Limited access and lack of credibility in human resources are also obstacles to implementing effective e-Government service quality. Besides that, studies regarding e-Government relations on the focus of Government to Citizen (G2C) in public services, especially in the SAMBARA application, have not been carried out much.

This study uses four dimensions in the quality of public services, including efficiency, effectiveness, and responsiveness, which depart from the service quality criteria proposed by Kumorotomo (1996). This study aims to measure the success of the SAMBARA application in terms of public services or Government to Citizen (G2C) service delivery in terms of efficiency, effectiveness, fairness, and responsiveness (Priyanti, 2017).

In previous research on the sambar application by Dea Ayu Silvia (2019) entitled "Quality of E-Samsat Services at the Regional Revenue Agency of West Java Province at Samsat Regional Revenue Management Center for Bandung City III Soekarno Hatta." This study explains how the quality of e-samsat services is complete with the inhibiting factors and the solutions to these obstacles. The theory used in this study is the theory of Pasaruman et al. (1988) regarding service

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quality, which consists of five dimensions: reliability, responsiveness, assurance, empathy, and tangibles. The study results show that several indicators have not gone according to the wishes of the public, namely, those related to empathy and responsiveness.. (Silvia, 2019)

Another research discussed by Ina Rotul Pauziyah is entitled "*Inovasi costumer relationship management melalui Aplikasi Sambara dalam mengoptimalkan pelayanan: Analisis deskriptif Aplikasi Sambara Bapenda Jawa Barat.*" This study describes Customer Relationship Management innovation through the sambara application in optimizing services at West Java Bapenda. The theory used in this study is the theory of Don Pappers and Martha Rogers regarding public service innovation which consists of four dimensions, namely identity, differentiate, interact, and customize. The study results show that the Customer Relationship Management innovation through the sambara application carried out by Bapenda Jabar to improve its public services has been going well according to the stages of innovation put forward by Don Pappers and Martha Rogers. (Pauziyah, 2021). The next previous research was from Ari Ramdani, entitled "Descriptive Analysis of Sambara Application Service Innovation (West Java Mobile Samsat). This research explores the extent to which this service innovation can provide benefits. The study results show that this service innovation is very helpful to the public (Ramdani, 2020)

From several previous studies, it is known that there has been no research that directly discusses the quality of Government to Citizen (G2C) public services through the SAMBARA application. So the focused purpose of this research is to find out how far the quality of the SAMBARA application, which is one of the Government to Citizen (G2C) applications, accommodates public services which are expected to be of higher quality and wants to examine further how the service quality of the Sambara application is built especially by the Provincial Government. West Java provides easy services, especially in motor vehicle tax payment services, that are innovative, adaptive, and accessible using digital technology.

So to answer the research problem described in the background, the researcher includes a research statement, namely, how successful the SAMBARA application is in terms of public services. So, it is hoped that based on the analysis in this article, both in terms of positive, negative, or contained solutions, it is hoped that in the future, it can become an input for the West Java Provincial Government and be used as a rationalization of considerations so that the SAMBARA application can be improved again in the future by public expectations.

Methods

This research uses qualitative research methods and a literature review. According to Creswell, cited in (Darmanita & Yusri, 2020), qualitative research is a method for exploring and providing an understanding of meaning carried out by several individuals or groups of people considered to originate from social or humanitarian problems. A literature review reviewed previous articles following the theories on service quality by digitizing public services, especially the Sambara application.

According to (Ulhaq, 2018) Literature review is a systematic and explicit method for identifying, evaluating, and synthesizing the works of previous research results and thoughts that researchers and practitioners have already presented. In collecting data for this article, secondary data researchers obtained from the documentation method by collecting, recording, and processing data related to the sambara application, which was downloaded through the website of the Regional Revenue Service of West Java Province. Furthermore, it is discussed in depth in

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the section entitled Literature Review as a basis for formulating hypotheses, which will then be used to make comparisons with the results of previous research or the findings contained in the study.

