



Strategies for Increasing Regional Revenue (PAD) In East Luwu Regency

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The development of East Luwu's Regional Revenue decreased from 2019 to 2021. This indicates that there are still resources in East Luwu Regency that have not been managed optimally. Overall, PAD has a very large potential for increasing in every region in Indonesia, but no efforts have been made to increase PAD optimally. This study aims to identify the supporting and inhibiting factors for the Luwu Regency Government in receiving PAD, and to analyze the strategies carried out by the East Luwu Regency government in increasing PAD. This study used descriptive qualitative method. The results of this study are 1) In East Luwu Regency PAD revenue needs to consider internal factors (strengths and weaknesses) and external factors (opportunities and threats) because these factors will affect the increase in PAD revenue, 2) The strategy for increasing PAD revenue should be carried out by considering mandatory conditions/tax objects and preferably involving relevant agencies in its implementation, 3) For Regional Revenue, Financial and Asset Management Office (DPPKAD) this research can be a guide and input in regional financial management, especially the problem of PAD receipts, and 4) For the development of Public Administration Science this research can be used as a reference related to the study of strategic management in regional financial management.

Keywords: PAD, Increasing PAD, East Luwu Regency

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I. INTRODUCTION

Regional Revenue is a source of revenue that must be managed properly, to support development in the area. With the implementation of regional autonomy in the regional government system in Indonesia, the emphasis on autonomy is placed in the Regency/City as regulated in Law Number 32 of 2004 concerning Regional Government.

The granting of this autonomy authority aims to encourage regions to be able to carry out development in various sectors, especially the service sector and public works, as well as the development of public facilities and infrastructure. Regional governments have the right to develop their own policies and regulations to regulate all natural potentials and resources in their regions. Regional Revenue is the main source of local government income derived from regional taxes and levies, the results of separated regional wealth management, and other legitimate PAD. Regional independence can be measured by increasing Regional Revenue every year.

Regions are given the right to obtain financial sources which include, among other things, certainty of the availability of funding from the Government in accordance with the submitted government affairs; the authority to collect and utilize regional taxes and levies and the right to obtain profit sharing from national resources located in the regions and other balancing funds; the right to manage regional wealth and obtain other legitimate sources of income and sources of financing.

The statement above emphasizes that regional autonomy spurs regions to seek to explore the potential of regional original financial sources because the regional autonomy policy itself is actually centralized to regional independence, both in terms of finance and development activities in an effort to advance its own region.

PAD can be interpreted as all forms of revenue obtained by the Regional Government through the management of regionally owned economic resources. The sources of PAD consist of local taxes, regional levies, the results of separated regional wealth management and other legitimate income. The PAD realization obtained by East Luwu during the last 4 years can be seen in the following table:

Year	Regional Revenue (PAD)
2018	Rp. 264.769.982.685
2019	Rp. 313.544.012.192
2020	Rp. 232.495.742.948
2021	Rp. 268.582.437.256

From the table above, it can be seen that the development of East Luwu's PAD has decreased from 2019 to 2021. This indicates that there are still resources in East Luwu Regency that have not been managed optimally. Overall, PAD has a very large potential for increasing in every region in Indonesia, but no efforts have been made to increase PAD optimally. PAD that has not been optimal, especially the lack of local capacity to find potential sources of new PAD, low compliance and public awareness in paying local taxes and levies, administrative systems and local government tax ownership. The local government is still inadequate, as well as the attitude of the local government that is not optimistic about the results that should be achieved by the regions. In addition, other causes that lead to less than optimal management of PAD in the regions are the absence of new sources of regional taxes and levies and the not yet optimal management of regional assets that can become a source of new PAD.

These problems are also experienced by the Regional Government of East Luwu Regency, where economic growth has fluctuated over the last 5 years, and of course this can affect the local revenue. Therefore, in this study, the authors wanted to know how the strategies adopted by the East Luwu regional government after experiencing fluctuations in economic growth caused by the local government's lack of ability to find new sources of income and not optimal in managing existing sources of income.

In an effort to increase local revenue, a strategy must be carried out, where the strategy in question is a selected pattern of action to achieve certain goals. According to Sofyan Assauri in his book *Strategic Management Sustainable Competitive Advantages* (2011: 3): Strategy is formulated as a goal to be achieved, an effort to communicate what will be done, by whom to do it, how to do it, and to whom these things are also communicated, and also need to understand why the performance results need to be assessed.

II. LITERATURE REVIEW

2.1. Regional Autonomy

The definition of regional autonomy based on article 1 point 5 of Law no. 32 of 2004 is the right, authority and obligation of autonomous regions to regulate and manage their own government affairs and the interests of the local community in accordance with statutory regulations. Regions as public legal entities that regulate and manage their own households, have their own government organizations called regional governments. In principle, regional autonomy is the transfer of authority from the central government to local governments to manage their own households.

2.2. Strategic Management

According to Olsen and Eadie (1982:4) strategic management is a disciplined effort to make important decisions and actions that shape and guide how to become an organization (or other entity), what the organization (or other entity) does, and why the organization (or other entity) does it. Others do something like that. The meaning of strategic management is related to the decision-making activities/actions needed to overcome the problems faced by a person, group, organization or even the government in order to realize the planned goals.

