Quality Of Motor Vehicle Tax Services Through the Sambara Application System In Bandung Regency

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Abstract. Motor Vehicle Tax (PKB) is one of the main sources of Regional Original Income (PAD) that supports development and public services. The West Java Provincial Government through the Regional Revenue Agency (Bapenda) developed the West Java Samsat Mobile (SAMBARA) application as a digital solution to improve the quality of PKB payment services. This study aims to analyze the quality of SAMBARA application services in Bandung Regency using the E-GovQual theory approach which includes aspects of ease of use, trust, reliability, environmental interaction functions, content and appearance, and community support. The research method used is a qualitative approach with a case study method. Data were collected through interviews, observations, and document analysis of application users, Samsat officers, and related officials from the West Java Bapenda. The results of the study show that although the SAMBARA application has provided convenience in paying vehicle taxes online, there are still several obstacles faced by users, such as inconsistencies in vehicle data, limited interactive features, and low socialization and education for the community. These findings indicate the need for optimization of the application system, improvement of technological infrastructure, and more effective socialization strategies to increase the level of adoption and user satisfaction. With continuous improvement, it is hoped that the SAMBARA application can become a more effective innovative solution in supporting the digitalization of motor vehicle tax services in Bandung Regency.

Keywords: Bandung Regency, E-Government, Motor Vehicle Tax, SAMBARA Application, Service Quality

Introduction

Sustainable development, or the Sustainable Development Goals (SDGs), has become a global benchmark for designing inclusive, effective, and adaptive public policies and services to meet the challenges of the times. Among the 17 main goals of the SDGs, several, such as Goal 16 (Peace, Justice, and Strong Institutions) and Goal 9 (Industry, Innovation, and Infrastructure), demand bureaucratic reform that supports transparency, accountability, and efficiency in public services through the use of information technology. In this context, the digitization of motor vehicle tax services through the West Java Samsat Mobile (SAMBARA) application represents a concrete effort by the West Java Provincial Government to realize good governance that is adaptive to technological developments.

Motor Vehicle Tax (PKB) is a crucial component of the Regional Original Revenue (PAD) structure. In various regions across Indonesia, including Bandung Regency, PKB serves as the backbone of regional development financing. As stipulated in Law Number 28 of 2009 concerning Regional Taxes and Levies, the Motor Vehicle Tax (PKB) is a tax levied on the ownership or control of motor vehicles, with the majority of revenue allocated to financing public services. Therefore, efficient PKB collection not only implies an increase in Regional Original Revenue (PAD) but also impacts the quality of life of the community through improved public services. However, despite PKB's significant contribution to PAD, the management and service of this tax object still face various classic problems, such as bureaucratic red tape, slow service times, brokering practices,

and low taxpayer awareness and compliance. In response to these issues, the West Java Provincial Government, through the Regional Revenue Agency (Bapenda), developed a digital innovation in the form of the SAMBARA application in 2018. This application aims to provide easy access for the public to pay motor vehicle taxes online, reduce queues at Samsat offices, and increase transparency and accountability in public services.

SAMBARA has several important features, including information on vehicle tax status, annual tax payments, transaction history, and information on mobile Samsat service locations and public complaints. This innovation implements the principles of e-Government, namely the use of information and communication technology in government processes to improve the quality of public services (Papadomichelaki & Mentzas, 2012; Heeks, 2006). However, despite the technological innovations implemented, the implementation and effectiveness of the SAMBARA application remain problematic.

Based on data from the West Java Provincial Revenue Agency in 2023, realized PKB revenue through the e-Samsat channel, including the SAMBARA application, in Bandung Regency reached IDR 39.88 billion, placing this region in the fourth largest position after Bandung City, Bekasi City, and Depok City. Although this figure indicates relatively high adoption, various complaints from the public and academic evaluations indicate that the application is not yet fully optimized. Ridwal (2022), in his research in Bekasi City, stated that SAMBARA's effectiveness is still hampered by minimal public outreach and education. On the other hand, Herawati and Lesmana (2023) stated that the low adoption rate is due to a lack of public understanding of the application's benefits and how to use it.

