

THE IMPLEMENTATION OF MODERNIZATION OF THE LOCAL TAX SYSTEM AT THE SOUTH BOLAANG MONGONDOW BPKPD

Rizka Mayulu¹⁾, Arifin Tahir²⁾, and Djamila Podungge³⁾

^{1,2)} Bina Taruna University Gorontalo

³⁾ Bina Mandiri University Gorontalo

E-mail: Rizkamayulu0@gmail.com

ABSTRACT

This study aims to analyze and determine the application of the modernization of the local tax system at the South Bolaang Mongondow BPKPD.

The research used a qualitative descriptive approach. Data collection techniques are interviews, observation and documentation. Data analysis techniques consist of stages of collecting data, reducing data, presenting data, and drawing conclusions.

The results showed that the implementation of the modernization of the local tax system of the South Bolaang Mongondow BPKPD, namely: 1) modernizing the organizational structure through the formation of an Integrated Supervision Team, as well as conducting inspections of service tasks. However, the modernization of this organizational structure has not been implemented optimally because it has not established a one-stop service through Account Representatives (AR); 2) modernization of organizational procedures through simplification of administrative procedures and utilization of information and communication technology through OM OKU and Tapping Box applications; 3) modernization of organizational strategy through campaigns and outreach on the importance of paying taxes, as well as socialization of OM OKU and the Tapping Box. However, this socialization has not been evenly distributed across all levels of taxpayers' society; 4) Modernization of organizational culture through clear and firm sanctions for violations for taxpayers who do not pay taxes, providing basic training and ICT development for ICT operators, providing complete office infrastructure supported by clean, fragrant and comfortable office space conditions, so as to provide excellent service to taxpayers in carrying out their tax obligations.

Keywords : Application, Modernization, Local Tax System.

INTRODUCTION

The existence of public administration to provide public services that are beneficial to the community. The current government has a role that is directed to serve the community, so that democratic governance can be realized. This is done, among others, through various innovations, principles

of good governance, and the use of technology. In this regard, public administration has a very broad and complex scope, and depends on the development needs and dynamics of the problems faced by the community. One of the scopes of public administration is public management with regard to, among

The Implementation of Modernization of the Regional Tax System at the South Bolaang Mongondow BPKPD

other things, systems within the organization.

The public management dimension relates to how to apply management principles to implement public policy. Public management discusses various general aspects of the organization and is a combination of management functions such as planning, implementing or implementing and controlling on the one hand and human, financial, physical, and information resources. In its development, management is required to be accountable through organizational accountability with regard to transparency, success or failure, and individual accountability with regard to the professionalism of public administrators.

In line with the implementation of public management in the public administration system in the era of globalization where technology is developing faster and more modern, so that all organizations are forced to use modern technology in their administrative systems. One of the administrative systems that have implemented modern technology is the tax system. This is considered important as revealed in the research. The application of modernization of the tax system supported by modern information technology will provide convenience in the implementation of the tax system and supervision of taxpayers. With the modernization of the taxation system, it will support the performance of tax administration services, so that every process of tax administration services can be measured and controlled properly.

The implementation of the modernization of the taxation system is very important for public organizations to improve services to taxpayers and the implementation of the applicable tax system in accordance with good governance. On the other hand, with the

implementation of the modernization of the taxation system, the taxation process can be completed quickly with guaranteed legal certainty, so that taxpayers can receive good service which can certainly provide satisfaction for taxpayers. In addition, it is expected to improve the performance of human resources services that have an impact on increasing taxpayer compliance in carrying out their tax obligations which in the end the amount of tax revenue increases and the achievement of tax revenue targets set by the government.

Universally, the implementation of the modernization of the taxation system is part of the tax administration reform that must be carried out on an ongoing basis, and is the key to success in tax policy. Modernization of the taxation system as an instrument to increase voluntary compliance of taxpayers, increase public trust (trust), and improve the integrity of the tax apparatus. Taxpayers can feel the ease in complying with their tax obligations. One of the causes of the lack of taxpayer compliance is the administrative process that is difficult, ineffective, and inefficient, resulting in significant costs. Therefore, with a good modernization of the taxation system, it is hoped that the government will be able to optimize the realization of tax revenues and improve tax compliance.

The modernization of the taxation system aims to increase the potential for available tax revenue which has the characteristics of carrying out administrative activities through a system based on the latest technology. Through this modernization, it is hoped that solid pillars will be built as the fundamentals of good and sustainable acceptance. Tax management has undergone major changes which continue to be developed towards modernization. The demand to maximize the potential of tax revenue is the reason for modernizing taxation. The

modernization of taxation is in the form of improvements to tax policies and the tax system itself.

Talking about the modernization of the taxation system, Pertiani, et al (2021:187) suggested that the dimensions of the modernization of the taxation system consist of: 1) Organizational Structure, 2) Organizational Procedures, 3) Organizational Strategy, and 4) Organizational Culture [1]. Indicators of modernization of the taxation system in the organizational structure include the ease of tax reporting by taxpayers due to the existence of a supervisory team, which also collects and examines taxes. Indicators of modernization of the taxation system in organizational procedures include the simplicity of taxation procedures by utilizing the application of information technology. Indicators of modernization of the taxation system in the organizational strategy include the delivery of tax information and tax counseling with the preparation of systematic and comprehensive program concepts, systems and methods, improving the quality of human resources with tax counseling training, and intensifying tax revenues. Indicators of modernization of the taxation system of organizational culture, among others, a good environment will improve the quality of service tax authorities.

This research is about the implementation of the modernization of the local tax system in the South Bolaang Mongondow BPKPD which will examine some of the modernization of the local tax system that has been carried out by the South Bolaang Mongondow Regency. Based on Regional Regulation Number 22 of 2011 concerning South Bolaang Mongondow Regional Taxes, South Bolaang Mongondow regional taxes consist of 9 (nine) types, namely taxes: 1)

Restaurants, 2) Hotels, 3) Entertainment, 4) Advertising, 5) Street Lighting, 6) Non-Metal Minerals and Rocks, 7) Parking, 8) Groundwater, 9) Swallow's Nest, 10) Rural and Urban Land and Building Taxes, 11) Fees for Acquisition of Rights on Land and Buildings [2].

