Volume 4 Number 1 (2026)
January-June 2026
Page: 1325-1332
E-ISSN: 2986-6502
DOI: 10.37680/ssa.10344
Social Science Academic

Organizational Work Culture in Optimizing PBB-P2 Revenue: Evidence from Tanjungpinang City

Husain Alhamid[1], Rumzi Samin[1], Edy Akhyari[1]

[1] Universitas Maritim Raja Ali Haji, Indonesia

Received: 16/05/2026 Revised: 20/06/2026 Accepted: 26/07/2026

Abstract

Optimizing local tax revenue has become one of the primary challenges to strengthening regional fiscal independence in Indonesia. Rural and Urban Land and Building Tax (PBB-P2) constitutes a strategic component of Local Own-Source Revenue (Pendapatan Asli Daerah/PAD), particularly following the decentralization of tax administration to local governments. Despite possessing considerable fiscal potential, the Regional Tax and Retribution Management Agency (BPPRD) of Tanjungpinang City has experienced substantial fluctuations in PBB-P2 revenue realization during the 2023–2025 period. This condition indicates that organizational factors, particularly organizational work culture, may influence the effectiveness of tax collection performance. This study aims to analyze the organizational work culture implemented by BPPRD in maximizing PBB-P2 revenue and to identify organizational efforts undertaken to improve tax collection performance. A qualitative descriptive approach is employed through in-depth interviews, observations, questionnaires, and document analysis involving structural officials, tax collection officers, and administrative staff. Data are analyzed using the interactive model consisting of data reduction, data display, and conclusion drawing. The study adopts Triguno's organizational work culture framework, emphasizing attitudes toward work, work behavior, and work discipline. The findings are expected to demonstrate that organizational work culture significantly influences employee commitment, accountability, discipline, innovation, and service quality, which ultimately determine the effectiveness of local tax collection. Furthermore, organizational transformation toward a performance-oriented work culture is anticipated to strengthen institutional capacity in achieving sustainable local revenue growth. This study contributes to the development of public administration literature by emphasizing organizational culture as a strategic determinant of local tax administration performance in decentralized government systems.

Keywords Organizational Work Culture; Local Tax Administration; Rural and Urban Land and Building Tax; Local Revenue; Public Administration.

Corresponding Author
Husain Alhamid
Universitas Maritim Raja Ali haji, Tanjungpinang, Indonesia; Jadidalhamid86@gmail.com

1. INTRODUCTON

Fiscal decentralization has substantially transformed Indonesia's public financial management system by granting broader authority to local governments in managing their financial resources and delivering public services. The enactment of regional autonomy has shifted local governments from being merely administrative units into autonomous entities responsible for financing regional development through the optimization of Local Own-Source Revenue (Pendapatan Asli Daerah/PAD). Consequently, improving local revenue has become one of the principal indicators of regional fiscal independence and governmental performance.

Published by Institut Agama Islam Sunan Giri (INSURI) Ponorogo; Indonesia

Among various local revenue sources, the Rural and Urban Land and Building Tax (Pajak Bumi dan Bangunan Perdesaan dan Perkotaan/PBB-P2) occupies a strategic position due to its relatively stable tax base and continuous growth resulting from urban expansion, infrastructure development, and increasing property values. Since the transfer of PBB-P2 administration from the central government to local governments, local tax agencies have assumed full responsibility for taxpayer registration, property valuation, tax assessment, billing, and revenue collection. This decentralization policy has increased opportunities for local governments to improve fiscal capacity while simultaneously imposing greater administrative responsibilities.

In Tanjungpinang City, PBB-P2 represents one of the most important contributors to regional income because its revenue directly finances infrastructure development, public services, educational facilities, and healthcare programs. As the capital city of the Riau Islands Province, Tanjungpinang possesses considerable economic potential driven by commercial expansion, residential development, government activities, and tourism growth. These characteristics provide substantial opportunities to increase PBB-P2 revenue through effective tax administration and organizational performance improvement.

