

Organizational Culture and Its Role on a Port's Productivity: Examining the Performance of the Indonesian Ports

Inayaturobbany^{1*}, Fendy Suhariadi², Andreas Budihardjo³

^{1*,2,3} Faculty of Psychology, Universitas Airlangga, Surabaya, Indonesia.

^{1*} robaturstd@yahoo.com

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Abstract

This study sought to describe the role of organizational culture on the productivity of ports within Indonesia. The study used quantitative studies analyzing organizational units, which in this case were ports in Indonesia. It is assumed that through the "Five Human Image of Transportation" organizational culture influences organizational performance, in this case port performance. Research measuring instruments included the scale of organizational culture and port performance compiled by researchers; the items were arranged based on indicators from the results of Focus Group Discussions and analyzed through Confirmatory Factor Analysis. The analysis was also by SEM (Structural Equation Modeling) calculations. Findings indicate that organizational culture is influential in improving the performance of ports in Indonesia. Organizational culture in Indonesian Ports is shaped by dimensions of personal trust, responsibility, being resilient, skilled and committed. The productivity and performance of ports across Indonesia, depends on seven factors, which include: the supervisory factor, operational factor, human performance factor, port infrastructure, trusted accountability, maritime environmental protection and port service delivery. Based on this, this research is concluded by emphasizing the importance of paying attention to organizational culture factors which can in turn help to improve port performance businesses. It is also finally concluded that the application of values in organizational culture greatly determines the success of port performance and the overall organizational performance.

Keywords: Organizational Culture, Performance, Port Performance, Port Business and General Port Operation in International Business Perspective.

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1. Introduction

Sea transportation infrastructure in Indonesia is the backbone of business as an archipelago nation, with over 17000 Islands. The development of the transportation sector hinges on the realization of a reliable, highly capable national transportation system that is effective and efficient in supporting and simultaneously driving the dynamics of development; supporting human mobility; and of course, goods and services. Upon this, the focus of this research is on the influence of organizational culture on port performance in Indonesia. Running any business in a country such as Indonesia which is comprised of Islands, one of the main infrastructures (Sari, Pernando, Richard, Alaydrus and Rini, 2018) in sea transportation is the port system that supports the smooth flow of ships, goods and passengers.

The commonest problem in sea transport is the high loading and off-loading time at ports, something which results in a buildup of large volumes of containers for too long causing congestion (Caron, Vermeer, Nijssen, and Doorn, 2015). This leads to inefficient port services to ships loading and off-loading at Indonesian ports. This inefficiency in service leads to many

costs and expenses to port users; which has an impact on increasing national logistics costs and decreasing national competitiveness (Sari, Pernando, Richard, Alaydrus and Rini, 2018) which results in a decrease in the Logistics Performance Index (CPB, 2015). For Indonesia, according to Directorate General Hubla (2017) there has been an increase in the number of shipping companies, amounting to 3451 companies in 2017. There was also an increase in the shipping fleets; by December 2017 the total fleet was 16,308 units of ships, amounting to an increase of 114 ships or 70.40% (Directorate General Hubla, 2017). The figure 1 below illustrates developments regarding sea transport in Indonesia:

