

**ONLINE BANK PAYMENT POINT (PPOB)  
INNOVATION TO EASE PAYMENT OF LAND AND  
BUILDING TAX (PBB) THROUGH BUMDES**Erna Kurniawati<sup>1</sup>, Isna Fitria Agustina<sup>2\*</sup><sup>1,2</sup>Public Administration Study Program, Muhammadiyah University of Sidoarjo, Indonesia\*Corresponding Author Email: [isnaagustina@umsida.ac.id](mailto:isnaagustina@umsida.ac.id)

---

*Received: Apr 22, 2024; Accepted: May 01, 2024; Published: May 11, 2024;*

---

**Abstract: General Background:** This research discusses innovations in public service delivery, specifically focusing on the role of BUMDes (Village-Owned Enterprises) in facilitating Land and Building Tax (PBB) payments. **Specific Background:** The implementation of the Online Bank Payment Point (PPOB) system in BUMDes Karya Sejahtera, Kemantren Village, addresses society's increasing need for fast and efficient transaction methods. **Knowledge Gap:** While the PPOB system has been applied in various areas, its role and impact in rural tax payments through BUMDes remain underexplored, particularly in enhancing service efficiency and accessibility. **Aims:** This study aims to analyze how PPOB innovations through BUMDes ease tax payments and support community needs. **Results:** Using a descriptive qualitative method with purposive sampling and data analysis by Miles and Huberman, the research identifies PPOB innovations aligning with Rogers' innovation theory indicators: (1) Relative Advantage – BUMDes benefits financially and updates data in real time, (2) Compatibility – addresses societal needs for fast and easy transactions, (3) Complexity – PPOB is easy to access and operate, (4) Trialability – the system's benefits are proven and accepted, and (5) Observability – the innovation's effectiveness is visible. **Novelty:** This study highlights how PPOB services create tangible benefits, allowing timely and efficient tax payments while supporting real-time financial data management. **Implications:** The implementation of PPOB innovations strengthens BUMDes' role in enhancing public service efficiency and encourages further development of payment services to meet community needs.

**Keywords:** Innovation, Online Bank Payment Point (ppob), BUMDes

---

This is an open-access article under the [CC-BY 4.0](https://creativecommons.org/licenses/by/4.0/) license

## Introduction

Improving tax revenue performance can realize the optimization of Regional Original Revenue (PAD). One of the tax collection strategies is to socialize the latest tax policies to provide understanding of taxpayers' rights and obligations [1]. Land and Building Tax (PBB) is one of the sources of state revenue that provides significant contributions to national income, paid annually, and its imposition is based on Law No. 28 of 2009 concerning Regional Taxes and Regional Levies. Land and Building Tax (PBB) is a potential source of income for the state and contributes to national revenue compared to other tax sectors. Land and Building Tax (PBB) is a mandatory payment by the public imposed on land use rights and buildings, where the amount of tax is determined based on the size of the land and buildings [2].

Regional governments that understand the strengths and weaknesses in managing issues in their areas are required to be as innovative as possible to solve problems and meet the needs of

the community with support from the central government through financial assistance [3]. Innovation cannot stand alone but with creativity. The occurrence of complex problems in several fields is caused by errors on the subsystem side made by the government. The lack of innovation in the region can be seen from various unresolved issues, such as poverty, health, economic inequality, and so on. An idea is objectively seen as something new measured by the time the idea is used or discovered. An idea is considered new based on someone's reaction; if something is seen as new by someone, it is called innovation [4].

In accordance with Law Number 28 of 2009 Article 87, PBB has undergone a change in status from a central tax to a regional tax. Thus, local governments are required to innovate in solving problems in the taxation sector, including the lack of taxpayer awareness in paying taxes, the lack of public understanding of taxes, the low quality of services from the Regional Revenue Agency, the lack of synchronization in taxpayer data, etc. To improve the quality of tax services, there needs to be an innovation in tax collection, particularly in the case of property tax (PBB), to increase taxpayer awareness so that they can pay taxes with a more effective, efficient, and high-quality system.

PBB is one of the sources of original regional revenue. Each region has the authority to issue policies related to the payment of taxes and regional levies to increase PAD, which is used to finance the regional development process. To improve the quality of tax services, service innovation becomes an important aspect that must be considered. Quality tax services are expected to increase local revenue. Tax payment innovations are expected to provide ease, speed, and accuracy in delivering public services, thereby increasing local revenue (PAD) [5].

In Indonesia, issues in the taxation sector are very complex, including the lack of taxpayer awareness to pay taxes, the lack of public understanding of taxes, low service quality, and the unsynchronized taxpayer data, among others. To improve service quality and expand the reach of tax collection, innovation in the collection of Land and Building Tax (PBB) is needed in Indonesia. Every community in Indonesia has the obligation to pay bills every month, such as electricity bills, water bills, phone bills, credit installment payments, health insurance, and others. In the past, people had to pay their bills through official payment counters offline. This made people feel burdened and inefficient due to offline payments, leading to the idea of creating an online bill payment application. The combination of people's habits in using gadgets and the obligation to pay monthly bills resulted in the creation of an online payment application known as Payment Point Online Bank (PPOB). Payment Point Online Bank (PPOB) is a counter similar to a bank that can be used to pay various bills in one place. PPOB (Payment Point Online Bank) is a digital payment system that allows users to perform various transactions online, such as bill payments, purchasing credit, purchasing electricity tokens, and so on, by utilizing banking facilities. As time goes by, PPOB's services have become increasingly diverse, including services for paying motor vehicle taxes or Land and Building Tax (PBB). Payment Point Online Bank (PPOB) is one of the efforts to improve services undertaken by companies to gain profits and enhance those profits. Payment Point Online Bank (PPOB) is a payment point for receiving customer bill payments directly online with the bank. The purpose and goal of opening this service is to change the business process pattern to be more efficient. In East Java post-COVID pandemic, the East Java government collaborated with Bank Jatim under the program name Agen Laku Pandai Bank Jatim.

