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**ANALYZING THE COMPETITIVENESS STRATEGY OF TAX
CONSULTANT OFFICE IN THE DIGITAL 4.0 ERA**

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ABSTRACT

The increasingly rapid development of technology in the digital era 4.0 makes things fast, easy and efficient. This has a huge impact on a business such as in government agencies. Currently, tax consulting offices have grown rapidly in Indonesia, especially in Bali, resulting in the emergence of competition between tax consulting offices. The purpose of this research is to find out how to formulate the right strategy in increasing the competitiveness of tax consulting offices in the Digital Age 4.0. This research was conducted in one of the tax consulting offices in Denpasar. This research used the qualitative methods. The technique used in selecting informants was purposive sampling technique. The data collection techniques used were observation, in-depth interviews and documentation, with triangulation method for the data validity. The research results showed that 1) the internal factors of Teddy and Nanda Tax Consultant Office, seen from their strengths, are consisted of experienced Human Resources (HR), Work Facilities and Company Reputation. However, judging from the weaknesses is a lack of communication and the partnership system. 2) The external factor of Teddy and Nanda Tax Consultant Office, seen from the opportunities, is that the regulations set by the government are getting better and the prospect of developing the Tax Consultant Office increases. Judging from the threat is competition in pricing (fees) for services paid and competition between tax consulting offices.

INTRODUCTION

The development of technology is now very rapid. It can be seen from several aspects of technology-assisted organizational activities. With this technology, it can make it easier for people to carry out their activities. The development of digital age technology as it is today, makes everything easy, fast and efficient. The development of technology is increasingly fast, making many changes that occur in the business and government organizations that continue to give birth to new innovations.

Global competition has given birth to many new businesses that have sprung up, so that there are new competition standards, where globalization has exacerbated the pressure of business competition from competitors. The main objective of every business is to continue to exist and it is hoped that the company can create a competitive advantage with global performance standards. In this condition, every company that wants to survive and grow must be able to create and maintain its competitive advantage by continuously increasing its competitiveness. Increasingly high business competition requires companies to continue to improve the performance of various elements within the organization / company (Aribowo, Putra, & Wijoyo, 2017).

The Indonesian government has implemented a self-assessment system in taxation in Indonesia. The application of self-assessment gives taxpayers confidence to calculate, pay, and self-report the amount of tax that should be owed based on tax laws and regulations. The administrative system in the modern tax office is supported by using information technology so that it can increase efficiency in tax services (Maulana Syaiful Haq, 2015). With this system, all taxpayers are given the authority to manage various matters related to their taxes themselves.

With the sophistication of technology, the world of taxation is still categorized as a new field, in the sense that the society or taxpayers do not yet understand what that must be fulfilled in terms of their tax obligations, and are lazy to take care of it. This is the main reason taxpayers still use tax consultant services. Through the use of consultant services, various mistakes related to tax calculation and reporting can be avoided. Not only that, taxpayers are also calmer and can carry out their various activities more freely without messing around with various tax regulations. The use of tax consultant services is widely used as an option, both by individual taxpayers and business entity taxpayers. This is considered to be more effective and practical. Because various matters related to taxation can be handled properly and in accordance with applicable regulations. The use of consultant services can also help the taxpayers when facing problems / audits related to their tax obligations.

In Indonesia, especially Bali, many Tax Consultant Offices have been established to assist taxpayer obligations in the context of company efficiency. Denpasar City is one of the regencies / cities that has the largest number of Tax Consultant Offices in Bali. With the burgeoning number of tax consulting firms in Indonesia, especially in Bali, competition between tax consulting firms in increasing competitiveness will result in very tight competition. However, tax consultants compete to stay in business even though many tax systems have emerged that make it easier for taxpayers to carry out their obligations.

THEORETICAL BASIS

Definition of a Tax Consultant

According to the Directorate General of Taxes (2020) A Tax Consultant is a person who provides tax consulting services to taxpayers in the context of exercising their tax rights and fulfilling their tax obligations in accordance with

tax laws and regulations. This means that a tax consultant is a person whose job is to help taxpayers take care of all matters relating to taxes. That way, the parties who use these services can carry out their tax obligations properly.

Competitiveness Strategy

The competitiveness strategy is the development of a plan on how the business will compete, what its goals should be and what policies are needed to achieve these goals. In determining the competitiveness strategy, it must be based on an analysis of the external environment, namely the opportunities and threats faced by the company such as market conditions, competitive situations, technological developments, economic, political and legal conditions, socio-culture, and demographics. While the internal environment, namely the strengths and weaknesses of the company consisting of products, prices, distribution, promotion and services. The objective of the competitiveness strategy is to find a position where the company can protect itself against the pressure (power) of competition or can positively influence these pressures (Jogjantari, 2015; Kustina et al. 2019).

