Capacity of the Regional Revenue Agency of Bekasi District in Increasing Regional Original Revenue (PAD) Through Rural and Urbban Land and Building Tax (PBB-P2)

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Abstract

This study aims to analyze the capacity of the Bekasi Regency Regional Revenue Agency (Bapenda) in optimizing the management of Rural and Urban Land and Building Tax (PBB-P2) in order to increase Regional Original Income (PAD). In the context of regional government, the effectiveness and efficiency of regional tax management are influenced by various organizational factors.

This study uses a qualitative approach to explore various dimensions of organizational capacity, such as strategic leadership, program and process management, and cooperation networks. The data used in this study came from in-depth interviews and field observations combined with secondary data from media documentation and previous research.

The results of the study indicate that aspects of strategic leadership, program and process management, and cooperation networks play an important role in the effectiveness of PBB-P2 management. In the strategic leadership dimension, policy continuity and leadership stability contribute to the achievement of long-term strategic goals. In the aspect of program and process management, data-based planning and realistic targets are needed to improve the efficiency of program implementation. In addition, strengthening cooperation networks with various stakeholders can support the optimization of regional tax management

INTRODUCTION

Decentralization and regional autonomy have become major concerns in the governance system in Indonesia. In order to provide broader authority to regions, the government has issued a policy to delegate various types of authority, including in the management of Land and Building Tax (PBB). This policy is regulated in Law No. 1 of 2022 concerning financial relations between the central government and regional governments and explains the allocation of funds, such as the General Allocation Fund and Special Allocation Fund, as well as the regulation of taxes and other revenues that are the rights of the region. The aim is to strengthen regional autonomy, improve public services, and encourage accountability and transparency in regional financial management.

This delegation of authority aims to strengthen regional financial capacity, increase the effectiveness of tax management, and provide flexibility to regional governments to increase Regional Original Income (PAD). With this transfer, regional governments are expected to be able to optimize the potential of Land and Building Tax as one of the main sources of funding for regional development, as well as ensure equity and justice in the management of fiscal resources.

However, this delegation of authority also raises various challenges. Various regions have different levels of capacity in tax management, both in terms of administration, human resources, and technological infrastructure. This condition often results in disparities in the management of PBB in various regions. Therefore, a study on the delegation of PBB authority from the center to the regions is important to assess the extent to which this policy is able to achieve its objectives in increasing regional fiscal independence, as well as the impacts on community welfare and regional financial stability.

In principle, administratively there is a transfer of recording of Land and Building Tax (PBB) collection results, if previously Land and Building Tax (PBB) was recorded in the State Finances of the State Revenue and Expenditure Budget (APBN) in Tax revenue, then after the transition

mechanism is running it will be included in the Regional Original Income (PAD) especially Regional Taxes reviewed from the location aspect, the relationship between Tax payers and those who enjoy Tax benefits. The focus of this research can examine how the Regional Revenue Agency is able to adapt and implement these administrative changes. Research can explore various aspects such as strategic planning, tax management information systems, and human resource capacity in managing the increase in volume and complexity of tasks resulting from the transfer of PBB levies to the PAD category.

In addition, Land and Building Tax (PBB) is also a tax imposed on taxable objects in the form of land and/or buildings and is one of the potential types of tax as state revenue. Initially, the authority in determining the tax base, setting rates, providing revenue (tax sharing) and managing its administration was still with the Central Government, but with the enactment of the latest Policy Law No. 1 of 2022 concerning financial relations between the central government and regional governments, this Regulation contains general provisions on the procedures for collecting, registering, depositing, and managing regional taxes and levies which are aimed at supporting ease of doing business and the investment climate. In addition, this Law also stipulates procedures related to tariff adjustments and evaluations of regional regulations relating to regional taxes and levies. The results of the assessment and determination of the NJOP of land and buildings are immediately submitted by the Regional Revenue Agency to taxpayers in a tax payable notification letter (SPPT) so that it can be paid off six months from the date of receipt of the SPPT. Taxpayers who have received the SPPT can make PBB payments by utilizing the payment facilities and infrastructure provided by the Regional Government. Amil et al. (2020) stated that to increase PBB payments, namely by utilizing advances in information technology or online payments so as to provide greater convenience and comfort for taxpayers.