The collaboration that has been carried out with the East Java Government was then adopted by the District Government, one of which is Sidoarjo District. Desa Kemantren Kecamatan Tulangan is one of the villages located in the Sidoarjo Regency area that has innovated to make it easier for the community to make online tax payments (PPOB) at the available

BUMDes. The BUMDes in Kemantren Village is called BUMDes "Karya Sejahtera," which was established in 2021. Before the existence of PPOB through BUMDes Karya Sejahtera in Kemantren Village, the community or village residents who were taxpayers had to pay through mini markets or Bank Jatim. However, currently, Bank Jatim has created the Bank Jatim smart agent program, allowing existing BUMDes to become agents of this program and serve as Payment Points for various payments, including Land and Building Tax. (PBB).

Law of the Republic of Indonesia Number 22 of 1999 concerning Regional Government grants village governments the authority to establish Village-Owned Enterprises (BUMDes) in accordance with statutory regulations. Law of the Republic of Indonesia Number 23 of 2014 concerning Regional Government updates the BUMDes law. In addition, Government Regulation Number 72 of 2005 concerning Villages complements its legal basis. To improve the independent economy in villages and enhance the welfare of their residents, BUMDes is regulated by the central and regional governments of Indonesia. The existence of original income derived from the resources available in the village is the final result of the management of BUMDes regulated by the government. This will result in increased income, reduced unemployment, and decreased poverty [6]. In 2021, BUMDes was given new legal strength with Government Regulation Number 11 of 2021 concerning Village-Owned Enterprises, which became the new legal strength for BUMDes, recognized as a Legal Entity in the village, previously only status as a Business Entity [7]. Furthermore, the Minister of Village, Disadvantaged Regions Development, and Transmigration Regulation Number 3 of 2021 establishes the requirements for the registration, data collection, ranking, coaching, and development of BUMDes goods and services. This regulation serves as the legal umbrella for the transformation of BUMDes into a legal entity, allowing BUMDes to be on par with other legal entities such as Limited Liability Companies (PT), Partnerships (CV), and others. The legal basis regarding the existence and management of BUMDes has been further clarified by the government with the issuance of Permendesa No. 4 of 2015 concerning BUMDes. In Sidoarjo Regency, there are quite a number of BUMDes. Here is the number of BUMDes in Sidoarjo Regency for the period of 2020-2023 as follows:

**Table 1.** Number of Village-Owned Enterprises (BUMDes) in Sidoarjo Regency 2020-2023

| No. | Year | Amount |
|-----|------|--------|
| 1.  | 2020 | 179    |
| 2.  | 2021 | 229    |
| 3.  | 2022 | 237    |
| 4.  | 2023 | 255    |

Source: Central Bureau of Statistics (BPS) Sidoarjo Regency

Based on Table 1, it can be seen that the number of BUMDes in Sidoarjo Regency has been gradually increasing. In 2021, it can be seen that the increase reached 50 BUMDes. The existence of BUMDes in Sidoarjo Regency aims to improve the economy of the community and also the village's income.

Desa Kemantren Kecamatan Tulangan Kabupaten Sidoarjo is one of the villages that has established a BUMDes. Where the BUMDes owned has already implemented several innovations. Innovation as new ideas that work means that innovation is closely related to beneficial new ideas. The process of innovation does not arise by chance but from creativity with a specific purpose. Thus, an innovation is created. The hallmark of a successful innovation is the creation and utilization of new processes, new products, new services, and new delivery methods, which result

in significant improvements in efficiency, effectiveness, and quality. Innovation arises due to problems or needs. When problems or needs arise within society, innovation will naturally emerge [8].

There are several typologies of public sector innovation, including service innovation, process innovation, administrative innovation, system innovation, concept innovation, and radical rationality change [9]. This is the innovation that must be carried out by a public organization, including in meeting the tax revenue targets imposed in PAD. The Kemantren Village Government, through BUMDes Karya Sejahtera, has made an innovation in tax payment services, specifically for Land and Building Tax, by offering PBB payments through Payment Point Online Bank (PPOB). Initially, PBB payments could only be made through one system, namely the Online Payment Point System. (SOPP). The existence of adequate legal frameworks (regulations) makes a policy considered legal (official) if it has clear regulations as its legal framework. Without a clear legal framework, a policy cannot function well because it lacks clear direction and purpose. In the implementation of this PPOB, the legal umbrella that covers it is clearly Law Number 10 of 1998 Jo No7 of 1998 concerning Banking. (pasal 1 butir 2).

From field observations, there are several issues with the program. Residents of Kemantren Village, who previously had to queue at banks or mini markets to pay taxes, now enjoy significant convenience. Residents can pay taxes more practically and efficiently through the Payment Point Online Bank application. (PPOB). In addition, the process becomes easier because residents can be assisted by operators at BUMDes Karya Sejahtera Kemantren. With this system in place, village residents can pay taxes more easily and quickly, eliminating the difficulties of queuing at banks or minimarkets. This increases the effectiveness of tax administration and makes it easier for citizens to fulfill their tax obligations.