2.3. Regional Finance

Government Regulation of the Republic of Indonesia No. 105 of 2000 concerning the Management and Accountability of Regional Finances states that what is meant by regional finances are all regional rights and obligations in the context of administering regional government which will be valued in money, including all forms of regional assets, within the framework of Regional Revenue and Expenditure (APBD).

Regional finance is crucial in the context of implementing regional autonomy. According to the explanation of Law no. 32 of 2004, namely general explanation No. 6 states that the implementation of regional government functions will be carried out optimally if the administration of government affairs is followed by the provision of sufficient sources of revenue to the regions, with reference to the law on financial balance between the central government and regional governments, where the amount is adjusted and harmonized with the distribution of funds. power between the central and local governments.

2.4. Regional Revenue and Expenditure (APBD)

The Regional Revenue and Expenditure Budget (APBD) is essentially a policy instrument that is used as a tool to improve public services and community welfare in the region. Therefore, the DPRD and the regional

government must make real and measurable efforts to produce a APBD that can reflect the real needs of the community in accordance with the potential of their respective regions and can meet the demands of creating a regional budget that is oriented to the interests of the community.

2.5. Regional Revenue (PAD)

As stated in the explanation of Law Number 33 of 2004, what is meant by PAD is revenue obtained by the region from sources within its own territory which is collected based on regional regulations in accordance with applicable laws and regulations.

Regional Revenue in the APBD structure is still an element that plays an important role both in supporting the administration of government and in the provision of public services. The direction of the management of Regional Revenue, balancing funds, and other regional revenues. In the management of regional revenue budgets, efforts will be made to increase regional tax and retribution revenues without having to add another burden to the community and cause investment reluctance.

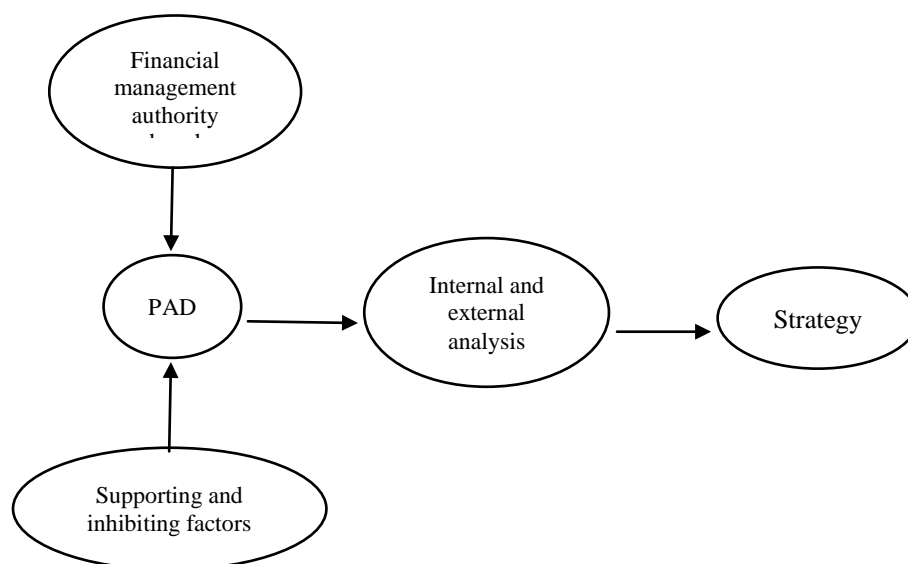
2.6. Strategic Management of PAD Increase

The basic logic of management is that in a rapidly changing and uncertain world environment, an organization needs the ability to make changes to both planning and management appropriately. So the ability to constantly review internal capabilities and weaknesses becomes a prerequisite for the organization to remain strategic (Bryson, 1995: 3).

According to Blakely (1989:44) tax policy has always been the main component of economic development policy. In practice in Indonesia, the main sector that contributes the most to the financial capacity of the region in general is the regional tax and levy sector.

III. CONCEPTUAL FRAMEWORK

3.1. Conceptual Framework



IV. RESEARCH METHOD

4.1. Research Design

The method used in this research is descriptive research method. According to Sugiono (1998:6) descriptive research is research conducted on independent variables, namely without connecting or comparing with other variables. According to Nazir (1985:64) this descriptive research model is to create a picture of a situation or event, so that this method intends to hold a mere accumulation of basic data.

In general, descriptive research is non-hypothetical research so that in the context of the research it is not even necessary to formulate the hypothesis (Suharsimi Arikunto, 1996:134). Therefore, this method is used to get an overall picture of the object of research accurately through data collection and compilation, to analysis and interpretation of data about training and performance.

Referring to this, the method used in this study is a qualitative descriptive research method. In line with Hasan (1990: 16) who argues that qualitative research, meaning that the data analyzed and the results are in the form of a description of the phenomenon, not in the form of numbers or coefficients about the relationship between variables.

4.2. Research Time and Location

The location of this research is in East Luwu Regency, which is one of the regencies in South Sulawesi Province. This research was conducted for a maximum of 6 months.

4.3. Population and Sample

The population is a complete group of elements, which are usually people, objects, transactions, or events in which we are interested in studying or making research objects (Kuncoro, 2001). The population in this study were officials of the Regional Financial and Asset Management Revenue Service, Bappeda, Commission 2 DPRD East Luwu Regency, and private parties and taxpayers in East Luwu Regency. In determining the sample, this study used a purposive sampling technique.

