

The Implementation of Policy in Simplifying Tax Fulfillment of Micro, Small and Medium Enterprises in KPP Pratama Cirebon Dua

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Abstract

Sources of state revenue from the tax sector contributed a maximum of 1,865.7 T out of a total of 2,233.2 T budget revenues or around 83.54% in the 2020 State Budget posture. Strengthening in the tax sector through database expansion, tax extensification, service improvement and implementation of regulations Simple taxation is a way to ensure revenue targets are met. Research on the implementation of policy simplification of fulfilling tax obligations of Micro, Small and Medium Enterprises (MSMEs) Taxpayers at KPP Pratama Cirebon Dua uses a qualitative method with a case study approach to study, explain or interpret a case in its context in depth based on data and information obtained during research. The implementation of the policy is carried out through a series of process activities that refer to the Standard Operating Procedure and based on Government Regulation Number 23 of 2018. In the implementation of the policy, weaknesses were found in the form of quantity of human resources, limited authority and communication between organizations. Meanwhile, the large area, the various characteristics of taxpayers and the uneven understanding of taxes are threats faced. In overcoming this, an effective strategy is needed to optimize policy implementation by conducting a Strength, Weakness, Opportunity and Threat (SWOT) analysis, including by utilizing the support of related parties such as collaborating with Local Governments, UMKM associations, and Tax Centers.

Keywords: Taxes, MSMEs, Government Regulation

Introduction

A strong and reliable source of state revenue is needed to ensure the continuity of every activity and the fulfillment of every need planned by the government. Looking at the posture of the 2020 State Budget, state revenues consist of tax revenues, non-tax state revenues and grant receipts. Among these three sources, tax revenue is the sector that contributes the most at 1,865.7 T out of a total of 2,233.2 T in the revenue budget or around 83.54%. Strengthening in the taxation sector through database expansion, extensification in taxation, service improvements and the application of simple and easy-to-understand tax rules are ways that can be taken to ensure that revenue targets can be met.

On June 8 2018, President Joko Widodo stipulates Government Regulation No, 23 of 2018 on Income Tax on Income from Business received or obtained

by Taxpayers with Certain Gross Circulation. This Government Regulation which came into effect on July 1, 2018 is a replacement regulation of PP No. 46 of 2013 regarding similar matters. This Government Regulation, among others, regulates the final tax rate of 0.5% and provides simplification and ease of calculation, deposit and reporting of tax obligations.

Judging from the contents of this Government Regulation, it does not contain the terminology of Micro, Small and Medium Enterprises (UMKM). However, the phrase "having a certain gross turnover" which in this case is set at 4.8 billion in one tax year, is closely related to the criteria for UMKM according to Law Number 11 of 2020 on Job Creation. Through Government Regulation Number 7 of 2021 on Ease, Protection, and Empowerment of Cooperatives and Micro, Small, and Medium Enterprises which is set on February

2, 2021, micro-enterprises have criteria, including having a maximum turnover of 2 billion in one year. Small businesses have a turnover of more than 2 billion to 15 billion and medium businesses have a turnover of more than 15 billion to 50 billion. Looking at the amount of turnover in one year, UMKM are business criteria that are the main targets of the policy in Government Regulation No. 23 of 2018.

Based on the report on the Development of Micro, Small and Medium Enterprises (UMKM) and Large Enterprises (UB) 2017 - 2018 data released by the Ministry of Cooperatives and UMKM, in 2018 UMKM contributed 61.07% of the total national Gross Domestic Product. UMKM also play a role in absorbing 97% of the total national workforce and with a total of 64,194,057 business units contributing 99% of the total business actors in Indonesia. These figures reflect that the role of UMKM is very significant and is the main driving force for the economy in Indonesia.

Literature Review

Policy: Federick as quoted by Agustino (2009:7) reveals the definition of policy as a series of actions/activities proposed by a person, group or government in a certain environment where there are obstacles (difficulties) and opportunities for the implementation of the proposed policy in order to achieve certain goals.

Public Policy: As stated by Dwijowinoto (2012:74), there are three main points relating to public policy, namely: "Policy Formulation, Policy Implementation, Policy Evaluation". Based on this opinion, public policy is a series of rules made by the agency/government, which is trying to improve the welfare of the community. Existing policies usually depend on their implementation, in order for the implementation of activities to run effectively, everyone involved and responsible must have and describe the results of the policy.