Results and Discussion

A policy aimed at providing better quality and better public services launched through Law no. 25 of 2009 concerning Public Services faces a reality that is not by all needs and changes in various fields in people's lives (Alfisyahrin, 2018). In general, what is meant by public service, as stated in the Minister of Administrative Decree Number 63 of 2003, is a provision of excellent service to the public as a form of embodiment of the obligations of government officials as public servants (Taufiqurokhman & Satispi, 2018). Then what is meant by quality is the level that shows a series of inherent characteristics based on a certain size (Dale, 2003). Meanwhile, regarding public services, as stated in Law Number 25 of 2009 concerning public services, it is stated that public services are a series of activities oriented towards fulfilling the service needs of all Indonesian citizens by public service providers for goods, services, or administrative services.

1. Efficiency of the SAMBARA Application, West Java Provincial Government

Efficiency, according to the Big Indonesian Dictionary (2001), is the accuracy of work method or effort in carrying out something to reduce time, effort, and costs to achieve efficiency, efficiency, and performance of good and correct tasks. In line with this definition of efficiency, the SAMBARA application originally aimed to provide more efficient services to the public in terms of handling Motorized Vehicle Tax within the province of West Java (Ihsan, 2022).

This application is intended to reduce the time, effort, and costs incurred by the government as the provider of public services and the costs incurred by the public as the recipient of the service. Whereas paying taxes at the SAMSAT office only takes a short time. However, inefficiency arises when the queue for paying Motor Vehicle Tax at SAMSAT is often very long queue conditions. So that this creates a polemic of inefficiency in terms of service. Based on this rationalization, an application called SAMBARA was finally formed, an online application for paying Motor Vehicle Tax so that the public who will pay their Motor Vehicle Tax can do so through this application without having to come and queue at the SAMSAT office as before (Jumiati, 2010).

Through a breakthrough made by the West Java Provincial Government through Public Service Innovation in the form of the SAMBARA application. This application can have a massive impact on the efficiency level of public services from the West Java Provincial Government. This application allows all Motor Vehicle Tax payments to be accessed via Bank BJB, BNI, and BCA ATMs spread throughout Indonesia. However, unlike the 1-year tax payment, regarding the 5-year tax payment, the public must go to the nearest SAMSAT office to exchange the receipt for proof of payment and then exchange it for a new number plate (Hertiarani, 2016).

In its implementation, the facilities and infrastructure of the SAMBARA application are entirely based at the West Java Province Regional Office of Regional Office. They are centralized using a media called Cloud Computing (a combination of the use of computerization in an internet-based network that functions to run programs or applications via computers that have connections simultaneously) at the same time (Fitriyani & Arifin, 2020). In addition, facilities and infrastructure that support data storage or those relating to instructions/commands from this

application user will be stored virtually via the internet network, and these commands will be forwarded to the application server. So with the system's sophistication, the SAMBARA application is considered more efficient in data storage (Hertiarani, 2016).

This application claims that this application comes with extraordinary benefits and brings ease of access, namely through payments made directly by the public as taxpayers via ATM or online. (Bahtiar et al., 2021). Again, this effort exists to streamline all previously rigid processes to become simpler. As we know, the operational working hours applied to each agency are very limited, so the public, who incidentally are taxpayers, are mostly workers, most of whom do not have free hours during work operations. So it is difficult to get free time to come directly to the SAMSAT office to take care of paying this Motor Vehicle Tax. The presence of this application in terms of efficiency is also expected to eradicate brokering practices, eradicate corruption in tax revenues from its roots, revitalize the accuracy of calculating taxes to be paid, and of course, aim to provide as comfortable service as possible to the public as a taxpayer (Hubalillah et al., 2022).