The samples selected in this study amounted to 15 people consisting of:

1. The Regional Financial and Asset Management Revenue Service (DPPKAD) of East Luwu Regency. Head of Division, 5 employees
2. The Regional Development Planning, Research and Development Agency (BAPPEDA) of East Luwu Regency. Head of Planning Division, totaling 1 person
3. Member of the DPRD of East Luwu Regency. 2 persons
4. Private parties and taxpayers totaling 4 people
5. The general public, totaling 3 people

4.4. Research Instrument

The instrument in this study was determined from two variables, namely aspects of planning and implementation. For a clearer description of each variable can be seen in the following table:

INDICATOR	CONTENT
INTERNAL	<ul style="list-style-type: none">• STRENGTH• WEAKNESS
EXTERNAL	<ul style="list-style-type: none">• OPPORTUNITY• THREAT
STRATEGI	<ul style="list-style-type: none">• INTERNAL• EXTERNAL

4.5. Data Gathering Source

The data required includes secondary data and primary data obtained in various ways, including:

1. Documentation

Document is any written material or film that is prepared for research, testing of an event or record (Moleong, 2001:161) or which is not prepared for it. These secondary data were obtained from various related sources, including the DPPKAD and BAPPEDA of East Luwu Regency.

2. Indepth Interview

The interview technique (in-depth interview) is used primarily to deepen data directly related to the implementation of previous activities, and to respond to various opinions about future policies. Interviews were conducted on research subjects who were selected "purposively", namely a sampling method with a specific purpose, in accordance with the required data. In this way, inputs can be obtained to deepen studies on efforts to increase PAD in East Luwu Regency. Interview guide, used as a tool in conducting interviews in order to be more focused and consistent data collection results.

3. Questionnaire

This questionnaire was conducted to obtain an assessment of the indicators that have been previously determined. These indicators are internal and external factors. The results of this questionnaire are needed to conduct an assessment in the SWOT analysis.

4.6. Operational Definition

In this study, there are several variables to be studied, including:

1. Internal Analysis; Factors consisting of strengths and weaknesses that affect regional revenue.
2. External Analysis; Factors consisting of opportunities and threats that affect regional revenue.
3. Strategy; Actions taken to do something related to increasing PAD acceptance by looking at internal and external factors.

4.7. Data Analysis Method

In accordance with the research methods and data collection techniques used in this study, to analyze the data that has been collected from the field, the analytical technique used is descriptive analysis. Through this technique, all data or facts obtained are described by developing categories that are relevant to the research objectives and interpretation of the results of descriptive analysis based on appropriate theories. The presentation of the data in this study is carried out through tables which are based on understanding the concepts and views of related theories so that they are easily understood by readers. The analysis of this research uses SWOT analysis.

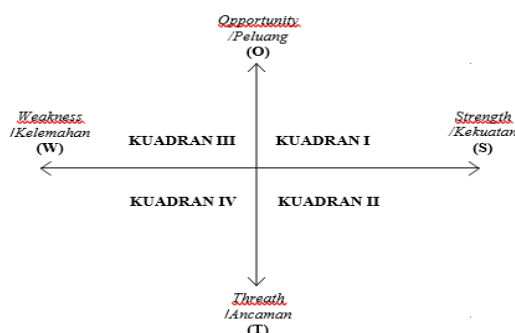
This analysis will identify internal factors (strengths and weaknesses) and external factors (opportunities and threats) that affect regional revenues, as well as seek solution strategies in decision making in an effort to increase PAD.

Strengths are things that can be strengths, which are owned by the company, usually in the form of resources owned by the company, both human resources and other resources. This includes labor, goodwill, capital, machinery and so on. This power can be exploited to minimize the threat or eliminate the impact caused by environmental threats. This business power can be controlled and supervised for the benefit or development of the company. This power comes from within the company so that its use allows it to be planned or scheduled.

Weaknesses are anything that becomes a weakness or obstacle that makes it difficult for the company to develop or improve its company performance. This weakness can also be the same variable as the company's strengths. For example, unskilled labor, insufficient working capital, and inadequate machine capacity.

Opportunity is an opportunity for the company to develop. Opportunities are available in the corporate environment and are generally not usually provided by companies. The company simply adapts to the opportunities that arise. For example: the implementation of regional autonomy, the development of technology and so on. Opportunity is an environmental factor that drives a company to develop.

Threat is a situation that can reduce the company's ability to protect and improve its competitive position. Threats are included in variables that the company also cannot create. In addition, even this threat cannot be eliminated, but its intensity can be reduced to emerge. Examples: Lack of consistency in central government policies, limited regional finances, entry of large companies as competitors, limited industrial raw materials, excessive regional autonomy policies and so on.



- **Quadrant 1 (Positive, positive)**

This position indicates a strong and potential organization. The strategic recommendation given is Progressive, meaning that the organization is in excellent and stable condition so that it is very possible to continue to expand, increase growth and achieve maximum progress.

- **Quadrant II (positive, negative)**

This position signifies a strong organization but faces great challenges. The strategic recommendation given is Strategy Diversification, meaning that the organization is in a stable condition but faces a number of severe challenges so that it is estimated that the wheels of the organization will have difficulty continuing to spin if it only relies on the previous strategy. Therefore, organizations are advised to immediately increase their variety of tactical strategies.

- **Quadrant III (negative positive)**

This position indicates a weak organization but very likely. The strategy recommendation given is Change Strategy, meaning that the organization is advised to change its previous strategy. This is because the old strategy is feared to be difficult to capture existing opportunities while improving organizational performance.