Based on this study, a gap is evident between the enormous potential of digital systems like SAMBARA and the reality on the ground, which still faces the classic challenges of conventional public services. This reflects that technological development alone is insufficient without being accompanied by strengthened institutional capacity, effective communication strategies, and active participation from service users. From a theoretical perspective, public service quality has several important dimensions, as outlined in the SERVQUAL model by Parasuraman, Zeithaml, and Berry (1988): tangibles, reliability, responsiveness, assurance, and empathy. However, in the context of digital government services or e-Government, this approach is expanded with the E-GovQual model (Papadomichelaki & Mentzas, 2012), which encompasses aspects of ease of use, trust, reliability, functionality of the interaction environment, content and appearance, and citizen support. This model provides a more comprehensive framework for evaluating the quality of application-based digital government services. For example, the ease of use aspect of the SAMBARA application includes an intuitive user interface, easy navigation, and clear instructions for each available feature. The trust aspect highlights user data security and privacy protection during the online payment process. Meanwhile, reliability assesses the system's consistency and accuracy in displaying information and processing transactions. Studies by Bélanger and Carter (2008) and Venkatesh et al. (2003) indicate that trust and perceptions of system reliability are key factors in increasing the adoption of digital government services.

In Bandung Regency, although the use of the SAMBARA application has shown an increase, many people are still unaware of or lack the capacity to use it effectively. Barriers such as inconsistencies in vehicle data, lack of interactive features, and the need to manually validate vehicle registration documents (STNK) at the Samsat office present significant challenges. In practice, this application only partially covers administrative services, not completely replacing face-to-face services.

This phenomenon is also closely related to the social and cultural aspects of society. Dewi et al. (2024) in their research showed that public satisfaction with digital services is greatly influenced by the level of digital literacy and support from the surrounding environment. Therefore, the implementation of public service applications such as SAMBARA requires a holistic and participatory approach, encompassing not only system development but also strengthening the capacity of the community as service users. Furthermore, the implementation of e-government in the context of motor vehicle tax services is also inseparable from legal and policy aspects. Presidential Regulation No. 95 of 2018 concerning the Electronic-Based Government System (SPBE) encourages all government agencies, both central and regional, to integrate information systems in public services. The document emphasizes that SPBE development must be directed at increasing bureaucratic efficiency, expanding service access, and increasing public participation and satisfaction. Therefore, the SAMBARA application can be seen as part of the SPBE implementation strategy at the regional level.

Conceptually, this research also supports the inclusive and sustainable transformation of public services as required by the SDGs agenda. Digital transformation in vehicle tax services not only contributes to achieving national targets in the economic and governance sectors, but also to social dimensions such as reducing inequality in access to services, strengthening community capacity, and creating a service system that is more

adaptive to change. However, to date, few studies have specifically examined the service quality of the SAMBARA application in Bandung Regency using the E-GovQual model in depth. Previous studies have been limited to technical or administrative aspects, failing to describe the user experience comprehensively and contextually. Therefore, this research makes an important contribution in filling the gap in the literature and providing data-driven input for better digital public service policies in the future.

As explained in the E-GovQual model by Papadomichelaki and Mentzas (2012), there are six main aspects that serve as parameters for assessing the quality of electronic-based public services: ease of use, trust, reliability, functionality of the interaction environment, content and appearance, and citizen support. Each of these aspects is a crucial instrument in evaluating the effectiveness and efficiency of the SAMBARA application as a form of e-government.

Ease of Use is a crucial dimension in the adoption of digital technology by the wider public. Public service applications must be designed with a user-centered approach, meaning they must be easy to use by people of all educational backgrounds and ages. In the context of the SAMBARA application, this aspect includes intuitive interface navigation, simple language, and the availability of logically structured features. However, in practice, some users complained about the application's unresponsive interface, difficulty understanding payment procedures, and the lack of live help features that guide users in real time. A study by Zhou (2011) emphasized the importance of user experience in the post-technology adoption phase, as a poor experience can reduce the intention to reuse a digital system.

Trust is a key element in digital public services, particularly regarding data security and user privacy protection. User trust in the SAMBARA application is closely related to the system's ability to guarantee the confidentiality of personal data, such as vehicle registration numbers, National Identification Numbers (NIK), and payment transaction history. Bélanger and Carter (2008) stated that perceived risk factors and trust in the government significantly influence the adoption rate of digital services. In this context, the SAMBARA application needs to include data encryption, two-factor authentication, and guaranteed legal protection for data managed by the system. However, observations indicate that some users are hesitant due to the lack of explicit information regarding the application's privacy and security policies.

