

Analysis of Separation the Functions of Account Representative to Increase Tax Revenues and Compliance of Taxpayers

A Case Study at Serpong Tax Office, Jakarta Duren Sawit Tax Office and Jakarta Matraman Tax Office

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Abstract: This research aimed to know the level of tax revenues and taxpayer compliance and problems that are still encountered after the separation of Account Representative functions. Separation of this functions is done because of the dualism of Account Representative functions in the implementation of daily tasks so that less optimal in increasing tax revenue and taxpayers compliance. Research method used in this research is qualitative method with case study approach in Serpong Tax Office, Jakarta Duren Sawit Tax Office and Jakarta Matraman Tax Office. Data used in this research is Tax Revenues, especially form disbursement letter of appeal issued by Account Representative and Compliance in Submission of Annual Tax Return at 2014 when the start of the implementation of the trial separation of Account Representative functions until 2016 after the separation of AR functions is implemented in all the tax office. The result of this research is that after the separation of Account Representative functions, Tax Revenues and Compliance in Submission of annual tax return has not increased optimally. In addition, there is still a problem faced by Account Representative after the separation of this functions.

1 INTRODUCTION

Taxes have an important role to play in governance as it is one of the largest sources of financing in the State Budget. The target of tax revenues always increase year by year, but not followed by the percentage of tax revenues realization. Based on Financial Report of Central Government data known that within last ten years from 2007 to 2016, tax revenues just once reached target in 2008 which amounted 108.12% due to the sunset policy that helps increase tax revenues.

Because the tax role is very important, therefore the tax system is required in order to perform supervision and provide good service to the Taxpayer so that it can increase tax revenue. Due to the demand for increased taxpayer compliance and tax revenues as well as other improvements in the tax administration system, it is necessary to do tax reform through modernization of taxation. In 2002, Directorate General of Taxes (DGT) was performed the modernization of taxation, one of them is forming Account Representative (AR). AR

is a front guard in the supervision and improvement of taxpayer compliance and provision of services to taxpayers.

Increasing the revenue target of DGT from year to year requires the role of AR in improving taxpayer compliance, but the demands have not been followed by the management and structuring of good tasks so that AR often face difficulties in the implementation of their daily tasks. Some of these difficulties are the number of clerical jobs that actually dominate the main job, there is a dualism of work where on the one side an AR must become a taxpayer partner by providing services in carrying out the consultation function, while on the other side must be assertive to the Taxpayer to perform the functions of supervisory and explore the potential of the taxpayer in fulfilling his tax obligations. This often leads to conflict of interest between AR and its taxpayers. In addition, the ratio between the amount of AR compared with the number of taxpayers who become his responsibility has not been balanced so that the AR work does not maximal (Rahayu and Lingga, 2009). Therefore, it is deemed necessary to

separate the AR duties and functions between the functions of consultation and service with the supervision and explore of the potential taxpayers. With the separation, AR is expected to work more optimally in accordance with their respective functions. Therefore, in accordance to the Minister of Finance Regulation number 206.2 / PMK.01 / 2014 stated that in order to improve the good administrative, effectiveness, and performance of the vertical organization in DGT, it is necessary to improve the organization and work procedures of the vertical institution in DGT, one of the point stated in article 61 that in Tax Office there is separation between Section of Supervision & Consultation I with functions of service & consultation and Section Supervision & Consultation II, III, and IV with functions of supervision and exploring potential taxes. This research trying to analyze tax revenues and taxpayer's compliance by comparing the conditions at the time before and after the separation functions of Account Representative.

Based on the background of problems that have been described, the purpose of this research are to know the level of tax revenues and taxpayer's compliance with the separation of Account Representative functions and the problems that are still encountered after the separation of Account Representative functions. Hopefully, it can increase the tax revenues and taxpayer's compliance.

2 LITERATURE REVIEW

2.1 Modernization of Tax Administration System

Tax administration aims to build and maintain good relationships with taxpayers and assist and facilitate them in fulfilling taxation obligations. The tax administration is responsible for reporting the performance and achievement of organizational objectives, including the responsibility for overseeing taxpayer compliance and the impact of such efforts on improving taxpayer compliance (Alink and Kommer, 2011)

The increasing target of government revenues and the low level of public trust in Indonesia's tax system encourages the government to undertake reforms in taxation.

Tax reform begins with the implementation of Self Assessment as a tax collection system in Indonesia. With the system, the taxpayer is entrusted with calculating, calculates his own tax payable and

then repays and reports it to the registered Tax Office. By providing good service to the taxpayer is expected to be a motivation for taxpayers to pay taxes.