- **Quadrant IV (negative, negative)**

This position signifies a weak organization and faces great challenges. The strategic recommendation given is the Defensive Strategy, meaning that the internal conditions of the organization are in a dilemma choice.

Therefore, the organization is advised to use a survival strategy, controlling internal performance so that it does not fall further. This strategy is maintained while continuing to improve itself.

V. RESULTS AND DISCUSSION

Based on the results of data collection obtained, therefore in this study it can be described as data from the variables included in the study, where the independent variable is Regional Revenue (PAD) and Investment which will affect the dependent variable, namely economic growth in Indonesia. East Luwu Regency, South Sulawesi Province. Overall, what will be tested is whether the independent variable has a positive and significant relationship to the dependent variable. The following below will discuss the development of research variables, both independent variables and dependent variables in the study as follows.

5.1. The Development of Regional Revenue in East Luwu Regency

Regional Revenue is one of the factors increasing the attractiveness of private investment in Indonesia. This is based on the logic that if the PAD value of an area increases, it can be said that the level of welfare of the people of that area will also increase. The development of Regional Revenue in East Luwu Regency in the last 10 years tends to increase every year. We can see in the table below.

Data Pendapatan Asli Daerah Kabupaten Luwu Timur Tahun 2011-2020

Year	Regional Revenue (PAD)
	(Million Rp.)
2011	44,107
2012	98,100
2013	126,476
2014	134,350
2015	155,968
2016	179,019
2017	255,659
2018	265,025
2019	313,508
2020	232,495

Regional Revenue in East Luwu Regency for the last 10 years, namely from 2011 to 2019 has increased every year, but in 2020 it has decreased. In 2011 the total Regional Revenue of East Luwu Regency was 44,107,213,913.00 billion rupiah. In 2012 to 2019, there was an increase of 98,100,775,560.44 billion rupiah in 2012 and in 2019 it was 313,508,490,775.77 billion rupiah. In 2020, it decreased to 232,495,676,490.00 billion rupiah.

5.2. Internal and External Analysis of East Luwu Regency PAD Revenue

This internal analysis consists of an analysis of the strengths and weaknesses possessed in the PAD estimation effort. Both of these analyzes are very influential on revenue in East Luwu Regency. The strength analysis will look at the internal factors within the regional government of East Luwu Regency that can be used to move the institution/government forward. A strength/strength (distinctive competence) will only be a competitive advantage for an institution/government if the power is related to the surrounding environment, for example whether the power is needed or can affect the surrounding environment. So it can be concluded that not all strengths of institutions/governments should be forced to be developed because sometimes those strengths are not very important when viewed from the wider environment. The opposite of strength is weakness. So it's the same as strengths, not all weaknesses of the institution/government must be forced to be corrected, especially for things that have no effect on the surrounding environment.

1. Analysis of Strengths in PAD Revenue in East Luwu District

This strength analysis will look at the potential possessed by the East Luwu Regency government in an effort to generate PAD revenue. This potential is used to make efforts to increase PAD revenue through local tax revenues, regional levies, regional wealth management and other sector revenue efforts. Local taxes in East Luwu Regency include taxes on hotels, restaurants, entertainment venues, billboards, lighting, collection of type C minerals and parking. Regional levies consist of general service fees, business services and certain permits. Regional wealth management is the result of revenues from BUMD owned by the East Luwu Regency Government such as PADM, Market Banks and other BUMDs engaged in various sectors such as agriculture, plantations and others. Meanwhile, other revenues consist of rental of buildings and land owned by the region, sales of goods belonging to the region and demand deposit services.

Based on the results of the interviews, it was concluded about the strength of the East Luwu Regency government in an effort to increase revenue through local taxes, regional levies, regional wealth management and revenues from other sectors. The strengths of the East Luwu Regency government include:

- a. Involving employees in the implementation of education and training, so as to create employees or human resources who have abilities that are in accordance with their work.
- b. Clear division of tasks for PAD revenue management officers.
- c. There is a regional regulation that regulates the amount and mechanism of payment, taxes, levies and other payments.
- d. The existence of supporting facilities and infrastructure in carrying out PAD receipts.
- e. There is inter-agency involvement and collaboration in the effort to receive PAD.
- f. Operational budget support in the form of incentives for tax collectors, user fees and other payments
- g. Government supervision in the supervision and management of PAD

2. Analysis of Weaknesses in PAD Revenue in East Luwu District

This analysis of weaknesses in PAD revenue in East Luwu Regency is all the weaknesses and obstacles faced by the government in its efforts to increase PAD revenues. These weaknesses can become a problem if they do not try to be corrected because they can hamper the government's efforts to manage regional finances.

Based on the results of the interviews, it can be concluded that there are several weaknesses in the implementation of PAD levies in East Luwu Regency. These weaknesses include:

- a. Lack of operational personnel on duty in the field.
- b. The coordination between government sections and related agencies has not been maximized yet
- c. Not being able to set sanctions for every violation in the activities of implementing PAD receipts
- d. The government's lack of attention to taxpayers/retribution
- e. Limitations that the government has regarding data on regional potential
- f. There is too fast turnover/transfer of employees.
- g. Regional financial management system that has not been maximized

3. Analysis of Opportunities in PAD Revenue in East Luwu Regency

This analysis of opportunities in PAD revenue in East Luwu Regency illustrates the opportunity for the East Luwu Regency Government to develop by taking advantage of existing opportunities. Opportunities that are already available can only be used to encourage efforts to increase PAD revenue in East Luwu Regency.

