

## Strategi peningkatan pendapatan daerah melalui optimalisasi pajak daerah (studi kasus di Kota Depok) = Regional strategy to increase revenue through regional tax optimization (case study in Depok)

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### Abstrak

Penelitian ini membahas permasalahan yang dihadapi oleh Dinas Pendapatan, Pengelolaan Keuangan dan Aset Kota Depok. Melalui perspektif manajemen strategis, diharapkan akan teridentifikasi kondisi eksternal dan internal organisasi, isu-isu strategis yang dihadapi oleh organisasi, dan pada akhirnya akan direkomendasikan sejumlah strategi sebagai respon atas permasalahan yang tengah dihadapi. Dari penelusuran mandat, misi organisasi, dan hasil analisis SWOT dapat diidentifikasi beberapa isu strategis pada Dinas Pendapatan, Pengelolaan Keuangan dan Aset Kota Depok sekaligus formulasi strategi yang direkomendasikan yaitu (1) Isu-isu strategis yang berkaitan dengan peningkatan sumber daya manusia dan isu bagaimana mengeliminir kultur organisasi yang negatif, dengan strategi: (a) Kebijakan peningkatan pendidikan; (b) Kebijakan peningkatan keterampilan teknis; (c) Kebijakan re-orientasi kultur organisasi (2) Isu-isu strategis yang berkaitan prosedur manajemen perpajakan yang terdiri dari isu strategis tentang bagaimana memperbaiki prosedur manajemen pemungutan pajak daerah, bagaimana memperbaiki mekanisme pendataan, bagaimana meningkatkan evaluasi kegiatan, bagaimana meningkatkan koordinasi antara dinas terkait dengan strategi: (a) Kebijakan Manajemen "Jemput Bola"; (b) Kebijakan Net Working System; (c) Kebijakan peningkatan kapasitas olah data; Kebijakan peningkatan mekanisme koordinasi dan evaluasi. (3) Isu strategis optimalisasi implementasi perda pajak dengan strategi : (a) Kebijakan Sosialisasi; (b) Kebijakan Kolaborasi disemua lini; (4) Isu Strategis peningkatan sarana dan pra sarana, dengan strategi: (a) Kebijakan peningkatan sarana dan prasarana tekonologi informasi; (b) Kebijakan peningkatan sarana/prasarana operasional; (5) Isu strategis penegakan hukum (Law Enforcement), dengan strategi : (a) Kebijakan pembentukan Tim penegakan Hukum; (b) Kebijakan Kebijakan Pemberlakuan sanksi hukum.

*This study discusses the problems faced by the Department of Revenue, Finance and Asset Management Depok. Through a strategic management perspective, is expected to be identified external and internal conditions of the organization, strategic issues faced by the organization, and will ultimately recommended a number of strategies in response to the problems faced. From the search mandate, the mission of the organization, and the results of SWOT analysis identified several strategic issues at the Department of Revenue, Finance and Asset Management Depok well as the formulation of recommended strategies: (1) strategic issues related to the improvement of human resources and the issue of how to eliminate negative organizational culture, with the following strategies: (a) Policy improvement of education; (B) Policies to improve technical skills; (C) The policy re-orientation of the organization's culture (2) The strategic issues related to tax management procedures consisting of strategic issues about how to improve local tax collection management procedures, how to improve data collection mechanisms, how to improve the evaluation of activities, how to improve coordination between departments associated with the following strategies: (a) Management Policy "Pick up Ball"; (B) Net Policy Working System; (C) Policy capacity building if the data; Increase policy coordination and evaluation mechanisms. (3) The issue of strategic optimization of tax regulations implementation strategies: (a) Dissemination Policy; (B)*

Collaboration policy in all lines; (4) Strategic Issues and infrastructure improvement pre means, with the following strategies: (a) Policy improvement of information technology infrastructure; (B) Policy improvement of facilities / infrastructure operations; (5) The issue of strategic enforcement (Law Enforcement), with the following strategies: (a) the law enforcement team formation policy; (B) Policy Enforcement Policy penalties.</i>