2.2 Account Representative

One form of tax reform is by the establishment of AR in the Large Taxpayer Tax Office. In accordance with the *Minister of Finance Decree number. 98 / KMK.01 / 2006* concerning AR in Tax Office that has Implemented Modern Organization, that has been assigned AR who take the task in the field of taxation intensification through the provision of guidance / consultation, analysis and supervision of taxpayers. According to KMK 98 / KMK.01 / 2006, AR is an officer appointed in each Section of Supervision and Consultation at Tax Office which has implemented Modern Organization. In the early modernization of tax administration in 2002, AR acts as liaison officer of Taxpayer Office Taxpayer in communicating taxpayers' obligations and rights in the field of taxation (Hutagaol, 2007)

In other countries, for example on the Internal Revenue Service (IRS) there are tax officers who have functions such as AR in the DGT that perform compliance monitoring performed by the Tax Compliance Officer. In carrying out its functions, the main task of a Tax Compliance Officer is to ensure that the taxpayer has paid taxes correctly. In addition there are also tax officers with functions in providing services and consultation to taxpayers conducted by Contact Representative. In carrying out its functions, the main task of a Contact Representative is to help taxpayers in consultation about taxation either by phone or face to face directly.

2.3 Tax Revenues

Tax revenue is the largest contributor to government revenues. Tax revenues is the dominant source of government financing for both routine and development expenditures (Suryadi, 2006). In general, tax revenues can be grouped into routine and extra-effort revenues. Routine revenues mean revenues that come from paying periods that is usually obtained without any extra-effort by Account Representative, because the income will certainly receive every month, but still require strict supervision. Revenue of extra-effort activities requiring more effort that is derived from the disbursement Letter of Appeal or Letter of Request Explanation of Data or Information (SP2DK) issued

by AR, examination, collection of tax receivables and extensification of taxation activities.

As mentioned above, that one of the tax revenues from the extra-effort activities is derived from the disbursement Letter of Appeal or Letter of Request Explanation of Data or Information issued by AR if found any data about the property (tax potential) of the Taxpayer who has not been reported in the Annual Tax Returns. In terms of supervisory functions, AR will oversee tax payments from taxpayers primarily from routine revenues. While the explore potential taxes is done through intensification activities by maximizing the data of existing taxpayers from reporting data of Tax Return, tax payments, data from third parties and direct observation results in the field.

According to Rahayu (2010), there are several factors in optimizing the government revenue through tax collection, that is:

1. Clarity, certainty, and simplicity of tax laws and regulations.
2. Government policy in implementing tax laws.
3. Appropriate tax administration system.
4. Service.
5. Awareness and understanding of citizens.
6. Quality of tax officer (intellectual, skill, integrity, high moral).

2.4 Compliance of Taxpayers

It cannot be denied that compliance is a major problem faced by all income authorities, for example the IRS in the United States difficulties in estimating tax income (James and Alley, 2004). Similarly in Indonesia, where the low compliance of taxation is still a problem in tax administration in Indonesia. Even people prefer to pay more to get a product and avoid taxes than to pay less. This non-compliance is called as a "tax gap". Tax gap can be used to measure the performance of a country's tax income, that is how far the tax authorities are able to make the taxpayers obedient to carry out tax obligations in accordance with applicable tax provisions. The increased ability of the tax authorities to access the data and increase the voluntary compliance of the Taxpayer is one way of reducing the existing tax gap.

According to Nowak in Zain (2005) taxpayer's compliance is defined as a climate of awareness and compliance fulfillment of tax obligations, where taxpayers understand all the provisions of tax laws and regulations, can fill out the tax form clearly and completely, calculate correctly the amount of tax payable as well pay them on time. While Nurmantu

in Rahayu (2010) defines compliance taxation as a condition in which the taxpayer to fulfill obligations and implement taxation rights. According to Nasucha in Rahayu (2010), Taxpayer compliance can be identified

from:

1. Compliance to register
2. Compliance to report the Tax Return
3. Compliance to calculate and pay the tax payable
4. Compliance to pay the tax arrears

Tax administration in Indonesia still needs to be improved in the hope of providing better service to Taxpayers so that Taxpayers are motivated to meet their tax obligations. Good administration is also marked by the imposition of strict sanctions for taxpayers who attempt to smuggle their taxes. In addition, taxpayer's compliance will also increase if they get a good consulting service.