In terms of implementing the modernization of the local tax system at the South Bolaang Mongondow BPKPD, including those related to the management of Regional Original Income (PAD) from the Land and Building Tax (PBB) currently using *e*-SPTPD application technology through Online Monitoring of Integrated Tax Objects (OM OKU) and Tapping Box.

The South Bolaang Mongondow Regency Government officially launched the OM OKU application in 2018. This application aims to maximize PAD in the main area in making it easier for tax objects to get information related to taxes in the region. OM OKU which uses version 2.0. launched by the South Bolaang Mongondow Regency Government in collaboration with SulutGo Bank to improve tax services. The public can monitor as well as make PBB payments where OM OKU has been integrated with SMS Banking facilities and can be accessed via an Android cellphone and is available in the Playstore (<https://www.seputarsulutnews.co>) [3].

This application makes it easy for taxpayers to view and monitor the amount of invoices for tax objects throughout the South Bolaang Mongondow Regency online, so that taxpayers will have no trouble. Some of the information summarized by this online application can be used to check various information including SPPDT data (bill amount), payment procedures through the facilities provided by the bank, PBB-P2 information and call center if you need consulting services. It is an honor for

The Implementation of Modernization of the Regional Tax System at the South Bolaang Mongondow BPKPD

Bolaang Mongondow Selatan who is able to implement this application system. as the first in a Regency/City in North Sulawesi (<https://boganinews.com/>) [4].

Meanwhile, the Tapping Box is a tax record tool that is used to monitor every daily transaction at the place of business in Restaurants and Inns, for the initial stage the installation of the tax record tool is carried out at 12 Restaurants and 3 Inns. Record daily transaction history will later become a reference for the comparison of turnover reported by the Taxpayer every month as the basis for determining the 10% tax.

So far, the implementation of the modernization of the local tax system at the South Bolaang Mongondow BPKPD has produced encouraging results. The aim of increasing Local Own Revenue sourced from taxes seems to have shown success. This can be seen from the realization of Regional Original Income in the last three years as follows:

Table 1. The Accomplishments of PAD

thn	Determination (Rp)	Realization (Rp)	Percentage (%)
2018	5.383.679.762	4.659.156.526	86,54
2019	5.261.188.267	5.578.600.013	106,03
2021	4.350.584.508	4.635.363.197	106,55

Source: BPKPD Kab. Bolsel, 2021

The data in Table 1 above shows that the realization of Regional Original Revenue in 2018 was only 86.54 percent. However, in 2019 the percentage of realized achievements increased by 106.03 percent, even in 2021 by 106.55 percent. Based on the initial interview with the Head of the Tax Division of the South Bolaang Mongondow BPKPD, information was obtained that the tendency to increase the realization of the achievement was due to the implementation of modernization of the

local tax system at the South Bolaang Mongondow BPKPD, among others through the Integrated Tax Object Monitoring Online application (OM OKU) and the Tapping Box.

However, along with the increase in the realization of Regional Original Income, in general the efforts to implement the modernization of the regional tax system which is the full responsibility of the South Bolaang Mongondow BPKPD have not yet been in accordance with what was expected. It can be assumed or suspected that there are problems in the implementation of the modernization of the local tax system at the South Bolaang Mongondow BPKPD.

These assumptions and conjectures can be observed in the unclear division of tasks and authorities of the personnel in charge of the tax system at the South Bolaang Mongondow BPKPD. Whereas in the Regulation of the Regent of South Bolaang Mongondow Number 104 of 2016 concerning Position, Organizational Structure, Duties and Functions, as well as the Work Procedure of the Financial Agency Article 35 it is emphasized that the Agency must prepare a job analysis, job map and workload for all positions within the Agency. However, until now this has not been done by the South Bolaang Mongondow BPKPD regarding what positions are needed and who can be used as personnel in charge and technical implementers in this activity [5].

Some of the personnel involved in handling the local tax system do not yet have a clear position status, even for implementing the existing system operators are general administrative personnel and do not have specialization as system operators assigned to monitor and maintain the local tax system both for online applications. Integrated Tax Object Monitoring (OM OKU) and the Tapping Box application.

In addition to the above problems, there is no Minimum Service Standard in standardized documents by the leadership of the BPKPD which regulates, among others, service procedures and completion time in the local tax system at the South Bolaang Mongondow BKPPD. So far, the existing procedures only concern the operational procedures for the Integrated Online Tax Object Monitoring (OM OKU) application and the Tapping Box, namely the restaurant and lodging tax calculation application.

The South Bolaang Mongondow BPKPD has not conducted routine and scheduled socialization of the local tax system. So far, what has been done is the launching of the Integrated Tax Object Monitoring Online application (OM OKU) and the Tapping Box as one of the steps to modernize the local tax system. There is already socialization available, but it is limited to internet media, flyers and billboards at several strategic points in Bolaang Mongondow Selatan Regency. Socialization through direct meetings with the public, especially taxpayers, is minimal. In the end, there are still some people who do not want to use the application to make paying taxes easier because it is considered impractical.

In addition, human resources have not been placed in the field of work in accordance with the expected abilities or competencies. The affairs of implementing the modernization of the local tax system at the South Bolaang Mongondow BPKPD are carried out by the Tax Division, where the State Civil Apparatus in this field is 5 people, while the honorary staff are 10 people. From a quantitative point of view, the number of personnel is considered adequate, but from a qualitative point of view, the existing human resource expertise has not met expectations. For example, current operators do not have basic knowledge in

the field of computers or information systems.