Law No. 1 of 2022 concerning Financial Relations between the Central and Regional Governments brings several important changes related to Rural and Urban Land and Building Tax (PBB-P2). One significant change is the new regulation regarding reclaimed land, which is now considered the earth's surface in the context of taxation, as well as the addition of exempted tax objects including government buildings used for government administration. In addition, there have been restrictions on the Non-Taxable Tax Object Sales Value (NJOPTKP) which can now only be applied to one tax object per taxpayer in one district/city area, as well as the stipulation that the maximum PBB-P2 rate is 0.5%, an increase from the previous rate.

Rural and Urban Land and Building Tax (PBB P2) is a very potential source of regional original income in the Bekasi Regency Regional Government. Where the collection process must be carried out effectively and efficiently so that it can be optimally explored. Benefits for the community The researcher explained that the Rural and Urban Land and Building Tax (PBB-P2) provides significant benefits to the community, especially in funding infrastructure and public services. Funds from this tax are used to build and maintain infrastructure, such as roads and public facilities, which improve accessibility and the quality of life of the community. In addition, this tax also supports the provision of public services such as education and health.

This study also highlights the issue of increasing tax receivables which indicates obstacles in tax collection and taxpayer compliance.

Bekasi Regency is one of the regions in Indonesia that is experiencing rapid economic growth. Located in West Java Province, this area is not only an important part of the Jakarta Metropolitan area, but also develops as the largest industrial center in Southeast Asia. The large industrial area and adequate infrastructure have made Bekasi Regency a magnet for investors and entrepreneurs, both domestic and international (Astuty & Wibowo, 2023). This rapid growth in the industrial sector has also driven an increase in the number of workers, which has a positive impact on local economic growth. This provides a great opportunity for local governments to optimize sources of income, especially Local Original Income (PAD) which comes from Rural and Urban Land and Building Tax (PBB-P2).

Table 1.1 Realization of Land and Building Tax (PBB)

Tahun	Target Penerimaan (Rp)	Realisasi (Rp)	%
2020	490.000.000.000	492.515.602.110	101%
2021	532.500.000.000	540.328.258.716	101%
2022	542.500.000.000	587.157.412.214	108%
2023	620.000.000.000	586.630.303.541	95%

Source: (Regional Revenue Agency of Bekasi Regency)

Table 1.1 shows the decrease in the realization of Land and Building Tax (PBB) in 2023 compared to the target set may be caused by several factors, including the influence of changes in tax policies regulated in Law No. 1 of 2022. One important aspect of this Law is the adjustment of the Taxable Object Sales Value (NJOP). The increase in NJOP can result in a higher tax burden for taxpayers, which in turn may affect their ability or desire to fulfill tax obligations. In addition, other economic factors such as macroeconomic conditions, property market fluctuations, and taxpayers' economic capabilities can also affect the level of compliance and realization of tax revenues.

As well as the Contribution to the Decrease in the Percentage of Realization in 2023, the realization of PBB reached 95% of the target, which shows a decrease in target achievement compared to previous years, where the percentage of realization exceeded or reached the target (101% in 2020 and 2021, 108% in 2022). PBB-P2 is one of the significant sources of revenue for Bekasi Regency, considering the large amount of land and buildings used for various purposes, including industry, trade, and housing. As an area with a strong economic base and diverse economic structure, Bekasi Regency has great potential in increasing revenue from PBB-P2. Bekasi Regency as one of the strategic areas in West Java Province has great economic potential, supported by its location close to the national economic center, namely DKI Jakarta. As a rapidly developing area, Bekasi Regency faces major challenges in managing PBB-P2, especially in ensuring that this tax can be a sustainable and effective source of revenue. This potential includes rural and urban areas that continue to grow, including industrial areas, settlements, and commercial areas that contribute significantly to the regional tax base.

affects the capacity of the Bekasi Regency Regional Revenue Agency in managing PBB-P2. This study also aims to identify the challenges faced and formulate strategies that can support increasing PAD through PBB-P2. Thus, the results of this study are expected to contribute to the development of more effective fiscal policies and support local political stability for sustainable regional development.

According to Horton (Horton, 2003) organizational capacity is the ability possessed by an organization to carry out its activities. According to him, organizational capacity includes five main aspects, namely:
• Resources
1. staff members/personnel (human resources),

2. infrastructure, technology, and financial resources,
• Management
3. strategic leadership,
4. program and process management, and
5. cooperation networks and relationships with other parties..