Table 1 : Previous Research

Researchers	Title of the research	Result of research
Basalamah, Anies Said M. et al.(2016)	Separation of AR Functions for Better Service and Tax Revenue. Research Object is Serpong Tax Office.	there is an increase in service quality after the separation of functions but there are still elements that need to be improved
Janson Nicholas Samosir (2015)	Evaluation of Taxpayer Compliance and Tax Receipts Before and After Trial Arrangement of Duties and Functions of AR at Medan Timur Tax Office	There is no significant difference in taxpayer compliance and tax revenues between before and after the trial of structuring tasks and functions AR

3 RESEARCH METHODOLOGY

Research method used in this research is qualitative method with case study approach in Serpong Tax Office, Jakarta Duren Sawit Tax Office and Jakarta Matraman Tax Office. Creswell (2014) states that qualitative research is an approach to explore and understand the meaning of individuals or groups that are perceived as a social or humanitarian problem. Furthermore, according to Creswell that this study involves questions and procedures, data, data analysis is built inductively and then the authors make interpretation of meaning over the data. The case study was chosen because to answer three conditions: "how" or "why" questions, the least supervision of an event, and to focus on real-life phenomena (Yin, 2009). Serpong Tax Office was chosen as the object of research because it is one of Tax Officer pilot project at the time of trial of separation of AR functions which will be compared with Jakarta Duren Sawit Tax Office and Jakarta Matraman Tax Office. This research is different from the previous research because the object of research is not only one of Tax Office which become the pilot project, but also compared with other Tax Office that have implemented the separation of AR functions and to see tax revenue and taxpayer compliance and problems still encountered after the separation of AR functions.

Data used in this research are primary data and secondary data. Primary data obtained from interviews and questionnaires with related parties to obtain an overview of the implementation of policy arrangement of tasks and functions of Account Representative through the separation of Account Representative functions. The interview was conducted to Section Head of Institutional Design Development - Directorate of Internal Compliance and Transformation of Apparatus Resources, Head of Supervision & Consultation Section I and IV Jakarta Duren Sawit Tax Office, and Head of Supervision & Consultation Section I and II Jakarta Matraman Tax Office. While the questionnaires distributed to Account Representative Jakarta Duren Sawit Tax Office and Jakarta Matraman Tax Office. Secondary data obtained through data in the form of compliance data and tax income, especially from the realization of disbursement of appeal by the Taxpayer. In addition, secondary data can also be obtained through documents, journals, articles and other data related to the arrangement of tasks and functions of Account Representative.

Serpong Tax Office was chosen as the research object because it is one of Tax Office which became

the pilot project during the trial of separation of Account Representative functions. Serpong Tax Office was formed in 1994 with working area covering four districts namely: Pondok Aren, Pamulang, Serpong and Ciputat.

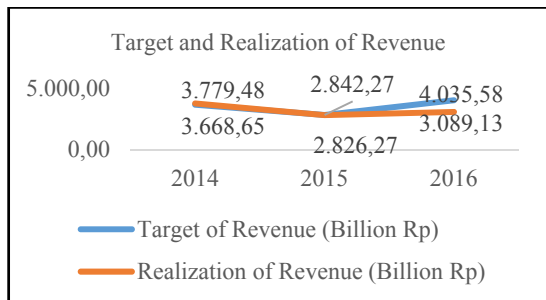
Jakarta Duren Sawit Tax Office was established in accordance with the Minister of Finance Regulation Number 55/PMK.0 / 2007 dated May 31, 2007, commencing operation on October 2, 2007 based on the Decree of the Director General of Taxes No. KEP-86 / PJ / 2007 dated 11 June 2007. The working area of Jakarta Duren Sawit Tax Office covers 7 village namely: Pondok Bambu, Duren Sawit, Malaka Jaya, Pondok Kelapa, Pondok Kopi, Malaka Sari and Klender.

In accordance with the Decree of the Director General of Taxes No. KEP-86 / PJ / 2007 dated June 11, 2007, then on July 3, 2007 Jakarta Matraman Tax Office started to operate. The Working Area of Jakarta Matraman Tax Office covers Matraman Sub District consisting of 6 Village namely: Pisangan Baru, Utan Kayu Utara, Utan Kayu Selatan, Kebon Manggis, Pal Meriam, and Kayu Manis.