Despite possessing significant fiscal potential, BPPRD Tanjungpinang has experienced inconsistent performance in achieving annual PBB-P2 revenue targets. During 2023, revenue realization slightly exceeded the established target, reaching 100.49 percent. However, the subsequent year demonstrated a dramatic decline when realization reached only 28.85 percent of the substantially increased target. As of August 2025, revenue realization remained below fifty percent, suggesting that similar performance deficiencies might continue throughout the fiscal year. Such fluctuations indicate that the challenges confronting BPPRD extend beyond technical tax administration and involve broader organizational issues affecting institutional performance.

The substantial gap between targeted and realized tax revenue raises important questions regarding organizational readiness to respond to increasing performance expectations. While external factors such as taxpayer compliance, economic conditions, and regulatory changes undoubtedly influence tax revenue, internal organizational factors frequently determine the effectiveness of policy implementation. Among these internal determinants, organizational work culture represents a critical factor influencing employee behavior, commitment, accountability, innovation, and service quality. Organizational work culture reflects shared values, beliefs, norms, and behavioral patterns that shape employees' attitudes toward work and influence organizational effectiveness. Within public organizations, work culture determines how employees interpret organizational objectives, collaborate with colleagues, comply with regulations, and respond to changing institutional demands. A strong organizational culture promotes integrity, discipline, responsibility, teamwork, and continuous improvement, whereas a weak culture may generate complacency, low motivation, bureaucratic inertia, and poor organizational performance.

Previous studies have consistently demonstrated the importance of organizational culture in improving public sector performance. Research conducted in Indonesian local governments indicates that organizational values emphasizing accountability, professionalism, and service orientation significantly improve tax administration effectiveness and taxpayer satisfaction. Nevertheless, most existing studies focus primarily on technology adoption, taxpayer compliance, digital taxation systems, or human resource management. Comparatively limited attention has been devoted to examining how organizational work culture influences local tax collection performance, particularly within decentralized public organizations responsible for managing PBB-P2 revenue.

Accordingly, this study addresses an important research gap by examining organizational work culture as a strategic organizational resource influencing local tax revenue optimization. Unlike previous studies that emphasize technological innovation or administrative procedures, this research focuses on the cultural dimensions of organizational performance using Triguno's organizational work culture framework. Specifically, the study investigates three fundamental dimensions: attitudes toward work, work behavior, and work discipline. These dimensions provide a comprehensive analytical perspective for understanding how employee values and organizational practices contribute to tax collection effectiveness.

The novelty of this research lies in integrating organizational work culture theory with local tax revenue optimization within the context of Indonesian fiscal decentralization. While previous research generally examines organizational culture from the perspective of employee performance or public service quality, this study extends the discussion by linking organizational culture directly with regional fiscal performance. Moreover, this research provides empirical evidence from BPPRD Tanjungpinang, an institution currently facing substantial challenges in adapting its organizational culture to increasingly ambitious revenue targets. The findings of this study are expected to contribute both theoretically and practically. From a theoretical perspective, the research enriches public administration literature concerning organizational culture and local fiscal governance. Practically, the findings may assist policymakers and public managers in designing organizational development strategies emphasizing performance-oriented culture, accountability, employee discipline, and continuous institutional improvement to enhance sustainable local revenue generation. Therefore, this study aims to analyze the existing organizational work culture implemented by BPPRD Tanjungpinang in maximizing Rural and Urban Land and Building Tax revenue and to identify strategic organizational efforts undertaken to improve tax collection performance under increasingly demanding fiscal conditions.

2. METHOD

This study employed a descriptive qualitative approach to examine the organizational work culture implemented by the Regional Tax and Retribution Management Agency (BPPRD) of Tanjungpinang City in optimizing Rural and Urban Land and Building Tax (PBB-P2) revenue. A qualitative design was selected because it enables an in-depth understanding of organizational behavior, employee experiences, and institutional practices that cannot be adequately explained through quantitative measurement alone. The research was conducted at BPPRD Tanjungpinang, Riau Islands Province, Indonesia, as the government agency responsible for administering regional taxes, including PBB-P2. The study involved purposively selected informants who possessed direct knowledge and responsibilities regarding PBB-P2 administration. The participants consisted of the Head of BPPRD, the Secretary of BPPRD, the Head of the PBB-P2 Division, tax collection officers, and administrative staff. These participants were selected based on their strategic roles, authority, and involvement in organizational decision-making and tax collection activities.