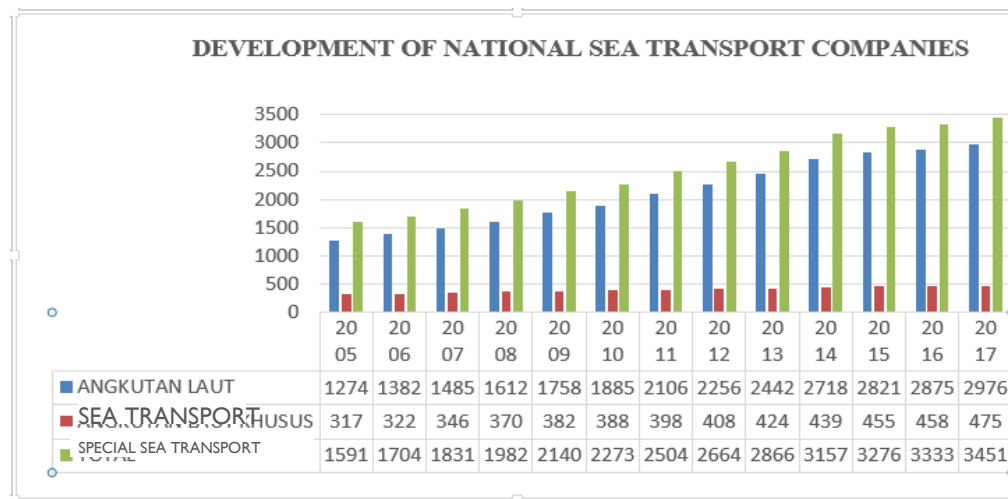


Figure 1; National Fleet Development Chart. Source: (Directorate General Hubla, 2017)

Along with the increase in the number of national fleets, there has also been an increase in the market share of national ships, both for domestic and foreign sea transportation. The share of the cargo of the national fleet in 2017 amounted to 433.3 million tons, while the cargo of foreign transportation was 711.6 million tons (Ditjen Hubla, 2017).

This existing large amount of market share requires quick port services, such that goods are immediately and appropriately distributed (Ditjen Hubla, 2014). For this reason, efficient and effective port services are needed to accommodate the above market needs. Though this important, it is unfortunate that from the existing data (Ditjen Hubla, 2014, Desember 12), as explained above, port services have not shown encouraging performance as desired. Collaboration between the government and national private sector is an important determinant in building the competitiveness of the national logistics operational system (Sezer and Abasiz, 2017). When compared with ASEAN countries, based on World Bank data in 2016, Indonesia experienced a decline in its LPI (Logistic Performance Index) rating from 75 in 2010 to 59 in 2012 (Anjagi, 2015), ranked 53 in 2014 and ranked 63 in the year 2016 (Ditjen Hubla, 2017) as illustrated in the following diagram:



Figure 2; Development of Indonesia's Logistic Performance Index (LPI): Source (Ditjen Hubla, 2017)

Performance assessments relating to port organizations, as in the European Sea Ports Organization (ESPO, 2010 and ESPO, 2012) provide insight into how to measure Ports, using proposed Port Performance Indicators, i.e. selection and measurement (PPRISM, 2012). PPRISM is about efforts to develop and measure a number of indicators of port governance, in this case there are 14 indicators to measure the performance of port organizations namely: maritime traffic, call size, employment, added value, carbon footprint, total water consumption, amount of waste, environmental management, maritime connectivity, intermodal connectivity, quality of custom procedures, integration of cluster ports, corporate and social responsibility reporting, and autonomous management (PPRISM, 2012). PPRISM as a measuring tool for port performance has fourteen (14) indicators grouped into 5 dimensions namely Market dynamics, Logistics performance, Environmental Performance, Socio-economic Performance, and Governance Performance (PPRISM, 2012). These five dimensions are similar to the determinants of performance in this study.

2. Literature Review

According to UNCTAD (1976) the measurement of port performance is grouped in two broad categories, which are the financial category and operational category. Financial performance in this study is somewhat different, because it is not profit-oriented, but rather budget-based performance, namely the extent to which budget absorption is achieved through activities in order to achieve performance. Whereas for operational indicators it has similarities that have been determined by UNCTAD (1976).

Strategic Plan Studies (Renstra) of the Directorate General of Sea Transportation 2014-2019 are used as determinants of port performance (DitJen Hubla, 2014, Desember 12). From the FGD with several representatives of Ports and the leaders from the Directorate General of Sea Transportation (Peraturan Presiden Republik Indonesia, 2011), it has been cited that a port's productivity and performance rely on seven factors, which are: the supervisory factor, operational factor, human performance factor, port infrastructure, trusted accountability,

maritime environmental protection and port service delivery. Port services. These 7 (seven) factors are used as key performance indicators in achieving the objectives of the port organization (Sashkin and Rosenbach, 2013).