Based on the results of the interviews, it can be concluded that there are several opportunities that can increase PAD revenue in East Luwu Regency. These opportunities include:

- a. The number of training and training opportunities for training funds.
- b. East Luwu Regency is located in a strategic area
- c. There is a plan to improve facilities and infrastructure
- d. The better awareness of wafib taxes in East Luwu Regency to pay taxes on time.
- e. There are still many tax objects that can be used as a source of income
- f. Support of modern information technology.
- g. The development of the population of East Luwu, both with the high birth rate and through migration.

4. Threat Analysis in PAD Revenue in East Luwu District

This analysis of threats in the context of PAD receipts describes situations that can reduce the ability of East Luwu Regency in order to increase PAD revenues. This threat appears unnoticed so that it becomes something serious to pay attention to. This threat cannot be eliminated but its intensity can be minimized.

Based on the results of the interviews, it can be concluded that there are several challenges in implementing PAD receipts in East Luwu Regency. These threats include:

- a. Crisis of confidence in the government.
- b. Security Instability.

- c. The objection submitted by the taxpayer regarding the amount of tax to be paid.
- d. Poor business management of taxpayers.
- e. The existence of KKN practices carried out by tax officials.
- f. There is an attempt to avoid paying taxes.
- g. Unstable political and economic development

5.3. Analysis of PAD Revenue Strategy in East Luwu Regency

This strategic analysis of PAD revenue in East Luwu Regency is a strategy that is applied to respond to internal and external factors in PAD revenue. The PAD revenue strategy is a strategy that utilizes the potential of both the community and the government. To find out the strategies used in increasing PAD acceptance, interviews were conducted with research subjects.

Based on the results of Mandata and internal and external analysis, it can be concluded that there is. There are several strategies that the government can consider in its efforts to increase PAD revenue. These strategies include:

1. Involve employees in the implementation of education and training
2. Explore the potential for new objects of tax/retribution.
3. Increasing support for the procurement of facilities and infrastructure that support PAD revenue
4. Conduct cross-agency collaboration in order to assist and supervise PAD receipts
5. Take advantage of technological advances
6. Improving service and attention to taxpayers
7. Strictly implement regulations related to PAD receipts including sanctions for any violations.
8. Assessing deficiencies and maximizing regional financial management systems
9. Growing confidence in taxpayers by improving the management of PAD.
10. Stabilizing security, political and economic conditions
11. Take action against every violation committed by government employees, including KKN

5.4. SWOT Analysis of East Luwu Regency PAD Revenue

1. Internal Analysis of East Luwu Regency PAD Revenue

An internal analysis of PAD revenue will look at the strengths and weaknesses of the East Luwu Regency government in an effort to increase PAD revenue. This factor comes from within the government environment in the form of policies, infrastructure, human resources and others. Based on the results of the interview, it can be seen the strengths and weaknesses of the East Luwu Regency government in its efforts to increase PAD revenue. Its strengths include:

- a. HR/management officers who have the ability and competence. Every officer who is hired to attract and receive PAD in East Luwu Regency has been equipped with skills obtained from training and education.
- b. Clear division of tasks for PAD revenue management officers. The existence of a clear division of tasks will avoid overlapping the work of the admissions officer. So that the work and services provided will be effective and efficient.
- c. There is a regional regulation that regulates the amount and mechanism of payment, taxes, levies and other payments. Each type of tax and levy in East Luwu Regency has been enacted to make it easier to determine the amount of tax that must be paid by taxpayers according to the type of business.
- d. The existence of supporting facilities and infrastructure in carrying out PAD receipts. Facilities and infrastructure related to business make it a priority to be held such as providing advertisements in public places such as billboards, banners and others.
- e. There is inter-agency involvement and collaboration in the effort to receive PAD. PAD sources that come from various sources allow for collaboration with other agencies. For example, taxes on mining materials can cooperate with the mining service, parking fees can work with the transportation service and vehicle taxes with the dispenda.
- f. Operational budget support in the form of incentives for tax collectors, user fees and other payments. Tax collectors who excel will receive an award in the form of incentives in accordance with the burden and weight of the work carried out.
- g. Government supervision in the supervision and management of PAD. The role of the government in supervising is very important to control that every PAD revenue activity can be right on target and run smoothly.

Meanwhile, the weaknesses of the East Luwu Regency government in an effort to increase revenue through PAD revenues are as follows:

- a. Lack of operational personnel on duty in the field in carrying out tax and levy collection. Officers in the field who are tasked with receiving PAD have limitations in terms of quantitative This is because the number of personnel who have the ability and competence in this work is very limited.

b. The coordination between government sections and related agencies has not been maximized. The cooperative relationship between agencies has been running but has not shown maximum results because cooperation is only a formality so it will not be right on target.

c. The inability to determine sanctions for each violation in the activities of implementing PAD receipts. The regulations that have been made have been published but the number of violations of the obligation to pay taxes and levies still occurs frequently and has not received strict sanctions. This is due to the government's lack of firmness and also the lack of personnel in the field to oversee PAD revenue activities.

d. The government's lack of attention to the taxpayers / levies. There is a tendency that the government pays less attention to small things in the effort to receive PAD. But the taxpayers who have large taxes are always considered.

e. The limitations of the government regarding regional potential data. The potential of East Luwu Regency for new tax objects is very much, but due to limited tools and data, the tax object is still difficult to identify and explore as a new tax object.

f. There is a turnover/transfer of employees too fast. Frequent employee rotations will reduce the potential of PAD acceptance officers in an effort to increase PAD revenues. Because every time they will experience a shift in the regional financial management system that has not been maximized.

g. The regional financial management system in East Luwu Regency is not running optimally because it cannot maximize the potential it has.

