

The Effect of Organizational Culture to Employee Performance Through the Work Environment in Harbormastership and Authority of Port Class III Tarakan

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Abstract

The purpose of this study is to influence the organizational culture on the performance of employees through the work environment at the KSOP Class III Tarakan. Result of research and data analysis found organizational culture have significant effect to work environment with t value counted 2,597 with significant 0,013 less than 0,05. The organizational culture directly affects the employee performance significantly with the proven t value of 4.467 with a significance value of 0.000 and smaller than 0.05. Work environment t value of 3.366 with a significance value of 0.002 and smaller than 0.05 means there is a positive and significant influence between work environment variables on employee performance. Given the magnitude of F value= 24.360 with a significance of 0.000 smaller than 0.05 together the organizational culture variables and work environment have a significant effect on employee performance. Proven direct influence of organizational culture on employee performance with a coefficient of 0.501 is greater than the indirect influence of the culture of the organization through the work environment with a coefficient of 0.137, so the direct effect is more dominant than the indirect effect.

Keywords

Organizational Culture, Work Environment, Performance

1. Introduction

The office of harbor mastership and port authority is technical implementation unit of the directorate general of maritime communications and transportation which shall be established the main tasks and functions of this office which in the performance of its duties is directly responsible to the Directorate General of Sea Communications. In order to arrange the smoothness and security of transport carried out through these waters, there are several government agencies assigned, one of them harbormastership Office and Port Authority Tarakan Class III.

As an organization, the office of Harbormastership and Port Authority of Tarakan Class III, it is of course not related to human resources management, it is very closely related to the management of other resources. The better the management of human resources the better the management of other resources, otherwise the worse the management of human resources then it results in the less good management of other resources.

Good governance is a requirement for government agencies in order to realize the people aspirations and achieve the goals and ideals of the nation. Employees are required to work professionally based on good morals, efficient, clean and prioritize the interests of society and can serve the community as well as possible. However, in the implementation, service problems and supervision is often questioned, it is because there are still many employees who have not been able to maximize its performance, it is marked by the achievement of performance targets that have been determined in the implementation of basic tasks or additional, the accuracy of employees in completing the work, of course it shows that the organizational culture of employees has not been as expected.

In order to create optimal performance, it requires an optimal work enhancement and able to utilize the potential human resources owned by employees in order to create organizational goals. In this case, it is necessary for the role of the organization in improving the organizational culture and creating a good working environment in order to

encourage the creation of professional attitudes and actions in completing the work in accordance with their respective fields and responsibilities.

Performance of employees will greatly affect the success of an organization. If the performance of employees is good, then the performance of the organization will increase. Conversely, if the performance of bad employees, can lead to decreased organizational performance. With organizational support in enhancing organizational culture and an adequate working environment, it can provide a better performance boost for employees, so that the organization can achieve its intended goals.

Organizational culture is a shared perception by members of the organization, a system of shared meanings (Robbins 2009: 167). Organizational culture determines the identity of a group, in this group is defined as an organization. Organizational culture is a variety of interactions and habitual characteristics that affect groups of people within the organization (Sutrisno, 2012: 1). Organizational culture is a collective agreement of members within the organization, thus facilitating the birth of a wider agreement for the benefit of individuals. The virtue of organizational culture is the control and direction in shaping the attitudes and behaviors of people who engage themselves in an organization's activities. Individually or in groups, employees will not be separated from organizational culture. The better the culture prevailing in an agency, it will affect the performance of employees, so there is a separate satisfaction perceived employees in working in agencies.

The organizational culture of the Office of Harbor mastership and Port Authority of Tarakan Class III which is applied so far is quite good. All employees can cooperate well enough in completing the work. How to coordinate workers is not fully maximized. This is influenced by the work environment that has a less strong culture in improving productivity, grow the spirit of togetherness among employees, therefore need to improve the sense of belonging to the office, and able to enlarge the benefits of achieving goals. Therefore, the culture within an organization is a binding for all employees together and at the same time to give meaning to the purpose of employee involvement.

Involvement of employees in an organization means that there is a good relationship between superior and subordinate. Relationships can be less good if lack of good communication and less supportive working conditions such as air temperature, noise, lighting, and office facilities are less supportive. Environmental conditions are said to be good or appropriate if humans can carry out activities optimally, healthy, safe and comfortable.