SWOT Analysis

According to (Murniasih, 2019), SWOT analysis is a strategic decision-making process related to the development of a company's vision, mission, goals and policies. The company's performance can be determined by a combination of internal and external factors. This analysis aims to systematically identify various factors to formulate corporate strategy. Some considerations that need to be considered in a SWOT analysis are:

1. Strength

Strengths are the elements that the company can excel at, such as excellence in products that are reliable, unique, and are different from other products, so that they can make them stronger than their competitors.

2. Weakness

Weakness represents deficiencies or limitations in terms of resources available on the company either in skill or ability that becomes a barrier for organizational performance. Limitations or deficiencies in resources, skills and capabilities that seriously hinder the effective performance of the company.

3. Opportunity

Opportunity is a variety of things and situations that are beneficial to a company, as well as tendencies which are one source of opportunities. Opportunities are positive external environmental factors that can and are able to direct organizational activities towards them.

4. Threats

These are unfavorable environmental factors in the company, if not addressed, it will be an obstacle for the company concerned in the future. Threats are a major disruption to the company's position.

RESEARCH METHOD

The research design was conducted using qualitative methods. This research was carried out by conducting direct research in the field. The location of this research is the Teddy and Nanda Tax Consultant Office, which is located at Tukad Irawadi Street, No. 18 A, Denpasar, Bali. This research was conducted to determine the strengths and weaknesses of the Tax Consultant Office so that

it can formulate strategies that will be used in increasing profits in the future. Informants or samples appointed to be interviewed because they were considered to know and were involved in the operational process and strategies in order to increase profits, namely the office owner and office manager / supervisor. The data analysis technique used in this study was an interactive analysis technique, where in this model there are 4 components of the analysis, namely: data collection, data reduction, data presentation and drawing conclusions.

RESEARCH RESULTS AND DISCUSSION

Internal Factors of Teddy and Nanda Tax Consultant Office

Internal Factors Analysis in a company consists of strengths and weaknesses. Through research conducted at Teddy and Nanda Tax Consultant Office both from in-depth interviews and observations, the advantages and disadvantages of Teddy and Nanda Tax Consultant Office were obtained as follows:

a. Human Resources (HR)

One of the opportunities for Teddy and Nanda Tax Consultant Office is human resources. The most important resource in an organization is human resources (HR). Human resources (HR) in a company is a very important asset. One of the company's efforts to survive and develop is by managing human resources appropriately. According to (Hasibuan, 2014), human resources are the integrated abilities of the mental and physical power of the individual. Behavior and nature are determined by heredity and environment, while work performance is motivated by the desire to fulfill satisfaction. Based on research conducted by (Pusdikardiana & Sunariani, 2019) with the title Measuring the Competitive Strategic of Village Credit Institutions (LPD) in Bali, the research found that the resources owned by the LPD in Lelateng Village already have competencies in accordance with their respective fields of work so that they do not experience difficulties in completing their respective duties and responsibilities. In terms of developing and improving the quality of human resources, the LPD of the Lelateng Village has provided and included certification and training to all staff. The aim is to create competencies in the face of competitiveness for the institution. Based on the results of research conducted by researchers related to the competitiveness strategy of the Tax Consultant Office conducted at Teddy and Nanda Tax Consultant Office, it was found that the human resources owned by Teddy and Nanda Tax Consultant Office have had quite a long experience from 1993 - now. With such a long period of time, there is a lot of experience gained such as in completing work or overcoming various problems from clients. In addition, the company also continuously prepares its cadres to carry out their duties continuously and there is a turnover of employees in the tax consultant team at Teddy and Nanda Tax Consultant Office.

b. Work Facilities

The advantages of Tax Consultant Office Teddy and Nanda apart from human resources are work facilities. In achieving the company's goals, supporting tools or means are needed that are used in daily activities at the company, the facilities used are of various forms, types and benefits, tailored to the needs and capabilities of the company. To achieve the company's goals, there are many supporting factors, one of which is that the employees work facilities are a supporting factor for the smooth running of the tasks they are doing, so that

the work can be done as expected. The facilities used by each company vary in shape, type and benefits. The greater the activity of a company, the more complete the facilities and means of support in the process of activities to achieve these goals. According to (Barry, 2012), work facilities are a means provided by the company to support the company in achieving the goals set by the stake holder. Based on the results of research conducted by researchers related to the competitiveness strategy of the Tax Consultant Office conducted at Teddy and Nanda Tax Consultant Office, it was found that the work facilities in Teddy and Nanda Tax Consultant Office were very representative, adequate, and very supportive in company activities, with technological sophistication such as software and other taxation applications can help make it easier to do a job effectively and efficiently.