No.	Strength	Weight	Rating	Score
1	HR in charge of managing PAD receipts has the ability and competence	0.08	3.5	0.28
2	Division of tasks for PAD management officers	0.07	3	0.21
3	There is a regional regulation that regulates the receipt of PAD	0.08	3	0.24
4	There are supporting facilities and infrastructure in receiving PAD	0.07	2	0.14
5	There is involvement and cooperation with several agencies in receiving PAD	0.08	3	0.24
6	There is operational support for the operational budget in the form of providing incentives to collecting officers.	0.07	2	0.14
7	There is supervision provided by the government on the management of PAD	0.07	3	0.21
Total Strength		0,52		1,46

No.	Weakness	Weight	Rating	Score
1	There is a shortage of operational personnel in receiving PAD	0.07	3	0.21
2	There is no maximum coordination between the sections and related agencies	0.07	3	0.21
3	Unable to set sanctions	0.07	2	0.14
4	Lack of attention to taxpayers/retribution	0.07	2	0.14
5	Limited regional potential data	0.07	2	0.14
6	Employee turnover is too fast	0.06	2	0.12
7	Regional financial management system that has not been maximized	0.07	2	0.14
Total Weakness		0,48		1,1
Strength-Weakness				0,35

5.5. External Analysis of East Luwu Regency PAD Revenue

External analysis of PAD revenue will look at the opportunities and threats that the East Luwu Regency government has in an effort to increase PAD revenue. These external factors are sourced from the East Luwu Regency government environment, such as those related to tax objects, increasing human resources through training, development of technology and information.

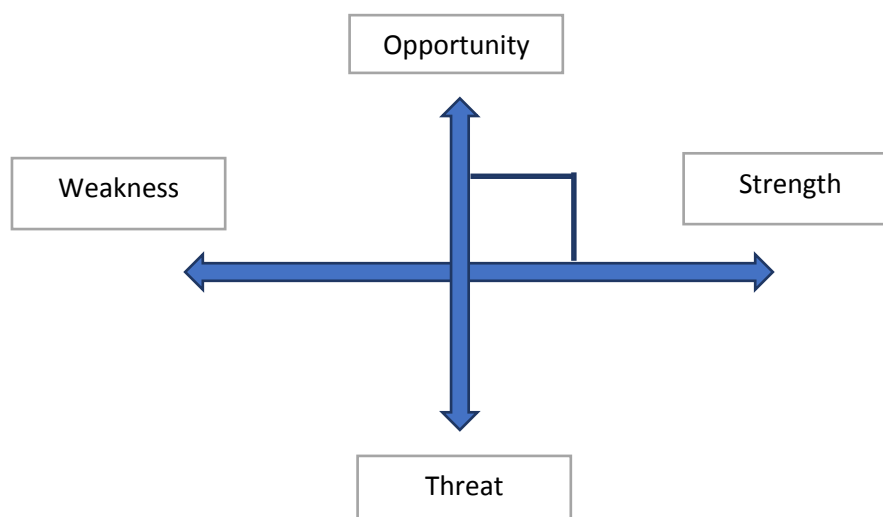
Based on the results of the analysis and interviews, it can be seen that the opportunities for increasing PAD are:

a. The existence of training and training opportunities can be used to improve the ability of PAD revenue management staff. So that these employees have the ability in accordance with their respective fields.

- b. The location of East Luwu Regency is very strategic which connects the district kabunai in the east of West Kalimantan with Pontianak as the mother of Rota province. With the right leak, it is possible to start new businesses such as food stalls, mini markets and others.
- c. There is a plan to improve facilities and infrastructure.
- d. Awareness of taxpayers in East Luwu Regency to pay taxes on time. This awareness was born because the taxpayer was aware of the importance of taxes for East Luwu Regency to finance developments in East Luwu Regency.
- e. There is still potential that can be explored into new tax objects in several sectors such as mining, plantations and transportation. These tax objects will increase PAD revenue.
- f. Advances in information technology help facilitate work related to PAD receipts. These technological advances will also have an impact on increasing the number of tax objects. Because more and more opportunities for business development are opened in accordance with the demands of the community.
- g. The increase in the population of East Luwu Regency both through births and migration. It can indirectly increase PAD revenue through the addition of new tax objects.