Work environment conditions can be said to be good or appropriate if humans can function properly, so it can be used properly and optimally. A close working relationship and mutual assistance among employees, between subordinates and superiors, will have a good influence on employee morale. As servants of the public servants, should be aware that the work done to have a good results. A work achieved by a person in carrying out his duties because of the performance of work, responsibility, obedience, honesty, cooperation and initiative called performance. In reality, there are some employees who still cannot contribute to the office and lack of understanding the field of duty either due to internal factors personnel or external factors.

If it is good working conditions then it can spur the emergence of a sense of satisfaction in the employee who can ultimately give a positive influence on employee performance, vice versa, if the working conditions are bad then employees will not have satisfaction in work. The suitability of the working environment can be seen as a result in the long term furthermore poor working environments may demand more labor and time and do not support the efficient design of work systems. (Sedarmayanti, 2009: 21)

Institutions or organizations should be able to pay attention the existing conditions both inside and outside the workplace, so that employees can work smoothly and feel safe. Work environment is very important to be noted by management. Although the work environment does not carry out the production process, but the work environment has a direct impact on the employees who perform job duties. A work environment that focuses on employees can improve performance otherwise inadequate work environment can degrade performance.

Based on the background, it can be formulated the problem as follows:

1. Does the organizational culture affect the working environment at the office of Harbor mastership and Port Authority of Tarakan Class III?
2. Does the organizational culture have a direct effect on the performance of employees in the offices of the Harbor mastership and Port Authority of Tarakan Class III?
3. Does the organizational culture affect the performance of employees after going through the work environment at the office of the Harbor mastership and Port Authority of Tarakan Class III?

2. Reviewed Literature

2.1. Theory of Organizational Culture

Miller in Indriani (2012: 5) stated that organizational culture is the values and spirit that underlie how to manage and organize the company. They are beliefs that are held firm and sometimes undisclosed. The value and spirit will underlie the nature of the company in an effort to respond to organizational challenges. A strong organizational culture will have a competitive nature. A number of studies show that a strong culture will greatly assist the organization's success by guiding behavior and giving meaning to its activities.

Robbins in Indriani (2012: 5), organizational culture is simply defined as a common perception firmly held by members of the organization and into a system of shared understanding. McKenna & Nic Beech in Edy Sutrisno (2012: 2) organizational culture can be interpreted: "Organizational culture is as a pattern of underlying assumptions in which the existing group creates, finds or develops in the learning process to cope with the difficulties of external adaptation and integration internal ". The organizational culture according to Pabundu (2008: 98) is "Organizational culture is the main issue of solving external and internal problems that its implementation is done consistently by a group which then bequeathed to new members as a proper way to understand, think and feel to the existing problems".

According to Robbins (2009:294), functions of organizational culture are as follows:

- a. Culture creates a clear distinction between one organization and another.
- b. Culture brings a sense of identity to the members of the organization.
- c. Culture facilitates the emergence of a commitment to something wider than one's individual self-interest.
- d. Culture is a social adhesive that helps unify the organization by providing the right standards to be performed by employees.
- e. Culture as a mechanism of meaning and control that guides and shapes attitudes and behavior of employees.

Corporate organizational culture can be demonstrated through scores that obtained from assessment of the atmosphere or work environment in judgment and perception in terms of (a) organizational structure, (b) leadership style and (c) interpersonal relations. Robbins in Pabunda (2008: 10) there are several indicators of organizational culture that are:

a. Leadership Quality

This leadership quality is measured by employee perceptions regarding the leadership of the boss, ie task-oriented leadership, which includes giving instructions in performing tasks, when and how the work is done and the results to be achieved.

b. Clarity of Organization Goals

This is measured through employee perceptions of goals that are seen as clear directions, made for the short and long term, and can be spelled out in daily work.

c. Fairness of Compensation

Fairness of compensation is measured by the employee's perception of justice for the benefits he receives in the organization as a reward or work done, which can be valued with money and has a fixed tendency to be given.

d. Responsibility and Trust

These responsibilities and beliefs are measured by individual perceptions of the responsibilities and beliefs that the organization provides to employees.

e. Participation

The level of employee participation is measured based on the individual's perception of the level of staff participation in the decision making process.

f. Communication

Measurement of communication means measuring employee perceptions of the level of capacity of individuals or groups to request or provide information, cooperation in defining problems and finding solutions, including open attitudes toward new information and opinions, fostering good relationships and trusting each other between employees.