However, there are so many reviews from the public as users of this application say that the application runs very slowly and is non-responsive, and useless because there are several reviews that suggest that even though motorized vehicle tax payments can now be made online via SAMBARA application, but the public must still carry out offline procedures. Problems that arise in public are also sticking out concerning claims that Identification of Nomor Induk Kependudukan (NIK) to send and determine data processes are still often found to have problems on this application server. In practice, the server will first carry out a NIK matching process for the validity of motorized vehicle ownership as a form of POLRI identification process. In this stage, the application system will identify by matching the NIK of motorized vehicle ownership with the NIK in the relevant public data on the relevant Bank server. Furthermore, if it has passed successfully, the data is declared valid to further process a Motor Vehicle Tax payment transaction via an ATM.

The problem often arises when the NIK on the SAMBARA and ATM servers differ. As a result, the system will not be able to accept it. If there is such a case, then the Motor Vehicle Tax payment transaction process via ATM can never be done, or in other words, the transaction will always fail, where a message will be written "check your NIK data again, contact Bank BJB, BNI customer service, or the nearest BCA (according to the bank service used)" in the screen display menu.

However, this can be overcome in a way, namely by updating the NIK data, both on the data on the SAMSAT server and on the data on the ATM server, concerning the correct NIK and following the KTP. However, another obstacle arose in the process, where, in reality, the public as a taxpayer finally failed to make payments. This is generally due to lack of time, considering that the public must be willing to carry out several activities and queue in this process. So if these problems continue to arise, then the efficiency of this application is also be questioned (Hertiarani, 2016).

2. Effectiveness of the SAMBARA Application, West Java Provincial Government

The word effectiveness originates from the word "effect," which means a causal relationship, so effectiveness is generally seen as a causality or a cause from other variables. Effectiveness is also defined as achieving pre-planned goals, or simply, a target can be achieved because of a process. James L Gibson et al. (Pasolong, 2013) argued that effectiveness is an achievement of the goals of a joint effort. Where the degree of achievement of these targets shows

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a degree of effectiveness (Yuningsih, n.d.). Based on these statements, it can be drawn to a common thread that effectiveness is a measure of the success of an effort to achieve goals.

The SAMBARA application is an innovation in public services to improve the quality of public services. Widodo (2017) argues that what is meant by innovation is a simplification or integration of business processes. The innovation can generally be in a new product or service (procurement), a technology from a newer production process, structural and administrative systems, or a new plan for an affiliated institution or agency. Then, service quality is defined as a dynamic condition related to products, services, human processes, and the environment, which in its journey, can meet or exceed expectations as previously formulated (Azis, 2020). The function of holding a public service innovation in the SAMBARA application is to check Motor Vehicle Tax and to pay taxes, to find out the schedule of mobile samsat and carrying samsat, then lastly, to find out the exact location of the samsat service (Ramdani, 2020).

The services of this application have a main orientation order to make it easier for the public to access services easily so that the payment of Motorized Vehicle Tax will also easily reach the public in the context of paying taxes (RATNA et al., 2021). Through the services provided by this application, paying the annual tax for West Java-plated motorized vehicles is easier by simply making it through Bank BJB, BCA, or BNI ATMs. This application is a new form of breakthrough initiated by the Provincial Government of West Java through the program of the government of the Republic of Indonesia in order to accelerate the implementation of e-Government itself. With the application of the SAMBARA application service, it is hoped that it can assist the Government of West Java Province in increasing its Pendapatan Asli Daerah (PAD) through the payment of Motor Vehicle Tax (Hertiarani, 2016).

So if we examine more deeply the effectiveness of its main purpose to reach a wider public and increase PAD, it can be concluded that, more or less, this application is quite capable of achieving its main goal. This is evident from data on West Java Regional Own Revenue which continues to show a significant increase. Where the Head of the Bapenda stated that the regional income of West Java Province originating from the Motor Vehicle Tax sector had begun to move up successfully as of May 2020 amid the co-19 pandemic. Then other data also indicate that Local Own Revenue is one of the many determining factors for the success of economic growth in each region, including West Java. In 2017 it was noted that the province of West Java had a realization of Regional Original Income which touched IDR 31.16 trillion, where this amount experienced an increase from the estimated target. (Azis, 2020). Based on these data, it is also reflected in the increase in Regional Original Income from the Motor Vehicle Tax sector, indicating that the public has consciously carried out their obligations to pay their motorized vehicle taxes. This also means that through this application, the government has succeeded in reaching the public or the public as taxpayers to carry out their tax payment obligations.