Policy Implementation: Van Meter and van Horn (quoted Winarno, 2014:149) limit the implementation of policies, namely:

As actions taken by individuals (or groups) government and private which are directed to achieve the goals that have been set in previous policy decisions.

Definition of Tax: According to Law No. 16 of 2009, Taxes are mandatory contributions to the state that are owed by individuals or entities that are coercive in nature based on the law, without receiving direct compensation and are used for the needs of the state for the greatest prosperity of the people. According to Adriani (2005): "Taxes are contributions to the State owed by those who are obliged to pay them according to regulations, with no return, which can be directly appointed and are used to finance general expenses in connection with the State's duty to administer the government.

Taxpayers: In Law No. 16 of 2009 Article 1 number 2, taxpayers are defined as individuals or entities, including taxpayers and tax collectors who have tax rights and obligations in accordance with the provisions of tax laws and regulations.

Taxpayer Identification Number (NPWP): The definition of NPWP according to Law No. 16 of 2009 Article 1 number 6 Taxpayer Identification Number is the number given to the Taxpayer as a means in tax administration which is used as a self-identification or identity of the Taxpayer in exercising his rights. and tax obligations.

Government Regulation No. 23 of 2018: Government Regulation No. 23 of 2018 (PP 23/2018) is a revision of Government Regulation No. 46 of 2013 which regulates income tax on income from business received or obtained by taxpayers who have no gross turnover. more than Rp. 4.8 billion in one tax year, and came into effect on July 1, 2018. In Christian (2019), there are important points regulated in PP 23/2018, namely:

- (1) Final PPh rate of 0.5% is optional;
- (2) Final PPh rates according to the provisions of PP 23/2018 have a time limit;
- (3) the gross turnover/ turnover imposed on UMKM taxpayers is below Rp. 4.8 billion in one year;
- (4) Taxpayers who cannot impose final income tax in accordance with PP 23/2018 are individual taxpayers who earn income from service businesses in connection with independent work, taxpayers with income originating from abroad who have taxes owed or which have been paid. abroad, taxpayers who have been subject to other final income tax, and taxpayers who earn income that is not included as a tax object

Definition of Micro, Small and Medium Enterprises:

Law Number 11 of 2020 on Job Creation in Chapter V on Ease, Protection and Empowerment of Cooperatives, Micro, Small and Medium Enterprises Part One General Article 85 of this Law amends, deletes, or stipulates arrangements only a few provisions are regulated in Law Number 20 of 2008 on Micro, Small, and Medium Enterprises. The Job Creation Law does not mention the definition of UMKM, but in Law Number 20 of 2008 on Micro, Small and Medium Enterprises Article 1 defines Micro, Small, and Medium Enterprises as follows:

- Micro Enterprises are Micro Enterprises which are productive businesses owned by individuals and/or individual business entities that meet the criteria for Micro Enterprises as regulated in this Law.
- Small Business is a productive economic business that stands alone, which is carried out by individuals or business entities that are not subsidiaries or branches of companies that are owned, controlled, or become part of either directly or indirectly from Medium Enterprises or Large Businesses that meet the Business criteria. Small as referred to in this Law.
- Medium Enterprises are productive economic businesses that stand alone, which are carried out by individuals or business entities that are not subsidiaries or branches of companies that are owned, controlled, or become part of either directly or indirectly with Small Businesses or Large Businesses with total net assets. or annual sales proceeds as regulated in this Law.

Framework

Input: Implementation of Simplification Policy for Fulfilling Tax Obligations of WP UMKM (PP Number 23 of 2018)

Process: Factors influencing policy

1. Basic Measures and Policy Objectives
2. Policy resources
3. Communication between organizations
4. Characteristics of implementing agencies
5. Economic, social, political conditions
6. Implementing tendencies

Output : Successful Policy Implementation and or Unsuccessful Policy Implementation (needs an Implementation Strategy)

Outcome : In accordance with the program objectives that have been set:

1. The growth of registered taxpayers increases
2. Final PPh Sector Tax Revenue increases
3. Taxpayer compliance increases
4. Providing fairness factor to taxpayers
5. Improving services to taxpayers

Proposition

Based on the problem formulation and framework, this research uses the following research propositions:

1. The implementation of the policy of Simplifying the Fulfillment of Tax Obligations for Micro, Small and Medium Enterprises at KPP Pratama Cirebon Dua has not been optimal.
2. Factors that can influence the implementation of the policy on Simplifying the Fulfillment of Tax Obligations for Micro, Small and Medium Enterprises Taxpayers at KPP Pratama Cirebon Dua can be identified.
3. An effective implementation strategy to optimize the implementation of the Simplification of Tax Obligations for Micro, Small and Medium Enterprises Taxpayers at KPP Pratama Cirebon Dua can be implemented optimally.