Regarding organizational performance, organizational culture is closely related to forming and supporting organizational performance to the fullest (Shin *et al*, 2015). The use of organizational culture is one solution in facing increasingly complex challenges of the times. The corporate culture or organizational culture is developed in such a way that it is able to be a unifier in the movement of members of an organization. Organizational culture that has been agreed upon as a change strategy, maybe maximumly exploited to boast performance of ports (Schein, 2004; Schein, 2009; and Schermerhorn, 2010) within the country. Researchers assume that organizational culture factors also affect port performance (Sarwar, 2013; Snape, 2008; Somers, 2000; and Sopian, 2014). Budihardjo (2014) is of the view that organizational culture and productivity, have a great effect of the company's performance. Organizational culture as a concept is comprised of values and embeds trust within a system, which contribute to either the positive growth or negative performance of a company (Budihardjo, 2014) directly or indirectly. The concept of Organizational culture is an important element, which leads competitive advantages of a company (Bellot, 2011; Beugelsdijk, Koen, Noorderhaven, 2006; Bonavia, 2006; Budihardjo, 2013), especially if it supports the organization's strategy, and if it can help to solve or overcome environmental challenges quickly and precisely.

The performance of an organization or company tends to improve along with the internalization of its corporate culture (Alvesson, 2013). This is because when employees have understood the overall values of the corporate culture (Andrijevskaia and Vadi, 2005), they tend to make these values become personality traits embedded in individual and hence, the company. Good or supportive perceptions will affect employee performance (Moeljono, 2003). According to Schwartz, values are a basic conception that a person has in choosing behavior, evaluating others and dealing with facts, explaining, then justifying and evaluating behavior. Values as a goal or criterion for any situation is based on the importance of those values as the principle of life. Values also show how an abstract idea in society is shared, implicitly or explicitly, about how to achieve what is good and what is right (Schwartz et al., 2001).

In organizational psychology, cultural values comprise of established norms held by the staff and members of a system under which they operate. These values are attained through social interactions, which require the social intelligence skills, constructed based on people's assumptions and prevailing views, norms of behavior, activity patterns and material artifacts (Rousseau, 1990). Values have a long tradition of shaping, directing and guiding human behavior when entering or leaving an organization (Boxx, Odom, and Dunn, 1991; Hofstede, 2011). Values are taken as guiding principles that influence a company's development (Meglino, Ravlin, and Adkins, 1989). This is proof to the argument that stronger and common cultural systems may enhance efficiency and increase productivity of the company, hence influencing the company's goals and objectives (Kriesi, 1996).

Corporate values are related to corporate ethics, the growing importance of ethics in companies encourages companies to establish operational standards for their companies. Managers focus on rules which are governed by the established operational standards, by increasingly focusing on ethics required to run a company and most of these managers propose corporate ethics as important points, which may lead to success of a company in all situations (Sims, 1991; Manz and Sims, 1991; Trevino, Butterfield and McCabe, 1998; Valentine and Barnett, 2002). Companies report positive results mostly when ethics and performance are correlated (Eisenbeiss, van Knippenberg & Fahrback, 2015).

Kotter and Heskett (1992) in their research found a link between corporate culture and long-term economic performance. Kotter and Heskett conducted a study on companies in the United States, they concluded that: working culture values greatly influence the economic growth of a company; Organizational cultural values affect the company's prosperity and or failure. Because it is the organizational cultural values which make it possible to adopt solid financial management systems for a longer period; appropriate working culture develops with ease in companies that use smart and wise staff members. However, it has been found that, it is difficult to change companies' corporate culture to improve performance (Kotter and Heskett, 1992).

Port Performance

Based on Indonesian Law number 17 of 2008 (FAOLEX, 2009), ports are gazetted areas at sea that consist of land and or water with certain limits, as a place of government and business activities that are used for docking boats, boarding passengers and / or loading and unloading goods in the form of terminals that are equipped with shipping safety, security facilities and port support activities as well as being places for intra-and inter-mode transportation.