No.	Peluang	Weight	Rating	Score
1	The number of training opportunities for PAD revenue management employees	0.07	2	0.14
2	Located in a strategic area	0.08	3	0.24
3	The existence of modernization of facilities and infrastructure	0.07	2	0.14
4	Awareness of paying taxes/retributions from the community	0.08	3	0.24
5	There are still unexplored objects of tax/retribution	0.08	3	0.24
6	More advanced information technology	0.07	3	0.21
7	Population growth	0.07	2	0.14
Total Opportunity		0,58		1.35
No.	Ancaman	Weight	Rating	Score
1	Crisis of confidence in local government	0.07	3	0.21
2	Security instability	0.07	2	0.14
3	Objection to the determination of taxes/levies	0.07	2	0.14
4	Poor business management	0.06	1	0.06
5	KKN tends to be more complex	0.07	2	0.14
6	Tax payment evasion	0.07	2	0.14
7	Political and economic development	0.07	2	0.14
Total Threat		0,42		0.97
Total Opportunity and Threat				0.38

Based on the analysis and calculation of internal and external factors, the result of internal analysis (strengths-weaknesses) is 0.35 and external analysis (opportunities-threats) is 0.38. The results of the analysis are then used to determine the location of the analyzed aspects on the following SWOT map/quadrant:



Based on the SWOT map, it can be seen that the SWOT position is in quadrant 1, which is a very profitable situation. The area has opportunities and strengths so that it can take advantage of existing opportunities. The strategy that must be applied in this condition is to support an aggressive growth policy (Growth oriented strategy). So that the East Luwu Regency government in increasing PAD revenue faces enormous opportunities, but on the other hand faces several internal obstacles/weaknesses. The focus of the strategy that must be carried out is to minimize internal problems in order to obtain existing opportunities so as to optimize PAD revenue. In an effort to overcome such conditions, it is necessary to formulate a planning strategy presented in the SWOT matrix image as follows:

<p>Internal Factor External Factor</p>	<p>STRENGTH</p> <ol style="list-style-type: none"> 1. HR who have the ability and competence 2. Clear division of tasks for PAD revenue management officers. 3. There is a regional regulation that regulates the amount and mechanism of payment, taxes, levies and other payments. 4. The existence of supporting facilities and infrastructure in carrying out PAD receipts. 5. There is inter-agency involvement and cooperation in the effort to receive PAD. 6. Operational budget support in the form of incentives for tax/retribution collection officers and other payments 7. Government supervision in the supervision and management of PAD 	<p>WEAKNESS</p> <ol style="list-style-type: none"> 1. Lack of operational personnel on duty in the field. 2. The coordination between government sections and related agencies has not been maximized yet 3. Not being able to set sanctions for every violation in the activities of implementing PAD receipts 4. The government pays less attention to the taxpayers/retributions. 5. Limitations that the government has regarding data on regional potential 6. The employee turnover is too fast 7. Regional financial management system that has not been maximized
<p>OPPORTUNITY</p>	<p>SO STRATEGY</p> <ol style="list-style-type: none"> 1. Involve employees in the implementation of education and training 2. Explore the potential for new objects of tax/retribution. 3. Do cross cooperation. agencies in order to assist and supervise the receipt of PAD 4. Utilizing advances in technology and information in receiving PAD 5. Improve service and attention to taxpayers 6. Improving the system for receiving and managing PAD 	<p>WO STRATEGY</p> <ol style="list-style-type: none"> 1. Add and improve in the implementation of training and training for the ability of qualified operational personnel in the field 2. Take advantage of the role and existence of objects of tax/retribution in cooperation with relevant agencies in the management and supervision of PAD receipts. 3. Strictly enforce regulations related to PAD receipts including the imposition of sanctions for any violations. 4. Assessing deficiencies and maximizing the regional financial management system. 5. Increase support for the procurement of facilities and infrastructure that support PAD revenue 6. Explore the potential for new objects of tax/retribution.
<p>THREAT</p> <ol style="list-style-type: none"> 1. Crisis of confidence in the government. 2. Security instability which has a reduced impact. 	<p>ST STRATEGY</p> <ol style="list-style-type: none"> 1. Growing trust in taxpayers by improving the management of PAD. 2. Stabilizing security, political and economic conditions 3. Take action against every 	<p>WT STRATEGY</p> <ol style="list-style-type: none"> 1. Adding operational personnel in the field to supervise PAD receipts 2. Improving the system for receiving and managing PAD 3. Growing the trust of taxpayers through

<p>3. Objections submitted by the taxpayer regarding the amount of tax to be paid.</p> <p>4. Poor business management of taxpayers.</p> <p>5. The existence of KKN practices carried out by tax officials.</p> <p>6. There is an attempt to avoid paying taxes.</p> <p>7. Unstable political and economic development</p>	<p>violation committed by government employees, including KKN</p> <p>4. Supervise tax management regulations and take firm action on any violations that occur</p> <p>5. Utilizing the support of facilities and infrastructure to help receive PAD</p>	<p>the provision of services and attention related to the management of PAD</p> <p>4. Implement sanctions for any violations related to PAD receipts</p> <p>5. Supports and conditions that create conducive to PAD acceptance</p>
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Based on the SWOT analysis matrix table, the strategy for increasing PAD revenue in East Luwu Regency uses the WO strategy, which is as follows:

1. Add and improve the ability of qualified operational personnel in the field
2. Utilizing the role and cooperation of relevant agencies in the management and supervision of PAD receipts
3. Strictly enforce regulations related to PAD receipts including the imposition of sanctions for any violations.
4. Assessing deficiencies and maximizing regional financial management systems
5. Increasing support for the procurement of facilities and infrastructure that support PAD revenue
6. Exploring the potential for new objects of tax/retribution.