This innovation in property tax payment using the PPOB system has only been implemented since the beginning of 2023 until now. The service for paying property tax (PBB) assisted by operators at BUMDes Karya Sejahtera in Kemantren Village is adjusted to the working hours at the village hall, which are Monday to Friday, from 08:00 AM to 03:30 PM. With this innovation, the people of Kemantren Village find it easier and closer to their homes to pay the property tax, which previously had to be paid manually at banks or mini markets. Here is the number of people who have paid taxes through BUMDes Karya Sejahtera Desa Kemantren as follows:

**Table 2.** Data on the Number of Taxpaying Citizens from 2019-2023

| Explanation         | Year |      |      |      |      |
|---------------------|------|------|------|------|------|
|                     | 2019 | 2020 | 2021 | 2022 | 2023 |
| Taxpayer            | 2391 | 2401 | 2425 | 2448 | 2467 |
| PPOB Implementation | -    | -    | -    | -    | 274  |

Source: BUMDes Karya Sejahtera Village Kemantren, 2023

Based on Table 2, it can be seen that in 2023, there were 274 members of the community who participated in tax payments through the PPOB available at BUMDes Karya Sejahtera Kemantren. From field observations, there are several issues with this PPOB program, including first, the internet network in the BUMDes Karya Sejahtera area does not meet the needs. Second, the socialization regarding the PPOB services in BUMDes Karya Sejahtera has not been carried out. In the process of compiling this scientific article, previous research plays a significant role as

a reference or guideline for conducting the study. There is previous research used as a guideline in this article titled "Innovation in the Management of Village-Owned Enterprises in Pendowo," which results in the allocation of BUMDes usage, namely 40% for the village and 60% for human resources capable of improving the economy and welfare of the village community. For the use of BUMDes facilities to be fulfilled, most of the freelance employees have connections with several community members, allowing them to mutually assist in developing BUMDes. BUMDes of the village government plays three roles for the village: first, they help the community and BUMDes improve their own welfare; second, they can help oversee the implementation of the village's economic activities; third, they assist the village government in developing the potential of natural and human resources in the village into economic resources and serve as a channel for the village government to implement its development plans, particularly in the economic field. In each village, there are diverse resource potentials according to the local conditions, and with the presence of BUMDes in Indonesia, there has been an increase [10].

Furthermore, the research titled "Innovation in Land and Building Tax (PBB) Payment Services at the Regional Financial and Tax Management Agency (BPKPD) of the Surabaya City Government" found that the introduction of online PBB has made the service process more effective because it is now online-based and efficient due to being free of charge. This has enabled the public service provider, specifically the Regional Financial and Tax Management Agency (BPKPD) of Surabaya City, to deliver public services in accordance with the vision and mission of the BPKPD, which are transparent and accountable based on information technology. Then the negative impacts include, many people are still unaware of the online PBB services, most of the public only know a few services such as paying PBB using the PBB mobile app provided by the government, payment through M-Banking, and so on. People who are not familiar with information technology find it very difficult to use the online PBB services, and it is possible that there needs to be staff willing to assist in operating the technology.

The subsequent research titled "Innovation in Land and Building Tax Payment Services in Garut Regency" found that the land and building tax in Garut Regency faces several obstacles, including a lack of taxpayer awareness and innovation. To address the issue, the innovation of PBB payments was introduced to improve service quality through payment points in Garut Regency, which can be seen in the aspects of product, process, method, policy, and system. The five aspects are as follows. First, it is product innovation through changes to the STTS product, which was previously provided by Bank BJB and is now provided by Indomart in a different form. Additionally, there has been a change in service design, which was previously done with the Online Payment Point System (SOPP) through Bank BJB and can now be done with the Online Payment Point Bank (PPOB) through Indomart or the Indomart website.

The research titled "Analysis of the Influence of the Quality of Service of the Online Payment Point Bank (PPOB) System on Customer Satisfaction (Study on PT. PLN Persero Customer Service and Network Area in Probolinggo)" found that service quality, which includes variables such as tangible, reliability, responsiveness, assurance, and empathy, has a significant positive effect on customer satisfaction. These results support the initial hypothesis proposed in this study. The biggest factor among all dimensions of the customer service quality variable that affects customer satisfaction is the assurance dimension.

Based on references from previous research mentioned above, a difference was found between the previous research and the research that will be conducted by the author. The difference is that the author will research and focus on the innovation of BUMDes services, which is categorized as a new innovation carried out by BUMDes Karya Sejahtera in Kemantren Village,

Tulangan District, Sidoarjo Regency. This innovation aims to provide effective and efficient services to the community in paying Land and Building Tax (PBB) online through PPOB. The theory that will be used is the innovation theory according to Everett Rogers. The definition of innovation is an idea, practice, or object that is considered new by an individual or one unit of adoption. Everett Rogers proposed that there are several indicators, namely Relative Advantage, Compatibility, Complexity, Trialability, and Observability. (Mudah diamati). If connected with the previously explained issues, the purpose of this research is to understand and describe the Innovation of Payment Point Online Bank (PPOB) as an Ease of Payment for Land and Building Tax (PBB) Through BUMDes.

## Methods

This research is classified as descriptive research with qualitative data. Qualitative research methods are an effort by researchers to collect data based on a scientific background [11]. The use of descriptive qualitative research in this study aims to understand and explain in detail and depth the Innovation of Payment Point Online Bank (PPOB) as an Ease of Payment for Land and Building Tax (PBB) through BUMDes. The location of this research is in Kemantren Village, Tulangan District, Sidoarjo Regency. Meanwhile, the focus of this research is related to the Innovation of Payment Point Online Bank (PPOB) as a Facility for Paying Land and Building Tax (PBB) through BUMDes.