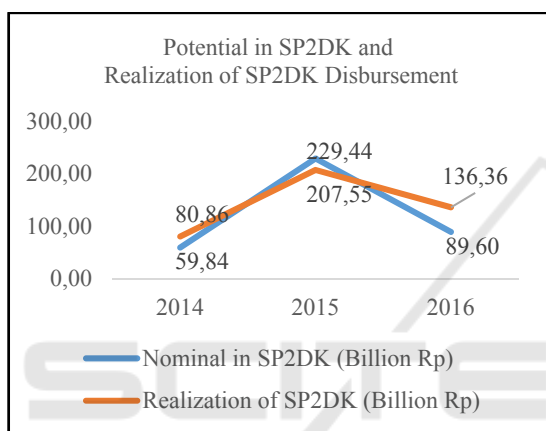
4 ANALYSIS

As has been explained earlier that tax income comes from regular and extra-effort revenues. Regular revenues come from revenues where we do not need to excessive effort, the tax income will be obtained. While the revenues from extra-effort activities, more efforts are needed in order to increase tax income. The following graph shows the data of overall tax revenues, disbursement SP2DK and compliance submission of Annual Tax Returns of Serpong Tax Office, Jakarta Duren Sawit Tax Office and Jakarta Matraman Tax Office. Then will be described the analysis and discussion of overall tax revenues as well as reveue from disbursement SP2DK which is one source of revenues from extra effort in 2014 until 2016. The discussion of SP2DK can also be seen from the development of the number of SP2DK publishing along with the nominal amount of tax potential listed in SP2DK. Meanwhile, what is meant by compliance here is compliance in submission of Annual Tax Return by taxpayer with year of delivery 2014 until 2016. As mentioned before, that taxpayer compliance can be identified one of them as compliance in submitting Tax Return. Therefore, the limitation of this research is only submission of Annual Tax Return.

4.1 Serpong Tax Office



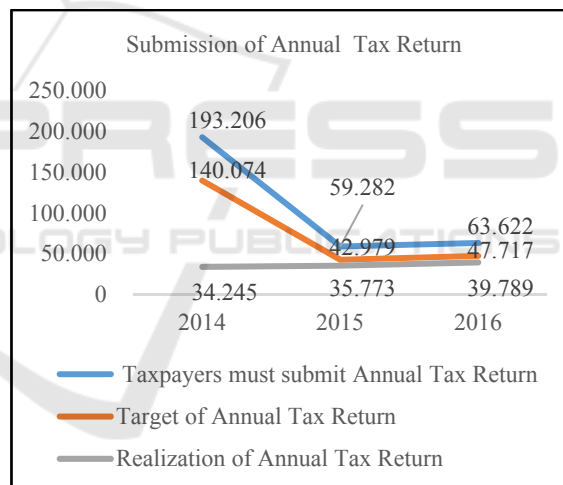
Graph 1 Target and Realization of Revenues Serpong Tax Office (2014 -2016)



Graph 2 Potential and Realization of SP2DK Disbursement Serpong Tax Office (2014 - 2016)

Based on the graph 1 and 2, it can be seen that the acceptance of Serpong Tax Office in the year when the trial of separation of AR functions 2014 reached 103.02% as well as SP2DK disbursement in 2014 that exceeded the potential targeted in SP2DK. From the graph above it is known that the realization amount of SP2DK disbursement is Rp.80.86 Billion with initial potential amount of Rp.59.84 Billion. The realization of SP2DK disbursement becomes one of the factors of achieving revenues exceeding 100%. However, in 2015, the decrease of revenues target due to Serpong Tax Office experienced the breakdown of Tax Office with Pondok Aren Tax Office in October 2015. While the nominal value of SP2DK potential is increased by Rp.229.44 Billion with the realization of Rp.207.55 Billion. The increase in SP2DK nominal value is due to an increase in the number of SP2DK issued due to the increase of Account Representative Controlling efforts in the potential exploring. Acceptance in 2015 of Rp.2,826.27 Billion or 99.44% of the target revenues of Rp.2,842.27 Billion. Target revenues

increased again in 2016 to Rp.4,035,58 Billion with realized revenues of 3,089.13 or only 76.55% of the target revenues. However, the nominal value of SP2DK is decreased by Rp.89.60 Billion with the realization of Rp.136.36 Billion. This decrease is due to the Amnesty Tax program in the middle of 2016, so that the focus of Account Representative Supervision at that time was split between exploring potential by appealing to taxpayers to utilize Tax Amnesty program. Therefore, in the middle of 2016, Account Representative's task of is more focused on Tax Amnesty activities. Based on SP2DK reception and disbursement data above, during the implementation of the Account Representative functions separation trial, the realization of SP2DK disbursement may exceed the potential value in SP2DK. Similarly, when the separation of Account Representative functions started to be applied in all Tax Office, there has been a significant increase in SP2DK in both quantity and potential value, but it has not been followed by significant increase of SP2DK disbursement realization.