Reliability is a technical indicator of a digital system, reflecting the application's consistent performance in presenting data and processing transactions. The SAMBARA application is required to be readily accessible without downtime, provide accurate information regarding vehicle taxes, and avoid technical errors such as system errors or duplicate payments. According to a report from the Regional Revenue Agency (2023), there are still a number of user complaints regarding data errors, such as vehicle information not synchronizing with data at the Samsat (State-Owned Enterprises Agency), or payment status not being promptly updated even after a transaction has been completed. This reflects the need for reliability improvements through system updates and better data integration between agencies (Bapenda, the Police, and Jasa Raharja).

Functionality of Interaction Environment This aspect reflects the extent to which an application provides interactive features that facilitate communication between the public and service providers. In this case, the SAMBARA application is expected to provide chatbot services, emergency contacts, a question and answer menu, and an online complaint system connected to active operators. However, findings in the field indicate that two-way interaction between users and service providers is still limited. The majority of SAMBARA features are one-way (information and transactions), without any feedback from users that can be directly addressed. This contradicts the spirit of responsive governance echoed in modern e-government practices (Lee et al., 2011).

Content and Appearance: A digital public service must present comprehensive, clear, and attractive content to ensure the public feels comfortable and assisted in accessing information. The SAMBARA application provides information on tax amounts, mobile Samsat locations, and payment procedures. However, visually, this application is considered conventional and lacks a dynamic appearance. According to Shareef et al. (2011), good visuals are not merely aesthetics but also part of a public communication strategy to strengthen positive perceptions of the service provider. Therefore, improving the application interface design is crucial for improving service quality.

Citizen Support: This aspect measures the extent to which the service provider provides assistance or technical assistance to users in solving problems. In e-government studies, citizen support is a key determinant of successful digital system adoption (Al-Shafi & Weerakkody, 2010). In the SAMBARA application, citizen support is ideally realized through the provision of a help center, video tutorials, and digital assistants accessible through social media or the official hotline. Unfortunately, based on interviews with several users

at the Rancaekek Samsat (Vehicle Tax Office), there is no 24-hour support service or support features for the elderly and those less tech-savvy. This group is the one that most needs a support system for using technology. In the West Java Regional Revenue Agency (Bapenda) performance report (2023), Bandung Regency ranked fourth in realized digital PKB revenue through e-Samsat, amounting to IDR 39.88 billion. However, when compared to the potential number of motorized vehicles, this figure is still considered suboptimal. In terms of vehicle population, Bandung Regency is among the top five regions in West Java with the highest number of vehicles, both two-wheeled and four-wheeled. This phenomenon demonstrates a gap between potential and realization. One cause is low public awareness of the SAMBARA application. This is reinforced by Ridwal's (2022) findings, which state that most people do not receive sufficient information about the benefits and procedures for using the application. Many people still prefer to visit the Samsat office in person because they feel more comfortable or simply don't trust the online system. Many of these problems stem from issues of socialization and digital literacy. Top-down education, such as distributing pamphlets or one-way outreach, is considered less effective than a community-based outreach approach, where the community is invited to dialogue, given direct simulations, and accompanied in the process of using the application.

Unlike previous studies that focused more on policy effectiveness (Putri & Setiawan, 2021) or technical factors of information systems (Layne & Lee, 2001), this study presents a comprehensive perspective based on the E-GovQual model, which has been tested in various countries (Papadomichelaki & Mentzas, 2012). This study also focuses on a local context that has received little attention in e-government studies: Bandung Regency, a region with a high number of vehicles but complex digital service challenges. With a qualitative approach and in-depth analysis of user experiences, the findings of this study are expected to make a significant empirical contribution to the local e-Government literature, while strengthening the implementation of the SDGs at the regency level. Motor vehicle tax services through the SAMBARA application are closely related to the achievement of the SDGs, especially Goal 9 (Industry, Innovation, and Infrastructure): Digital transformation in public services is a form of innovation that encourages the development of government technology infrastructure. Goal 16 (Peace, Justice, and Strong Institutions): With increased transparency, accountability, and accessibility in public services, government institutions become more responsive and trustworthy. And Goal 17 (Partnership for the Goals): Collaboration between Bapenda, the Police, Jasa Raharja, and financial service providers demonstrates the importance of multi-sector partnerships in driving inclusive digital transformation.