The existence of an assumption of problems in the implementation of the modernization of the local tax system at the South Bolaang Mongondow BPKPD has become a concern for researchers and is interested in conducting research with the title "**The Implementation of Modernization of the Regional Tax System at the South Bolaang Mongondow BPKPD**".

Public Administration

Siagian (2015:2) gives his view that administration is the whole process of cooperation between two or more people based on a certain rationality to achieve predetermined goals. The administration is characterized by: 1) the existence of a human group consisting of 2 (two) or more people, 2) the existence of cooperation, 3) the existence of a business process, 4) the existence of guidance, leadership, and supervision, 5) the existence of goals [6]. According to Nawawi (2016:1), administration is an activity or a series of activities as a process of controlling the cooperative effort of a group of people to achieve the common goals that have been set [7]. Gie (2012:14) asserts that administration is a whole series of arrangements for the main work carried out by a group of people in cooperation to achieve certain goals [8].

Public administration is defined by Waldo in Pasolong (2014:8) as the management and organization of people and their equipment in order to achieve government goals [9]. Pasolong (2014:8) also cites Henry's view of public administration as a complex combination of theory and practice, with the aim of promoting an understanding of government in relation to the governed society, and also encouraging public policy to be more responsive to social needs. So public administration tries to

The Implementation of Modernization of the Regional Tax System at the South Bolaang Mongondow BPKPD

institutionalize management practices to better suit the values of effectiveness, efficiency, and meet the needs of the community [9]. Keban (2014:3) expressed the opinion of Chander and Plano that public administration is a process in which public resources and personnel are organized and coordinated to formulate, implement and manage decisions in the public [10].

Some of the understandings of public administration above can be understood that administration is a collaboration carried out by a group of people or institutions in carrying out government tasks to achieve government goals effectively and efficiently in order to meet public needs.

Good governance is the latest public administration paradigm which is believed to be able to complete the needs of today's public administration tasks. New ideas emerge so that good governance can actually be created. Even good governance can be strengthened again by using the concept of sound governance so that governance becomes not only good but also solid in a sustainable manner. The key to achieving this is to innovate the public sector. These innovations include innovations in public policy and administration. Innovation means generating new ideas, ways, methods in the practice of public administration. Innovation is needed both when the old ways are no longer able to solve long protracted problems, or when public services are currently facing ongoing changes, or when future challenges demand changes in public administration (Muluk, 2019:15) [11].

Public Management

Management can be interpreted broadly, it can mean processes, arts, sciences and professions (Sherly, et al, 2020:10). Management is defined as a process because there are stages in management to achieve goals, namely

through planning stages, organizing stages, directing stages and monitoring stages. Management is defined as an art because every manager has his own way to achieve goals according to the way and style of each manager according to the conditions and personality of the manager concerned. Management is defined as a science because management can be studied and tested for truth. Management if studied systemically, comprehensively and implemented consistently will guarantee success because the direction of the goals and objectives is clear [12]. Management as stated by Mulyadi (2019:9). is the art of managing human resources so that they are able to actualize themselves according to their ability to achieve common goals in an organization, essentially management is the art of moving other people to do positive things for the common good [13].

Satibi (2012:12) quotes Overman that public management is: "an interdisciplinary study of general aspects of the organization, and is a combination of management functions, such as planning, organizing, and controlling on the one hand, with human, financial, physical, and social resources, information and politics on the other". It can be understood that public management is related to the way used by a leader to manage the organization in achieving goals or objectives within the organization [14]. In Sudarmanto's view (2020:6) public management is defined as a person's effort to be responsible for running an organization and utilizing resources (people and machines) to achieve organizational goals [15].

Public management which in other words is called government management is the government's effort in providing public needs through facilities and infrastructure. Public management which in other words is called government management is the government's effort in

providing public needs through facilities and infrastructure. The management element is now in the form of a main part in the management of organizations, where organizations are in the private sphere or in the public sphere such as government organizations. Public management departs from private sector management which does not make the direction of goals and implementation of public sector organizations like the private sector (Ramadhan and Priyadi, 2020:6) [16].

Public management is a series of activities carried out by the government to adjust public problems carried out by implementing management functions in order to achieve predetermined goals effectively and efficiently (Anggara, 2016:545) [17]. Public management can be interpreted as a complex performance system between bureaucratic actors, namely the government and all related elements in order to provide maximum service to the community, so that it can fulfill the wishes and achieve community satisfaction (Ningrum, et al, 2021:146) [18].

The basic task of public management is to develop an understanding of the administrative and management systems used in the public sector and not-for-profit organizations. The term public management (public management) refers to a branch of a broader type of science, namely public administration (public administration). Public management is a branch of public administration that specifically discusses the science of program design and organizational restructuring, resource allocation through the budgeting system, financial management, human resource management and program evaluation and auditing (Hyde & Shafritz in Dhulhijjahyani, 2021:34) [19].

Modernization of the Taxation System

Since 2002, the Directorate General of Taxes (DGT) has launched a program of change (change program) or reform of tax administration, which is briefly known as Modernization. The soul of this modernization program is the implementation of good governance, namely the implementation of a transparent and accountable tax administration system, by utilizing a reliable and up-to-date technology information system. The strategy adopted is to provide excellent service as well as intensive supervision to taxpayers. If this modernization program is studied in depth, including the changes that have been, are being, and will be carried out, it can be seen that this modernization concept is a breakthrough that will bring about quite basic and revolutionary changes (Ningrum, 2018:2) [18].

Modernization of the tax system based on the Minister of Finance Regulation no. 167/PMK.01/2012 quoted by Pandiangan (in Pernamasari & Rahmawati, (2021:80) regarding "Restructuring the Directorate General of Taxes and the Vertical Agencies under it, namely the planning for the implementation of a comprehensive tax modernization program that covers all lines of operations of the organization nationally" The modernization of the taxation system is a form of implementation of various programs and activities stipulated in the medium-term tax administration reform. The implementation of the modern taxation system is a refinement or improvement of performance, either individually, in groups, or in institutions to make it more efficient, economical and fast which is a form of of tax administration reform [20].