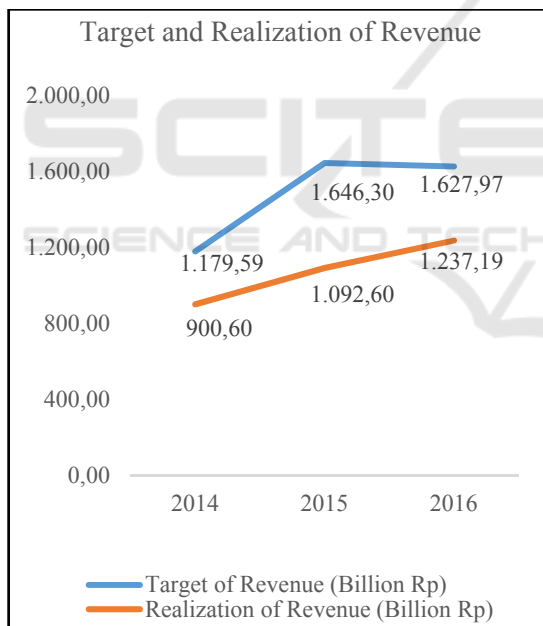


Graph 3 Submission of Annual Tax Return Serpong Tax Office (2014 - 2016)

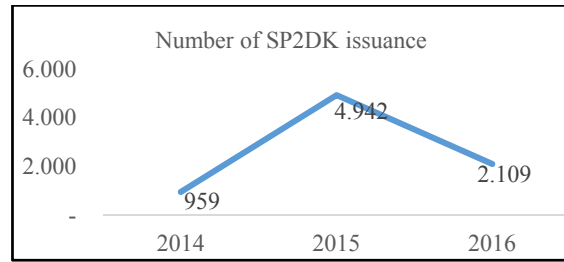
While based on compliance data seen from the graph 3, it is known that in 2015 there was a decrease in the number of taxpayers who must submit annual tax returns to 59.282 taxpayers from 193,206 taxpayers in 2014. This decrease is due to the cleansing data from the Head Office of DGT which aims to improve master file taxpayer in order to realize the orderly administration of taxation and the formation of relevant data and relevant information and taxpayer related. Cleansing of data is done by eliminating positions on double Taxpayer Identification Number, taxpayer who has no tax

transaction in the last 3 (three) years consecutively or against Taxpayer Identification Number with non-effective status in the last 5 (five) years. The target of sum the Annual Tax Return in 2015 is 42,979 taxpayers with a delivery rate of 72.5%. Realization of Annual Tax Returns in 2015 is 35,773 taxpayers or reaches 83.23% of the target ratio, an increase over the previous year. In 2016 there is an increase of the number of registered taxpayers to 98,312 taxpayers with the number of taxpayers who are required to submit the annual tax returns 63,622 taxpayers. The target of submission the Annual Tax Return is increased to 47,717 taxpayers with a delivery rate of 75%. While the realization of 39,789 taxpayers or reach 83.39% of the target ratio. Based on these data, the separation of Account Representative functions in 2015 can improve the compliance of Annual Tax Returns if compared to the year of trial although the realization is still below the target ratio.

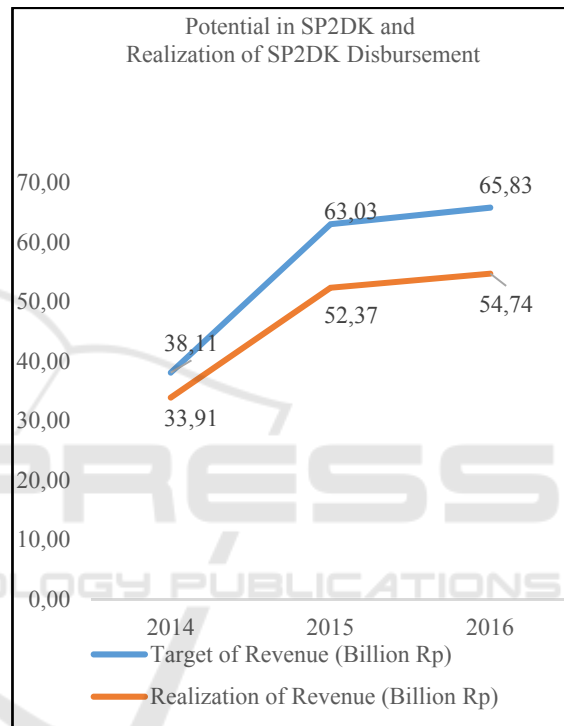
4.2 Jakarta Duren Sawit Tax Office



Graph 4 Target and Realization of Revenues Jakarta Duren Sawit Tax Office (2014 -2016)