The data sources in this research are primary and secondary data. Primary data were obtained from interviews conducted directly with informants, namely the Chairman of BUMDes Karya Sejahtera, the PPOB Operator, and village residents who have made tax payments through PPOB. To complement the interview results, secondary data were also gathered from the data owned by the Kemantren Village or BUMDes Karya Sejahtera Kemantren Village. The data collection techniques used in this research are interviews, observations, and documentation. Data collection techniques are methods used to gather materials used in the research. The informant selection technique used in this research involves choosing informants based on an assessment of the characteristics of the required sample that align with the research objectives, known as purposive sampling. Meanwhile, the data analysis technique for the research results is based on the data analysis model from Miles and Huberman. The data analysis technique is the process of organizing, analyzing, and interpreting non-numeric data into information or trends that will later be used as a reference in developing the research. The data analysis process is divided into four steps: 1) Data Collection, which is the process or activity carried out by the researcher to uncover or gather various phenomena, information, or conditions at the research location according to the scope of the research; 2) Data Reduction, which is the process of selecting, focusing, abstracting, and transforming data obtained from field research results. 3) Presentation of data, which is the organized collection of data that provides an opportunity for drawing conclusions. 4) Drawing conclusions, which is the activity of concluding data in accordance with the problem formulation determined in the introduction [12].

## Results and Discussion

Desa Kemantren Kecamatan Tulangan Kabupaten Sidoarjo is one of the villages that has a BUMDes. The BUMDes it has already has several innovations. innovation as new ideas that work means that innovation is closely related to beneficial new ideas. The process of innovation does not arise by chance but rather from creativity with a specific purpose. Thus, an innovation was created. The results of this study are based on the innovation theory by Everett Rogers, which

states that there are several indicators, namely Relative Advantage, Compatibility, Complexity, Trialability, and Observability (Easily observed). The results found in this study are:

#### **A. Relative Advantage**

Relative advantage is a level where an idea is considered better than previous ideas and is economically advantageous. Rogers defines relative advantage as a measure of how much better an innovation is perceived compared to the idea it replaces. An innovation must have advantages and added value compared to previous innovations. There is always a value of novelty inherent in innovation, which becomes a distinguishing feature that sets it apart from others. Payment Point Online Bank (PPOB) is a cash payment system for bills through high technology using specially designed software to provide convenience to the public [13]. The Payment Point Online Bank (PPOB) system itself is an evolution of the Semi Online Payment Point (SOPP), where transactions occur semi-online and have a time lag, requiring time for data updates and cash flow. In contrast, the Payment Point Online Bank (PPOB) system operates entirely online, with manual transactions only occurring between customers and the Payment Point Online Bank (PPOB) counter, allowing for real-time data updates and cash flow. This was conveyed by Mr. Sholeh, the Secretary of BUMDes Karya Sejahtera Desa Kemantren, as follows:

"The advantage of using PPOB is that it is convenient because it is real-time, so the community members who are in arrears will immediately know the exact amount in the PPOB system. Previously, if payments were made through RT RW or the village head, it was not real-time." Sometimes there are also those who haven't paid or forgot, so the residents think they have paid but it hasn't been recorded yet. Such issues can be avoided if we pay our taxes through this PPOB. Additionally, the existence of this PPOB also enhances the services available at BUMDes." (Interview, June 5, 2024)

This statement is further supported by Mr. Irham, the PPOB application operator at BUMDes Karya Sejahtera in Kemantren Village, as follows:

"The PPOB itself is indeed real-time, so when we input the payment number, if there are any tax arrears, they will definitely appear." If residents have already paid, the bill will automatically disappear and then the payment receipt will appear. The process is also very quick. So, there is no need to wait long for the tax payment receipt like in the conventional way before. With such circumstances, PPOB is indeed better than SOPP because PPOB does not require a long transaction time. Meanwhile, SOPP still requires a time gap in the process of updating its financial data." (Interview, June 5, 2024)

Based on the above statement, it can be understood that the advantage of PPOB is that financial data updates occur in real-time, so the tax bill amount appears according to the bill and will disappear immediately when the resident has paid through PPOB at BUMDes Karya Sejahtera Desa Kemantren. This is different from the SOPP service, which still requires time in the process of updating its financial data. Therefore, this PPOB innovation has a better value compared to SOPP in terms of data updates and cash flow. In addition to that, the existence of this PPOB service is also beneficial for BUMDes Karya Sejahtera Desa Kemantren in terms of the income received through tax payment services via this PPOB, as stated by Mr. Sholeh, the Secretary of BUMDes Karya Sejahtera Desa Kemantren, as follows:

"The next advantage we gain is the service fee that can increase the income of BUMDes." Each service will incur a fee of two thousand five hundred rupiah to cover the service charge. With such results, I think if all the residents pay through BUMDes, the outcome will be significant and can be reinvested for other BUMDes activities. "Finally, BUMDes can grow even bigger and add more businesses and services." (Interview, June 5, 2024)

Agreeing with Mr. Sholeh, Mr. Irham, the operator of the PPOB application for BUMDes Karya Sejahtera in Kemantren Village, conveyed a similar sentiment as follows:

"Yes, the income for BUMDes comes from the fees paid by residents who pay land and building taxes through BUMDes. If I'm not mistaken, when we first opened this service, around two hundred residents had already paid." That's already quite a contribution for the BUMDes, especially if all the residents pay here, the income will increase even more. In the future, it can be turned into another activity or business, making it even more beneficial. The increase in the number of residents paying property tax here is due to the innovation of the PPOB service at BUMDes Karya Sejahtera. (Wawancara, 05 Juni 2024)