2.2. Work Environment Theory

Nitisemito, (2011: 25) explainend the work environment is all that is around the workers who can affect him in carrying out the tasks that charged him. Institutions should be able to pay attention to the conditions that exist within the company either inside or outside the workplace, so employees can work smoothly and feel safe. According Sedarmayanti (2009: 12), work environment conditions are said to be good or appropriate if humans can carry out activities optimally, healthy, safe, and comfortable. According Mardiana (2011: 55), work environment is the environment where employees do their daily work.

Sedarmayanti (2009: 21) stated that in general, the type of work environment is divided into 2 namely: (a) physical work environment and (b) non-physical work environment. According Sedarmayanti (2009: 21), "The physical work environment is all the physical circumstances that exist around the workplace that can affect employees either directly or indirectly". Sedarmayanti (2009: 31) defined "Non-physical work environment is all the circumstances that occur related to employment relationship, either with the boss or peer relations, or relationships with subordinates". This non-physical environment is also a group of work environments that can not be ignored. From the previous theoretical explanation, in this study, researchers used indicators to determine the physical work environment of employees. The indicator in question is (Sedarmayanti, 2009: 13):

- a. Air Condition in the room
- b. Noise in the workplace
- c. Vibrations that affect work performance
- d. Indoor lightning levels
- e. Room arrangement

2.3. Performance Theory

Kusriyanto in Mangkunegara (2011: 9), defined performance as a comparison of outcomes achieved with the role of labor unity of time (typically hourly). Furthermore, according to Gomes in Mangkunegara (2011: 9), said that the definition of employee performance as: expression such as output, efficiency and effectiveness often associated with productivity. Meanwhile, according to Prawirosentono (2010: 2) Performance or performance is the result of work that can be achieved by a person or group of people within an organization, in accordance with the authority and responsibility of each, in order to achieve the objectives of the relevant organization legally, in accordance with morals and ethics.

From some description of the experts above it can be concluded that the performance is the result of work that has been achieved by employees oriented to corporate goals. Each performance should be assessed to determine the extent to which the work has been achieved. Performance appraisal by Mangkunegara (2011: 9) defines evaluation / performance appraisal is a process used by the leadership to determine whether an employee performs his work in accordance with his duties and responsibilities. Furthermore, by looking at the results of employee performance appraisal, need to improve its performance in need of good performance management.

Related to the standard of performance assessment, the performance of employees, according to Simamora (2009: 612), is measured by the following indicators:

1. Quantity of work, which includes the amount of production activities generated.
2. Quality of work, which includes the conformity of production activities according to applicable provisions as a standard process of implementation of activities and organizational plans
3. Accuracy of work completion is the fulfillment of the suitability of time required or expected in the implementation of activities.

There are several kinds of performance indicators. According to Malayau S.P. Hasibuan (2009:95), performance indicators include assessment of:

1. Loyalty. Measuring employee loyalty to the job, position, and organization.
2. Honesty. Assessing honesty in doing the duties.
3. Disciplines. Assessing employees in obeying the existing regulations and performing work in accordance with instructions.
4. Creativity. Assessing the ability of employees in developing their creativity in doing the job.
5. Cooperation. Assessing employees to participate and work with other employees.
6. Leadership. Assessing the ability to lead subordinates to work effectively.
7. Personality. Assessing employees from their behavior, politeness, and look sympathetic and be reasonable.
8. Initiatives. Assessing thinking skills that are original and initiative-based.
9. Skills. Assessing the ability to do things well. It relates to qualities such as skill and competence.
10. Responsibility. Assessing employees in accounting for their wisdom and work behavior. Kepemimpinan. Menilai kemampuan untuk memimpin bawahan untuk bekerja efektif.

2.4. Conceptual Framework and Hypothesis

According to Edy Sutrisno (2011: 2) organizational culture can be interpreted: organizational culture is as a pattern of underlying assumptions in which the existing group creates, finds or develops in the learning process to overcome the difficulties of external adaptation and internal integration. According to Nitisemito, (2011: 25) work environment is all that is around the workers who can affect him in carrying out the tasks that charged him.