Data were collected through semi-structured interviews, direct observations, questionnaires, and document analysis. Interviews were conducted to obtain comprehensive information regarding employees' attitudes toward work, organizational behavior, work discipline, and institutional strategies implemented to improve tax collection performance. Observation was used to understand daily organizational practices, while documentary evidence included annual reports on PBB-P2 revenue realization (2023–2025), internal regulations, and official policy documents governing regional taxation. The primary research instrument was the researcher, supported by interview guidelines developed based on Triguno's organizational work culture framework, which emphasizes three dimensions: attitudes toward work, work behavior, and work discipline. Documentary evidence and field observations were employed to triangulate interview findings and enhance data credibility.

Data analysis followed the interactive analysis model, comprising data reduction, data display, and conclusion drawing/verification. Throughout the research process, triangulation of data sources and collection techniques was applied to ensure the credibility, dependability, and trustworthiness of the findings. This analytical procedure enabled the identification of patterns linking organizational work culture with efforts to optimize PBB-P2 revenue collection in Tanjungpinang City.

3. FINDINGS AND DISCUSSIOUN

Attitudes toward Work in Optimizing PBB-P2 Revenue

The findings indicate that employees' attitudes toward work play an important role in supporting the optimization of Rural and Urban Land and Building Tax (PBB-P2) revenue at the Regional Tax and Retribution Management Agency (BPPRD) of Tanjungpinang City. Most informants stated that employees demonstrate responsibility and commitment in achieving tax revenue targets by recognizing that tax collection contributes directly to regional development and public services. Organizational leaders consistently emphasize the social value of tax revenue, encouraging employees to perceive their work as a meaningful contribution rather than merely fulfilling administrative duties.

The interviews also revealed that leaders motivate employees through verbal appreciation during coordination meetings and by involving staff in discussions related to tax collection strategies. Such practices strengthen employees' sense of ownership and collective responsibility toward organizational performance. However, several informants acknowledged that a formal reward system has not yet been consistently implemented, indicating that employee appreciation remains largely non-financial and informal.

Another important finding concerns organizational support during field operations. Tax officers frequently encounter resistance from taxpayers, yet most respondents reported receiving guidance, mentoring, and psychological support from supervisors. Leaders often provide direct assistance in handling complex cases and encourage open communication so that operational challenges can be resolved collaboratively. This supportive environment helps employees maintain motivation despite the pressures of achieving annual revenue targets.

The study further found that employees demonstrate a strong willingness to improve their competencies by participating in technical training, regulatory socialization, and digital taxation workshops. Although younger employees tend to adapt more quickly to technological changes, senior employees also show commitment to continuous learning, particularly in responding to new regulations and digital tax administration systems. These findings suggest that positive work attitudes, supportive leadership, and continuous learning have contributed to strengthening organizational commitment within BPPRD. Nevertheless, the absence of a structured performance-based reward system may reduce employee motivation over the long term.

The findings support Triguno's organizational work culture theory, which emphasizes that positive attitudes toward work encourage responsibility, commitment, and organizational performance. They also align with previous studies reporting that leadership support, employee recognition, and professional development positively influence employee motivation and public sector performance. Therefore, strengthening formal appreciation mechanisms while maintaining supportive leadership is essential to enhancing organizational work culture and improving PBB-P2 revenue performance.

3.1. Work Behavior in Optimizing PBB-P2 Revenue

The findings indicate that **work behavior** has become an essential component of organizational work culture in supporting the optimization of PBB-P2 revenue at BPPRD Tanjungpinang. Employees demonstrate professional behavior through careful data verification, effective communication, interdepartmental coordination, teamwork, and continuous competency development. These behaviors contribute to improving the accuracy of tax administration and enhancing organizational performance.

One important finding concerns the internal supervision of taxpayer data collection. Informants explained that data obtained by field officers undergoes a multi-level verification process before being entered into the taxation system. Supervisors routinely review field reports, conduct random field inspections, and utilize integrated information systems to identify inconsistencies in taxpayer data. These procedures minimize administrative errors and improve the accuracy of tax object and taxpayer databases. However, several respondents also highlighted that limited human resources remain a challenge in maintaining optimal data quality.

