

The Analysis of Organizational Culture of the Revenue Department of Cimahi City, West Java, Indonesia

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ABSTRACT

The Revenue Department of Cimahi City is an institution of the Cimahi Government whose core task is managing public finance, especially revenues. This research aims to describe the culture of the organization. This research will analyze the seven dimensions of organizational culture from Robbins (2010). The focus of the research is organizational culture and the locus is the Revenue Department of Cimahi City. This research used the qualitative research method to describe culture in this institution and the informants of this research are the management and employees of the Revenue Department. The result of this research showed that first, innovation and risk taking is not good enough. This situation has been indicated by the lack of implementation of idea, creativity and innovation. Second, there is less attention to detail, which is noticeable in the misprint of Letter of Notification of Owed Taxes of Land and Building Tax. Third, the aggressiveness values of the organization needs to be optimized because they only wait for instruction and socialization.

Keyword: Organizational Culture, Revenue Department

I. INTRODUCTION

Cimahi City used to be part of Bandung Regency. Since 2001, Cimahi has been established as an autonomous city which comprises three districts. Cimahi City has had its own attractiveness and it has grown rapidly in development and population growth.

The increasing population is a potential source of local revenues. The policy of regional autonomy has opened up the space for every region to manage its own affairs and to collect local revenues. As a follow-up of the policy of regional autonomy and fiscal decentralization, Law Number 28 Year 2009 on Regional Taxes and Levies has been introduced. The policy has given new opportunities to regions to impose new charges (by adding the types of local taxes and levies). Besides that, this policy also aims to improve the accountability of the implementation of regional autonomy, to expand the basis of local taxes, to give authority to regions in determining local tax rates, and to hand over the function of taxes as budgeting and regulatory instruments to regions.

The Revenue Department of Cimahi City is the implementing element of regional autonomy, which runs some of the affairs of the Local Government, in the Local Finance Administration field, especially revenues. Up to now, the Revenue Department of Cimahi City has attempted to optimally perform the delegation of authority. The Revenue Department has made an effort to exert and to utilize the existing resources by implementing appropriate management functions, in order to implement the policies and programs, as well as to achieve the organizational goals.

However, all these aspects will be synergistic and achieve the vision and mission of the organization if they are followed by a strong culture that is able to create a conducive atmosphere for the organization. In this sense, a conducive atmosphere means the

organization that adheres to values that support the exploration of all aspects owned by the organization. Meanwhile, the phenomenon in the field indicates the following:

First, there is no breakthrough in the organizational structure which has been used up to now.

Second, the level of employees' carefulness still needs improvement. It is noticeable in the misprint of Letter of Notification of Owed Taxes of Land and Building Tax.

Third, when receiving the delegation of authority, the Revenue Department also receives new authority in the management of local taxes, including Land and Building Tax. After receiving the delegation, the Revenue Department more often just waits for socialization and the training for the management of Land and Building Tax. It indicates that the aggressiveness of the Department as an organization needs to be optimized.

Based on the phenomenon, the purpose of this research is to analyze the organizational culture of the Revenue Department of Cimahi City. The result of this research will give contribution in terms of the organizational culture, particularly related to the addition of new tasks received by the organization.

II. LITERATURE

Oftentimes values considered to have existed and to be inseparable part of the organization or to be entrenched in the organization are hard to change. It prevails particularly if new values come and their implementation needs some changes and then the organizational culture becomes a reason for refusing them. The change is considered to harm the interest of certain groups, so the organizational culture is made the reason of refusal.

Culture can be interpreted as a set of values and assumptions which characterize an organization. It is in accordance with the opinion of Cameron & Quinn (1999) that stated, "Culture defines the core values, assumptions, interpretations and approaches that characterize an organization." In line with the definition above, Robbins (2010) stated, "Organizational culture refers to a system of shared meaning held by members that distinguishes the organization from other organizations". In other words, organizational culture is a system of shared meaning held by members that distinguishes the organization from other organizations. In this case, if the system of shared meaning is observed more closely, it constitutes a set of main characteristics valued by the organization.