Figure 2.1 Components of Organizational Capacity
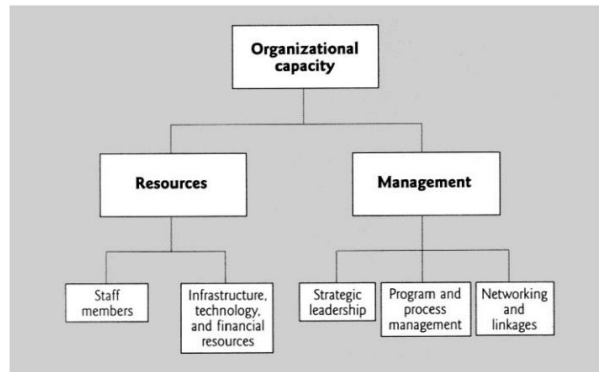
Source : (Horton, 2003)

The Horton Theory approach (2003) provides a comprehensive analytical framework to evaluate the capacity of the Bekasi Regency Regional Revenue Agency (Bapenda) in optimizing the management of Rural and Urban Land and Building Tax (PBB-P2) in order to increase Regional Original Income (PAD). This theory utilizes five main dimensions, namely resources, strategic leadership, program and process management, cooperation networks, and relationships with other parties. However, the application of this theory is not entirely free which can significantly affect the effectiveness of the organization in managing PBB-P2.

Several main factors of concern in increasing PAD through PBB-P2 include duplication of taxpayer data, low public awareness of tax obligations, ineffective determination of regional revenue targets, geographical challenges of large work areas, and limited competence and training of tax officers. These factors not only reflect technical challenges, but are also closely related

For example, duplication of taxpayer and tax object data is often caused by inconsistent policies or weak support for reliable technology. This situation can be exacerbated by conflicts of political interest, where policy changes are often made based on certain political pressures without considering the sustainability of the tax data system. As a result, organizations struggle to develop adequate technological infrastructure to support efficient and accurate data management.

In addition, low public awareness of tax obligations is often associated with a lack of integrated tax education in local government programs. In many cases, political agendas prioritize programs that provide direct impact in a short time, so that tax education is often neglected. This is further exacerbated by the lack of strategic collaboration between local governments and communities or business associations to increase taxpayer participation.

Ineffective PAD target setting is also a major challenge that is often influenced by political pressure. In some cases, PAD targets are set with overly high ambitions to show the performance of a particular government, even though the organization's capacity is not yet sufficient to achieve them. This creates additional pressure on Bapenda to meet unrealistic targets, which can ultimately affect the credibility of the organization.

Another challenge is the large work area that hinders the efficiency of tax officers in the field. The allocation of human resources and technology is often uneven due to political preferences that influence the distribution of budgets and facilities. This causes some areas to receive less attention, while other areas receive excessive allocations. This dynamic shows the need for a fairer and more planned distribution policy.

Finally, the limited competence and training of tax officers reflects the urgent need for human resource capacity development. However, in many cases, budget priorities for training are often influenced by political interests, so that training and professional development for tax officers do

not receive adequate attention. In addition, nepotism practices in employee placement can reduce work efficiency and effectiveness.

METHODS

This study aims to analyze the Influence on the Capacity of the Bekasi Regency Regional Revenue Agency in Optimizing Rural and Urban Land and Building Tax (PBB-P2) to Increase PAD. This study uses a qualitative method. Data sources consist of primary and secondary data. Primary data includes the results of observations and interviews with various informants. Informants were selected by purposive sampling (Creswell, 2010), namely the Head of the Regional Revenue Agency, Head of the Regional Tax Management Division, Head of the Regional Revenue Control and Evaluation Division, Head of the Revenue Planning and Development Division, Head of the Collection Sub-Division, Head of the Regional Tax Determination Sub-Division, Head of the Regional Tax Data Collection and Registration Sub-Division, Head of the Potential Revenue Development Sub-Division, PBB-P2 Tax Collection Field Officers, and PBB-P2 Taxpayers. Secondary data includes media sources or other research results used to support the analysis. The collected data were analyzed descriptively according to the title of the study. Data validation is based on certain criteria, including the level of credibility and accuracy of the data obtained, the truth of the description, conclusions, and explanations, which can be assessed through compliance with important provisions and documents (Moleong, 2014). In the data validation process, this study uses a data triangulation method, which aims to verify and strengthen the validity of the research results. Triangulation is carried out through three main methods, namely in-depth interviews, field observations, and document analysis. In-depth interviews were conducted with various stakeholders, such as the Head of the Regional Revenue Agency, Head of the Regional Tax Management Division, Head of the Regional Revenue Control and Evaluation Division, Head of the Revenue Planning and Development Division, Head of the Collection Sub-Division, Head of the Regional Tax Determination Sub-Division, Head of the Regional Tax Data Collection and Registration Sub-Division, Head of the Revenue Potential Development Sub-Division, PBB-P2 Tax Collection Field Officers, and PBB-P2 Taxpayers. Information from the interviews was then validated with field observations.