The study also found that communication and coordination among organizational units have been strengthened through regular coordination meetings, integrated information systems, and digital communication platforms. Informants emphasized that data sharing between the service, assessment, and collection divisions enables each unit to access updated information efficiently, reducing duplication of work and supporting faster decision-making. In addition, communication through official correspondence and internal messaging groups facilitates daily operational coordination.

Another significant finding is the existence of a collaborative work culture among employees. Most informants stated that staff members from different divisions assist one another during periods of increased workload, particularly when pursuing monthly revenue targets or conducting large-scale tax collection activities. The establishment of integrated teams involving multiple organizational units has encouraged employees to perceive tax revenue achievement as a shared organizational responsibility rather than an individual task. This collaborative behavior strengthens teamwork and increases organizational effectiveness.

Furthermore, the interviews revealed a strong commitment among employees to continuously improve their competencies. Informants reported actively participating in technical training, regulatory dissemination, online learning, and workshops related to new taxation technologies and regulations, including the implementation of Mayor Regulation No. 16 of 2025. Although younger employees generally adapt more quickly to technological developments, senior employees also demonstrate willingness to learn through mentoring and internal discussions.

These findings suggest that professional work behavior at BPPRD is characterized by collaboration, effective communication, careful data management, and continuous learning. Such behaviors strengthen organizational capacity in optimizing PBB-P2 revenue while improving service quality and administrative accountability. The findings support Triguno's organizational work culture theory, which states that positive work behavior is reflected in cooperation, responsibility, discipline, and continuous improvement. They are also consistent with previous studies showing that teamwork, knowledge sharing, and employee competence significantly enhance organizational performance and public service effectiveness. Therefore, strengthening interdepartmental collaboration and employee capacity development remains essential for improving local tax administration and achieving sustainable PBB-P2 revenue targets.

3.2. Work Discipline in Optimizing PBB-P2 Revenue

The findings demonstrate that work discipline is a key element of organizational work culture in supporting the effectiveness of PBB-P2 revenue collection at BPPRD Tanjungpinang. The interviews indicate that employee discipline is not only reflected in attendance but also in compliance with Standard Operating Procedures (SOPs), timely completion of tasks, administrative accuracy, and integrity in carrying out tax collection activities. Most informants explained that employee compliance with SOPs is monitored through regular supervision, performance evaluations, document verification, and periodic reporting. Supervisors routinely review field reports and compare them with actual implementation to ensure that tax collection activities are conducted according to established procedures. The use of integrated administrative systems further strengthens monitoring by providing accurate and transparent records of employees' work performance.

The interviews also revealed that organizational discipline extends beyond attendance records. Informants emphasized that timely submission of reports, compliance with tax collection procedures, responsibility in completing assigned tasks, and responsiveness to taxpayer complaints are considered important indicators of employee discipline. These indicators directly influence the efficiency of tax administration and the achievement of annual revenue targets. Regarding organizational control, BPPRD applies a graduated disciplinary mechanism for employees who violate administrative procedures. Most respondents explained that minor violations are addressed through verbal warnings and coaching, while repeated or serious violations may result in written warnings or disciplinary sanctions in accordance with civil service regulations. Several informants emphasized that organizational leaders prioritize guidance and performance improvement before imposing formal sanctions, reflecting a preventive rather than punitive approach to discipline.

Another important finding concerns employee integrity in tax administration. Most informants considered existing internal regulations effective in minimizing opportunities for misconduct, particularly through the implementation of digital payment systems, transparent reporting mechanisms, and regular supervision. Nevertheless, one senior informant noted that further improvements are still required to strengthen integrity and ensure that ethical values are consistently internalized throughout the organization. This finding suggests that technological improvements should be accompanied by continuous ethical development and organizational commitment. Overall, the findings indicate that work discipline at BPPRD is supported by effective supervision, clear operational procedures, and a strong commitment to accountability. However, maintaining organizational discipline requires continuous monitoring, consistent leadership, and reinforcement of ethical values to ensure sustainable improvements in tax administration performance.

These findings support Triguno's organizational work culture theory, which emphasizes that discipline is reflected in obedience to organizational rules, responsibility, and integrity in carrying out duties. The results are also consistent with previous studies showing that effective supervision, procedural compliance, and ethical leadership contribute significantly to organizational performance and public accountability. Therefore, strengthening disciplinary practices and integrity remains essential for improving PBB-P2 revenue optimization and enhancing public trust in local tax administration.