Institutions should be able to pay attention to the conditions that exist within the company either inside or outside the workplace, so employees can work smoothly and feel safe.

According to Prawirosentono (2010:2), performance is the work that can be achieved by a person or group of people within an organization, in accordance with the authority and responsibility of each, in order to achieve the objectives of the organization concerned legally, with morals and ethics.

In this study, the authors present a conceptual framework to simplify and understand the issues being studied. These conceptual framework estimates are presented in the form of a scheme or picture showing the relationship of each variable as shown in Figure 1.

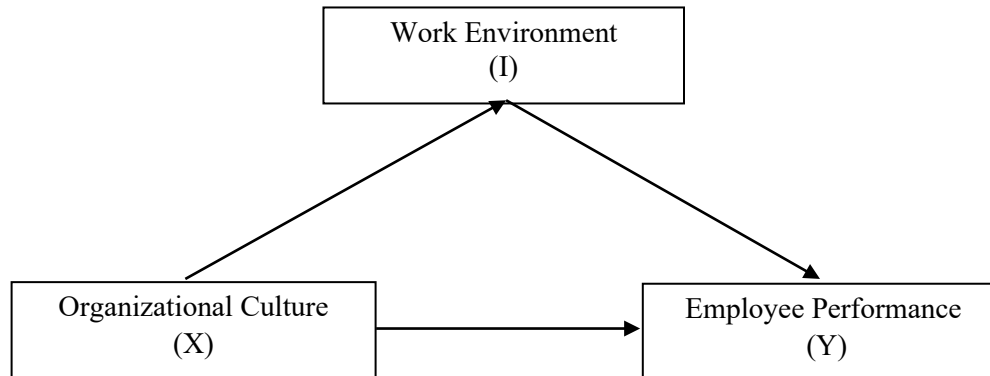


Figure 1. Conceptual Framework

Explanation:

X : Free Variable
Y : Dependent Variable
I : Intervening Variable

Based on the formulation of the problem and some previous research results, it can be formulated this research hypothesis are:

H₁: Organizational culture has a significant effect on the working environment at the Office of Harbormastership and Port Authority of Tarakan Class III.

H₂: Organizational culture has a significant effect on employee performance in the Office of Harbormastership and Port Authority of Tarakan Class III.

H₃: Organizational culture has a significant effect on employee performance through work environment at Harbormastership Office and Port Authority of Tarakan Class III.

3. Research Method

The scope of this research is the science of human resource management. The location of this research is the Office of Harbormastership and Port Authority of Tarakan Class III with the consideration of the proper conduct of the research, because there are still complaints of employees in terms of organizational culture and inadequate work environment. This research activity as a whole is carried out for three months, from April until July 2017. The population in this research is all employees of Harbormastership and Port Authority of Class III Tarakan which is used as research object is 46 employees. In this study using the technique Total Sampling is the technique of determining the sample when all members of the population used as a sample (Sugiyono, 2012: 98). Data collection should be supported data that is objective and complete in accordance with the issues to be studied. Data collection tools in this study consisted of a questionnaire and literature study. To test and prove statistically the influence of organizational culture on employee performance through work environment at Harbormastership Office and Port Authority of Tarakan Class III is used path analysis.

1. Simple Linear Regression

$$I = a + b.X + \varepsilon$$

2. Multiple Linear Regression

$$Y = a + b_1 X + b_2 I + \varepsilon$$

where:

a = regression constant
X = organizational culture variable
I = work environment Variable
Y = employee performance Variabel

- b1 = Coefficient of organizational culture regression
- b2 = Coefficient of work environment regression
- ε = Error

4. Research Findings and Hypotesis Test

4.1. Equation I

In order to test the influence of organizational culture on the working environment of the Office of Harbormastership and Port Authority of Class III Tarakan is done by simple linear regression technique. Here are the results of data processing output.

Table 1. Analysis of the Influence of Organizational Culture on the Work Environment

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	14,530	3,307		4,394	0,000
Organizational Culture	0,313	0,120	0,365	2,597	0,013
r	0,365				
R Square	0,133				
F	6,744				
Sig	0,013				

Source : Primary data that have been processed

From the table above, it described that regression equation for organizational culture to the work environment as follows:

$$I = 14,530 + 0,365 X$$

The description of the regression equation above states that if there is no increase in the value of the organizational culture variable, then the assessment of the working environment of the Office of Harbormastership and Port Authority of Tarakan Class III is 14,530. The value of the regression coefficient of organizational culture is 0.365 states if the organizational culture applied in the office of Harbormastership and Port Authority of Class III Tarakan is better, it will be able to add a pleasant working environment atmosphere.

