

STRATEGIES FOR ADVANCING REGIONAL ORIGINAL INCOME DURING THE COVID-19 PANDEMIC IN THE OFFICE OF COOPERATIVES, MSMES, INDUSTRY AND TRADE IN BOALEMO REGENCY

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ABSTRACT

The study aimed to develop a strategy for increasing regional original income during the Covid-19 pandemic at the Boalemo Regency's Office of Cooperatives, Small and Medium-Sized Enterprises, Industry, and Trade (Diskumperindag). The descriptive research method is combined with a qualitative approach in this study.

The sample size for this study was 43 individuals. The study's findings indicated that; (1) The Office of Cooperatives, Small and Medium Enterprises, Industry and Trade of Boalemo Regency possesses several strengths, including the potential for significant regional retributions in the form of Regional Original Income, regional retribution rates that support Regional Original Income (PAD), local government and community support for Cooperatives, Small and Medium Enterprises, Industry and Trade, and the existence of a regional regulation that promotes regional original income. 2) Weaknesses that must be addressed include the absence of regional taxes, ineffective market management, and failure to attain the regional original income target. (3) Possibilities These include growing economic activity, government commitment and support, and the involvement and cooperation of multiple agencies in collecting Regional Original Revenue. 4) The threats include the following: Regional Original Income during the Covid-19 Pandemic, the installation of Large-Scale Social Restrictions during the Pandemic era I community awareness and support services, and community knowledge.

Keywords: Strategy, Improvement, PAD, Covid-19 Pandemic,

INTRODUCTION

The government requires local governments to strengthen their effectiveness in administering governance; in practice, local governments frequently fail to carry out their tasks and roles effectively, particularly in the administration of regional finances. This finance takes a broad approach in establishing budget allocations for incremental operations in response to changes in one or more

variables, most commonly population inflation and population size [1].

PAD is critical in establishing a regional government system founded on accountability and complete autonomy. Regional financing plays a critical part in regional finance because the more prominent the region that receives and collects (PAD), the more regional finance is utilized to support implementation, a critical tool for regional autonomy.

To achieve independence and efficiency in enhancing the regional income structure and increasing PAD's contribution to the Regional income is derived from the financial law between the centre and the regions, modified and harmonized following the central-regional government power allocation. The APBD's structural budget is one indicator of competency and a representation of the region, which is why its independence must be continually strengthened. The absence of an increase in PAD is frequently cited as an impediment and should be adequately studied by the government to improve community services and amenities.

The COVID-19 epidemic has had a profound effect on the lives of millions of people worldwide, especially those in Indonesia. Along with the health consequences of a pandemic, there are economic consequences that motivate the government to take various steps to mitigate them, including the formation of task forces at the central and regional levels to optimize the APBN and APBD in order to prevent and manage the spread of COVID 19's health consequences and to maximize regional economic potential. to address the region's needs as a whole At the moment, Boalemo Regency remains an area worth examining in terms of regional financial potential in order to boost PAD via DISKUMPERINDAG Boalemo Regency. The Diskumperidang oversees four sectors: cooperatives, MSMEs, industry, and trade, although those receiving PAD are exclusively in the trade sector, while cooperatives, MSMEs, and industry give help and training and associated BIMTEK to the community. Regional levies make an immense contribution to the trade sector. Public service levies are a regional charge administered by the Boalemo Regency's Department of Cooperatives, MSMEs, Industry, and Trade (DISKUMPERINDAG). It has the

potential to increase local revenue significantly.

The regional government collects market levies from individuals or market service providers in exchange for providing market facilities in structures that include shop houses, stores, kiosks, loss, and courtyards. Each market conducts transactions daily or weekly, and the parties to the transaction are charged a fee for using the market as a venue for transactions. According to data from (DISKUMPERINDAG), the Boalemo Regency realized the following regional original revenue in 2017-2020:

Table 1. Data on Realization of Regional Original Income DISKUMPERINDAG Boalemo Regency in 2017-2020