3.3. Organizational Strategies for Optimizing PBB-P2 Revenue

The findings indicate that BPPRD Tanjungpinang has implemented several strategic initiatives to optimize PBB-P2 revenue through service innovation, digital transformation, inter-agency collaboration, and organizational capacity development. These strategies reflect the organization's commitment to improving tax administration while responding to the challenges of increasing revenue targets and changing taxpayer expectations. One of the most prominent strategies identified is the implementation of proactive tax collection services (jemput bola). Most informants explained that BPPRD no longer relies solely on taxpayers visiting the office but actively delivers services directly to communities through mobile tax service units, sub-district service posts, and scheduled visits in collaboration with Bank Riau Kepri Syariah and Bank Tabungan Negara. This approach reduces barriers to payment, particularly for taxpayers living far from government offices, and increases public access to tax services. Several informants also noted that direct delivery of tax assessment notices (SPPT) and field visits have improved communication between tax officers and taxpayers while encouraging higher levels of tax compliance.

The study further reveals that digital transformation has become a major organizational strategy for improving tax administration. Informants stated that BPPRD has expanded digital payment channels through QRIS, mobile banking, Tokopedia, Shopee, LinkAja, FinPay, and other electronic payment platforms. The development of electronic tax notices (e-SPPT), barcode-based payment systems, and integrated online services has simplified payment procedures and increased transaction transparency. Although these innovations have significantly improved service accessibility, several respondents acknowledged that many taxpayers still prefer conventional payment methods through bank tellers due to established payment habits and the desire to obtain printed payment receipts. This finding indicates that technological innovation should be accompanied by continuous public education to encourage wider adoption of digital services.

Another important finding concerns the need to strengthen inter-agency collaboration to improve tax compliance. Informants proposed greater cooperation with regional government agencies, banking institutions, educational institutions, and private sector organizations. Suggested initiatives include integrating tax payment with public services, collaborating with local banks and retail payment agents, utilizing digital platforms for taxpayer communication, and encouraging broader public participation in tax awareness campaigns. These collaborative efforts are expected to improve taxpayer compliance while expanding the tax base through better identification of new taxable properties.

The interviews also identified several organizational improvements considered essential for achieving future revenue targets. Most informants emphasized the importance of strengthening human resources by increasing the number of field officers, improving employee competencies through continuous training, and developing a more data-driven organizational culture. Informants also recommended upgrading information technology infrastructure, improving data integration among organizational units, providing additional operational vehicles for field activities, and implementing more realistic revenue target planning based on validated tax object data. Furthermore, several respondents highlighted the importance of introducing incentive schemes for compliant taxpayers and strengthening regulatory support to encourage timely tax payments.

Overall, the findings demonstrate that BPPRD has made significant progress in modernizing tax administration through service innovation and digitalization. Nevertheless, optimizing PBB-P2 revenue requires a comprehensive approach that combines technological advancement, organizational collaboration, human resource development, and supportive public policies. These strategies are expected to enhance administrative efficiency, improve taxpayer satisfaction, and strengthen local fiscal capacity.

The findings support Triguno's organizational work culture theory, which emphasizes that organizational effectiveness is achieved through continuous innovation, cooperation, responsibility, and adaptability to organizational change. The results also support previous studies indicating that digital transformation, collaborative governance, and employee capacity development contribute significantly to improving tax administration performance. Therefore, strengthening these organizational strategies will be essential for ensuring sustainable PBB-P2 revenue growth and enhancing the quality of public financial management in Tanjungpinang City.

CONCLUSIONS

This study aimed to analyze how organizational work culture contributes to optimizing Rural and Urban Land and Building Tax (PBB-P2) revenue at the Regional Tax and Retribution Management Agency (BPPRD) of Tanjungpinang City. The findings demonstrate that organizational work culture plays a crucial role in improving tax administration performance through three interrelated dimensions: attitudes toward work, work behavior, and work discipline. Positive work attitudes encourage employees to develop a strong sense of responsibility and commitment toward achieving organizational objectives. Professional work behavior, reflected in effective communication, interdepartmental collaboration, and continuous competency development, enhances the quality and efficiency of tax administration. Meanwhile, work discipline strengthens compliance with organizational procedures, accountability, and integrity, thereby supporting more transparent and effective tax collection.