Research Methods

The research object selected is KPP Pratama Cirebon Dua, having its address at Jalan Dr. Cipto Mangunkusumo No.115 Cirebon. The working area covers Cirebon Regency. Research on the implementation of policy simplification of fulfilling tax obligations of Micro, Small and Medium Enterprises (UMKM) Taxpayers at KPP Pratama Cirebon Dua uses a qualitative method with a case study approach to study, explain or interpret a case in its context in depth based on data and information obtained during research

Informant

The informant selection technique in this study used purposive sampling consisting of:

1. Key informants is information directly obtained from sources or objects under study in this case

is the Head of the Cirebon Dua Pratama Tax Service Office.

2. Supporting informants in conducting research are:

- a) Head of Extensification and Extension Section
- b) Head of Sub-Section General and Internal Compliance
- c) Account Representative
- d) Taxpayer
- e) Government Treasurer Taxpayer

Technique of Data Collection

The type of data or data required is data related to the object of research under study, namely data relating to policy implementation. The types of data in this study are as follows

1. Literature study: That is the technique of collecting data by studying literature, books, documents or archives - archives and other written sources that have to do with the problem that the author is researching for as a reference material and research reference.
2. Field studies: Field studies are carried out using two techniques, namely observation and interviews
3. Documentation: Documentation is a photo produced by researchers from the results of interviews or evidence of interviews with sources or informants who have been determined by researchers.

Discussion

The Implementation of Simplification Policy in Fulfilling Tax Obligations for UMKM Taxpayers at the KPP Pratama Cirebon Dua

KPP Pratama Cirebon Dua carries out a series of ways and activities in implementing policies on simplifying the fulfillment of UMKM taxpayers' tax obligations as regulated in Government Regulation Number 23 of 2018, namely:

1. Tax Class and Special Counter for NPWP Registration

UMKM actors who will register themselves voluntarily (volunteer) who come to the Integrated Service Place (TPT) of KPP Pratama Cirebon Dua will be directed to take a brief debriefing in tax class. Tax classes are held to provide information to prospective taxpayers about what tax rights and obligations must be done after obtaining a NPWP.

The presenters in the tax class are employees who have been appointed to take turns every day. The stage when UMKM actors register themselves as Taxpayers and get a Taxpayer Identification Number (NPWP) is important because it is an opportunity to meet and transfer knowledge face-to-face to Taxpayers. The large number of UMKM taxpayers will make a great effort to be able to conduct similar face-to-face socialization after taxpayers are registered and get a NPWP.

2. Policy dissemination and delivery:

A. In the form of entrepreneurship seminars, discussions, workshops, technical guidance and so on.

Direct socialization activities can be carried out within KPP Pratama Cirebon Dua or outside the office environment. This adjusts to the large number of participants and invitees who will attend, as well as the level of effectiveness of the socialization event. Direct socialization activities by means of face to face can be in the form of entrepreneurship seminars, discussions, workshops, technical guidance and so on.

B. Indirect

With the large number of existing taxpayers and the wide working area of KPP Pratama Cirebon Dua, in addition to conducting direct face-to-face socialization to taxpayers, it is also carried out through other channels or media so that it can reach all taxpayers in Cirebon district. These channels and/or other media are chosen by considering the effectiveness and efficiency of delivering messages to taxpayers. Among others :

- Local Mass Media
- Talkshow Radio
- Television Talkshow
- Social media
- Zoom/Webinars app
- Link.tree Consulting Service

3. Assistance to Taxpayers

Assistance is a part of the implementation of the policy to simplify the fulfillment of UMKM taxpayers' tax obligations and is part of the service program for taxpayers. In the implementation of assistance in fulfilling tax obligations, KPP Pratama Cirebon Dua does the following:

- A. Opening a Tax Service Post
- B. Mou with Tax Center
- C. Village Grebek Activities