Ye ar	Budget	Realization	Percenta ge Realizati on / Budget
2017	550,000,00 0.00	381,033,00 0.00	67.46%
2018	550,000,00 0.00	362,225,00 0.00	65.86%
2019	550,000,00 0.00	564,100,00 0.00	102.56%
2020	720,000,00 0.00	596,125000	60.25%

Source: data Processed in 2021

Administration. According to the table above, the Industry and Trade Office's realization of local revenue has not yet reached the specified target in 2017 and 2018. This is because Regional Original Revenue is managed directly by the Regional Assets and Regional Finance Agency (BKAD) manager in the revenue sector, while the Industry and Trade Office only contributes to the revenue share. Additionally, the table above demonstrates that Regional Original Revenues exceeded the predetermined objective in 2019 due to

DISKUMPERINDAG's weekly evaluation of each managed.

This is because there are limits on traders who sell, such as sellers from outside the Boalemo Regency area being prohibited from selling in Boalemo Regency markets, and the presence of Covid-19 affects both government and traders in the Boalemo Regency. Because the market reduces traders' contribution to collecting market fees, traders occasionally disobey in terms of paying the fees.

Almost every job, including the business sector, government, foundations, and non-governmental organizations, requires management competence (NGOs). Management expertise is essential to manage any organization, whether corporate, educational, professional, political, or social. As a result, practically everyone requires management skills[2]. Numerous sources discuss the etymology of the term management, which derives from the Latin manus, which means "hand" (Online Etymology), while management means "governing" in Italian. 'the art of carrying out and organizing'[3]. Management is a distinct process that entails planning, organizing, and regulating actions performed to establish and achieve specific objectives through other resources [4]. The management functions are planning, organizing, actuating, and controlling (POAC)[5].

1) Planning is establishing organizational objectives, formulating strategies for achieving those objectives, and scheduling organizational work activities.

2) Organization is the process of gathering and allocating organizational resources in the form of an organizational structure design that is consistent with the company's vision and mission, organizational resources, and business objectives established in the company's business environment.

3) Actuating is an action that assures that all members of the Group work together to accomplish organizational goals following the organization's business plan and efforts.

4) Controlling is a management role responsible for managing or evaluating an organization's performance.

By fulfilling stated objectives, management implementation consists of the "Six M," or a collection of entities referred to as management components, including man, money, materialists, machines, methods, and market[6].

1) The human being (Human)

In human resource management, the deciding element is that Individuals establish objectives and go through the process of obtaining them. No labour process does not involve humans.

2) Maney (money)

Money cannot be disregarded. The amount of money in circulation in a business is determined by the amount of activity generated by the amount of money.

3) mist (Materials)

Materialists are intermediate items and final products that help businesses achieve success in the business world.

4) Device (machine)

Machines are a necessary component of the company's operations. Machines improve comfort, profitability, and work efficiency.

5) Techniques

When working, it is necessary to have work methods and work systems. A well-designed work process simplifies the job.

6) The market (Market)

Markets play a significant and essential role in a company. The market drives business. Because it is

a location conducive to corporate profitability

Financial management is inextricably linked to the management of SDK inside the company, including planning, monitoring, organization, and control. Financial management is concerned with cash management. Money management is a critical component of the financial management process. According to the description above, financial management is the process of carrying out all actions involving finances to maximize their utilization[7].

Strategic management is a process and a set of processes; each choice is fundamental and complete, with a commitment to taking measures and applying them to accomplish organizational goals at all levels [8].

Financial executives must address three facets of financial management

1) Obtaining Funds

This is where a financial manager begins by identifying a source of finance that does not require the company's capital. In general, businesses obtain capital through the use of liability capital.

2) Fund Management

At this point, financial managers are responsible for managing the company's funds and investing them in areas deemed productive or profitable. This period is critical for profiting from investment returns and serves as a determining factor in the company's future development.

3) Funds Dividends

At this stage, financial management will decide profit distribution to owners based on the amount of initial capital provided or invested. This type of subject is handled during the annual shareholders meeting.

Functions of Financial Management

The objective of financial management is to increase shareholder wealth

through dividend payments and market price increases. Financial management consists of seven functions [9].