Rahayu's view (2017:119) regarding tax modernization as a result of perfecting comprehensive tax reform which is a unified whole which is carried out in three

The Implementation of Modernization of the Regional Tax System at the South Bolaang Mongondow BPKPD

areas of taxation, namely, administration, regulation and supervision [21]. Meanwhile, the tax administration itself by Rahayu (2017: 91-92) is a process of taxation activities that is carried out continuously and moves forward by involving collaboration between human resources [21]. Pernamasari and Rahmawati (2021:81) state that tax administration is a procedure that includes the stages of taxpayer registration, tax determination, tax payment, tax reporting and tax collection [20].

The purpose of tax modernization according to Rahayu (2017:120) that the government is modernizing the administration not only with the aim of achieving tax revenue targets but also towards a much better tax framework, namely provisions, procedures and tax activities directed at better tax services. good for taxpayers, which in the end will have an impact on the community, especially taxpayers, which can result in the level of awareness of taxpayers being increased, and resulting in changes in the mindset of taxpayers, namely viewing the fulfillment of tax obligations as a participatory obligation not as a quantitative burden [21].

The characteristics of tax modernization as described by Pandiangan (in Pertiani, et al 2021:187) that tax modernization has 1) all administrative activities are carried out through an administrative system based on the latest technology, 2) all taxpayers are required to pay through an online receipt office, 3) all taxpayers are required to report their tax obligations using computer media (e - SPT), 4) monitoring of tax payer compliance is carried out with incentives [1].

The real manifestation of the implementation of the modernization of the taxation system is shown by several characteristics which are marked by the implementation of all administrative

activities through an administrative system based on the latest technology, all taxpayers are required to pay through the online receipt office , report their tax obligations using computer media and monitoring of taxpayer compliance is carried out regularly. intensive. Conceptually, system modernization refers to excellent service and intensive supervision with the implementation of good governance. The goals of modernization include increasing tax compliance, trust in tax administration and spurring high productivity of tax employees (Pertiani, et al, 2021:187) [1].

The modernization of the tax system (Pertiani, et al, 2021:187) has the following dimensions [1]:

1. Organizational structure
Nasution in Rahmadhani (2013:40) organizational structure is a division of work tasks by grouping and coordinating formally [23].
2. Organizational procedures
Lazzaro in Rahmadhani (2013:40) says that organizational procedures are a detailed description of the steps of the system and the sequence of activities that are closely related to each other, in order to achieve the goals of the state [23].
3. Organizational strategy
Ariyanto in Rahmadhani (2013:40) quoting from advanced strategic management, organizational strategy is basically to create a fit or meth between the organization's internal capabilities and external opportunities. The tool that creates a fit or method is a SWOT analysis (strengths, weaknesses, opportunities, threats) namely strengths, weaknesses, opportunities and threats [23].
4. Organizational culture
Organizational culture is an organizational habit that refers to a system that has a shared meaning adopted by members of an organization

from other organizations (Robbins and Judge in Rahmadhani, 2013:41) [23].

RESEARCH METHODS

This research was carried out using a qualitative descriptive approach which aims to get a comprehensive phenomenon in relation to the implementation of the modernization of the local tax system at the South Bolaang Mongondow BPKPD.

Data collection at the South Bolaang Mongondow BPKPD is done by means of interviews, observations, and documentation. Data analysis technique by reducing data by selecting, focusing, abstracting, transforming the rough data that is in the field directly, and forwarded at the time of data collection. Next, present the data and draw conclusions.

Determination of the validity of the data in this study was carried out by examination techniques through checking research data, including sharing opinions with colleagues and various groups who understand research problems related to the application of modernization of the local tax system at BPKPD Bolaang Mongondow Selatan.

RESEARCH RESULT

Organizational Structure Modernization

Indicators of modernization of the organizational structure are related to the formation of an organization based on function, the specification of duties and responsibilities, the existence of a supervisory line for service and inspection tasks, and one-stop service through a representative account at the South Bolaang Mongondow BPKPD.

The application of modernization of the organizational structure with the formation of an organization in the modernization of the organizational structure at the South Bolaang Mongondow BPKPD. The above organizational structure has been in place since 2016, then in December 2021 the

South Bolaang Mongondow BPKPD modernized the organizational structure by making changes to the downsizing of the structure where the Perbub stated that in order to implement the provisions of Article 16 of the Regulation of the Minister for Empowerment of State Apparatus and Bureaucratic Reform of the Republic of Indonesia Number 25 of 2021 concerning Simplification of Organizational Structure in Government Agencies for Bureaucracy Simplification [24]. In addition, this is in order to implement the provisions of Article 3 letter e number 2 of the Regional Regulation of South Bolaang Mongondow Regency Number 5 of 2021 concerning the Second Amendment to Regional Regulation Number 11 of 2016 concerning the Formation and Composition of Regional Apparatuses [25].

South Bolaang Mongondow Regent Regulation Number 8 of 2021 concerning Position, Organizational Structure, Duties and Functions and Work Procedures of the Regional Finance and Revenue Management Agency explained that the Regional Finance and Revenue Management Agency is located under and responsible to the Regent through the Regional Secretary. The Regional Finance and Revenue Management Agency carries out government affairs and co-administration tasks in the area of Finance and Regional Revenue [26].

There is a specification of duties and responsibilities in the modernization of the organizational structure at the South Bolaang Mongondow BPKPD, as well as the task specifications for the Head of the Determination and Billing Sub-Section, having task specifications, including, among others, compiling technical instructions on the implementation of the calculation, assessment, determination, issuance, and collection of Tax Objects.

The Implementation of Modernization of the Regional Tax System at the South Bolaang Mongondow BPKPD

There is a line of supervision of service tasks and inspections in the modernization of the organizational structure at the South Bolaang Mongondow BPKPD. This is legitimized by the Decree of the South Bolaang Mongondow Regent Number 230 of 2020 concerning the Establishment of an Integrated Team for Supervision of the Installation of Online System Equipment at Taxable Business Places [27].