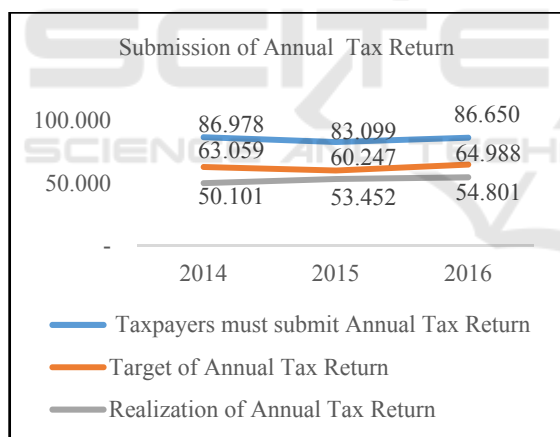
Graph 5 Number of SP2DK issuance Jakarta Duren Sawit Tax Office (2014 - 2016)



Graph 6 Potential and dan Realization of SP2DK Disbursement Jakarta Duren Sawit Tax Office (2014 - 2016)

Based on the graph of data of Jakarta Duren Sawit Tax Office, from 2014 to 2016, the achievement of Jakarta Duren Sawit Tax Office has not reached 100%. In 2014 the realization of revenues of Rp.900.60 Billion or reach 76.35% of the target. Then in 2015 the target of revenues increased by Rp.1,646.30 Billion with the realization of Rp.1,092.60 Billion or only reached 66.37%, down compared to the previous year. In 2016, revenues target decreased to Rp.1.627,30 Billion with the realization of Rp.1,237.19 Billion or reach 76% of the target, experiencing an increase in achievement over the previous year.

As well as the number of SP2DK publishing in 2014 amounting to 959 SP2DK with the amount of potential in SP2DK in 2014 of Rp.38.11 Billion with realization of SP2DK disbursement of Rp.33.91 Billion. Then in 2015 SP2DK publishing increased dramatically to 4,942 SP2DK with the amount of potential in SP2DK of Rp.63.03 Billion with the realization of Rp.52,37 Billion. The increase of SP2DK issuance is mainly due to the separation of Account Representative functions, so Account Representative Supervision focuses their work more on exploring of tax potential. However, by 2016 the number of SP2DK issuance has decreased to 2,109 SP2DK with the increase of potency amount in the amount of Rp.65.83 Billion with the realization of Rp.54,74 Billion. This decrease occurred because of Amnesty Tax Program in the middle of 2016. Based on the data of SP2DK disbursement and realization of the above disbursement, when the separation of Account Representative functions started to have been applied in all Tax Office, there was a significant increase to SP2DK both the amount and the potential value, but not followed by the significant increase of SP2DK disbursement realization.



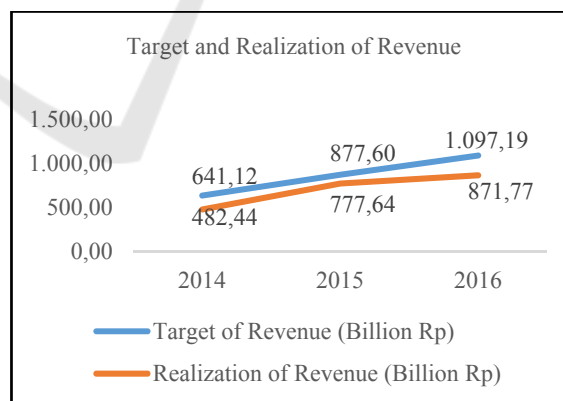
Graph 7 Submission of Annual Tax Return Jakarta Duren Sawit Tax Office (2014 - 2016)

In 2014 the number of taxpayers registered on Jakarta Duren Sawit Tax Office as much as 145,492 taxpayers. While the number of taxpayers who must submit the Annual Tax Return is 86,978 taxpayers. The target of delivering the Annual Tax Return is 63,059 taxpayers with a target ratio of 72.5%. Realization of Annual Tax Returns as much as 50,101 taxpayers or reach 79.45% of the target ratio. In 2015 the number of registered taxpayers increases to 152,309 taxpayers, but there is a decrease in the number of taxpayers who must submit annual tax

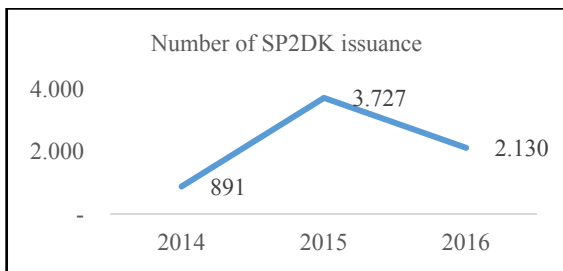
returns accompanied also with a decrease in the annual tax return targets. According to Section Head of Supervision & Consultation Section IV Jakarta Duren Sawit Tax Office, the decline in the target is due to the cleansing of data of taxpayers by the DGT Head Office. Based on that, then in 2015 the target of submission of Annual Tax Returns to 60,247 taxpayers and target ratio of 72.5% while the submitting of Annual Tax Return increased by 53,452 taxpayers or reached 88.72% of the target ratio.