The above statement is reinforced by the statement made by Mrs. Mitha, a resident of Kemantren Village, who pays taxes through the PPOB service at the Kemantren Village BUMDes as follows:

"The innovation of the PPOB at BUMDes Karya Sejahtera has made it easier for us, especially me, to pay the land and building tax (PBB). I don't have to queue like when paying at the bank. I also immediately receive a payment receipt." (Interview, June 5, 2024)

The above interview shows that another benefit obtained by BUMDes Karya Sejahtera in Kemantren Village is the funds generated from the service fees for land and building tax (PBB) payments through the BUMDes Karya Sejahtera PPOB. The following is the income data of BUMDes from the land and building tax (PBB) payment services through PPOB as follows:

**Table 3.** PPOB Service Revenue of BUMDes Karya Sejahtera Village Kemantren for the Year 2023-2024

| No. | Year | Amount | Acquisition     |
|-----|------|--------|-----------------|
| 1.  | 2023 | 274    | Rp. 685.000,-   |
| 2.  | 2024 | 600    | Rp. 1.500.000,- |

Source: Processed by the researcher, 2024

From Table 3, it can be seen that in 2023, there were 274 residents who paid the Land and Building Tax (PBB) through PPOB at BUMDes Karya Sejahtera Desa Kemantren, and in 2024, the number increased to 600 residents who paid through PPOB. Thus, the revenue also increased by approximately Rp. 815,000.

Based on the data and interviews above, it can be understood that the indicator of Relative Advantage is in accordance with the theory presented by Rogers, where BUMDes Karya Sejahtera Desa Kemantren gains advantages in the form of BUMDes income through land and building tax (PBB) payment services in the PPOB service, as well as real-time data updates and cash flow. This is related to previous research titled "Innovation in Land and Building Tax Payment Services in Garut Regency," which indicates a new service method through PPOB, an innovative system that changes the way of interacting with other actors, previously through the SOPP flow, now through PPOB and in real-time.

## **B. Compability**

Compability is the extent to which the past of an innovation is considered consistent with existing values, past experiences, and the needs of adopters (penerima). Therefore, innovations that are not compatible with the prominent characteristics of the social system will not be adopted as quickly as compatible ideas. The second innovative feature proposed by Rogers is compatibility. The decision to adopt an innovation does not come easily just because of considerations of relative advantage; there are other considerations that adopters must take into account, namely



compatibility. Of course, the existing developments are in line with the demands, innovations that uphold common ideals. To facilitate all the needs of modern society today. Before the existence of PPOB, tax payments were conducted conventionally as stated by Mr. Sholeh, the Secretary of BUMDes Karya Sejahtera Desa Kemantren, as follows:

"Previously, before BUMDes had PPOB services, payments were made through the village heads in each hamlet. Residents would receive a land and building tax notice to know the amount they needed to pay. Then, residents would deposit the money with the village heads, and the process took quite a long time before it was submitted to the village and they received a payment receipt. There was also a risk of payment discrepancies because the number of transactions was high." (Interview, June 5, 2024)

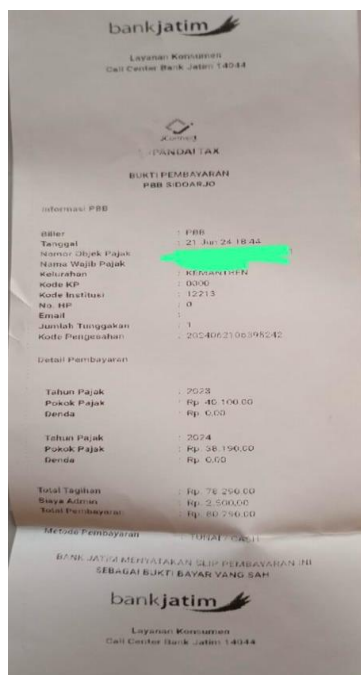
This statement is reinforced by the statement made by Mrs. Mitha, a resident of Desa Kemantren who pays taxes through the PPOB service at BUMDes Desa Kemantren, as follows:

"Previously, before this service existed, tax payments were manual, made to the village heads, and the payment receipts were not immediate. The process was lengthy and time-consuming. Now, payments are easier with the existence of this PPOB application." (Interview, June 5, 2024)

From the above statements, it can be understood that before the PPOB service at BUMDes Karya Sejahtera Desa Kemantren, tax payments were made conventionally or manually by paying a certain amount of money to the respective village heads, and to obtain a payment receipt, one had to wait for the process to be completed at the village level. This took a considerable amount of time. Meanwhile, today's society has become a modern and advanced society in terms of technological development. so that it is less in line with the times. With this development, the village of Kemantren, through BUMDes Karya Sejahtera, has introduced an innovative PBB payment service via PPOB, as stated by Mr. Sholeh, the Secretary of BUMDes Karya Sejahtera Kemantren Village, as follows:

"With the introduction of the PBB payment service via PPOB, it has been very good and in line with the community's needs because residents who want to pay no longer need to go to the bank and queue; they just need to come to BUMDes, and it's done, and they also receive proof of payment directly. Furthermore, the PPOB service is also in line with the development of information technology, as everything is now online, conducted remotely, and can be done anywhere." (Interview, June 5, 2024)

Based on the interview above, it can be concluded that the payment receipt was immediately received by the residents right after the payment process was completed. So that the community no longer has to wait for conventional payment proof like before. Here is an example of a land and building tax payment receipt through PPOB at BUMDes Karya Sejahtera Desa Kemantren as follows:



**Figure 1.** Proof of PBB Payment at BUMDes Karya Sejahtera Village Kemantren

Based on the image 1 above, it can be seen that the PBB payment receipt is a document issued by Bank Jatim and appears when the operator has completed the taxpayer's payment. Thus, the public immediately receives the receipt when the payment has been made directly. On the Compatibility indicator, it can be understood that there is alignment with the current conditions, namely that society today needs speed and ease of transactions. If related to previous research titled "Innovation in Land and Building Tax Payment Services in Garut Regency," the same finding was observed in the current study regarding the indicator of form change, where both studies found evidence after the payment was completed.