Based on the above description, it can be concluded that the implementation of the SAMBARA application as part of the e-government policy in Bandung Regency is a strategic step in improving the quality of motor vehicle tax services. However, the success of these digital services is largely determined by the quality of implementation, which encompasses technical, social, and cultural aspects as outlined in the E-GovQual model. Therefore, this study aims to (1) Analyze the quality of motor vehicle tax services through the SAMBARA application system in Bandung Regency based on the six aspects of the E-GovQual model. (2) Identify the obstacles and barriers faced by the public in using the SAMBARA application. (3) Provide strategic recommendations for optimizing digital public services in the regional tax sector that support the achievement of the SDGs and the principles of good governance. By targeting the implementation of digital public services at the local level, this research is expected to be a scientific and practical reference for local governments, application developers, and academics who focus on public service innovation in the context of e-government.

Methods

This research employed a qualitative approach with an exploratory case study method. This approach was chosen to gain an in-depth understanding of the quality of motor vehicle tax services through the SAMBARA application in Bandung Regency. The primary focus of this approach was to thoroughly explore the experiences of users and related actors throughout the application process, from accessing information to completing transactions. A qualitative approach was deemed relevant because it captured social dynamics, individual perceptions, and implementation challenges that cannot be addressed through a purely quantitative approach. The case study design enabled the researcher to observe this digital service phenomenon in a concrete and specific context. Data were collected through three primary techniques: in-depth interviews with users and stakeholders, direct observation of the service process, and analysis of relevant administrative documents. The interviews used a semi-structured guideline based on the six dimensions of the E-GovQual model: ease of use, trustworthiness, reliability, environmental interaction functionality, content and appearance, and citizen support. Observations were conducted at service locations such as the Rancaekek Samsat office and mobile Samsat points, while documentation included Bapenda

annual reports, regional policies, and statistics on SAMBARA application usage. The object of this research is the Motor Vehicle Tax (PKB) payment service through the SAMBARA application. The subjects consisted of three main groups: taxpayers as direct users of the application, Samsat officers who provide services in the field, and officials from the West Java Regional Revenue Agency (Bapenda) as policy administrators. Informants were selected purposively, considering their direct involvement in the implementation of the SAMBARA service. Taxpayers were selected to reflect public perceptions of the ease, convenience, and obstacles in using digital services. Samsat officers were chosen because of their direct role in facilitating the payment validation process and vehicle registration (STNK) validation services. Bapenda officials, on the other hand, provided insights into policy, system planning, and the obstacles encountered in the application's development and dissemination. The data collection process was conducted while upholding ethical research principles such as informed consent and confidentiality of informants' identities. The researchers also triangulated sources to ensure data validity by comparing interview results, observations, and documents to obtain an objective and comprehensive picture. This data collection technique also revealed qualitative aspects such as satisfaction, risk perception, and motivations for using digital applications in the context of public services. The data analysis in this study used the Miles and Huberman interactive model, which consists of three main components: data reduction, data presentation, and drawing and verifying conclusions. Data reduction was carried out by sorting relevant information from interviews, observations, and documents, then categorizing it according to the E-GovQual dimensions. Data presentation was carried out in the form of descriptive narratives and thematic matrices to facilitate interpretation. The final stage, drawing conclusions, was carried out inductively, based on patterns found in the field, and reconfirmed with informants through member checking techniques. The analysis process was carried out simultaneously during data collection and continued to be developed until saturation was reached. Validity and reliability were strengthened by data triangulation, discussions between researchers, and confirmation with official documents. This analytical model was chosen because it is flexible and suitable for understanding the complex dynamics that arise in the context of digital-based public services. With this approach, the study is expected to provide a comprehensive understanding of the service quality of the SAMBARA application and serve as a reference in the development of e-government innovation at the regional level.

Result and Discussion
This study analyzes the quality of public services through the West Java Samsat Mobile (SAMBARA) application for Motor Vehicle Tax (PKB) payments in Bandung Regency. Based on in-depth interviews, field observations, and documentation, data were obtained that illustrate the actual implementation of the application. The research findings are grouped into six main dimensions of the E-GovQual model: ease of use, trust, reliability, environmental interaction function, content and display, and citizen support.

Regarding Ease of Use, the majority of informants stated that the SAMBARA application is generally easy to access and use, particularly in quickly displaying vehicle tax status information. This application is considered to reduce time and costs because users no longer need to visit the Samsat office. However, some users, particularly the elderly and those with low digital literacy, still experience difficulties navigating and understanding the payment process. This indicates that ease of use is relative, depending on user characteristics. The application successfully facilitates the needs of digitally literate groups, but is not yet fully inclusive. In the context of public services, uneven technological understanding is a major challenge that needs to be addressed through outreach and training strategies targeting digitally vulnerable groups.