RESULTS AND DISCUSSION

In conducting this research, interviews were conducted with several informants in the Influence on the Capacity of the Bekasi Regency Regional Revenue Agency in Optimizing Rural and Urban Land and Building Tax (PBB-P2) to Increase PAD, who were considered to have the knowledge and authority to provide answers regarding the Influence on the Capacity of the Bekasi Regency Regional Revenue Agency in Optimizing Rural and Urban Land and Building Tax (PBB-P2) to Increase PAD. The questions in the questionnaire were divided into five criteria/aspects based on the Horton framework which include: factors
- Resources
1. staff members/personnel (human resources),
2. infrastructure, technology, and financial resources,
- Management
3. strategic leadership,
4. program and process management, and

5. cooperation networks and relationships with other parties. :
• Resources
a) Staff Members/Personnel

The staff member/personnel dimension plays an important role in the capacity of the Bekasi Regency Regional Revenue Agency (Bapenda) to optimize Rural and Urban Land and Building Tax (PBB-P2) in order to increase Regional Original Income (PAD). In this context, local has significant influence on the quality, quantity, and effectiveness of personnel in Bapenda. These dynamics can have a direct impact through political intervention in the recruitment and promotion process, as well as an indirect impact through policies that affect budget allocation, training, and incentives for personnel.

One of the main influences is seen in the recruitment and promotion process of personnel. At the local level, the practice of nepotism and political patronage often becomes an obstacle in ensuring that strategic positions are filled by individuals with the appropriate competence. Many cases show that personnel placement decisions are often not based on objective evaluations of individual performance or potential, but rather on political connections or personal closeness. As a result, less competent staff can occupy important positions, which ultimately hinders the efficiency of the organization. This not only harms the organization, but also creates dissatisfaction among other staff whose competence is ignored.

In addition, organizational stability is often disrupted due to too frequent personnel rotation. Every change in political leadership, such as the change of regional head or head of Bapenda, is often accompanied by major changes in the organizational structure. Many staff are transferred or replaced without clear reasons, often only to accommodate certain political interests. These changes can disrupt the sustainability of work programs, including ongoing initiatives to optimize PBB-P2. This instability also creates uncertainty among staff, which can impact their productivity.

Personnel competence is also an equally important issue. In an effort to manage PBB-P2, personnel at Bapenda require special skills, especially in the use of information technology, data analysis, and a service-based approach to the community. However, in many cases, these skills are not possessed by the majority of staff due to the lack of relevant training and development programs. often makes budget allocation for training a low priority, because the budget is more directed to programs that attract more public attention or have strategic value in the political context. As a result, personnel do not receive adequate training to face the technical and administrative challenges in managing PBB-P2.

In addition to the lack of training, the lack of incentives for personnel is also a factor that affects their work motivation. Many staff, especially those working in the field, feel underappreciated for their contributions. can lead to inconsistent incentive policies, where awards are given more to individuals who are considered politically loyal than based on their performance. This creates inequality that reduces morale among staff. Another problem is the imbalance in the distribution of human resources. Bekasi Regency has a very large area with diverse geographical conditions, which requires an even distribution of personnel to ensure that tax services can reach all areas effectively. However, in practice, it often affects the allocation of personnel, where areas that are considered politically strategic get more attention than other areas that may have greater needs. This imbalance causes some areas to lack personnel, while other areas have excess manpower but are not optimally utilized.

Unclear division of tasks is also a problem that reduces work efficiency. Many staff are placed in positions that do not match their skills or experience, resulting in decreased productivity. Without a clear and competency-based division of tasks, many jobs are not carried out optimally, which ultimately affects Bapenda's ability to manage PBB-P2 effectively.

To overcome these challenges, a strategic policy is needed that focuses on strengthening the dimensions of staff members/personnel. First, recruitment and promotion must be competency-based and carried out transparently. Local governments must adopt a meritocratic system that assesses individuals based on their abilities and achievements, not on political connections. This

process must be supported by an objective evaluation system to ensure that only qualified individuals get strategic positions. (As'ad, 2020)

Second, continuous training and development programs must be a top priority. Bapenda needs to allocate an adequate budget for training, especially in the fields of information technology and data management. This training must be designed to meet the specific needs of personnel, such as mastery of tax management software, geographic-based data analysis, and communication techniques with the community. Training programs also need to include the development of soft skills, such as leadership and teamwork skills.