### C. Complexity

Complexity is a level where an innovation is considered relatively difficult to understand and use. Difficulty in understanding and using it will be an obstacle to the speed of innovation adoption. To improve service quality and expand the reach of tax payments, it is necessary to innovate the payment of Land and Building Tax (PBB) to raise taxpayer awareness so that they can pay PBB with a more effective and efficient system. Payment point is an innovative banking service to facilitate the community in making routine tax payments, which are relatively small in value. Payment point is an account that collects tax payments from the community. Payment points are spread across several villages in Sidoarjo Regency in collaboration with Bank Jatim so that regional tax payments can be made anywhere besides using ATMs or Phone Banking. As conveyed by Mr. Sholeh, the Secretary of BUMDes Karya Sejahtera Desa Kemantren, as follows:

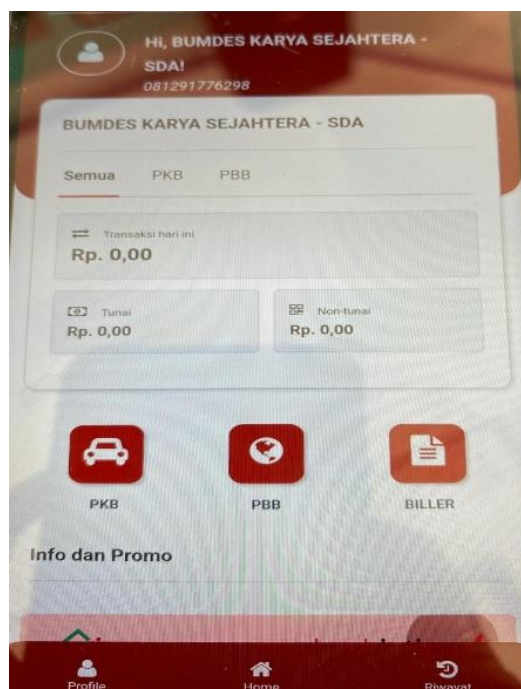
"The PPOB here indeed makes it easier for the community to pay their land and building tax (PBB), so the community can pay taxes more conveniently and quickly." In addition, the community does not need to access the PPOB service or application themselves, as the system is controlled by the operator. So, it is my operator who accesses and operates the PPOB application, allowing the community to simply provide a certain amount of money for the PBB payment." (Interview, June 5, 2024)

A similar sentiment was expressed by Mr. Irham, the operator of the PPOB application for BUMDes Karya Sejahtera in Kemantren Village, who stated:

"To operate the PPOB application, it is indeed just me, so the residents do not access it

individually." The residents only gave a sum of money. Also, the application is very easy to access and the process is quick. "Just enter the tax number, then the bill appears, and after the money is given by the community, I process it and there is already proof of payment." (Interview, June 5, 2024)

Based on the interview above, it can be concluded that the PPOB application of BUMDes Karya Sejahtera Desa Kemantren is not complicated. This is because the application is easily accessible and operated by the operator with a simple and quick process. There are several menus in the PPOB application connected to Bank Jatim, including motor vehicle tax and land and building tax. (PBB). Here is the PPOB application page as follows:



**Figure 2.** PPOB Application Page

Based on image 2, it can be seen that the services in the PPOB application available at BUMDes Karya Sejahtera Desa Kemantren are two, namely the payment service for Land and Building Tax (PBB) and the payment service for Vehicle Tax. However, at BUMDes Desa Kemantren, only the payment for Land and Building Tax is served. (PBB). Based on field observations, the researcher found that accessing and processing tax payments through PPOB is considered not complicated. Because checking the bill only requires entering the bill number, as stated by Mr. Irham, the operator of the PPOB application at BUMDes Karya Sejahtera Desa Kemantren, who conveyed the following:

"This application is indeed not complicated to operate, just use an Android phone to open the PPOB application and we will provide the service." For the payment method, it's also not complicated; just enter the bill number and the amount will appear immediately. So I think it's very simple and easy to operate, and the process is also quick. (Interview, June 5, 2024)

Based on the interview above, it can be concluded that this aligns with Rogers' innovation theory regarding the Complexity indicator, which states that innovation brings newer and better solutions, making complexity usually a minor concern. In reality, there is ease in accessing and operating the PPOB application during transactions, so the operators providing the service do not encounter difficulties in serving the community, and the process is very easy and quick. If related to previous research titled "Innovation in Land and Building Tax Payment Services in Garut

Regency," similarities were found in the innovation indicators, namely that using payments through PPOB would be faster, more accurate, and simpler than the SOPP system.