The existing organizational structure is representative for the Regional Tax System at the South Bolaang Mongondow BPKPD. In this case, the Head of the Regional Finance and Revenue Management Agency is obliged to implement the principles of coordination, integration, synchronization and simplification within the Regional Finance and Revenue Management Agency as well as with other technical institutions. The Head of the Regional Revenue and Finance Management Agency in carrying out his duties and authorities based on policies determined by the Regent. The Head of the Regional Finance and Revenue Management Agency leads, coordinates and gives assignments for performance implementers in their respective organizational environments. The Head of the Regional Revenue and Finance Management Agency is required to report performance to the performance appraisal official.

The South Bolaang Mongondow BPKPD has formed an Integrated Team for Supervision of the Installation of Online System Equipment at Tax Collecting Mandatory Business Places, however, this team cannot be said to be an Account Representative (AR) which is an implementing position with several levels of office as regulated in the legislation (Article 1 number 1 PMK 45/2021) which carries out the task of tax intensification through the provision of

guidance/appeal, consultation, analysis and supervision of taxpayers.

If you pay attention to the indicators of modernization of the organizational structure, it can be said that the South Bolaang Mongondow BPKPD has implemented a modernization of the organizational structure which is characterized by the formation of an organization based on functions that are equipped with specifications of duties and responsibilities, as well as forming an Integrated Supervision Team as a supervisory line for service and inspection tasks. However, the modernization of this organizational structure has not been implemented optimally because the South Bolaang Mongondow BPKPD has not yet established a one-stop service through the Account Representative (AR).

Organizational Procedure Modernization

The application of modernization of organizational procedures is a modernization in steps of the detailed system and sequence of activities in the local tax administration system at the South Bolaang Mongondow BPKPD which are closely related to each other, in order to achieve the goal. Indicators of the modernization of organizational procedures include simplifying administrative procedures and increasing standards of time and quality of service and tax audits; the use of modern information technology in providing services, supervision, inspection and tax collection; and automatic inspection by utilizing workflow management in SAPT.

There is a simplification of administrative procedures and an increase in standards, time and quality of service and tax audits. The simplification is through the application of OM OKU and Tapping Box. So far, the tax payment/deposit management system has been deemed ineffective and inefficient because it is considered to lengthen the

bureaucratic flow; has the potential for large tax arrears; as well as providing opportunities for possible risks of fraud/abuse/deposition of tax deposit funds. Meanwhile, regions are required to be able to optimize Regional Original Income, one of which is through improving the quality of services, so as to stimulate the public to be proactive and disciplined in paying taxes and in line with the demands of the development of existing information technology. So OM OKU and Tapping Box are applied .

Implementation of modernization of organizational procedures with the use of modern information technology in providing services, supervision, inspection and tax collection. In addition, perform inspection automation by utilizing workflow management in SAPT.

Modernization of organizational procedures in implementing the modernization of the local tax system at the South Bolaang Mongondow BPKPD is carried out through simplification of administrative procedures and the use of information and communication technology in the form of the application of the Integrated Tax Object Monitoring Online application (OM OKU) and the restaurant and lodging tax calculation application (Tapping Box). , so that it is easier for taxpayers to carry out their tax obligations for 24 hours and 7 working days including holidays.

Organizational Strategy Modernization

The implementation of the modernization of organizational strategy is the modernization of process improvements in the local tax administration system at the South Bolaang Mongondow BPKPD which includes work methods, systems and procedures. Indicators of the modernization of organizational strategies include tax socialization; simplification of tax administration; and carry out training

for personnel in excellent service methods and techniques.

The implementation of the modernization of organizational strategy is carried out through socialization of taxation in the modernization of organizational strategy at the South Bolaang Mongondow BPKPD. It seems that this socialization is carried out through billboards and direct visits to strategic places. However, this socialization has not been evenly distributed across all levels of taxpayer society, so there are still many taxpayers who have not taken advantage of it. In addition, the implementation of training for excellent service methods and techniques in modernizing organizational strategies at the South Bolaang Mongondow BPKPD. It appears that employees are given certified local tax management training.

Modernization of organizational strategy in implementing the modernization of the local tax system at the South Bolaang Mongondow BPKPD is carried out through the use of information and communication technology in providing tax information, campaigns and counseling about the importance of paying taxes, as well as socializing OM OKU and the Tapping Box , however this socialization has not been evenly distributed throughout layers of society are taxpayers, so there are still many taxpayers who have not taken advantage of it.

Organizational Culture Modernization

The application of modernization of organizational culture is a modernization of habits in the South Bolaang Mongondow BPKPD which refers to a system that has a shared meaning adopted by members of the South Bolaang Mongondow BPKPD. Indicators of modernizing organizational culture include the application of a code of ethics

The Implementation of Modernization of the Regional Tax System at the South Bolaang Mongondow BPKPD

and quality and professional human resources.

Implementation of modernization of organizational culture with the application of a code of ethics in modernizing organizational culture at BPKPD Bolaang Mongondow Selatan. It appears in the 2021 South Bolaang Mongondow BPKPD Employee Code of Ethics as a guide for attitudes, behavior, and actions, which binds South Bolaang Mongondow BPKPD employees in carrying out their main duties and functions as well as in daily life.

Regarding the modernization of organizational culture at BPKPD Bolaang Mongondow Selatan, researchers can not only see the existence of code of ethics rules but also appear through the Good Governance program with clear and firm sanctions for violations for taxpayers who do not pay taxes, provide basic training and ICT development for operators. ICT, provides complete office infrastructure supported by clean, fragrant and comfortable office space conditions, so that it can provide excellent service to taxpayers in carrying out their tax obligations.

There are steps in developing quality and professional human resources at the South Bolaang Mongondow BPKPD. It appears that employees at the South Bolaang Mongondow BPKPD attend training and tax training that are periodic every year.