Third, performance-based incentives should be implemented to increase personnel work motivation. These incentives can be in the form of bonuses, salary increases, or non-material rewards such as recognition of achievements. This policy must be implemented consistently and transparently to ensure that all staff feel appreciated for their contributions.

Fourth, equitable distribution of personnel should be a priority in human resource planning. Local governments need to use a data-based approach to identify personnel needs in each region and ensure that workforce allocation is in accordance with those needs. In addition, the duties and responsibilities of each personnel must be clearly defined to avoid overlapping work.

By implementing these steps, Bapenda Bekasi Regency can increase its capacity to manage PBB-P2 more effectively, regardless of the challenges posed by the local. Reforms in the dimensions of staff members/personnel will not only improve organizational performance, but will also contribute to increasing PAD in a sustainable manner. (Liando, 2013).

b)   infrastructure, technology, and financial resources

In the Dimension sub-dimension, it is a fundamental element that determines the capacity of the Bekasi Regency Regional Revenue Agency (Bapenda) in optimizing the management of Rural and Urban Land and Building Tax (PBB-P2). These three elements are interrelated and play an important role in creating an efficient, transparent, and accountable system, which can ultimately increase Regional Original Income (PAD). However, local governments often present major challenges in managing these three elements, either through inconsistent policy decisions, the influence of political interests in budget allocation, or lack of attention to the operational needs of the organization.

In the dimension, one of the main challenges faced by Bapenda is the limited physical facilities to support the organization's operations. Many tax service offices in Bekasi Regency do not yet have adequate facilities. For example, there are still offices located in remote areas with poor accessibility, making it difficult for taxpayers to obtain services. In addition, transportation facilities for field staff are often inadequate or not in good condition, slowing down the verification and tax collection process in the field. Technological infrastructure such as computer hardware and internet networks also often do not meet the standards needed to support digital tax data management. In this case, the vast and diverse area of Bekasi Regency requires a strategic approach to ensure equitable distribution of infrastructure. However, local often influences this process, where infrastructure development tends to be focused on areas that are considered politically strategic, while other areas, which may have greater needs, are neglected.

On the technology side, modernizing the tax management system is an urgent need to improve efficiency and accuracy. The use of information technology can help Bapenda in various aspects, such as managing taxpayer data, monitoring tax payments, and reporting income in real time. Technology can also reduce the risk of data duplication and increase transparency in the administrative process. However, the implementation of this technology is often hampered by bureaucratic constraints and the influence of political interests in the procurement process. For example, in some cases, the procurement of software or tax information systems must go through a long tender process that is prone to conflicts of interest, causing delays in its implementation.

In addition, even though technology has been adopted, its use is not always optimal due to lack of training for staff. Many Bapenda staff are not yet accustomed to using modern information systems, so that the administrative process is still carried out manually in some parts, which has the potential to increase human error. Reliance on technology also requires good integration between the systems used by Bapenda and other agencies, such as the Population and Civil Registration Office for validation of taxpayer data. Unfortunately, this often leads to a lack of coordination between agencies, especially if each agency has a different agenda or priority. This becomes a barrier to more comprehensive modernization efforts.

In the **financial resources** dimension, the biggest challenge is inefficiency in budget allocation. In many cases, the budget that should be allocated for PBB-P2 management is insufficient, or even diverted to other programs that are considered more politically attractive. This has a direct impact on Bapenda's ability to finance strategic programs, such as the construction of new infrastructure, technology modernization, and staff training. When the budget for daily operations, such as transportation costs for field staff or infrastructure maintenance, is insufficient, work effectiveness decreases. In addition, inefficiency in the management of financial resources is often exacerbated by non-transparent bureaucratic practices, where budget allocations are based more on political considerations than technical needs.

The impact on the management of infrastructure, technology, and financial resources directly affects Bapenda's ability to manage PBB-P2 optimally. Inadequate infrastructure causes limited access for taxpayers, which ultimately reduces their level of compliance. Technology that is not adopted or not used optimally increases the risk of administrative errors and slows down the work process. Meanwhile, inefficient budget allocation limits the organization's room to carry out the innovations needed.

To overcome these challenges, integrated strategic steps are needed that are oriented towards the needs of the community. First, the local government needs to ensure that infrastructure development is carried out evenly and based on needs, not political interests. This equality will help improve the accessibility of tax services throughout Bekasi Regency. Second, investment in information technology must be a priority, with a transparent procurement process and adequate staff capacity development to use the technology. Intensive training must be provided to staff so that they can make maximum use of technology.