4. Supervision of UMKM Taxpayers

At this stage the implementation of PP 23 of 2018 policy at KPP Pratama Cirebon Dua has a focus in the form of supervision of UMKM taxpayers. Supervision is carried out through the SIDJP system including compliance with monthly deposits and fulfillment of annual SPT reporting obligations. Supervision of UMKM taxpayers who have not made monthly deposits and reported their Annual SPT is carried out by:

- A. SMS blast and WhatsApp blast
- B. Sending SP2DK
- C. Visit to the location of the Taxpayer
- D. Issuance of Tax Collection Letter
5. Appreciation to UMKM Taxpayers:

The next stage of the implementation of the policy to simplify the tax obligations of UMKM taxpayers is a series of efforts to increase the engagement of UMKM taxpayers with KPP Pratama Cirebon Dua. If this attachment has been established, it is hoped that the awareness and tax compliance of UMKM taxpayers will increase. In this stage, KPP Pratama Cirebon Dua in addition to positioning itself as an agency that collects taxes from UMKM Taxpayers, but also acts as a partner who can develop UMKM businesses in the Cirebon Regency area.

The main obstacle in empowering UMKM taxpayers is access to the market, so KPP Pratama Cirebon Dua tries to help facilitate UMKM taxpayers in introducing and marketing their products. In an effort to increase this engagement, KPP Pratama Cirebon Dua also gives appreciation to taxpayers who already have awareness and compliance in carrying out all their tax obligations.

- A. UMKM outlets
- B. BDS in the form of Tax Expo activities
- C. Honesty canteen
- D. Marketing through Social media

The Factors Influencing the Policy on Simplifying the Fulfillment of UMKM Taxpayer Tax Obligations at KPP Pratama Cirebon Dua

1. Basic Measures and Policy Objectives

a) Clarity of policy baseline ukuran

The basic measure of the simplification policy of UMKM Taxpayers' tax obligations at KPP Pratama Cirebon Dua refers to Government Regulation Number 23 of 2018 on Income Tax on Income from Businesses received or obtained by Taxpayers with Certain Gross Circulation. To provide further

details and guidelines for implementing this policy, the Minister of Finance Regulation Number 99 of 2018 on the Implementation of Government Regulation Number 23 of 2018 on Income Tax on Income from Business received or obtained by Taxpayers with a Certain Gross Turnover has been issued. Based on the information above, it can be concluded that the clarity of the basic policy measures in the implementation of the policy of simplifying the fulfillment of UMKM taxpayers' tax obligations at KPP Pratama Cirebon Dua can be categorized as an opportunity factor in the form of clear regulations.

b) Clarity of objectives or results to be achieved by the policy

The clarity of the objectives or results to be achieved greatly affects the implementation of the policy. To find out what are the objectives of the enactment of Government Regulation Number 23 of 2018. Based on the results of interviews, it can be concluded that there is clarity of goals or results to be achieved and it can be concluded that the clarity of objectives or results to be achieved in the implementation of the policy of simplifying the fulfillment of tax obligations of taxpayer UMKM in KPP Pratama Cirebon Dua can be categorized as an opportunity factor in the form of clear regulations.

c) Compliance with measuring instruments

Compliance with measuring instruments is very influential in policy implementation. One of the Main Performance Indicators at Tax Service Offices throughout Indonesia in 2020 is the Percentage of Taxpayers who make Final PPh Payments of Government Regulation Number 23 of 2018 and Reporting on Realization of Final PPh of Government Regulation Number 23 of 2018 Borne by the Government. Based on the information above, it can be concluded that the implementation of the policy of simplifying the fulfillment of UMKM taxpayers' tax obligations at KPP Pratama Cirebon Dua already has clear measuring tools and a strong will to comply with these measuring tools which are categorized as opportunity factors in the form of clear regulations. .

2. Policy Resources

a) Human Resources

Human Resource Management is an important part of tax administration. In the Cirebon Regency

in Figures 2020 report released by the Central Statistics Agency on February 28, 2020, Cirebon Regency consists of 40 sub-districts, 12 sub-districts and 412 villages with an area of 1,072.29 km² and a population of 2,192,903 in 2019. At the end of October 2020, according to data on the information system at KPP Pratama Cirebon Dua, the total number of registered taxpayers was 464,154 with the number of UMKM taxpayers being 73,738. With the quantity of existing Human Resources, quality improvement in the form of potential development is important in implementing a policy. Based on the information above, it can be concluded that the quantity of human resources in the implementation of the policy of simplifying the fulfillment of UMKM taxpayers' tax obligations at KPP Pratama Cirebon Dua can be categorized as a weakness factor, while the quality of human resources is a strength factor.

b) Budget Resources

Budget resources in the form of financial or financial adequacy are important factors in supporting policy implementation. KPP Pratama Cirebon Dua as an organizational unit implementing the PP 23 2018 policy has budgetary support provided by the government.