c. Company Reputation

The advantage of Teddy and Nanda Tax Consultant Office apart from human resources and work facilities is the company's reputation. Company reputation is something that needs to be considered. A company with a good reputation means that the company has rare and valuable resources, and is a source of competitive advantage to get the above average return (Barney, 1991). The scope of the company's reputation is very broad and can potentially be a competitive advantage. Competitors cannot replicate unique factors and complex processes to generate reputation, so that reputation is said to have economic value for the company. To maintain relative advantage, the company requires commitment from company management to company reputation (Stuebs & Sun, 2014). Based on the results of research conducted by researchers related to the competitiveness strategy of the Tax Consultant Office conducted at Teddy and Nanda Tax Consultant Office, it was found that the reputation of the company and the person in charge of the Teddy and Nanda Tax Consultant Office are in good standing. This is because in addition to being a tax consultant, the person in charge also becomes a lecturer in accounting and taxation at a tertiary institution in Bali. So that practice, theory and experience are one of the strengths and advantages of Teddy and Nanda Tax Consultant Office compared to other consultants.

d. Communication

The weakness of Teddy and Nanda Tax Consultant Office is poor communication. Communication in relation to customers is a very important aspect for the continuity of the company's business, because the company will have a lot of contact with parties that have an interest in the company's business activities, especially when dealing with stakeholders. With the existence of communication between the company and customers, it allows reciprocal coordination, orders, instructions, suggestions and opinions as well as the exchange of information quickly, precisely and clearly so that the company's goals and customer desires can be synergized within the framework of a mutually beneficial cooperative relationship.

According to research (Prihantono, 2018) entitled Customer Oriented Business Communication in Distribution Companies. The research found that the success of the company's business is not only determined by the products or services sold, but a customer-oriented communication strategy is needed, where continuous communication between the company and customers is created which is one of the main keys for the company in conveying

information related to gathering needs and desires of customers that must be met by the company, while providing value that is better than its competitors. Based on the results of research conducted by researchers related to the competitiveness strategy of the Tax Consultant Office conducted at Teddy and Nanda Tax Consultant Office, it was found one of the weaknesses of Tax Consultant Office Teddy and Nanda was communication that was not well established. As explained above, companies experience problems, for example, the office feel that the client has not provided data, while the client feels that they have provided data to the office, even though they have not provided the office with any data at all. Therefore, the company shall provide a data request letter as physical evidence in requesting data from clients. This is where it is important to maintain communication with clients so that misunderstandings do not occur.

e. Partnership System

Weakness of Tax Consultant Office Teddy and Nanda apart from poor communication is not having a partnership system or not having a partner. Partnership is a business strategy carried out by both parties and more within a certain period of time to gain mutual benefits with the principle of mutual need and mutual growth. According to (Purnaningsih, 2007) Business partnership is a form of cooperation between various parties in business development to realize common goals and be able to increase income through increasing competitiveness and being able to improve organizational quality. Based on the results of research conducted by researchers, it was found that one of the weaknesses of Teddy and Nanda Tax Consultant Office, apart from poor communication, was the partner or partnership system. Where at Teddy Nanda Tax Consultant Office there is no partner system, so that the large category of client work is still handled independently with existing strengths or skills. So that the reach of taking for larger jobs is still limited by existing capabilities and infrastructure.

External Factors of Teddy and Nanda Tax Consultant Office

External factors analysis in a company consist of opportunities and threats. Through research conducted at Teddy and Nanda Tax Consultant Office both from in-depth interviews and observations, the opportunities and threats coming from Teddy and Nanda Tax Consultant Office were obtained as follows:

a. Regulation

Opportunities for Teddy and Nanda Tax Consultant Office come from regulation. The regulations set by the government are getting better and the prospects for the development of the Tax Consultant Office are increasing. Regulation is more often interpreted as a regulation by any legal product. Even laws (UU), including those that are still in the form of draft laws (RUU), are often referred to as regulations. However, not all legal stipulation are products of regulation. According to (Tommy, 2020) regulation is a stipulation that is designed, formulated, compiled or made in such a way as to help control a group of people, institutions, organizations and companies with specific goals. Regulations are enforced on various elements of society and community institutions, whether for public purposes or for business purposes. But in general, the term regulation is used to describe a form of regulation that applies in social life. Based on the results of research conducted by researchers, it was

found that one of the opportunities for Teddy and Nanda Tax Consultant Office is a very open opportunity where with the growing development of tax consultants in Bali, and governance that has been strong in implementing regulations, the role of tax consultants in helping taxpayers with the government regarding taxation is very important. Thus, tax consultants are becoming more important for companies in assisting the obligations of taxpayers to be able to behave in an orderly manner in fulfilling their obligations and to be able to help taxpayers who are still said to be unfamiliar with taxation.