Based on the results of partial test with t test, it is known that t_{value} is 2.597 with significant 0.013 is smaller than 0.05 thus H_a accepted and H_o is rejected, it means organizational culture affect the work environment of the office of Harbormastership and Port Authority Class III Tarakan. Having known that the conclusion of the significant test shows that there is an influence between the organizational culture on the work environment in Harbormastership office and Port Authority Class III Tarakan, it can be known how big influence with the summary model is R square. The result of data processing is known value of R Square 0,133 which means that work environment of Harbormastership Office and Port Authority of Class III Tarakan able to be explained by organizational culture variable equal to 13,3% and the rest influenced by outside research model.

4.2. Equation II

In order to answer the second formulation problem and the second hypothesis proof is the influence of organizational culture on the performance of the employees of Harbormastership Office and Port Authority of Tarakan Class III through the work environment is tested by path analysis. From the analysis results obtained output results as follows:

Table 2. Multiple Linear Regression Analysis

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
2 (Constant)	6,452	5,568		1,159	0,253
Organizational Culture	0,811	0,182	0,501	4,467	0,000

Work Environment	0,712	0,212	0,377	3,366	0,002
r	0,729				
R Square	0,531				
Adj. R Square	0,509				
F	24,360				
Sig	0,000				

Thus, the regression equation based on standardized coefficients as follows:

$$Y = 6,452 X_1 + 0,501 X + 0,377 I + e_2$$

The regression coefficient of organizational culture variable (β_1) is 0,501 (positive) with significance 0,000 < 0,05, it means that if organizational culture is improved, then the performance of Harbormastership and Port Class III Tarakan Authority will increase. Assuming work environment variable is considered constant. The regression coefficient of work environment variable (β_2) is 0,377 (positive) with significance 0,002 < 0,05, it means that if the work environment is improved, then the performance of the officer of Harbormastership Office and Port Authority of Tarakan Class III will increase. Assuming organizational culture variables are considered constant.

Based on Table 2 shows that t_{count} organizational culture variables of 4.467 with a significance value of 0.000 and smaller than 0.05, it can be concluded that there is a positive and significant influence of organizational culture variable on employee performance, so hypothesis 2 proved in this study. T_{count} of work environment variable equal to 3,366 with significance value equal to 0,002 and smaller than 0,05, hence can be concluded that there is positive and significant influence between work environment variable to performance of officer of office of Harbormastership and Port Authority of Class III Tarakan.

From the calculation using SPSS program, in Table 2 is known the amount of $F_{count} = 24,360$ with 0.000 significance smaller than 0,05, so it can be concluded that both variable of organizational culture and work environment have a significant effect to performance of employees of Harbormastership and Port Authority Class III Tarakan.

The value of R Square (R^2) = 0.133 means that the variability of working environment of the office of Harbormastership and Port Authority of Tarakan Class III is explained by the organizational culture variable of 11.3%, while the rest is influenced by other un-researched variables such as compensation, motivation, discipline, and others. The amount of variance that can not be explained by job satisfaction variable is:

$$e_1 = \sqrt{1 - R^2} = \sqrt{1 - 0,133} = 0,931$$

From the analysis in Table 5.6, obtained R Square value (R^2) = 0,531 means that variability of performance variable of employee of Office of Harbormastership and Port Authority of Tarakan Class III is explained by organizational culture and work environment variable equal to 53,1%, while the rest is influenced by other not-examined variable, e.g. morale, work discipline, compensation, incentives. The amount of variance that can not be explained by employee performance variable is:

$$e_2 = \sqrt{1 - R^2} = \sqrt{1 - 0,531} = 0,685$$

After obtained value of variance from both equation, so the determination coefficient (R^2):

$$\begin{aligned} R^2 &= 1 - (e_1 \times e_2) \\ &= 1 - ((0,931)^2 \times (0,685)^2) \\ &= 1 - (0,867 \times 0,469) \\ &= 1 - 0,406 \\ &= 0,594 \text{ or } 59,4 \% \end{aligned}$$

Determination coefficient test (R^2) is obtained from the result of 0,594 or 59,4% which mean variability of performance variable of office employee of Harbormastership and Port Authority of Class III Tarakan can be explained by organizational culture variable and work environment equal to 59,4%, while the rest influenced by variable others not studied, such as morale, work discipline, compensation, and incentives.