#### **D. Trialability**

Trialability is a level where an innovation is on a small scale. New ideas that can be tested on a small scale are usually adopted more quickly than innovations that cannot be tested beforehand. The fourth quality of this invention is testability, or the potential to be tested; this innovation can be tested, but only to a certain extent. To reduce uncertainty in relevant service innovation, the ability to be tested is the degree to which an innovation can be tested within certain limits [14]. The PPOB service of Bank Jatim has been tested in 2023. This is in accordance with Rogers' trialability theory, which states that an innovative product must go through a public testing phase when individuals or parties have the opportunity to assess the quality of an invention. After the public testing phase, when anyone or any group can evaluate the effectiveness of the PPOB service, one of its purposes is to expand regional tax payment services (Motor Vehicle Tax [PKB], Land and Building Tax [PBB], Hotel Tax, Restaurant Tax, and others). This aims to allow taxpayers to fulfill their tax payment obligations more flexibly and comfortably without needing to meet face-to-face with bank officers or tax collectors from the local government. The tax payment service through PPOB also facilitates the payment of Land and Building Tax (PBB) for the community, especially in Kemantren Village. As stated by Mr. Sholeh, the Secretary of BUMDes Karya Sejahtera Desa Kemantren, as follows:

"The trial for the village itself did exist, and we conducted it at the beginning of 2023 before we launched the service at BUMDes by trying to pay our own taxes several times through the PPOB application to understand the payment process." The fear is that there might be an internal mistake, right? Let's try it first. When it is ready, we will announce it to the village community. With that, the village community in Kemantren finds it easier to pay taxes and become closer. And also the process is more effective and efficient. The trial we conducted during the initial service was only hindered by the internet connection, which we then improved to increase the internet speed, and then we were ready for service. For the application itself, there are no significant issues, because this service has been around for quite some time but we only adopted it in BUMDes last year, so I think it's all good." (Interview, June 5, 2024)

A similar statement was made by Mr. Irham, the operator of the PPOB application at BUMDes Karya Sejahtera, Kemantren Village, who said:

"We conducted trials in the village when preparing to launch the service at BUMDes, we tried paying taxes ourselves, each village official." The initial obstacle was indeed a bit slow due to the weak internet connection. So we added internet connectivity to support the PPOB service in the future. But for the PPOB application itself, we did not encounter any problems, because the application has been around for quite some time but we only adopted it last year for our BUMDes services. I think the application has undergone many updates, so it has reached the best form of the application. (Interview, June 5, 2024)

Based on the interview with the informant above, the indicator of trialability is in line with Rogers' theory, which states that an invention can only be accepted if it has been tried and proven to have benefits or added value compared to previous innovations. The public testing phase is necessary for innovative products so that interested individuals can evaluate the quality of the invention. After passing the trial phase, the PPOB service at BUMDes Desa Kemantren was tested at the beginning of 2023, where before the service was launched as the BUMDes Karya Sejahtera service, we paid the village officials' taxes for the trial. Then there is an issue with the unstable internet connection. However, it has now been resolved by improving the network and increasing

internet speed in Kemantren Village. The current research, when compared with the previous study titled "Innovation in Land and Building Tax (PBB) Payment Services at the Regional Financial and Tax Management Agency (BPKPD) of the Surabaya City Government," found similar results in the system innovation indicator, indicating changes in governance. The PBB system innovation with online-based services at the Regional Financial and Tax Management Agency (BPKPD) of Surabaya City has brought changes in governance. Based on this, the innovation indicator of the Surabaya city government system does not experience difficulties in adopting the innovation, just like the BUMDes of Kemantren Village.

#### **E. Observability**

Observability is a level where the results of an innovation can easily be seen as technical and economic benefits, thereby accelerating the adoption process. Other potential adopters no longer need to go through the trial stage, they can proceed directly to the adoption stage. Observability is an attribute related to how easily the results of an innovation can be observed; the process of adopting service innovations can be fulfilled quickly if the results of the innovation are easily observable by the community [15]. The innovation of PPOB services makes it easier for the community to pay PBB, where taxpayers can fulfill their tax payment obligations more flexibly and comfortably without having to meet face-to-face with bank officers or tax collectors from the local government. As stated by Mr. Sholeh, Secretary of BUMDes Karya Sejahtera Village Kemantren, as follows:

"For this PPOB service, the community benefits as they can pay taxes more conveniently and receive tax payment receipts quickly." The time required is also very short, not even half an hour, making it very time-efficient. "so that the residents are greatly assisted by the existence of this application." (Interview, June 5, 2024)

Based on the interview above, it can be concluded that the PPOB innovation through the BUMDes of Kemantren Village has yielded good results both for the community and the BUMDes of Kemantren Village. This can be proven by the increase in the number of residents paying taxes through the PPOB available at the BUMDes of Kemantren Village. As conveyed by Mr. Irham, the operator of the PPOB application for BUMDes Karya Sejahtera in Kemantren Village, he expressed the following:

"The result of this service is that the community finds it easier and more convenient to pay taxes. Additionally, the payment receipt can be obtained immediately." "With this application, more residents are paying their taxes on time" (Interview, June 5, 2024). A similar sentiment was expressed by Mrs. Mitha, a resident of Kemantren Village, who pays her taxes through the PPOB service at the BUMDes of Kemantren Village as follows: "The advantage I get is that the payment counter is closer. Then, it is more time-efficient and I quickly receive the payment receipt." "We as citizens also feel helped by this PPOB service so that we can pay taxes on time" (Interview, June 5, 2024). Based on the interview results with several informants above, the observability indicator is in line with the innovation indicator according to Rogers, which states that innovation must be visible in terms of its function—supported. The PPOB innovation in tax payments at the BUMDes Desa Kemantren provides benefits to the community by making tax payments closer and more efficient, allowing the people of Desa Kemantren to pay their taxes on time. The PPOB service has been running well so far and continues to develop other types of payment services to meet the community's needs. The current research, when compared with the previous study titled "Analysis of the Influence of Payment Point Online Bank (PPOB) Service Quality on Customer Satisfaction (Study on PT. PLN Persero Customer Service and Network Area in Probolinggo)" on the reliability indicator, found that reliability can significantly affect customer satisfaction. The

reliability of this item indicates the ability of PT PLN Customer Service Unit (ULP) to provide services that are fast, accurate, and satisfying to customers, with employees quickly addressing the problems faced by customers. Issues that have occurred, such as customer inquiries about electricity bill payments for new electricity customers, are promptly answered by the staff. Timeliness in service promises, honesty in service, avoiding mistakes in providing service. The same was also found in the current research that BUMDes Karya Sejahtera can adopt by providing PPOB services.