1) Ensuring shareholder wealth is maximized

Profit is the primary objective of the business. This strategy assumes that all choices and actions within the organization should be compatible with maximizing the company's "maximum profit" and share price.

2) Mutual profit maximization

One of the most apparent benefits of leveraging wealth promotion aims is that businesses can create a significant amount of money to distribute to business owners.

3) Consistency in Strategy

One of the most obvious benefits of wealth maximization is that businesses can create revenue distributed to all firm owners.

4) Refusing to succumb to feelings or urges

In contrast to commonly held objectives such as "becoming an industry leader" or "assisting in making the world a better place," increased shareholder wealth is a deliberate business objective that should not be pursued emotionally.

5) Raising funds

Fundraising, alternatively referred to as "purchasing," is the process of soliciting voluntary contributions of money or other resources from individuals, businesses, charities, or government agencies.

6) Allocation of funds

Financial management is viewed as a critical component of public administration. The circle is expansive since it encompasses both the acquisition and efficient distribution of cash.

7) Increase wealth

Increasing prosperity is a novel approach to incorporating the newest business technologies and advancements.

Management of strategies.

Strategic management is the process of designing and organizing a project with several stakeholders in mind for the project's impact to be beneficial to the business in the long run.

A set of administrative decisions and activities that affect the company's long-term viability. Environmental monitoring and strategic design are included in strategic management. management strategy [11].

1) Strategy Development

Strategic development encompasses the vision and mission of the organization, as well as the identification of external capabilities and threats to the organization, the assessment of internal strengths and weaknesses, the establishment of long-term goals, the identification of alternative strategies, and the selection of strategies to accomplish goals.

2) Strategy Execution

The business must establish policies defining its objectives, motivating people, and allocating resources to carry out the follow-up strategy to carry out the plan.

3) Evaluation of the strategy

The final step in strategic management is strategic analysis, which entails examining external influences, assessing their impact, and taking corrective action.

SWOT ANALYSIS is a four-character acronym for strengths, weaknesses, opportunities, and threats. SWOT analysis is a technique for evaluating the advantages and disadvantages of business opportunities and risks. On the other hand, SWOT analysis is a technique for

identifying the many components of a system to establish business plans.

The Advantages of SWOT Analysis

The following section discusses the advantages of SWOT analysis [12].

- a) SWOT analysis enables you to view an issue objectively from all four perspectives that are the basis for problem analysis: strengths, weaknesses, opportunities, and threats.
- b) SWOT analysis can produce results in the form of a precise analysis that includes guidelines or recommendations for maximizing profits while preserving strengths and mitigating current opportunities and risks. Additionally, avoid flaws and hazards.
- c) SWOT analysis can assist in isolating elements from the four parties that can be utilized as a starting point for identifying parties that are frequently overlooked or have never been identified before.
- d) SWOT analysis is an effective tool for doing strategic analysis to determine the best course of action for the current circumstance.
- e) SWOT analysis can be used to assist organizations in mitigating current and projected threats.

PAD is revenue earned or received by a region from local sources that is adjusted to the area's local regulations and legislation in force and regional restrictions. The Regional Revenue Service is critical in demonstrating how the region contributes to state and regional development.

PAD is revenue earned or received by a region from local sources that is adjusted to the area's local regulations and legislation in force and regional restrictions. The Regional Revenue Service is critical in demonstrating how the region contributes to state and regional development[13].

Market levies are a form of local reprisal and are included in the area's income sector. Certain unpaid or uncollected levies are subject to administrative punishments and municipal retaliation claims in the form of 2% monthly interest on unpaid or uncollected payments. You will be billed at the following rate: (STRD).

Numerous Factors That Influence Market Retribution[14].

1) Subject and object of vengeance

"The subject and object of the levy determine the amount of the assessment criteria used to calculate the taxpayer's tax burden. The market is the target of revenge in this case, both in and out of the market. I work as a trader. I deliver to the market's location and location. Kiosk, booth, and foundation."

2) Retribution tariff

"A steady increase in the tax rate is necessary. Progress is determined by the place or location of the trade in the retaliation market. This is determined by the placement of the main structure, open stand, or open pedestal, and the area utilized by traders. Exchanges are used in various ways, and there are several categories of strategic and non-strategic exchanges.