According to Soemitro (1988) the strategy in increasing PAD revenue is in two ways, namely by intensification and extensification. Based on the results of the analysis of the East Luwu Regency PAD revenue, these strategies can be grouped as follows:

1. Intensification Strategy

This strategy emphasizes efforts that utilize existing sources to achieve the goal of increasing PAD revenue. This strategy consists of:

a. Increase and improve the capacity of qualified operational staff in the field who are obliged to carry out the task of managing and receiving PAD from revenue sources. This effort can be done in several ways.

- 1) Involving operational personnel in training and education that can support their ability to carry out the management and acceptance of PAD.
- 2) Placing operational personnel in accordance with their fields and abilities so that the implementation in the field can be in accordance with the plan.
- 3) Consider the proportion of the number of operational personnel with the number of sources of PAD revenue so that the process of receiving in the field will run effectively.
- 4) Equip every operational staff who will receive PAD with knowledge and an overview of the sources of PAD revenue.

b. Utilizing the role and cooperation of relevant agencies in the management and supervision of PAD receipts. This effort can be done in several ways as follows:

- 1) Together with government agencies to supervise PAD receipts such as receipts from motor vehicle taxes involving the dispenda and also the police. Likewise with other PAD receipts.
- 2) Involve an independent auditor so that they can oversee the process of receiving and managing PAD.
- 3) Involving community participation in supervising the process of receiving PAD.

c. Strictly implement regulations related to PAD receipts including the imposition of sanctions for any violations. This strategy can be done in the following ways

- 1) Establish regulations on the amount of taxes and levies that must be paid to sources of PAD.
- 2) Provide sanctions for any violations including late payment of taxes and levies.
- 3) Establish regulations on the management of PAD revenue sources in accordance with conditions in the field.

d. Assessing deficiencies and maximizing the system, regional financial management. This strategy can be done in the following ways

- 1) Improving the administration system for PAD receipts.
 - 2) Create clear SOPs and mechanisms for the receipt and management of PAD
2. Extensification strategy

This strategy emphasizes efforts to monitor PAD acceptance more broadly than it already is. This strategy consists of:

- a. Increase support for the procurement of facilities and infrastructure that support PAD revenue. This strategy can be done in the following ways:
 - 1) Harvesting facilities and infrastructure in accordance with the number of sources of PAD revenue so that PAD revenue and management activities will be able to run as planned
- b. Exploring the potential for new objects of tax/retribution. This strategy can be done by:
 - 2) Finding new taxpayers/retributions to increase PAD revenue sources
 - 3) Creating new taxes/levies, or expanding the scope of existing taxes.

VI. CONCLUSION

Based on the results of the analysis conducted on the research data in order to uncover and answer questions related to the analysis of the strategy for increasing PAD in East Luwu Regency, it can be concluded as follows:

1. The implementation of PAD revenue in East Luwu Regency is influenced by internal factors (strengths and weaknesses) and external factors (opportunities and threats).
 - a. The strengths of the East Luwu Regency Government in increasing PAD revenues are:
 - 1) HR/management officers who have the ability and competence
 - 2) Clear division of tasks for PAD revenue management officers.
 - 3) There is a regional regulation that regulates the amount and mechanism of payment, taxes, levies and other payments.
 - 4) The existence of supporting facilities and infrastructure in carrying out PAD receipts.
 - 5) There is inter-agency involvement and cooperation in the effort to receive PAD.
 - 6) Operational budget support in the form of incentives for tax collectors, levies and other payments
 - 7) Government supervision in the supervision and management of PAD
 - b. The weaknesses of the East Luwu Regency Government in increasing PAD revenues are:
 - 1) Lack of operational personnel on duty in the field.
 - 2) The coordination between government sections and related agencies has not been maximized yet
 - 3) The inability to determine sanctions for each violation in the activities of implementing PAD receipts
 - 4) The government's lack of attention to taxpayers/retribution
 - 5) Limitations that the government has regarding data on regional potential
 - 6) There is a turnover/transfer of employees too fast
 - 7) Regional financial management system that has not been maximized
 - c. Opportunities owned by the East Luwu Regency Government in increasing PAD revenues are:
 - 1) The number of training and training opportunities.
 - 2) Location of East Luwu Regency is strategically located.
 - 3) There is a planning plan from the government to improve facilities and infrastructure
 - 4) The better awareness of taxpayers in East Luwu Regency to pay their taxes on time.
 - 5) There are still unexplored tax objects that can be utilized to increase PAD revenue.
 - 6) Support of modern information technology.
 - 7) The development of the population of East Luwu both with the high birth rate and through the migration that occurs
 - d. The threats faced by the East Luwu Regency Government in increasing PAD revenues are:
 - 1) Crisis of confidence in the government.
 - 2) Security Instability which has a reduced impact.
 - 3) The objection submitted by the taxpayer regarding the amount of tax to be paid.
 - 4) Poor business management from taxpayers.
 - 5) The existence of KKN practices carried out by tax officials.
 - 6) There is an attempt to avoid paying taxes.
 - 7) Unstable political and economic development
2. The strategy used in an effort to increase PAD revenue based on a SWOT analysis is the WO strategy, which is as follows:
 - 1) Add and improve the ability of qualified operational personnel in the field

- 2) Utilizing the role and cooperation of relevant agencies in the management and supervision of PAD receipts
- 3) Strictly enforce regulations related to PAD receipts including sanctions for any violations.
- 4) Assessing deficiencies and maximizing regional financial management systems
- 5) Increase support for the procurement of facilities and infrastructure that support PAD revenue
- 6) Explore the potential for new objects of tax/retribution

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