Third, the allocation of financial resources must be carried out efficiently and oriented towards results. The local government needs to adopt a data-based approach in budget preparation, focusing on programs that have a direct impact on increasing PAD. In addition, transparency in budget management must be improved to avoid misuse and ensure that every allocated fund is used according to its original purpose.

With improvements in the dimensions of infrastructure, technology, and financial resources, the Bekasi Regency Bapenda can significantly increase its capacity. This reform will not only help the organization optimize PBB-P2, but will also create a more efficient, transparent, and accountable system, which ultimately supports sustainable regional development. Amidst the complexities, a commitment to professional and needs-based management is key to success in overcoming these challenges..

• Management
c) Strategic Leadership
The strategic leadership dimension plays a key role in determining the success of the Bekasi

Regency Regional Revenue Agency (Bapenda) in optimizing Rural and Urban Land and Building Tax (PBB-P2) as a source of Regional Original Income (PAD). Strategic leadership not only includes the ability of the Bapenda head to direct the organization to achieve goals, but also includes their role in formulating a vision, managing change, and overcoming challenges that arise due to local. In a context full of political intervention, strategic leadership becomes increasingly important to ensure that Bapenda remains focused on efforts to increase PAD, even under external pressure.

One of the main aspects of strategic leadership is the ability to formulate a clear vision and mission of the organization. A strategic leader must be able to determine a clear direction for Bapenda, by setting realistic but ambitious goals in managing PBB-P2. However, in practice, this process often hinders. For example, Bapenda leaders are often faced with pressure to meet short-term targets that reflect political interests rather than organizational needs. Pressures like this can divert the organization's focus from long-term strategic goals, such as modernizing the tax system or increasing human resource capacity.

In addition to formulating a vision, strategic leadership also includes the ability to manage change. In the era of tax modernization, change is inevitable, whether in the form of adopting new technologies, restructuring the organization, or developing new policies to improve tax compliance. Strategic leaders must be able to lead the organization through this change process in a planned and organized manner. However, local often complicates the change process. For example, policies that have been designed to support modernization are often disrupted by changes in political leadership that bring new agendas, so that the sustainability of the policy is not guaranteed. This condition creates instability that can hinder the progress of the organization.

Strategic leadership also requires the ability to build effective relationships and communication, both within the organization and with external parties. In the context of managing PBB-P2, Bapenda leaders need to establish good communication with other agencies, such as the Population and Civil Registration Service, to ensure the validity of taxpayer data. In addition, collaboration with community leaders, communities, and business associations is essential to increase public awareness and tax compliance. However, local often causes these relationships to become fragmented. For example, differences in agenda between the head of Bapenda and leaders of other agencies can create obstacles in coordination, which ultimately reduces the efficiency and effectiveness of tax management. (Syamsir & Embi, 2011)

In addition, strategic leaders must have the ability to make decisions based on data and facts. In the management of PBB-P2, proper decision-making is very important to determine effective policies, such as setting revenue targets, allocating resources, and planning tax collection strategies. However, in many cases, strategic decisions are often influenced by political pressure that directs policies towards populist goals that do not support PAD optimization. For example, setting overly ambitious revenue targets is often done to show certain political performance, even though the organization's capacity is not yet sufficient to achieve it. This creates additional pressure on Bapenda, which can ultimately disrupt the organization's overall performance.

also affects the stability of leadership in Bapenda. The frequent change of Bapenda heads due to changes in political leadership at the regional level creates significant instability in organizational management. Each change of leader is usually accompanied by changes in policies and priorities, which often disrupt the sustainability of work programs. In addition, new leaders often need time to understand the organization's problems, resulting in delays in implementing previously planned policies.

Untuk mengatasi tantangan yang dihadapi dalam dimensi kepemimpinan strategis, diperlukan langkah-langkah yang planned and based on the principles of good governance. First, the head of Bapenda must have the freedom to determine the strategic direction of the organization without excessive political intervention. This can be achieved by establishing rules that protect the position of the head of Bapenda from political influence, so that they can focus

on achieving organizational goals. Second, leaders must prioritize a data-based approach in decision-making, using in-depth analysis to design effective and efficient policies.