Modernization of organizational culture in implementing the modernization of the local tax system at the South Bolaang Mongondow BPKPD is carried out through the application of an employee code of ethics, the Good Governance program with clear and firm sanctions for non-paying taxpayers, providing basic training and ICT development for ICT operators, providing complete office facilities and infrastructure supported by clean, fragrant

and comfortable office space conditions, so as to provide excellent service to taxpayers in carrying out their tax obligations.

DISCUSSION

Organizational Modernization

Structure

The results of the study revealed that the South Bolaang Mongondow BPKPD had implemented a modernization of the organizational structure which was characterized by the formation of an organization based on functions that were equipped with a specification of duties and responsibilities, as well as forming an Integrated Supervision Team as a supervisory line for service and inspection tasks. However, the modernization of this organizational structure has not been implemented optimally because the South Bolaang Mongondow BPKPD has not yet established a one-stop service through the Account Representative (AR).

The results of this study, if associated with the findings of Pertiani, et al (2021) [1], it can be said that the modernization of the organizational structure in the implementation of the modernization of the local tax system in the South Bolaang Mongondow BPKPD has not been fully effective because even though the organizational structure of the South Bolaang Mongondow BPKPD has experienced changes, namely the organizational structure that has been oriented to function and has formed an Integrated Team for Supervision of the Installation of Online System Tools at Tax Collecting Business Places, but the South Bolaang Mongondow BPKPD has not established a one-stop service through Account Representatives (AR) as one of the spearheads in in relation to extracting potential state revenues in the taxation sector, which has the task of providing guidance or advice, consultation, analysis, and supervision of Taxpayers.

If you pay attention to the research results of Pernamasari and Rahmawati (2017) [20], it can be said that the change or modernization of the tax administration system in the organizational structure of the South Bolaang Mongondow BPKPD is one of the efforts of the South Bolaang Mongondow Regency Government to improve taxpayer compliance in the region. This is in accordance with the research of Pernamasari and Rahmawati (2017) that organizational structure has a significant effect on individual taxpayer compliance [20]. The results of Ningrum's research (2018) confirm that organizational structure has a positive and significant effect on the level of corporate taxpayer compliance with a regression coefficient of 0.863 and a significance level of 0.000 [18].

The formation of an Integrated Team for Supervision of the Installation of Online System Equipment at Tax Collecting Business Places in the organization, so in this case the South Bolaang Mongondow BPKPD has implemented administration well, as the grand theory of this research is based on Siagian's opinion (2015:2) [6] regarding administration, researchers can argue that the South Bolaang Mongondow BPKPD has carried out a cooperation process between two or more people based on a certain rationality to achieve the goals of the agency that has been determined where one of the main characteristics is the supervision of the regional tax administration system. The objective of the South Bolaang Mongondow BPKPD is to effectively and efficiently meet public needs.

Taking into account the views of Nawawi (2016:1) and Gie (2012:14) [7,8] regarding administration, the researcher can argue that the application of modernizing the local tax system at the South Bolaang Mongondow BPKPD through an organizational structure is very

important for an agency that functions to regulate and assigning tasks and responsibilities to individuals can also make it easier to control the work being done. This is an effort to control the local tax system to achieve the shared goals that have been set. South Bolaang Mongondow BPKPD reorganized the local tax system carried out by employees at South Bolaang Mongondow BPKPD in collaboration to achieve the goal of increasing local tax revenue, ultimately to achieve better effectiveness, efficiency, and fulfillment of community needs.

There has not been a one-stop service through the Account Representative (AR) at the South Bolaang Mongondow BPKPD as one of the spearheads in relation to extracting the potential for state revenue in the taxation sector which has the task of providing guidance or advice, consultation, analysis, and supervision of taxpayers. It can be said that the South Bolaang Mongondow BPKPD has not yet fully implemented the modern organizational structure. Therefore, it is time for the South Bolaang Mongondow BPKPD to form an Account Representative (AR) as one of the focuses of activities and steps for tax administration reform.

Organizational Procedure Modernization

The results showed that the modernization of organizational procedures in the application of the modernization of the local tax system at the South Bolaang Mongondow BPKPD was carried out through simplification of administrative procedures and the use of information and communication technology in the form of the application of the Integrated Tax Object Monitoring Online application (OM OKU) and the restaurant and lodging tax calculation application (Tapping Box), so that it is easier for taxpayers to carry out their tax

The Implementation of Modernization of the Regional Tax System at the South Bolaang Mongondow BPKPD

obligations for 24 hours and 7 working days including holidays.

The results of this study are in line with the findings of Pertiani, et al (2021) [1] that the modernization of organizational procedures in implementing the modernization of the local tax system has been effective because the organizational procedures of the South Bolaang Mongondow BPKPD have carried out modernization, namely simplifying administrative procedures and increasing standards of time and quality of service and tax audits, use of modern information technology in providing services, supervision, tax audits and collections, implementation of automatic audits by utilizing workflow management in SAPT.

If you pay attention to the research results of Nurfauziaha and Hak (2020) [27], it can be said that the change or modernization of the tax administration system in organizational procedures through OM OKU and Tapping Box carried out by the South Bolaang Mongondow BPKPD has a significant effect on individual taxpayer compliance. This is in accordance with Ningrum's research (2018) which confirms that organizational procedures also have a positive and significant effect on the level of corporate taxpayer compliance with a regression coefficient of 0.430 and a significance level of 0.037 [18].

According to the researcher, the organizational procedure for implementing OM OKU and the Tapping Box must really be a system that is structured or designed to facilitate, tidy up, and bring order to the local tax administration of South Bolaang Mongondow. Thus, practically this procedure is applied in the form of documents that are directly related to all procedures carried out chronologically and coherently for the implementation

of OM OKU and the Tapping Box to help Agency employees and Taxpayers complete work in order to obtain effective work results as expected.