Based on the results of the interviews, it can be concluded that the budget resources in implementing the policy of simplifying the fulfillment of UMKM Taxpayer's tax obligations at KPP Pratama Cirebon Dua can be categorized as a strength factor in the form of adequacy of budget resources.

c) Equipment Resources

Resources Equipment or supporting facilities are more or less influenced by the quantity of budget resources. KPP Pratama Cirebon Dua has adequate equipment resources in carrying out the implementation of the policy to simplify the tax obligations of UMKM taxpayers. The availability of office buildings, meeting halls and complete Integrated Service Center facilities is one of the important indicators in the success of policy implementation. Based on the results of the interview, it can be concluded that the equipment resources in the implementation of the policy of simplifying the fulfillment of UMKM taxpayers' tax

obligations at KPP Pratama Cirebon Dua can be categorized as a strength factor in the form of adequate equipment resources.

d) Information Resources and Authorities

In conducting tax administration, KPP Pratama Cirebon Dua uses the Directorate General of Taxes Information System (SIDJP). SIDJP is an information system that contains all Taxpayer data such as Taxpayer profiles, reporting, deposits, arrears, and all matters relating to the fulfillment of tax obligations of all registered taxpayers.

KPP Pratama Cirebon Dua has the authority to implement the policy implementation of Government Regulation Number 23 of 2018 which is limited to providing services, delivering messages, monitoring and collecting state revenues from the tax sector based on applicable regulations or laws. The Tax Service Office does not have the authority to plan and supervise the use of such state revenues.

Based on the results of the interview, it can be concluded that the information resources and authority in implementing the policy of simplifying the fulfillment of tax obligations of UMKM taxpayers at KPP Pratama Cirebon Dua can be categorized as a weakness factor in the form of limited authority.

3. Inter-Organizational Communication and Implementing Activities

a) Message Delivered

Communication is a process of conveying messages by a message sender who is called a communicator to the recipient of the message/target referred to as the communicant either directly orally or indirectly by using the media, which aims to influence the thoughts of others, change attitudes, and influence other people. others to do something, either directly or through the media.

b) Clarity and Understanding of Messages

Message clarity is an important part of communication. The clarity of the message is a condition where there is availability of all the information needed by all parties. With the clarity of information will be able to reduce the possibility of errors in the content and content of the

message received. This greatly affects the final outcome of a policy implementation.

c) Message Media

To reach the large number of registered taxpayers and a wide working area, it is necessary to convey messages through all existing channels. The message media can be direct, such as face-to-face and convey socialization directly, or through indirect channels such as social media, local newspapers, radio, television and so on. Each selected media has its own advantages and disadvantages, so it is necessary to combine it so that taxpayers can understand the message conveyed and provide positive feedback.

Based on the information above, it can be concluded that the message conveyed, the clarity and understanding of the message and the message media in the implementation of the policy of simplifying the fulfillment of UMKM Taxpayer's tax obligations at KPP Pratama Cirebon Dua can be categorized as a weakness factor in the form of communication between organizations.

4. Characteristics of Implementing Agencies
Characteristics of implementing agencies are factors that influence policy implementation which can be seen from the organizational structure, main tasks and functions as well as Standard Operating Procedures (SOP). Bureaucratic structure can be interpreted as characteristics, norms, and patterns of relationships that occur repeatedly in agencies that have both potential and real relationships with what they have in carrying out policies.

Based on the results of the interviews, it can be concluded that the characteristics of implementing agencies consisting of organizational structure, main tasks and functions as well as Standard Operating Procedures (SOP) in the implementation of the policy of simplifying the fulfillment of UMKM taxpayers' tax obligations at KPP Pratama Cirebon Dua can be categorized as factors Opportunity in the form of clear rules.

5. Economic, Social and Political Conditions

a) Economic conditions

One sector that has a major contribution to economic growth in Cirebon Regency is the

agricultural sector. Cirebon Regency is one of the rice granary areas and one of the rice producers in the West Java Province.