A port is everything that is related to the implementation of port functions to support the smoothness, security and orderliness of ships, passengers and or goods flow, sailing safety and security, intra-and or intermodal transfer places and to encourage the national and regional economy paying attention to the territorial layout. (FAOLEX, 2009). The Port Authority is a Government institution in the Port that carries out the functions of regulating, controlling and supervising port activities (PMPRI, 2015). Port performance is the work achieved by a port organization in a certain period of time in accordance with the criteria and targets (UNCTAD, 2016) for the implementation of an activity program or policy as a function of the port operator in order to realize the organization's vision, mission, goals and objectives (Reynolds, 2001).

In this study, performance measurement was based on the Renstra study and based on the results of the Focus Group Discussion to determine the determinants of port performance. Based on the results of the Focus Group Discussion that port performance is determined by 7 factors, namely: 1) Port Supervision, 2) Port Operations, 3). Port Human Resources, 4). Performance accountability, 5). Port Infrastructure, 6). Maritime environmental protection, and 7). Port services. The following is an explanation of each factor:

Port Supervision

Port Supervision is one of the tasks and functions of the Port Operator, which is related to guaranteeing order at the port. The supervision function at a port is very important in maintaining security, order and smooth flow of ships, goods and passengers who enter, exit the port.

Port supervision includes: a) supervision of vehicle control in and out of ports, (2). supervision of the DLKr area (Regional Port Work Area) and DLKp (Port Interest Area), (3). Supervision of port control outside of operations, (4) supervision of cargo traffic from and ports, and (5). Supervision of embarkation / debarkation of passenger ships. Activities related to port safeguards include: (1) anticipating harbor security disruptions, and (2) handling port security disruptions.

Port Operations

Port operations are operational services for ships, goods and passengers. To guarantee the smooth flow of goods, port operators are required to; a). Compile systems and procedures for port services based on guidelines stipulated by the Ministry; b). Maintain smooth and orderly service of ships and goods and activities of other parties in accordance with the set port services, system and procedures; c). Supervise loading and unloading activities; d). Applying integrated information and communication system technologies for the smooth flow of goods; and e). Coordinate with related parties to smoothen the flow of goods.

Port Human Resources

Port human resources are the main activator of an organization. The performance of an organization depends on the success of how to manage human resources effectively and efficiently. With the scope of duties and functions of the Directorate General of Sea Transportation which covers all shipping fields (water transportation, ports, shipping safety and security, and maritime environmental protection) and with area coverage throughout the Indonesian archipelago, the need for a robust human resources apparatus within the Directorate is apparent (DJPRL, 2015). Improving the quality of port human resources through port technical education, non-technical education, increasing levels of education and increasing managerial education in education (Meletiou, 2007) will greatly help improve port services.

Performance Accountability

Performance accountability of government agencies is one form of media to report on the success or failure of a government agency for implementing organizational goals and objectives. Performance accountability is based on Presidential Regulation No. 27 of 2014 concerning Government Agency Performance Accountability System (President Republic of Indonesia, 2014), which requires each government agency to account for their respective performance as a form of accountability in achieving organizational goals in accordance with their main tasks and functions in the form of Performance Reports.

Government Agency Performance Accountability System (SAKIP), is a systematic series of various activities, tools, and procedures designed for the purpose of setting and measuring, data collection, classification, reporting and performance reporting on government agencies, in the context of accountability and performance improvement government agencies. Performance in this case is the output / outcome of the activity / program that has been or will be achieved in connection with the use of the budget with measurable quantity and quality (PERPRES, 2014). The performance report is an overview that explains in a concise and complete manner the performance achievements compiled based on the determined work plan achieved based on the use of the allocated budget each year. Performance accountability in this case is related to improving administration both technically and administratively, increasing performance accountability, and related to budget accountability and Non-Tax State Revenues.