The existence of organizational procedures for the implementation of OM OKU and the Tapping Box will help trace the risk of procedural errors in providing tax services to the public, as well as ensure that all service processes continue to run in various situations. Moreover, it will increase the accountability and credibility of the South Bolaang Mongondow BPKPD by documenting all special responsibilities in the implementation of local tax administration tasks, as well as clearly showing that the performance of the South Bolaang Mongondow BPKPD is efficient and professionally managed.

Organizational Strategy Modernization

The results showed that the modernization of organizational strategy in implementing the modernization of the local tax system at the South Bolaang Mongondow BPKPD was carried out through the use of information and communication technology in providing tax information, campaigns and counseling about the importance of paying taxes, as well as socializing OM OKU and the Tapping Box. This is not evenly distributed in all levels of taxpayer society, so there are still many taxpayers who have not taken advantage of it.

The results of this study are in line with the findings of Pertiani, et al (2021) [1] that the modernization of organizational strategy in implementing the modernization of the local tax system has been effective because the organizational strategy of the South Bolaang Mongondow BPKPD has carried out modernization by implementing socialization and tax campaigns, simplifying tax administration, implementing training of personnel in excellent service methods and techniques.

If you pay attention to the results of Pernamasari and Rahmawati's research (2017) and Nurfauziah and Hak's (2020) research [28], it can be said that the modernization of strategies in the South Bolaang Mongondow BPKPD organization will increase taxpayer compliance in South Bolaang Mongondow Regency. The results of Ningrum's research (2018) confirm that organizational strategy has a positive and significant effect on the level of corporate taxpayer compliance with a regression coefficient of 0.583 and a significance level of 0.001 [18].

The findings of this study indicate that the socialization of the application of the OM OKU and Tapping Box applications has not been evenly distributed across all levels of taxpayer society, so that there are still many taxpayers who have not utilized it, so it is necessary to carry out the socialization more intensely, scheduled and routinely both through online and online media. directly to taxpayers.

Organizational Culture Modernization

The results showed that the modernization of organizational culture in the implementation of the modernization of the local tax system at the South Bolaang Mongondow BPKPD was carried out through the Good Governance program with clear and firm sanctions for violations for taxpayers who did not pay taxes, providing basic training and ICT development for ICT operators, providing complete office facilities and infrastructure supported by clean, fragrant and comfortable office space conditions, so as to provide excellent service to taxpayers in carrying out their tax obligations.

The results of this study are in line with the findings of Pertiani, et al (2021) [1] that the modernization of organizational culture in implementing the modernization of the local tax system has

been effective because the organizational culture of the South Bolaang Mongondow BPKPD has implemented modernization, namely the application of a code of ethics, qualified and professional human resources.

If you pay attention to the research results of Pernamasari and Rahmawati (2017) [20], it can be said that the change or modernization of the tax administration system in the organizational culture of the South Bolaang Mongondow BPKPD is one of the efforts of the South Bolaang Mongondow Regency Government to improve taxpayer compliance in the region. The results of Ningrum's research (2018) confirm that organizational culture has a positive and significant effect on the level of corporate taxpayer compliance with a regression coefficient of 0.595 and a significance level of 0.007 [18].

According to the researcher, the existence of a strong organizational culture in the South Bolaang Mongondow BPKPD will be very beneficial for the ease of coordinating taxation activities within the South Bolaang Mongondow BPKPD. So the modernization of organizational culture facilitates and saves communication between individuals or members of the organizational culture, because of the attitude and togetherness in embracing existing values.

Taking into account Rahayu (2017: 120) [21], the soul of the application of modernizing the local tax system at the South Bolaang Mongondow BPKPD emphasizes the implementation of Good Governance, namely the application of a transparent and accountable tax administration system, by utilizing a reliable and up-to-date technology information system. Thus the South Bolaang Mongondow BPKPD is not only with the aim of achieving tax revenue targets but also towards a much better taxation framework, namely tax provisions, procedures and activities

The Implementation of Modernization of the Regional Tax System at the South Bolaang Mongondow BPKPD

directed at better tax services for taxpayers, which in the end will have an impact on the community, especially taxpayers, which can result in the level of awareness of taxpayers being increased, and resulting in changes in the mindset of taxpayers, namely viewing the fulfillment of tax obligations as a participatory obligation not as a quantitative burden.

Conclusion

The implementation of the modernization of the local tax system of the South Bolaang Mongondow BPKPD, namely: 1) modernizing the organizational structure through the formation of an Integrated Supervision Team, as well as conducting inspections of service tasks. However, the modernization of this organizational structure has not been implemented optimally because it has not established a one-stop service through Account Representatives (AR); 2) modernization of organizational procedures through simplification of administrative procedures and utilization of information and communication technology through OM OKU and Tapping Box applications; 3) modernization of organizational strategy through campaigns and outreach about the importance of paying taxes, as well as socialization of OM OKU and the Tapping Box, however, this socialization has not been evenly distributed across all levels of taxpayer society; 4) Modernization of organizational culture through clear and firm sanctions for violations for taxpayers who do not pay taxes, providing basic training and ICT development for ICT operators, providing complete office infrastructure supported by clean, fragrant and comfortable office space conditions, so as to provide excellent service to taxpayers in carrying out their tax obligations.