Furthermore, in terms of trust, users generally feel confident using the application because transactions are conducted through official channels such as BJB Bank and minimarket chains. However, some users expressed concerns about personal data protection because the application does not explicitly state a privacy policy. Furthermore, there are doubts regarding the validity of digital payment receipts if the physical vehicle registration certificate (STNK) is not immediately validated at the Samsat office. Although no evidence of data misuse or security breaches was found, user perception of risk remains a barrier. This indicates that building trust is not solely through system security, but also through clear communication, information transparency, and legal guarantees for digital data.

In terms of reliability, the SAMBARA application is technically capable of displaying information accurately and updating payment status in real time. Users are satisfied that the billing information matches their vehicle data. However, there are cases where vehicle information does not appear or the system fails to synchronize data, requiring users to visit the Samsat office for manual validation. This inconsistency lowers the perceived reliability of the system, especially when the application cannot directly address user needs. Reliability in

digital services is not only about data accuracy, but also about ensuring that all processes can be completed without additional obstacles that lead users back to conventional services.

Furthermore, from the Functionality of Interaction Environment (FIDE) aspect, the interactive features in the SAMBARA application are still limited. There is no live chat or chatbot service to directly answer user questions. Two-way communication can only be done through Bapenda social media or phone calls, which are often unresponsive. This makes it difficult for users who need immediate assistance when experiencing technical difficulties. The lack of interaction channels in the application indicates a lack of attention to users' needs for digital assistance. This absence of features results in users feeling under-served and at risk of discontinuing the application if they encounter difficulties. Moving forward, service providers need to provide support channels integrated directly within the application.

Next, in terms of Content and Appearance, the SAMBARA app provides fairly comprehensive information, such as mobile Samsat schedules, tax bill amounts, and payment locations. However, the app's design is considered monotonous and unattractive. Some users stated that the page layout is inconsistent and menu options are not always easy to find. The visualization and structure of content in digital services are not merely aesthetics, but also part of a communication strategy. A good appearance will support navigation, enhance convenience, and increase user trust in the institution managing it. Improvements in this aspect will strengthen the perception of overall service quality.

Finally, in terms of Citizen Support, support for app users remains suboptimal. There are no interactive tutorials within the app, and help information is provided only in static text. Furthermore, users experiencing issues have no structured reporting channels other than through social media accounts or in-person visits to the Samsat office. This lack of support creates the impression that the app was developed without considering the overall user experience. Technical assistance is crucial, especially for novice users and those unfamiliar with digital systems. These limitations hinder wider adoption and decrease public satisfaction. In general, the SAMBARA application is an innovation capable of accelerating the motor vehicle tax service process in Bandung Regency. Its main advantages are ease of access and time efficiency, which are highly appreciated by the younger generation and users with high digital literacy. However, this study also revealed that service quality remains partial and unequal across all community groups. This gap is particularly evident in aspects of interaction, technical support, and procedural understanding, which have not been systematically addressed by service managers. In other words, the digital transformation that has occurred is not fully user-centric, but rather remains at the administrative and technical levels. This suggests that strengthening the quality of e-government is not sufficient simply by providing an application; it must be accompanied by inclusive, adaptive, and communicative service design. These findings also reinforce the argument that the success of digital services depends heavily on the integration of technology, policy, and user social behavior. In this context, the SAMBARA application has significant potential to support good governance, but requires comprehensive improvements to provide optimal, equitable, and sustainable services.

The study shows that the quality of digital public services through the SAMBARA application in Bandung Regency has seen significant improvements in terms of accessibility and time efficiency. However, there are still gaps in user experience, indicating a gap between service design and actual community needs. One of the most striking aspects is that perceptions of the application's quality are highly dependent on the user's digital background. This confirms that the success of e-government implementation is determined not only by technological aspects but also by the readiness of the community as service users. From the six dimensions of the E-GovQual model, it can be seen that ease of use and system reliability have met the expectations of most users. The application is considered fast, informative, and can replace some of the manual processes that have led to long queues at Samsat offices. However, the finding that elderly users or those with low digital literacy still experience difficulties highlights the importance of a more inclusive approach. Digital innovation must reach all levels of society, not just the technologically literate.