In addition, it is important for leaders to build an organizational culture that supports innovation and collaboration. By creating a conducive work environment, where new ideas are valued and teamwork is encouraged, Bapenda can become an organization that is more adaptive to change. Leaders must also act as effective communicators, both inside and outside the organization, to ensure that all parties involved have the same understanding of Bapenda's goals and priorities.

By strengthening the strategic leadership dimension, Bapenda Bekasi Regency can increase its capacity to manage PBB-P2 more effectively. Strong and visionary leadership will help the organization face challenges caused by local, while ensuring that the goal of increasing PAD can be achieved sustainably.
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d)   Program and Process Management

Program and Process Management Dimensions are important elements in determining the capacity of the Bekasi Regency Regional Revenue Agency (Bapenda) in optimizing the Rural and Urban Building and Building Tax (PBB-P2) as a source of Regional Original Revenue (PAD). In PBB-P2 management, program management includes strategic planning, implementation, evaluation, to policy renewal to achieve organizational goals. Meanwhile, process management focuses on efficiency and effectiveness in every administrative and operational steps. However, local often creates obstacles that reduce the effectiveness of these two aspects, both through direct intervention in program planning and indirect impacts such as inefficient allocation of resources.

In the aspect of program management, one of the main challenges is the lack of consistency in strategic planning due to political influence. Programs designed to improve PBB-P2 management often cannot be carried out on an ongoing basis because of changes in political priorities at the regional government level. For example, the tax system modernization program that requires long -term investment is often hampered because the change of political leadership carries a new agenda that is not in line with previous policies. This change creates uncertainty in the implementation of the program, thus hampering efforts to increase PAD through PBB-P2.

Good program management also requires a data -based approach in planning. In the context of PBB-P2 management, data on taxpayers, tax objects, compliance levels, and income potential are very important to design effective programs. However, it often results in decision making that are not based on adequate data analysis. For example, the revenue target set is often too ambitious and unrealistic, only to show good political performance. As a result, programs designed to achieve these targets tend to fail because they are not in accordance with the capacity of the organization and the actual income potential.

On the other hand, efficient process management is needed to ensure that every administrative step in the management of PBB-P2 runs smoothly. This process includes taxpayer registration, data verification, tax determination, to billing and reporting. However, it often inhibits the efficiency of this process. For example, the management of taxpayer data often faces duplication problems or data inaccuracy due to the lack of integration between the system used by Bapenda and other agencies. This inefficiency not only slows the administrative process, but also increases the risk of errors that can have an impact on reducing public confidence in the taxation system.

In addition, the tax collection process often faces political barriers, especially when involving taxpayers who have closeness to the holder of power. In some cases, there is political pressure to provide special treatment to certain groups, which creates injustice in the taxation system. This not only hinders tax collection, but also creates negative perceptions among other taxpayers, which in

turn reduces the level of overall compliance.

Program and process evaluation is also a challenge in management in Bapenda. The ideal evaluation should be carried out regularly to measure the success of the program and identify areas that require improvement. However, in many cases, this evaluation is not carried out optimally due to lack of resources or pressure to show good results without considering reality in the field. Also often affects the evaluation results, where data or reports tend to be manipulated to reflect good performance, despite the fact that there are still many challenges that have not been resolved.

To overcome challenges in the program management dimensions and process, strategic steps are needed based on the principle of good governance. First, local governments need to ensure that program planning is carried out transparently and based on data. Every program designed must consider the potential for realistic income and organizational capacity to achieve it. Second, it is important to increase efficiency in process management by adopting information technology that can integrate various systems used by Bapenda. This technology can help reduce data duplication, speed up the administrative process, and increase accuracy in tax management.

In addition, program evaluations and processes must be carried out independently to ensure that the results reflect the actual condition. Local governments can involve third parties, such as independent auditors or research institutions, to conduct objective evaluations. The results of this evaluation must be used as a basis for designing new programs or improving existing processes.

Local is indeed an unavoidable challenge in program management and processes in Bapenda. However, with strong leadership and data -based strategy, this challenge can be overcome. Consistent program management and efficient processes will allow Bapenda to optimize PBB-P2 as a source of PAD, while increasing public confidence in the taxation system. This effort will not only support the success of the organization in the short term, but also creates a strong foundation for sustainable regional development.

e)   cooperation network and relationships with other parties

The dimension of cooperation network and relationships with other parties is one of the important aspects in supporting the capacity of the Bekasi Regency Regional Revenue Agency (Bapenda) to optimize the management of Rural and Urban Land and Building Tax (PBB-P2). Good collaboration with various parties, including other government agencies, the community, the private sector, and local stakeholders, is very important to improve the effectiveness of tax management and ultimately support the increase in Regional Original Income (PAD). However, in reality, local often has a major influence on the effectiveness of this cooperation network, either through conflicts of interest, agenda fragmentation, or lack of planned coordination.