BIBLIOGRAPHY

- [1] Pertiani, K., Saladin, H., & Jusmani, J. (2021). Analisis Penerapan Modernisasi Sistem Administrasi Perpajakan pada KPP Pratama Seberang Ulu. *Jurnal Media Akuntansi (Mediasi)*, 3(2), 182-196.
- [2] Peraturan Daerah Nomor 22 Tahun 2011 Tentang Pajak Daerah Bolaang Mongondow Selatan.
- [3] Pemkab Bolsel Luncurkan Aplikasi Om Oku. (2019). <https://www.seputarsulutnews.co> diakses 10 September 2021.
- [4] BPKAD Launching Aplikasi OM OKU. (2018) <https://boganinews.com/> diakses 10 September 2021.
- [5] Peraturan Bupati Bolaang Mongondow Selatan Nomor 104 Tahun 2016 mengenai Kedudukan, Struktur Organisasi, Tugas dan Fungsi, serta Tata Kerja Badan Keuangan
- [6] Siagian, S. P. (2015). *Manajemen Sumber Daya Manusia*. Jakarta: Bumi Aksara.
- [7] Nawawi, H. (2016). *Manajemen Sumber Daya Manusia*. Yogyakarta: Gadjah Mada.
- [8] Gie, T.L. (2012). *Administrasi Perkantoran Modern*. Yogyakarta: Liberty.
- [9] Pasolong, H. (2014). *Teori Administrasi Publik*. Bandung: Alfabeta.
- [10] Keban, Y.T. (2014). *Enam Dimensi Strategis Administrasi. Publik, Konsep, Teori dan Isu (Edisi Ketiga)*. Yogyakarta: Gava Media.
- [11] Muluk, M. R. K. (2019). *Inovasi dalam Paradigma Administrasi Publik*. Jakarta: Universitas Terbuka.
- [12] Sherly, S., Candra, V., Nainggolan, N. T., Simatupang, S., Putri, D. E., Pakpahan, G. E. & Julyanthry, J. (2020). *Pengantar Manajemen Publik dan Bisnis (Tinjauan Teori dan*

- Konseptual*). Bandung: Widina Bhakti Persada.
- [13] Mulyadi, S. (2019). *Manajemen Humas Dan Publik Opinion Building* (Vol. 149). Pamekasan: Duta Media Publishing.
- [14] Satibi, I. (2012). *Manajemen Publik dalam Perspektif, Teoritik, dan Empirik*. Bandung: Unpas.
- [15] Sudarmanto, E., Mawati, A. T., Nugraha, N. A., Purba, P. B., Komariyah, I., Purba, S., ... & Dewi, I. K. (2020). *Manajemen Sektor Publik*. Jakarta: Yayasan Kita Menulis.
- [16] Ramadhan, M. I., & Priyadi, B. P. (2020). Dimensi Pelayanan Publik Dalam Pengaduan Masyarakat Laporan Hendi Di Kota Semarang. *Journal of Public Policy and Management Review*, 9(4), 176-194.
- [17] Anggara, S. (2016). *Administrasi Keuangan Negara*. Bandung: Pustaka Setia.
- [18] Ningrum, R. W. K., Widowati, N., & Maesaroh, M. (2021). Analisis Kualitas Pelayanan Pembuatan Dokumen Kependudukan Di Dinas Kependudukan Dan Pencatatan Sipil Kabupaten Pati. *Journal of Public Policy and Management Review*, 10(3), 144-152.
- [19] Dhulhijjahyani, F., Sjamsuddin, S., & Nuh, M. (2020). Manajemen Konflik Dalam Penyelesaian Permasalahan Hubungan Industrial (Studi Dalam Bidang Hubungan Industrial Dinas Tenaga Kerja Kabupaten Pasuruan). *Profit: Jurnal Administrasi Bisnis*, 14(1), 32-41.
- [20] Pernamasari, R., & Rahmawati, S. N. (2021). Analisis Penerapan Modernisasi Sistem Administrasi Perpajakan terhadap Tingkat Kepatuhan Wajib Pajak pada Kantor Pelayanan Pajak Pratama Kembangan Jakarta. *Jurnal Akuntansi, Keuangan, Pajak dan Informasi (JAKPI)*, 1(1), 77-97.
- [21] Rahayu, P. F. (2017). Faktor-Faktor yang Memengaruhi Perilaku Wajib Pajak Orang Pribadi dalam Menggunakan E-Filing Pada Kantor Pelayanan Pajak Pratama Palembang Ilir Timur. *Motivasi: Jurnal Manajemen dan Bisnis*, 2(1), 111-128.
- [22] Pertiani, K., Saladin, H., & Jusmani, J. (2021). Analisis Penerapan Modernisasi Sistem Administrasi Perpajakan pada KPP Pratama Seberang Ulu. *Jurnal Media Akuntansi (Mediasi)*, 3(2), 182-196.
- [23] Rahmadhani, Z. (2013). *Sensus Pajak Nasional Dalam Reformasi Administrasi Perpajakan Di Kantor Pelayanan Pajak (Kpp) Pratama Pekanbaru Tampan* (Doctoral dissertation, Universitas Islam Negeri Sultan Syarif Kasim Riau).
- [24] Peraturan Menteri Pendayagunaan Aparatur Negara dan Reformasi Birokrasi Republik Indonesia Nomor 25 Tahun 2021 Tentang Penyederhanaan Struktur Organisasi Pada Instansi Pemerintah Untuk Penyederhanaan Birokrasi.
- [25] Peraturan Daerah Kabupaten Bolaang Mongondow Selatan Nomor 5 Tahun 2021 tentang Perubahan Kedua Atas Peraturan Daerah Nomor 11 Tahun 2016 tentang Pembentukan dan Susunan Perangkat Daerah.
- [26] Peraturan Bupati Bolaang Mongondow Selatan Nomor 8 Tahun 2021 tentang Kedudukan, Susunan Organisasi, Tugas dan Fungsi serta Tata Kerja Badan Pengelola Keuangan dan Pendapatan Daerah.
- [27] Surat Keputusan Bupati Bolaang Mongondow Selatan Nomor 230 Tahun 2020 tentang Pembentukan Tim Terpadu Pengawasan Pemasangan Alat perangkat Sistem

**The Implementation of Modernization of the Regional Tax System
at the South Bolaang Mongondow BPKPD**

Online pada Tempat Usaha Wajib
Pungut Pajak.

[28]Nurfauziah, F. L., & Hak, A. R. S.
(2020). Modernisasi Administrasi
Perpajakan dan Kepatuhan Wajib

Pajak Orang Pribadi Di Kota
Bandung. *EKUBIS*, 2(1), 82-97.