The study also reveals that BPPRD has implemented various organizational strategies to improve PBB-P2 revenue, including proactive tax collection services, digital payment systems, integrated information technology, and collaboration with external stakeholders. Although these initiatives have improved service accessibility and administrative efficiency, several challenges remain, particularly the need to strengthen human resources, improve taxpayer databases, expand digital literacy, and establish a more systematic employee recognition system to sustain organizational motivation and performance.

From a theoretical perspective, this study extends Triguno's organizational work culture framework by demonstrating its relevance in the context of local tax administration. The findings confirm that organizational culture is not only associated with employee performance but also contributes to improving local fiscal capacity through more effective tax management. Practically, the study provides evidence that strengthening organizational culture should become a strategic priority for local governments seeking to optimize local revenue while improving public service quality. Future research is recommended to examine the relationship between organizational work culture and taxpayer compliance using quantitative or mixed-method approaches across multiple local government institutions. Comparative studies involving different regions would also provide broader insights into how organizational culture influences local tax performance under diverse administrative and socioeconomic conditions.

REFERENCES

Aboramadan, M., Albashiti, B., Alharazin, H., & Zaidoune, S. (2020). Organizational culture, innovation and performance: A study from the public sector. *Journal of Management Development, 39*(6), 563–579. https://doi.org/10.1108/JMD-11-2019-0467

Ahmad, N., & Karim, M. (2022). Organizational culture and employee performance in public organizations: A systematic review. *International Journal of Public Administration, 45*(12), 945–960. https://doi.org/10.1080/01900692.2021.1945678

Cameron, K. S., & Quinn, R. E. (2021). *Diagnosing and changing organizational culture: Based on the competing values framework* (4th ed.). John Wiley & Sons.

Denison, D. R. (2020). Organizational culture and organizational effectiveness: An integrative review. *Annual Review of Organizational Psychology and Organizational Behavior, 7*, 395–421.

Dwiyanto, A. (2021). *Reformasi birokrasi publik di Indonesia*. Gadjah Mada University Press.

Ferdian, A., & Devita, M. (2023). The influence of organizational culture on employee performance in Indonesian public institutions. *Jurnal Administrasi Publik, 20*(2), 155–170.

Hasibuan, M. S. P. (2021). *Manajemen sumber daya manusia* (Rev. ed.). Bumi Aksara.

Nguyen, T. T., & Watanabe, T. (2023). Organizational culture and public service performance: Evidence from local government institutions. *Public Organization Review, 23*(4), 901–919. https://doi.org/10.1007/s11115-022-00645-8

OECD. (2023). *Government at a glance 2023*. OECD Publishing. https://doi.org/10.1787/3d5c5d31-en

Osei, E., & Ackah, D. (2022). Organizational culture and employee commitment in public organizations. *International Journal of Public Leadership, 18*(3), 240–255. https://doi.org/10.1108/IJPL-08-2021-0045

Robbins, S. P., & Judge, T. A. (2023). *Organizational behavior* (19th ed.). Pearson.

Schein, E. H., & Schein, P. A. (2021). *Organizational culture and leadership* (6th ed.). John Wiley & Sons.

Triguno. (2018). *Budaya kerja: Menciptakan lingkungan yang kondusif untuk meningkatkan produktivitas kerja*. Golden Terayon Press.

Waluyo. (2023). *Perpajakan Indonesia* (14th ed.). Salemba Empat.

Yusuf, M., & Rahman, A. (2024). Digital transformation and local tax administration in Indonesia. *Jurnal Ilmu Administrasi, 21*(1), 88–104.

Zhang, Y., & Li, X. (2022). Organizational culture and public sector innovation: A meta-analysis. *Public Management Review, 24*(9), 1356–1378. https://doi.org/10.1080/14719037.2021.1963825

Undang-Undang Republik Indonesia Nomor 1 Tahun 2022 tentang Hubungan Keuangan antara Pemerintah Pusat dan Pemerintahan Daerah.

Peraturan Pemerintah Republik Indonesia Nomor 35 Tahun 2023 tentang Ketentuan Umum Pajak Daerah dan Retribusi Daerah.