4.3. Path Analysis

According to the analysis result above, it can arrange the result of analysis as follows:

Table 3. Conclusion Result of Total Path Regression

No.	Direction	Regression		ϵ
		Beta	Sig	
1	X → I	0,365	0,013	0,931

2	$X \rightarrow Y$	0,501	0,000	0,685
2	$I \rightarrow Y$	0,377	0,002	

Source: Processed Primary Data

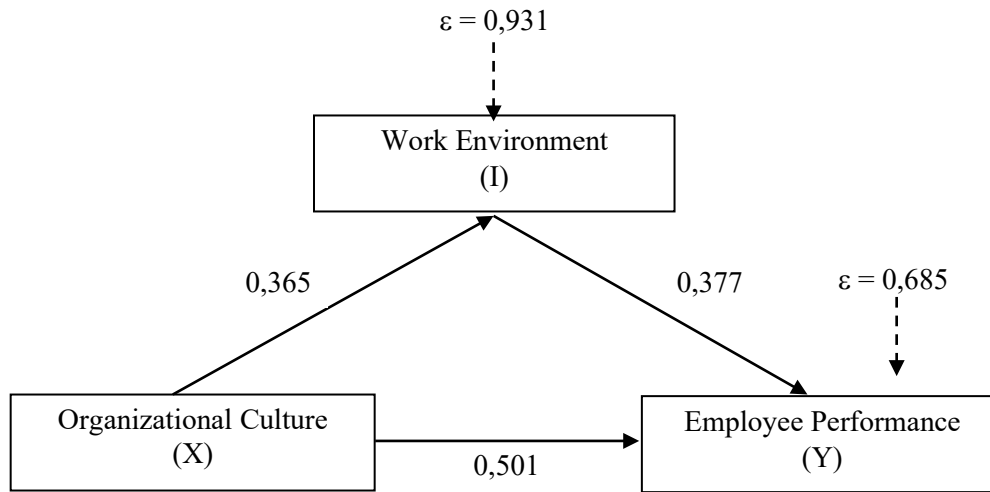


Figure 2. Path Analysis Diagram

Table 4. Direct and Indirect Influence

Direction of Influence	Direct Influence	Indirect Influence	Total of Influence
$X \rightarrow Y$	0,501		
$X \rightarrow I \rightarrow Y$		$0,365 \times 0,377 = 0,137$	$0,501 + 0,137 = 0,638$

Source: Primary data that has been processed

5. Discussion

5.1. The influence of Organizational Culture on the Work Environment at the Office of Harbormastership and Port Authority of Tarakan Class III

The results showed that organizational culture has a significant effect on the working environment in the Office of Kesyahbandaran and Port Authority Class III Tarakan evidenced by the acquisition of t value 2.597 with significant 0.013 smaller than 0.05. Thus the first hypothesis that formulated "Organizational culture has a significant effect on the working environment at the Office of Harbormastership and Port Authority Class III Tarakan" proved true.

In a company or organization required a strong organizational culture so that existing values can be really understood and applied deeply, embraced and championed by the members / employees in order to achieve good and optimal performance. Organizational culture can influence the way people behave and should become a reference in every task and its policies taken. Good organizational culture will have a positive impact with a good working environment as well. Conducive and comfortable work situation and atmosphere become part of the work environment that every employee wants. The person's working condition is supported by the laying factor of the workplace, the regular air circulation, the soundproofing, the safe and convenient system of control.

5.2. The Influence of Organizational Culture on Employee Performance at the Office of Harbormastership and Port Authority of Tarakan Class III

The results showed that organizational culture can have a direct and significant influence on the performance of employees of the Office of Harbormastership and Port Authority of Class III Tarakan, this is indicated by the acquisition of t-value 4.467 with significance 0.000 smaller than 0.05. Thus the second hypothesis that states "Organizational culture has a significant effect on the performance of employees in the Office of Harbormastership and Port Authority Class III Tarakan", proved true.