Then to measure effectiveness, it must also be reviewed the functional aspects of this application (Mulyadi et al., 2021). The first function is checking Motor Vehicle Tax and paying taxes. The usefulness of this function can be seen from public perceptions as users who say that the services in the SAMBARA application are considered to make it very easy for the public because, through this application, they can check through their respective gadgets. To check the total nominal value of the Motor Vehicle Tax that will be paid without having to bother coming to the SAMSAT office. Then the benefits are also felt in terms of payment, whereas we know that payments in this application service can be made via an ATM. So some people see this as a positive thing. Then when viewed from the second function, namely to find out the mobile Samsat

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schedule, the response, and views of the community, in this case, are quite positive because, with this SAMBARA application, the public can know for sure and easily about the schedule of the traveling SAMSAT. Then they make vehicle tax payments. Then the third or last function is to find the exact location of the mobile SAMSAT service. In addition to the schedule from the mobile SAMSAT that can be known, this application service also provides specific information about the location of the mobile SAMSAT, with that the public does not have to bother asking around come here regarding the schedule and location of the mobile SAMSAT because information regarding this is already listed in the SAMBARA application service. However, the second and third functions are only for those reluctant to make payments online (Ramdani, 2020).

Apart from the various effectiveness above, there are also negative views or perceptions of this application service. Not all people understand, of course, how to use this application properly. So because of this, the benefits are not felt by some parties.

3. Fairness in the SAMBARA Application, West Java Provincial Government

Fairness in service (service fairness) is a public perception of the level of fairness in an agency for an application or program related to company service behavior (Asliana, n.d.). Of course, the SAMBARA application, which the Provincial Government of West Java carries out, aims to provide the fairest justice to the public. This application has no restrictions that discriminate against the public obtaining services through this application. However, quoting from the official website of the West Java Bapenda, in the terms and conditions imposed by SAMBARA, the Provincial Government of West Java, there is a point that reads, "Taxpayers Have a Savings Account Number and ATM Card at Bank BJB or Bank BNI or Bank BCA." The presence of these conditions indirectly indicates inequality. Not all West Java people have savings account numbers and ATM cards at Bank BJB, BNI, or BCA. Many people in West Java certainly do not have savings account numbers and ATM cards at Bank BJB, BNI, or BCA. Many have savings account numbers and ATM cards outside of these banks. So that the existence of these requirements in practice seems to limit the public from being able to pay their Motor Vehicle Tax via the SAMBARA application.

Then another problem that arises and needs to be studied is regarding the socialization of this program. We must also admit that this technology is not evenly distributed, and the Indonesian people do not fully understand how to apply this technology, especially in the context of paying Motor Vehicle Tax via the SAMBARA application. Where these factors are included in the external factors from the aspect of Human Resources, to be precise regarding the aspect of public readiness in order to accept changes in terms of digitalization, in terms of understanding and ability from the public that are not yet comprehensive on the acceptance of digitalization and technology coupled with the still poor population administration system and there is also much public who have not heeded the rules in population identity which is a big obstacle in the implementation of this application. This indirectly makes the public seem not to have the same opportunity to get the best service from this application because of this technological imbalance.

Therefore, the West Java Provincial Government as the organizer of this service must provide an even more massive understanding to the community, especially regarding the performance of this application. Because based on the results of previous research conducted by Wiwiet Hertiarani regarding the implementation of the SAMBARA policy in West Java, it is still found that many people in West Java do not know about the presence of this SAMBARA application as a solution for paying Motor Vehicle Tax online. Another obstacle that arises is that the public does not understand how to start this application and the payment procedures. Not all

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of the public knows and understands the terms and conditions that must be followed in accessing this application. Based on the rationalization above, the socialization process is a vital answer. It must be encouraged so that the people of West Java can understand and get equal opportunities to realize the dimension of justice in the framework of accessing this application (Hertiarani, 2016). Then regarding bank services that can be used in the context of online payments, I hope the government can conduct a review and conduct a survey regarding what bank services the public wants apart from the existing bank services. It is intended that this application service can provide the fairest justice to the public as a user in making tax payments online.