b. Competition between Tax Consultant Offices

The threat for Teddy and Nanda Tax Consultant Office is competition between tax consulting offices. In the business world, competition between similar businesses is common. With the existence of competition, it can lead to increased company enthusiasm in advancing the company. Competition occurs because one or more competitors feel pressure or see opportunities to improve the company's position. Business competition is a competition between sellers that are both trying to get a profit, market share, and a high number of sales. According to (Kuncoro, 2005) business or business competition is a term that often appears in various literatures that write about the legal aspects of business competition. Competition is when organizations or individuals compete to achieve desired goals such as consumers, market share, survey rankings, or required resources.

Based on the results of research conducted by researchers, it was found that one of the threats for Teddy and Nanda Tax Consultant Office is competition between tax consulting offices. With better regulations and increasingly sophisticated technology, many tax consulting offices are emerging in the digital era like now. With so many tax consulting offices, business competition has become tighter.

c. Competition for Service Pricing (Fee)

Another threat for Teddy and Nanda Tax Consultant Office is competition to determine the price of service fees paid. In running a business, a company cannot be separated from price issues. Price has an important role in the agreement between companies and consumers. Through pricing, you will see the position of the difficulty level of the work being done and the problems of the work being done. Therefore, the price agreement is determined before working on a job.

According to (Machfoedz, 2010) the purpose of setting a price is to achieve company targets, get profit from sales, increase and develop product production, and expand marketing targets. The selling price is often the benchmark for consumers. Consumers have the perception that high product prices have good quality, and vice versa, cheap product prices have poor product quality. This perception is what makes the right pricing strategy so important.

Based on the results of research conducted by researchers, it was found that one of the threats from Teddy and Nanda Tax Consultant Office is the intense competition between tax consultants where tax consultants have the courage to offer service fees at low prices without having to think about the future impact, for example, it can interfere with the reputation of a tax consultant office. Besides that, the biggest threat is an increasingly sophisticated system that is

used to assist taxpayers in fulfilling their obligations. Thus, the role of tax consultants has fewer opportunities in helping taxpayers.

The Competitiveness Strategy of Teddy and Nanda Tax Consultant Office

To achieve competitive advantage the company must evaluate the external environment, in order to identify opportunities, threats and internal resource capabilities to determine the core competencies and strategies that will be implemented. The formulation of a competitiveness strategy will be carried out using the following SWOT analysis:

a) S-O STRATEGY

- Improving the quality of human resources with tax training to create quality human resources.
- Improving work facilities by always keeping up with the latest tax application updates to support company performance.
- Maximizing the promotional media in finding clients to increase company revenue.
- Improving the experience that has been passed since 1993 and still exists today, and is still trying to improve quality to maintain the company's reputation.

b) W-O STRATEGY

- Improving good communication with clients.
- Improving service quality so that clients continue to collaborate with the company.
- Improving the quality of human resources so that they become partners for the company.

c) S-T STRATEGY

- Maintaining quality and service quality so that the company's reputation is well maintained.
- Being diligent in visiting with clients.
- Being more selective in determining cooperation with clients.

d) W-T STRATEGY

- Maintaining good communication with clients.
- Collaborating with other consulting offices in order to establish good partners.
- Determining the price or fee according to the level of difficulty of the job.

CONCLUSION

Based on the results of research on the competitiveness strategy of tax consulting offices in the digital era 4.0 carried out at Teddy and Nanda Tax Consultant Office, it can be concluded that the development of technology has a profound impact on a business and government agencies. With this, there is competition between tax consulting offices, resulting in very tight competition with various strategies used to increase competitiveness so that the company continues to exist and achieve its company goals. With these strengths, weaknesses, opportunities and threats, the strategy that has been used by Teddy and Nanda Tax Consultant Office is to prepare cadres to carry out tasks on an ongoing basis, a turnover of the tax consultant team. Preparing comfortable work facilities equipped with applicable tax applications to support company performance. And by maintaining the reputation of the

person in charge, apart from being a tax consultant, is also a lecturer in accounting and taxation. So that the office has strength and advantage in terms of practice, experience and theory. In terms of the reach of taking a job, it is in accordance with the capabilities and existing infrastructure in the company.

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