Another prominent sector is the fisheries sector. The Cirebon Regency area which is directly adjacent to the sea is the reason how important this fishery sector is. The fisheries sector in Cirebon Regency does not only rely on marine catches, but also the results of aquaculture. The most common aquaculture in the form of shrimp ponds, milkfish, clams and seaweed cultivation.

Other sectors that are no less important are trade, hotels and restaurants. The strategic geographical location and easy access have resulted in the establishment of trade and economic centers, such as the Batik trading center in Trusmi village and the fabric trading center in Tegalgubug. The increasing contribution to this sector cannot be separated from the many attractions, arts, culture and culinary delights found in the Cirebon Regency area. The restaurant sector is also one of the supporters of economic activities and SMEs in Cirebon Regency. With a variety of distinctive culinary delights such as jamblang rice, lengko rice, empal gentong, gejrot tofu, docang and various seafood such as shrimp, crab, balakutak and so on.

The last leading sector is the manufacturing sector. Cirebon Regency is famous for its rattan processing industry into various types of furniture whose marketing has been exported abroad. The scale of products produced by the rattan processing industry in Cirebon Regency varies from those that produce large quantities of products in factories, to home-based rattan processing industries.

Based on the information above, it can be concluded that the economic conditions in implementing the policy of simplifying the fulfillment of UMKM Taxpayer's tax obligations at KPP Pratama Cirebon Dua can be categorized as opportunity factors in the form of perceived tax benefits.

b) Social and Political Conditions

In general, social and political conditions can be seen in the Cirebon Regency in Figures 2020 report released by the Central Statistics Agency on February 28, 2020. Cirebon Regency consists of 40 sub-districts, 12 sub-districts and 412 villages with

an area of 1,072.29 km² and a total area of 1,072.29 km². population in 2019 was 2,192,903 people. The large area and the large number of residents result in large levels of differences in understanding related to taxation issues and differences in the ability to access tax information. At the end of October 2020, according to data on the information system at KPP Pratama Cirebon Dua, the total number of registered taxpayers was 464,154 with the number of UMKM taxpayers being 73,738. With diverse geographical conditions, a large working area and a large number of UMKM taxpayers, this is a challenge for KPP Pratama Cirebon Dua in carrying out the implementation of PP 23 of 2018.

Based on the information above and the results of interviews, it can be concluded that the social and political conditions in the implementation of the policy of simplifying the fulfillment of UMKM Taxpayers' tax obligations at KPP Pratama Cirebon Dua can be categorized as a threat factor in the form of geographical conditions and large area, mandatory characteristics diverse taxes and an uneven understanding of tax rules.

c) Public response to policy

In policy implementation, the feedback process or public and community responses are very important for the success of a policy. Based on the results of interviews, it can be concluded that the public's response to the policy implementation of simplifying the fulfillment of UMKM taxpayers' tax obligations at KPP Pratama Cirebon Dua can be categorized as an opportunity factor in the form of support from related parties.

6. Tendency of Executors

a) Commitment to implementing policies

In the implementation of policy implementation, it is very necessary to have a positive tendency from policy implementers in the form of commitment from employees so that the policy can be implemented properly and correctly.

b) Dexterity and skills of officers or staff

The commitment of the implementers can be seen from the formulation of new ideas, the pleasure to do the task, the readiness to do the task and the dexterity of the officers or staff. Based on the

results of the interview, it can be concluded that the tendency of the implementers in the form of commitment to implementing policies, dexterity and skills of officers or staff in the implementation of simplification policies for fulfilling the tax obligations of UMKM taxpayers at KPP Pratama Cirebon Dua can be categorized as a strength factor in the form of quality resources. human.

An Effective Strategy for Optimizing the Implementation of Simplified Policy Implementation for the Fulfillment of Tax Obligations for Micro, Small and Medium Enterprises Taxpayers at KPP Pratama Cirebon Dua

Based on the results of the research that has been carried out and its relationship with the description above, it can be concluded that to optimize the relationship between the implementation of the simplification policy of fulfilling the tax obligations of UMKM taxpayers at KPP Pratama Cirebon Dua, the following steps are taken:

1. SO Strategy (Strength – Opportunity)

SO strategy can be implemented by using all existing strengths to be able to take advantage of all the Opportunities that are owned. Based on the previously identified Strengths and Opportunities, an SO (Strenght – Opportunity) Strategy can be formulated to optimize the relationship between the implementation of the simplification policy for fulfilling the tax obligations of UMKM taxpayers at KPP Pratama Cirebon Dua as follows:

a) Designing a simple Standard Operating Procedure that makes it easier for Taxpayers to fulfill their tax obligations in accordance with applicable regulations.

b) Utilizing support from related parties by collaborating with local governments, UMKM associations, and Tax Centers with Universities.

c) Always provide information and convey messages about the importance of mutual cooperation in paying taxes and the benefits of tax sector revenues to increase taxpayer awareness.