One of the main challenges in this dimension is the lack of coordination between government agencies. In managing PBB-P2, Bapenda cannot work alone, but requires support from various other agencies, such as the Population and Civil Registration Service (Disdukcapil) for validation of taxpayer data and the National Land Agency (BPN) for information on tax objects. However, this often causes the agenda and priorities between agencies to be misaligned. For example, differences in leadership at the agency level can create obstacles in coordination, especially if each leader has a different political agenda. As a result, the process of data integration or coordination in policy implementation is hampered, which has an impact on the efficiency and accuracy of tax management.

Public relations are also an important element in the cooperation network. In the context of PBB-P2 management, public awareness and participation greatly determine the level of tax compliance. Bapenda needs to build strong relationships with the community through tax education programs, public awareness campaigns, and responsive services. However, local

governments often influence how these relationships are built. In some cases, tax education programs designed by Bapenda do not receive adequate budget support because the budget is more focused on populist programs that attract more public attention. In addition, the issue of public trust in the tax system is also often influenced by political factors, such as the perception that tax revenues are not used transparently for regional development.

The private sector is also a strategic partner in supporting PBB-P2 management. Collaboration with business associations or property developers, for example, can help Bapenda identify potential new taxes or expand the taxpayer base. However, this often creates tension in this relationship. In some cases, private sectors that have close ties with political power holders may receive special treatment, such as tax reductions or delays, which creates unfairness in the tax system. This not only harms Bapenda in terms of potential revenue, but also causes dissatisfaction among other taxpayers. In addition, relationships with community leaders and local stakeholders are also very important to build support for tax policies. Community leaders often have great influence in building tax awareness and compliance at the local level. However, it can affect the effectiveness of these relationships, especially if community leaders are involved in political conflicts that affect their credibility in the eyes of the community. As a result, Bapenda's efforts to use this network as a means of communication and education become less effective.

To overcome these challenges, an integrated strategy is needed to build and strengthen cooperation networks and relationships with other parties. First, Bapenda needs to adopt a data-based coordination approach in establishing relationships with other government agencies. By using integrated data, each agency can have the same understanding of the goals and priorities of PBB-P2 management, thereby reducing the potential for conflict or differences in agendas. In addition, there needs to be a political commitment to support this data integration, by ensuring that the data sharing process is carried out in a transparent and accountable manner.

Second, Bapenda needs to improve communication with the community through ongoing tax education programs. These programs must be designed to answer questions and concerns from the community regarding the tax system, while building trust in Bapenda as a transparent and professional institution. In this regard, local governments need to provide adequate budget support to ensure that these programs can run effectively.

Third, relationships with the private sector must be based on the principles of transparency and fairness. Bapenda needs to establish constructive dialogue with business associations and property developers to understand the challenges they face and identify potential collaborations. At the same time, there needs to be an oversight mechanism to ensure that no special treatment is given to certain groups based on political proximity.

Finally, Bapenda needs to strengthen its relationship with community leaders and local stakeholders through an inclusive approach. By involving them in the formulation of tax education policies or programs, Bapenda can leverage their influence to increase public awareness and participation. However, this relationship must be managed carefully to ensure that it does not reduce the credibility of these figures in the eyes of the public. By strengthening its network of cooperation and relationships with other parties, Bapenda Bekasi Regency can increase its capacity to manage PBB-P2 more effectively. A strong network will not only support administrative efficiency, but will also create a stronger foundation for building public trust in the tax system. Ultimately, this effort will contribute to a sustainable increase in PAD, while strengthening Bapenda's role as a driver of regional development.

CONCLUSION

The conclusion of this study confirms that the capacity of the Bekasi Regency Regional Revenue Agency (Bapenda) in optimizing the management of Rural and Urban Land and Building Tax (PBB-P2) plays a crucial role in increasing Regional Original Income (PAD). The effectiveness of tax management is influenced by various factors, including program and process management,

strategic leadership, cooperation networks, and inter-agency coordination. To improve Bapenda's performance, a good governance-based approach is needed that includes data-based planning, increasing human resource capacity, utilizing technology, and strengthening collaboration with the community and the private sector. With this strategy, Bapenda can increase efficiency in tax management, strengthen public trust, and support the sustainability of regional development.

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