## Conclusion

**Fundamental Finding :** The PPOB innovation provides significant relative advantages for BUMDes Karya Sejahtera in Desa Kemantren, offering real-time income updates and financial flows while increasing BUMDes revenue. The system aligns well with the community's need for fast and efficient tax payments (compatibility). **Implication :** The system's simplicity ensures smooth adoption, as no significant complexity was identified during operations. PPOB services empower operators to deliver fast, seamless transactions, benefiting the community by improving timely tax compliance. **Limitation :** Despite successful trialability through initial tests by village officials, challenges remain, particularly unstable internet connectivity, which can occasionally hinder transactions. **Future Research :** To enhance observability, future studies can focus on optimizing PPOB functionality and expanding payment services to accommodate broader community needs. Addressing technical issues like network stability will be crucial for scaling the innovation and ensuring sustained service efficiency.

## References

- [1] E. Rahmawan, "Optimalisasi Pemungutan Pajak Bumi dan Bangunan (PBB) dalam Peningkatan Pendapatan Daerah (Studi Pemungutan Pajak Bumi dan Bangunan (PBB) di Kecamatan Limpasu Kabupaten Hulu Sungai Tengah)," *Ilmu Politik dan Pemerintahan*, vol. I, pp. 40–57, 2012.
- [2] R. Sudirman and A. Amiruddin, *Perpajakan Pendekatan Teori dan Praktek*. Malang: Empat Dua Media, 2012.
- [3] H. Abdullah *et al.*, *Rekacipta & Inovasi Dalam Perspektif Kreativiti*. Malaysia: Universitas Teknologi Malaysia, 2006.
- [4] E. M. Rogers, *Diffusion of Innovation*, 5th ed. New York: Free Press, 2003.
- [5] I. Agustina and A. Sadad, "Inovasi Pelayanan Pembayaran Pajak Secara Elektronik (E-Billing) Di Kantor Pelayanan Pajak Pratama Pekanbaru Tampan," *Jom Fisip Universitas Riau*, vol. 4, no. 2, pp. 1–15, 2017.
- [6] A. Nadya and S. Syafri, "Analisis pengaruh faktor pertumbuhan ekonomi, pendidikan, dan pengangguran terhadap ketimpangan distribusi pendapatan di Indonesia," *Media Ekonomi*, vol. 27, no. 1, pp. 37–52, 2019.
- [7] K. Zikkri, "Upaya Kepala Desa Memajukan Badan Usaha Milik Desa (BUMDes) Di Desa Sungai Sorik Kecamatan Kuantan Hilir Seberang Berdasarkan Peraturan Pemerintah Nomor 11 Tahun 2021 Tentang Badan Usaha Milik Desa," *Universitas Islam Riau*, 2022.
- [8] Y. Hardayani, "Sosialisasi Peraturan Pemerintah Republik Indonesia Nomor 11 Tahun 2021 Tentang Badan Usaha Milik Desa," *Transformasi: Jurnal Pengabdian Pada Masyarakat*, vol. 2, no. 1, pp. 1–7, 2022.
- [9] J. Hauknes and P. Koch, "On innovation in the public sector-Today and Beyond," in *Publin Research Project*, Oslo, 2005.

- [10] N. R. Khasanah, “Inovasi Tata Kelola Badan Usaha Milik Desa Pendowo Mulyo,” *JSPG*, 2021.
- [11] E. A. Selavia, “Inovasi Pelayanan Pembayaran Pajak Bumi Dan Bangunan (PBB) Di Badan Pengelolaan Keuangan Dan Pajak Daerah (BPKPD) Pemerintah Kota Surabaya,” *JPAP: Jurnal Penelitian Administrasi Publik*, vol. 5, no. 1, pp. 1140–1147, 2020.
- [12] D. C. Larasati, “Evaluasi Program Inovasi ‘Sunset Policy’ di Kota Malang Guna Menurunkan Angka Tunggakan Pajak Bumi dan Bangunan Perkantoran,” *Jurnal Reformasi*, vol. 7, no. 1, pp. 19–28, 2017.
- [13] R. R. Karina, “Kegiatan Pemasaran Dalam Mempromosikan Bidang Objek Wisata Di Dinas Kebudayaan Dan Pariwisata Kota Bandung,” *Laporan Job Training*, Universitas Padjajaran, Bandung, 2008.
- [14] S. A. T. Pratiwi Mutiara, “Inovasi Pelayanan Publik ‘Motor Pelayanan Lorong TA’ Pada Kantor Kecamatan Rappocini Kota Makassar,” *Jurnal Administrasi Negara*, vol. 24, pp. 139–148, 2018.
- [15] M. W. Idwar, “Inovasi Pelayanan Publik Di Desa Mojomalang Kecamatan Parengan Kabupaten Tuban,” *Jurnal Penelitian Administrasi Publik*, vol. 2, pp. 102–112, 2022.