Meanwhile, there is a significant increase in the number of registered taxpayers in 2016, one of which is because there are several programs of the DKI Jakarta Provincial Government for the lower and lower middle class which require having Taxpayer Identification Number. So that the number of taxpayers registered in Jakarta Duren Sawit Tax Office increased to 161.183 taxpayers with the number of taxpayers who must submit annual Tax Return of 86.650. The target of annual Tax Return submission is 64,988 and the target ratio is 75%. Realization of Annual Tax Return submission increased to 54,801 taxpayers or reached 84.33% of the target ratio, a decrease over the previous year. Based on these data, the separation of Account Representative functions can improve the compliance of Annual Tax Return, although the realization is still below the target ratio.

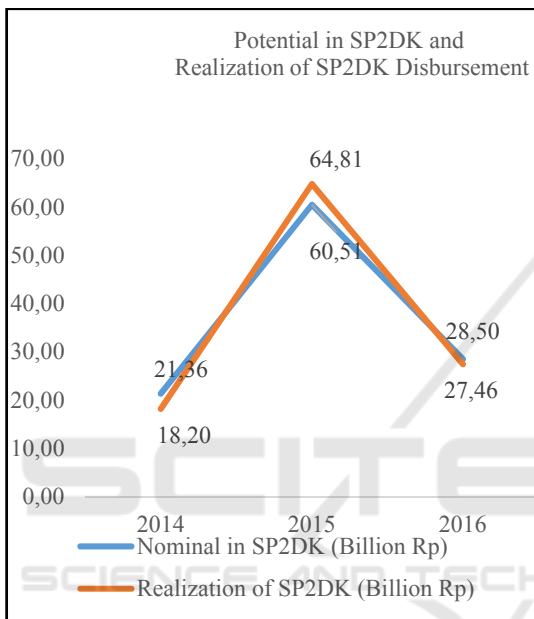
4.3 Jakarta Matraman Tax Office



Graph 8 Target and Realization of Revenues Jakarta Matraman Tax Office (2014 -2016)



Graph 9 Number of SP2DK issuance Jakarta Matraman Tax Office (2014 – 2016)



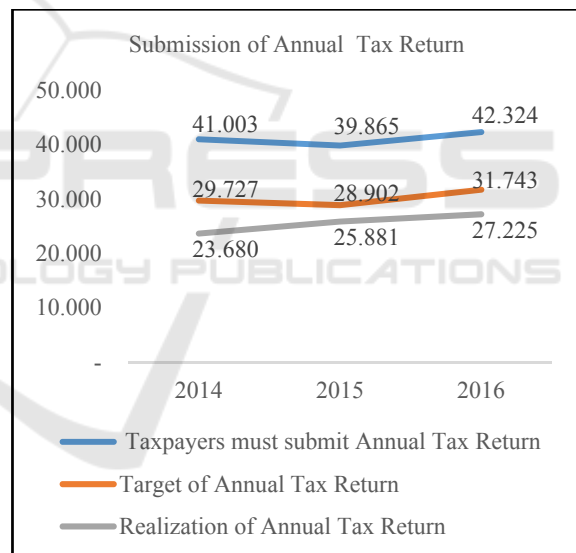
Graph 10 Potential and Realization of SP2DK Disbursement Jakarta Matraman Tax Office (2014 - 2016)

Based on the data of Jakarta Matraman Tax Office, in 2014 the revenues target of Rp.641.12 Billion with the realization of Rp.482.44 Billion or reach 75.25%. Likewise in 2015 the target of Rp.877.60 Billion with the realization of Rp.777.64 Billion or up 88.6%, an increase in percentage of achievement compared to the previous year. In 2016 the revenues target of Rp.1079.19 Billion with the realization of Rp.871.77 Billion or reached 79.45%, decreased percentage of achievement compared to the previous year.

Similarly with Jakarta Duren Sawit Tax Office, SP2DK publishing in Jakarta Matraman Tax Office in 2015 increased drastically to 3,727 SP2DK compared to 2014 which only published as many as 891 SP2DK. The increase of SP2DK issuance is also mainly due to the separation of Account Representative functions. However, in 2016 the number of SP2DK publishing has decreased to 2,130

SP2DK. This decline is due to the Amnesty Tax Program in the middle of 2016.