4. Responsiveness of the SAMBARA Application, West Java Provincial Government

Zeithaml et al. (1990) suggest that what is meant by responsiveness is the willingness to help the public and provide prompt service (Mulyawan, 2016). Concerning the SAMBARA application, it should be noted that this application uses a media system technology called Cloud Computing, where with this system, an operational work procedure is no longer needed because all of them have used an integrated system by the Centralized Online Samsat System of the West Java Provincial Revenue Service. In its journey, all of these systems will be monitored by PUSLIA. Of course, the human resources who run them are no doubt because they are all competent in their fields.

The performance of the SAMBARA application, which utilizes technological renewal and digitalization, will, of course, be even faster and more responsive regarding the provision of services to the public in terms of paying Motor Vehicle Tax because a sophisticated, high-level technology system runs this application. High-level technology in this application has implications for trimming all the manual bureaucratic stages that the public always complains about because of the red tape. Currently, this application makes the services received easier, more accurate, informative, and aspirational. This is also a form of response to the demands submitted by the public to the bureaucracy, especially the West Java bureaucracy, regarding transparency, accountability, and government accountability to the public by taking advantage of the changes in the digital era revolution through the implementation of e-Government (Hertiarani, 2016).

However, in its implementation, system errors can occur in the existing system in the SAMBARA application service. Based on user reviews, it was stated that this application sometimes often has problems. Sometimes the loading carried out by the application in loading data is very long even though the network used is good. Then it was also found that this application often had errors, so it was necessary to repair the system as a whole. However, in practice, the improvements made, as stated by the public, took a long time, so this triggered public discomfort as users of this Motor Vehicle Tax payment application.

However, apart from all the negative comments and perceptions made by the public regarding the responsiveness of this application, not a few people have expressed positive comments and perceptions about this application. There are lots of reviews from the public that state that this application is very helpful and useful. Some opinions suggest that this application is responsive and easy to use and is a good application. However, the public continues to hope that in the future, this application service can be even better in terms of responsiveness or responsiveness. The public, as a user, hopes that in the future, in this application, there can be a chat help desk feature so that they can easily report complaints and difficulties in accessing this application.

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Conslusion

Based on the descriptions and reviews discussed above, it can be concluded that the quality of public services in the context of implementing e-Government initiated by the West Java Provincial Government has been going well and has resulted in benefits for the public in terms of several service assessment criteria. The first is in terms of efficiency. In terms of efficiency, this application is intended to reduce time, effort, and costs incurred. In its implementation, it is categorized as quite good. However, problems arose when it turned out that regarding the 5-year tax payment, the public was still required to visit the nearest SAMBARA office. Besides, there were reviews from the public that said the application was running very slowly, non-responsive, and useless.

Second, in terms of effectiveness, this application can realize its main purpose. However, problems arise when there is a negative view of this application service.

Third, in terms of fairness, this application aims to provide services as fairly as possible without any discrimination. However, problems arise when there is a condition that online payments can only be made via BCA, BJB, and BNI ATMs.

Finally, regarding responsiveness, this application uses a media system technology called Cloud Computing. With this system, an operational work procedure is no longer needed. However, in its implementation, system errors can occur in the existing system in the SAMBARA application service.

In the future, it is hoped that the West Java Provincial Government will continue to strive to improve the performance of its public services through this SAMBARA application. The government must strive to reconstruct everything related to improving the quality of its services so that the implementation of this application can be felt more efficiently, effectively, fairly, and responsively to the public. Besides that, in the future, it is hoped that the West Java Provincial Government can continue to innovate in e-Government to support the acceleration of e-Government implementation, especially Government to Citizen (G2C) relations in Indonesia..

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