2. ST Strategy (Strength - Threat)

ST strategy (Strength - Threat) can be implemented by using all existing strengths to be

able to minimize all existing threats. Based on the previously identified Strengths and Threats, a ST (Strength – Threat) Strategy can be formulated to optimize the relationship between implementing simplification policies for fulfilling the tax obligations of UMKM taxpayers at KPP Pratama Cirebon Dua as follows:

- a) Improve regional-based mapping activities and characteristics of taxpayers to be able to formulate an effective message delivery strategy for all registered taxpayers.
- b) Intensify the socialization mix directly and indirectly through all available information channels and media to reach all taxpayers in the Cirebon Regency area.
- c) Utilizing every available resource to provide an understanding of tax rules by providing easy access to information and maximum service to all Taxpayers.

3. WO Strategy (Weakness – Opportunity)

The WO (Weakness – Opportunity) strategy can be implemented by minimizing the existing Weaknesses to be able to take advantage of all the Opportunities that are owned. Based on the previously identified Weaknesses and Opportunities, a WO (Weakness – Opportunity) Strategy can be formulated to optimize the relationship between the implementation of the simplification policy for fulfilling the tax obligations of MSME taxpayers at KPP Pratama Cirebon Dua as follows:

- a) Prepare workload analysis that can optimize the participation of all employees in carrying out effective delivery of messages about tax regulations to taxpayers.
- b) Optimizing the authority of the Tax Service Office as an agency that performs services, delivers messages, supervises and collects state revenues from the tax sector by collaborating with related parties.
- c) Minimize the occurrence of ineffective message delivery by choosing the right communication channels and media to each Taxpayer.

4. WT Strategy (Weakness – Threat)

The WT (Weakness – Threat) strategy can be implemented by minimizing the existing

Weaknesses to avoid all the threats (Threats) faced. Based on the previously identified Weaknesses and Threats, a WT (Weakness – Threat) Strategy can be formulated to optimize the relationship between implementing simplification policies for fulfilling the tax obligations of UMKM taxpayers at KPP Pratama Cirebon Dua as follows:

- a) Optimizing all existing human resources to carry out regional mapping activities to find out what are the advantages and disadvantages of Taxpayers in each region.
- b) Optimizing the authority possessed to carry out socialization activities, message delivery, guidance and maximum services in accordance with the characteristics of the Taxpayer.
- c) Provide easy access for all taxpayers to obtain tax information, especially for taxpayers who do not have a thorough understanding of this policy.

From the results of the SWOT environmental analysis that has been carried out, it can be seen that the implementation of policies at KPP Pratama Cirebon Dua is in quadrant I. The Cirebon Dua Pratama Tax Office has great strengths and opportunities, so the strategy that is suitable for this condition is to support an aggressive strategy (growth Oriented Strategy), namely by using all existing strengths (Strengths) to be able to take advantage of all Opportunities (Opportunities) that are owned to overcome their weaknesses (Weaknesses) and anticipate threats (Threats) they face.

Conclusion

1. Implementation of the Policy to Simplify the Fulfillment of UMKM Taxpayer Tax Obligations at KPP Pratama Cirebon Dua

KPP Pratama Cirebon Dua carries out a series of ways and activities in implementing policies on simplifying the fulfillment of UMKM taxpayers' tax obligations as regulated in Government Regulation Number 23 of 2018, namely:

1. Tax Class and Special Counter for NPWP Registration
 2. Policy dissemination and delivery
- A. Directly in the form of entrepreneurship seminars, discussions, workshops, technical guidance and so on.