Regarding trust, some users still doubt the system's security, primarily due to a lack of communication regarding personal data protection and the app's privacy policy. Public trust is fundamental to digital services, and if not strengthened, it can lead to low adoption rates. This demonstrates that digital system development must be accompanied by transparency and education regarding the protection of user rights. Furthermore, the lack of interaction features within the app indicates a disconnect between users and service providers. The limited space for dialogue leaves users experiencing issues unsure where to turn. The absence of a feedback system reflects the lack of responsive digital public services.

The discussion also highlighted that the app's appearance and content do not optimally support the user experience. The app's interface was deemed rigid and less interactive, thus reducing user experience. Yet, in

digital services, design is not only aesthetically pleasing but also strategic in strengthening the legitimacy of public institutions. User experience must be considered a priority in the development of public service apps to avoid frustration or confusion. Similarly, regarding citizen support, the absence of technical assistance and in-app help services demonstrates a weak user-centric approach. In the context of digital public services, user support is not merely an additional feature, but a crucial component enabling the public to actively utilize services independently. Overall, this discussion indicates that the implementation of e-government through the SAMBARA application has not fully met the principles of adaptive, participatory, and sustainable public services. The ongoing digital transformation remains top-down, focusing on administrative efficiency rather than convenience and user experience. Yet, the success of e-government is not solely measured by the number of users or the amount of tax revenue, but rather by the extent to which the service accommodates the needs, diversity, and limitations of the wider community.

The implications of these findings emphasize that strengthening the quality of digital public services requires a holistic approach. Developing technically functional applications is not sufficient; it must also be accompanied by digital literacy policies, inclusive design, responsive support systems, and transparent public communication. Within the framework of the SDGs, particularly Goal 16 on strong institutions and Goal 9 on innovation and infrastructure, strengthening services like SAMBARA is a crucial part of effective local governance. Therefore, regular evaluation of digital services, involving direct feedback from users, is essential for continuous improvement.

Conclusion

This study aims to evaluate the quality of motor vehicle tax services through the West Java Samsat Mobile (SAMBARA) application in Bandung Regency based on the E-GovQual model. The results of this study indicate that the SAMBARA application is a digital innovation that provides a faster, more flexible, and more efficient alternative to conventional tax services. This application has proven to be convenient for most people, especially those in the productive age group with a high level of digital literacy. However, the effectiveness of the SAMBARA application service still faces several challenges. First, although most users find the application easy to use, the elderly and those with low digital skills still experience difficulties in operating the application. Second, user trust in data security and transaction validity has not been fully established due to a lack of information regarding privacy policies. Third, the system still shows inconsistencies in presenting data and does not yet provide interactive features that directly respond to user issues. Of the six dimensions of the E-GovQual model, the aspects that show the best performance are ease of use and general system reliability. Meanwhile, aspects that are still weak include interaction functions, interface display, and support for citizens. This indicates that the digital transformation of public services through SAMBARA is not yet fully user-centric and still requires improvements in terms of service design, communication systems, and community empowerment strategies.

Based on the findings and conclusions presented, several important aspects need to be addressed to improve the quality of public services through the SAMBARA application in Bandung Regency. The local government, together with the Regional Revenue Agency (Bapenda), needs to develop a more inclusive strategy to expand the public's digital literacy. Education on application use must be systematically implemented through hands-on training, the distribution of easy-to-understand video tutorials, and outreach at public service centers, particularly targeting digitally vulnerable groups such as the elderly, those with low education, and residents in remote areas. Furthermore, the development of the SAMBARA application must be directed at improving the quality of its features and user interface. Interactive features such as chatbots, live support services, and an integrated complaint system within the application need to be immediately introduced to enhance user convenience and trust. The application's appearance also needs to be refined to be more intuitive and appealing to users from various backgrounds, considering that effective visuals also influence the perception of public service quality. Equally important, user security and privacy must be a top priority in digital service management. Service providers should include explicit explanations of privacy policies, data encryption, and personal information protection procedures within the application in a transparent manner to build public trust. Furthermore, system integration between SAMBARA and the Samsat database, the police, and payment partners such as banks and convenience stores needs to be strengthened so that document validation and data updates can be automated without requiring users to visit the service office in person. Finally, the Bandung Regency Government should regularly monitor and evaluate application services, involving the public as the primary source of feedback. User satisfaction surveys, online discussion forums, and social media can be utilized to gather citizen input for service improvements. This participatory evaluation is crucial for

maintaining the sustainability of digital public service innovations that are not only efficient, but also inclusive, responsive, and trustworthy for all levels of society.

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