3) System of retribution

A successful retribution levy is inextricably linked to the levy's ideas.

RESEARCH METHODS

This research employs a descriptive method with a qualitative approach. This descriptive study aims to explain the symptoms, which are actual happenings. This research concentrates on the pressing issue at the time it was undertaken. An event or series of occurrences that garner notice without being treated as such.

The most critical data gathering procedures for qualitative research include participant observation, in-depth interviews, survey documentation, and a

combination of the three, referred to as triangulation. It is worth noting that data collection occurred via observation. You must describe what was observed and who was interviewed during the interview.

The qualitative data analysis technique elucidates the existence of a phenomenon while also providing insight into the meaning contained within what emerges. SWOT analysis was used to discover internal and external factors such as strengths, weaknesses, opportunities, and threats. These factors were then matched through the development of alternative plans.

Table 2. SWOT Matrix

	STRENGTH S (S)	WEAKNESS ES (W)
OPPORTUNITI ES (O)	STRATEGY - SO Create a strategy which use inner strength utilise opportunities	Strategy – WO Creating a strategy that overcome weakness by using opportunities.
THREATS (T)	ST-strategy Creating strategy who use power for overcome threats.	WT Strategy Create strategy that minimizes weakness and avoid threat

- a) arrange into table 1 (5 to 10 Strengths, Weaknesses and opportunities, threats
- b) assigning a weight to each factor in column 2, starting with 1.0 (very important) to 0.0 (not important). It is possible that these factors can have an impact on strategic factors.
- c) calculate the rating (column 3) for each factor in giving a scale from 4 (outstanding) to 1 (poor), according to the influence of the factors faced with the conditions of the relevant Kumperindag Service.

- d) Multiplying the weight in column 2 by the rating in column 3 to obtain the weighting factor for the column.
- e) Summing up the weighting scores for the related Kumperindag Service businesses. The total score shows how the Office of Kumperindag in Boalemo district reacted by comparing the Office of Kumperindag in the district of Boalemo.
- f)

RESULT OF RESEARCH

1. Internal causes affecting the Kumperindag Service in the district of Boalemo

a. The Kumperindag Service's Strength in Boalemo

The Kumperindag Office in Boalemo Regency's strengths includes the potential for significant regional fees, regional retribution rates in favour of PAD, local government and community support for DISKUMPERINDAG, and the existence of local regulations governing local government.

b. Weaknesses of the Boalemo Regency's Kumperindag Service

Weaknesses in the Kumperindak Service in the Boalemo area include a lack of local taxation, poor market management, cooperatives and SMEs contributing inefficiently to income, unmet PAD targets, inadequate regional potential data, and unmet PAD targets

2. External Factors Affecting the Kumperindag Service in the District of Boalemo

a. Opportunities in Boalemo Kabupaten for the Ministry of Trade and Industry

Opportunities exist in the Boalemo Regency's Department of Trade and Industry due to increased trade activity, government commitment and support, and the involvement and cooperation of numerous agencies in PAD revenues.

b. Obstacles/threats in the Boalemo Regency's Department of Commerce and Industry

The obstacles at the Kumperindag Service in Boalemo Regency stem from the pandemic's application of PSBB, public awareness, supportive infrastructure, community understanding, and the lack of cooperatives and MSMEs.

DISCUSSION

1. The SO (strength-opportunity) Strategy for Regional Original Income Growth in the Boalemo Regency

Based on the SO (strength-opportunity) approach for Increasing Regional Original Income in Boalemo Regency, which is strategic due to the fact that it must be implemented at several places. The approach is as follows: a) through collaboration between the Ministry of Industry and Trade and other government agencies, regional retribution will increasingly play a significant role.

One strategy to increase local revenue in Boalemo Regency is to increase local retribution rates. As a result, local original income will increase. To increase PAD in the Diskumperindag of Boalemo Regency, the trade sector can significantly contribute through regional regulations regulating trade. Thus, the Kumperindag Office of Boalemo Regency must leverage its strengths and prospects to boost regional original revenue in Boalemo Regency. Regional retaliation is a significant factor in supporting PAD, and there have to be clear laws governing commerce in the Boalemo District Office of Trade and Industry.