The amount of potential in SP2DK in 2014 is Rp.21.36 Billion with realization of SP2DK disbursement of Rp.18,20 Billion. In the year 2015 increase of SP2DK issuance amount followed by increasing amount of potency in SP2DK that is become Rp.60.51 Billion with the realization of Rp.64.81 Billion, it exceeds the potential in SP2DK. This became one of the contributes tax revenues Jakarta Matraman Tax Office up to 82.58%. But in 2016 as the number of SP2DK decreases, the amount of potential in SP2DK also decreased drastically to Rp.28.50 Billion with realization of SP2DK disbursement of Rp.27.46 Billion. Based on the revenues data, then when the separation of Account Representative functions occurs a significant increase to SP2DK both the amount and potential value, but not yet accompanied by significant increase in SP2DK disbursement realization.



Graph 11 Submission of Annual Tax Return Jakarta Matraman Tax Office (2014 - 2016)

Based on data number of registered taxpayer Jakarta Matraman Tax Office increase the number of registered taxpayers every year starting from 2014 until 2016. In 2014 taxpayers registered in Jakarta Matraman Tax Office as many as 74,797 taxpayers with the number of taxpayers who must submit annual tax return as much as 41,003 taxpayer. While the target submission of Annual Income of 29,727 with target ratio of 72.5%. Realization of Annual Tax Return submission of 23,680 taxpayers or reach 79.66% of the target ratio.

In 2015 there is a decrease in taxpayers who must submit annual tax returns to 39,865 taxpayers, despite an increase in the number of registered taxpayers. Similarly with Jakarta Duren Sawit Tax Office, this decline occurs because of the data cleansing conducted by the Head Office of DGT. Likewise with the number of targets submission of annual tax returns that fell to 28,902 taxpayers. However, there was an increase in the realization of the Annual Tax Return of 25,881 taxpayers or 89.55% of the target ratio.

In 2016, an increase in the number of registered taxpayers to 82,941 taxpayers with the number of taxpayers who must submit the Annual Tax Return of 42,324 taxpayers. Similarly, the target of Annual Tax Returns increased to 31,743 taxpayers with a target ratio of 75%. Realization of Annual Tax Return submission of 27,225 taxpayers or reach 85.77% of the target ratio, decreased compared to the previous year.

The increase in the Annual Income Tax submission target of 9.8% in 2016 is not followed by the realization of the Annual Tax Return which only increased by 5.2% from 25,881 in 2015 to 27,225 in 2016. This increase occurred because of the program Tax Amnesty. So the effect of separation of Account Representative functions was not too visible. If the realization is compared to the target, there is a decrease in the percentage from 64.9% in 2015 to 64.3% in 2016. Based on these data, the separation of Account Representative functions can improve the compliance of Annual Tax Returns, although the realization is still below the target ratio.

After the separation of Account Representative functions is running still found some problems, both from the Account Representative Service and Account Representative Supervision. Some of these problems are:

1. The overlapping of consultation work between Account Representative Service and Account Representative Supervision. Inconsistent Standard Operating Procedures (SOP) and Job Description and supporting applications
2. Directorate at Head Office managing Account Representative Service still deemed inappropriate
3. Selection of human resources that are still not in accordance with the competence,
4. Lack of training or training provided by Head Office or DGT Regional Offices,
5. Additional work for Account Representative Supervision as Tax Inspector,

6. The amount of taxpayer supervised is not proportional to the amount of Account Representative available.

5 CONCLUSION

From the results of the analysis and discussion in chapter 4, this research yields the following conclusions are seen from the overall tax revenues after the separation of Account Representative functions in 2015 at the time of separation of AR function has not significantly increased. Moreover in 2016 there was a decrease in SP2DK issuance due in middle 2016 DGT launched Tax Amnesty Program. During the Amnesty Tax Program, the DGT is intent on socializing the program. So Account Representative Supervision focus to issue a letter of appeal to taxpayers to take advantage of Tax Amnesty program. Likewise, compliance submission Annual Tax Return has not increased significantly. Realization of Annual Tax Return is still below the target of Annual Tax Return.

In addition, after the separation of Account Representative functions is still found some problems, both experienced by Account Representative Supervision and Account Representative Service, both task and functions problems, human resources and SOP or Job Description. So that required improvement for the achievement of tax revenues and compliance taxpayers better.

Because the study period is limited and restricted only from the implementation of the trial in 2014 until 2016 plus the Amnesty Tax program, so it does not illustrate the optimization of Account Representative functions separation. It is hoped for further research to have longer research period and add research object.

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