The results of this study indicate that the better the organizational culture is causing the performance of employees in Harbormastership Office and Port Authority Class III Tarakan increased. These results indicate the better the working mechanism / organized; cooperative relationships between work units (functional structural) work well; the

activity of each employee evenly in accordance with rank and position; description of tasks performed well; all rules and regulations and work discipline are adhered to and carried out by employees with full responsibility; justice in the distribution of compensation; leaders always solve problems through employee meetings; the amount of compensation given in accordance with his / her performance; there is no sense of the sentiments of fellow employees in the office in terms of providing compensation; and leadership influence and determine the behavior of employees in achieving office goals.

5.3. The Influence of Organizational Culture on Employee Performance through Working Environment at the Office of Harbormastership and Port Authority of Tarakan Class III

The results of this study indicate that the influence of organizational culture indirectly through the work environment have a positive and significant impact on the employees performance of Harbormastership Office and Port Authority Class III Tarakan. These results indicate that the weakness of organizational culture will result in employees comfortable with satisfaction and results of work, so that can work environment factors can raise employee performance.

Good organizations are always conscious to set up an organizational culture that is able to generate enthusiasm and passion for employees. At work place, it is impossible to expect enthusiasm to arise without setting up the best organizational culture. The best governance set-up, guidelines on best practice, clear and decisive leadership, a professional and friendly work environment, dependable competence and quality, and fair leadership behaviors and employee attention will make the work environment a fertile place to foster enthusiasm for work employees.

When employees enjoy what they do in the workplace, then they become a great force to produce the best performance and performance. Enthusiasm, high motivation, confidence, and strong beliefs will encourage employees to work and serve the organization in the best possible way. In this case, the management and leadership must always be aware of themselves not to practice bad things that can reduce employee morale. Thus, over time, management and leadership must be able to maintain and improve all situations and realities, potentially reducing the culture of hard work in the workplace. A strong organizational culture creates a work environment that encourages employee enthusiasm and confidence to serve wholeheartedly.

6. Conclusions

According to the results of the research and data analysis, it can conclude that:

1. Test of the influence of organizational culture on the work environment of Harbormastership Office and Port Authority Class III Tarakan done by simple linear regression technique with the results partially with t-test known t_{count} counted 2.597 with significant 0.013 smaller than 0.05 and research hypothesis proven true.
2. The examination of the influence of organizational culture on the performance of the employees of Harbormastership Office and Port Authority of Tarakan Class III through the work environment is tested by path analysis. The analysis results obtained organizational culture directly significant effect on the performance of employees Kesyahbandaran Office and Port Authority Class III Tarakan with proven thitung of 4.467 with significance value of 0.000 and smaller than 0.05.
3. T_{count} value of work environment variable equal to 3,366 with significance value equal to 0,002 and less than 0,05 mean there is positive and significant influence between work environment variable to performance of employee of Harbormastership and Port Authority of Class III Tarakan.
4. The amount of $F_{count} = 24,360$ with significance 0.000 smaller than 0,05 together variable of organizational culture and work environment have a significant effect to employee performance of Harbormastership office and Port Authority of Class III Tarakan.
5. Proven that direct influence between organizational culture on employee performance with coefficient of 0.501 is greater than the indirect influence between organizational culture through work environment with coefficient of 0.137, so that direct influence is more dominant than indirect influence.

7. Suggestions

Based on the results of research, discussion and conclusions that have been explained, here are some suggestions that are expected to be input and consideration in improving employee performance with respect to organizational culture and work environment as a whole.

1. To improve the performance of employees to the Office of Harbormastership and Port Authority Class III Tarakan through improving work environment and organizational culture, should pay attention to the habits of how employees work that is commonly done. It is possible to change positive and creative habits so as to trigger a more optimized performance of employees.

2. To improve the performance of employees, efforts that can be increased by the Office of Harbormastership and Port Authority Class III Tarakan is to improve the indicators of work environment in a way that is to establish employee relationships with colleagues well during work activities, in the work agency, each employee is placed in the right position, employee relationships with the leader goes well and harmoniously, employee job positions are really considered in the work agency and working atmosphere at work agencies running well and conducive.

3. For further researcher associated with the variables studied with variables that have not been studied, then this research still needs to be followed up by next researchers to get a better study.

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