2. The WO (Weaknesses-Opportunities) Strategy for Regional Original Income Growth in the Boalemo Regency

The WO (Weaknesses-Opportunities) strategy for raising original regional income in the Boalemo Regency is strategic since it must be implemented at several places. A fantastic potential to raise local revenue in the Boalemo Regency, then point b) Establishing regional tax rules This technique is utilized to develop regional tax regulations in order for

them to contribute to the Industry and Trade Ministry.

According to the explanation above, the Kumperindag Office of the Boalemo Regency must be capable of assuming these responsibilities to boost original regional income by overcoming current limitations and capitalizing on diverse opportunities.

3. The ST (Strengths-Weaknesses) Strategy for Increasing Local Revenue in the Boalemo District

According to the ST (Strengths-Threats) strategy for increasing regional original income in Boalemo Regency, several strategies become critical points: point a) Government support for market infrastructure; with government support for market infrastructure, the market managed by the Ministry of Industry and Trade no longer appears slum-like; point b) Community-based policies that assist the community in increasing PAD; with this strategy, the community will understand the import of increasing PAD.

According to the explanation above, the government's support of facilities, policies that aid the community in increasing PAD, local regulations that aid cooperatives and MSMEs, and routine socialization can all be made based on existing analysis in order for the Boalemo district's Department of Industry and Trade to attempt to overcome the forces involved in dealing with various threats.

4. Using the WT (Weaknesses-Threats) Strategy to Boost Regional Original Income in Boalemo.

According to the WT (Weaknesses-Threats) strategy for increasing PAD in Boalemo Regency, there are several critical strategies: point a)) sanctions for people who violate policies determined by the regional government, the community will be aware of mistakes they make when they violate the rules determined, and point b)) human resources capable of managing the market and user fees, with the presence of the regional government.

According to the strategy outlined above, the Kumperindag Office of the Boalemo Regency has an effective strategy; this policy is based on an existing analysis. The Kumperindag Office makes every effort to overcome deficiencies while avoiding threats.

Table 4.3 SWOT Matrix

Strength (Strengths)	Weaknesses
<ul style="list-style-type: none"> • Large potential for regional retribution in PAD • Regional retribution rates that support PAD • local government and community support for the Kumperindag • There is a PERDA that regulates regional revenues 	<ul style="list-style-type: none"> • There is no contribution from local taxes yet • There is no good market management. • PAD targets that have not been achieved
Opportunity (Opportunities)	Weaknesses
<ul style="list-style-type: none"> • Trading activity continues to increase • Government commitment and support • The involvement and cooperation of several agencies in the receipt of PAD 	<ul style="list-style-type: none"> • Cooperation in increasing regional retribution • Increasing regional retribution rates in increasing PAD • Regional regulations governing trade.
Threats	Weaknesses
<ul style="list-style-type: none"> • PAD during 	<ul style="list-style-type: none"> • Facility • Sanctions

the covid-19 pandemic	support from the government	for people who violate HR
• Implementation of PSBB in a Pandemic Period	• Policies that support the community in increasing PAD	• HR capable of managing the market and user fees
• Citizen's awareness	• Routine socialization	
• Supporting facilities		
• Community Knowledge		

Source: data processed in 2021

CONCLUSION

Based on the results of the discussion described above, it is concluded as follows:

1. The strengths of the Boalemo Regency Kumperindag Service include: the potential for large regional retributions in the contribution of PAD, regional retribution rates that support PAD, local government and community support for Diskumperindag and the existence of a regional regulation that regulates regional revenues.
2. Weaknesses that must be corrected include: There is no contribution from local taxes, there is no good market management and the PAD target has not been achieved
3. Opportunities that are owned include: trade activities that continue to increase, government commitment and support, involvement and cooperation of several agencies in PAD revenue
4. Threats faced include: PAD during the Covid-19 Pandemic, implementation of PSBB during the Pandemic, public awareness and supporting facilities, public knowledge.

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