- B. Indirect
 - Local Mass Media
 - Talkshow Radio
 - Television Talkshow
 - Social media
 - Zoom/Webinars app
 - Link.tree Consulting Service
- 3. Assistance to Taxpayers
 - A. Opening a Tax Service Post
 - B. Mou with Tax Center
 - C. Village Grebek Activities
- 4. Supervision of MSME Taxpayers
 - A. SMS blast and WhatsApp blast
 - B. Sending SP2DK
 - C. Visit to the location of the Taxpayer
 - D. Issuance of Tax Collection Letter
- 5. Appreciation to UMKM Taxpayers:
 - A. UMKM outlets
 - B. BDS in the form of Tax Expo activities
 - C. Honesty canteen
 - D. Marketing through Social media
- 2. Factors Affecting the Policy on Simplifying the Fulfillment of UMKM Taxpayer Tax Obligations at KPP Pratama Cirebon Dua
 - 1. Basic Measures and Policy Objectives
 - a) Clarity of basic policy measures: can be categorized as an opportunity factor in the form of clear regulations.
 - b) Clarity of objectives or results to be achieved by the policy: can be categorized as an opportunity factor in the form of clear regulations.
 - c) Compliance with measuring instruments: can be categorized as an opportunity factor in the form of clear regulations.
 - 2. Policy Resources
 - a) Human Resources: quantity of human resources can be categorized as a factor of weakness (Weakness), while the quality of human resources as a factor of strength (strength).
 - b) Budget Resources: can be categorized as a strength factor in the form of adequacy of budget resources.
 - c) Equipment Resources: can be categorized as a strength factor in the form of adequate equipment resources.

d) Information Resources and Authority can be categorized as a weakness factor (Weakness) in the form of limited authority.

3. Inter-Organizational Communication and Implementing Activities

- a) Message Delivered
- b) Clarity and Understanding of Messages
- c) Message Media

The three parameters above can be categorized as a weakness factor in the form of communication between organizations.

4. Characteristics of Implementing Agencies

The characteristics of implementing agencies consisting of organizational structure, main tasks and functions as well as Standard Operating Procedures (SOP) can be categorized as opportunity factors in the form of clear regulations.

5. Economic, Social and Political Conditions

- a) Economic conditions: can be categorized as an opportunity factor in the form of perceived tax benefits.
- b) Social and Political Conditions: can be categorized as a threat factor in the form of geographical conditions and large area, diverse characteristics of taxpayers and uneven understanding of tax rules.
- c) Public response to policy: can be categorized as an opportunity factor in the form of support from related parties.

6. Tendency of Executors

- a) Commitment to implementing policies
- b) Dexterity and skills of officers or staff

The two parameters above can be categorized as a strength factor in the form of the quality of human resources.

3. An Effective Strategy for Optimizing the Implementation of Policy on Simplifying the Fulfillment of Tax Obligations for Micro, Small and Medium Enterprises Taxpayers at KPP Pratama Cirebon Dua

From the results of the SWOT environmental analysis that has been carried out, it can be seen that the implementation of policies at KPP Pratama Cirebon Dua is in quadrant I. KPP Pratama

Cirebon Dua has great strengths and opportunities, so the strategy that is suitable for this condition is to support an aggressive strategy (growth Oriented Strategy), namely by using all existing strengths (Strengths) to be able to take advantage of all Opportunities (Opportunities) they have to overcome their weaknesses (Weaknesses) and anticipate threats (Threats) they face, namely:

- a) Designing a simple Standard Operating Procedure that makes it easier for Taxpayers to fulfill their tax obligations in accordance with applicable regulations.
- b) Utilizing support from related parties by collaborating with local governments, UMKM associations, and Tax Centers with Universities.
- c) Always provide information and convey messages about the importance of mutual cooperation in paying taxes and the benefits of tax sector revenues to increase taxpayer awareness.

Suggestion

Based on the conclusions above and the findings in the field, some suggestions are put forward as follows:

- a. This study shows that the policy of simplifying the fulfillment of tax obligations for Micro, Small and Medium Enterprises Taxpayers has a positive influence on the formation of a tax database. Therefore, the Directorate General of Taxes should be able to be more optimal in disseminating this policy so that it can further increase taxpayer awareness and compliance.
- b. For KPP Pratama Cirebon Dua, it can be used as a reference and input in implementing a policy implementation strategy to simplify the fulfillment of tax obligations for Micro, Small and Medium Enterprises Taxpayers.
- c. For other researchers, it can be the basis and basis for conducting similar research in order to find solutions to various problems in Management Science Administration related to public policy.
- d. For readers and taxpayers, especially Micro, Small and Medium Enterprises Taxpayers are expected to be used as a source of information to increase understanding and awareness in fulfilling all tax obligations.

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