Cultural function generally is used as the identity of an organization, the binder of a group, the source of inspiration, the pride and the resource, and also the driving force that directs the code of conduct. It is in line with the opinion of Osibanjo O.A. and Adewale, A.A. (2013) in Rojniruttikul (2016), "That there is a close relationship exists between organizational culture and recruitment process, training programmes, job performance management, performance of employees, pay structure, and compensation administration." Organizational culture also facilitates the emergence of a commitment to something larger than the self-interest. Culture also constitutes a mechanism of adaptation to a change.

Therefore, the resources owned by the organization will be integrated properly if there are a behavior controller and social cohesion as the important instrument in teamwork. Referring to Robbins (2010) organizational culture has seven primary characteristics: 1) Innovation and risk taking, 2) Attention to detail, 3) Outcome orientation, 4) People orientation, 5) Team orientation, 6) Aggressiveness, 7) Stability.

III. RESEARCH METHOD

This study used qualitative research methods to thoroughly and factually reveal the reality in the field. According to Silalahi (1999), qualitative research is an inquiry process to understand social problems based on the creation of a complete holistic picture which is built through words, reports detailed views of informants, and is conducted in natural setting. Data and information were collected through interviews, observation, and literature studies and also triangulation techniques were applied in order to ensure the validity of the data. Informants in this study are the management and employees of the Revenue Department of Cimahi City.

IV. RESULTS AND DISCUSSION

Besides containing basic values, organizational culture also actualizes itself through behavior in a certain way. The following is the result of the analysis of organizational culture in the Revenue Department.

Based on the opinion of Robbins (2010) who stated that one of the characteristics of organizational culture is innovation and risk-taking, then after receiving the delegation of authority in the management of new sources of revenues in the region, the Revenue Department has not made a breakthrough or innovation in terms of the structure and the working management system. Up to now, the working management system applied in the organization of the department has been conducted by process. Meanwhile, the implication of additional new tasks in the management of local taxes for employees must be taken into consideration.

The second characteristic is attention to detail, which means the degree to which employees are expected to exhibit precision and attention to detail. The precision of the employees of the Revenue Department in undertaking the working system still needs improvement. Misprints were still found in Letter of Notification of Owed Taxes. It certainly will affect the service and optimization of tax revenues, especially Land and Building Tax.

Meanwhile, outcome orientation is well demonstrated by the employees of the Revenue Department. Percentage of targeted tax revenues is continually increasing which indicates that the management has focused on the outcome. In this case the Revenue Department of Cimahi City certainly emphasizes the yield of Local Revenues (PAD) because it will affect the financial management of all activities conducted by the City Government of Cimahi. In addition, the yield of the revenues will also be allocated for the greatest development and public welfare.

The next is people orientation, that is, the degree to which management decisions take into consideration the effect of outcomes on people within the organization. The Revenue Department certainly will carefully take into consideration the existing decisions related to people involved in each activity it carries out, particularly in the management of revenues from local taxes.

Team orientation relates to work activities which are organized around teams rather than individuals. In this regard, all work activities are organized around sections according to the existing main tasks and functions. Very rarely activity tasks are carried out individually. At least they involve other people in the section. Up to now the employees have demonstrated good teamwork in managing additional new tasks and conducting routine tasks.

Regarding aggressiveness, it seems that the department as a public organization needs optimization in terms of aggressiveness values. It is indicated by high dependence on the environment. After receiving the delegation, the Revenue Department more often just waits for socialization and the training for the management of Land and Building Tax.

The organization needs to emphasize the maintenance of steadiness in its activities. All employees of the Revenue Department of Cimahi City have always tried to maintain the works being done in any work activities. They have tried to always work better every day.

V. CONCLUSION

The research result indicates that the organizational culture of the Revenue Department still needs improvement in terms of innovation and risk taking, attention to detail, and aggressiveness. A breakthrough or innovation is needed in the organizational structure related to the additional new tasks in the management of local taxes. Misprints were still found in Letter of Notification of Owed Taxes, therefore the employees' precision needs improvement. The Revenue Department more often just waits for socialization and the training for the management of Land and Building Tax, therefore the aggressiveness needs to be optimized. Meanwhile, the Revenue Department of Cimahi City has shown good performance in terms of outcome orientation, people orientation, team orientation, and stability. All employees have demonstrated good teamwork in achieving the stipulated work targets.

VI. RECOMMENDATION

Internalization of the values of organizational culture should be improved further. It should be followed by the adjustment of the existing organizational structure, the improvement of the employees' precision, and the training in order to deal with the increasing complexity of work.

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