Port Infrastructure

In general, facilities and infrastructure are supporting tools for the success of a process of efforts carried out in public services, because if these two things are not available then all activities carried out will not be able to achieve the expected results in accordance with the plan. Fulfilment of port infrastructure, including port facilities, buildings, office equipment / equipment, and operational vehicles. Port facilities include port facilities to support operational activities, namely docks, stacking fields, warehouses, port pools and other supporting facilities.

Maritime Environment Protection

Sea transportation as one of the modes of transportation, in addition to having a role as a means of transportation which nationally can reach all regions through the waters so that it can support, encourage and drive the growth of regions that have large natural resource potential in an effort to improve and equalize development and results. However, it also has the potential for environmental pollution and / or destruction in the sea, both caused by the operation of the ship and from port activities.

With the increasing demand for sea transportation, both nationally and internationally, the use of the sea for shipping traffic is increasing, especially in the transportation of cargo that has the potential to pollute and or damage the environment in the sea, which are caused by oil, dangerous liquid materials and toxic in bulk form, as well as a large number of packaging forms, and potential pollution from the operation of motorized vessels that cannot be avoided, such as dirty oil and exhaust gases from ship machinery as well as sewage and garbage as well as ship accidents, such as collisions, runoff, and leakage. To prevent and overcome environmental pollution and / or damage due to the operation of ships and port activities and as a manifestation of environmentally sound transportation, it is deemed necessary to regulate the protection of the maritime environment as part of shipping activities which constitute a unified system consisting of transportation in the water, port, and safety and security in the waters.

Protection of the maritime environment, is any effort to prevent and overcome pollution of the aquatic environment originating from activities related to shipping. Pollution prevention from port activities is all actions that are carried out quickly, precisely, and integrated and coordinated to control, reduce, and clean up oil or toxic liquid spills from ports to waters to minimize community losses and damage to the marine environment. Activities related to the protection of the maritime environment: reception facilities, handling of waste, handling oil spills, and handling marine pollution (port ponds).

Port Services

In order to improve service to the community in order to create reliable, competitive services through cooperation between the government and the private sector in the provision of infrastructure, increase in concessions, utilization cooperation and joint cooperation in the operation of ports. Improving services in meeting the needs and demands of the community for safe, comfortable, and affordable services, various policies have been taken including transportation services to support connectivity, improving transportation services in disaster-prone areas, national borders, outermost islands and other non-commercial areas.

Organizational Culture

The lives of everyday people cannot be separated from the cultural ties they create. Cultural ties are created by the people concerned, both in families, organizations, and nations. Culture distinguishes society from one another in how to interact and act to complete a job. The culture of binding members of community groups into a unified view that creates uniformity in behavior and actions. As time goes on, culture is formed within the organization and benefits can also be felt in contributing to the overall effectiveness of the organization.

To understand organizational culture, many experts provide understanding and develop boundaries that lead to a view of the complexity of that culture. Glaser (1983) organizational culture is often described in the sense of being shared. Patterns of beliefs, symbols, rituals and myths that develop from time to time and function as glue that unites the organization. Diverse forms of organization or company, of course, have different cultures, this is natural because the organizational environment is different, for example, service companies, manufacturers, and others.

Organizational culture according to Schwartz and Davis (1981) is a pattern of trust and hope embraced by members of the organization, trust and hope that produce values that strongly shape the behavior of individuals and groups of members of the organization. According to Schein (2004), organizational culture is a pattern of basic assumptions that are found or developed by a group of people as they learn to solve their problems, adjust to the external environment and integrate with the internal environment. These basic assumptions have been proven to be well applied to solve the problems they face and are considered valid. Therefore, it is taught to new members as the right way to perceive, think and have a strong understanding of the relationship of the problem.

Schemerhorn and Hunt (2010) organizational culture is a system of beliefs and shared values that develop in an organization and guide the behavior of its members. A set of cognitions possessed by members of social units (O'Reilly, Chatman and Caldwell, 1991), a system of shared values and beliefs that produces behavioral norms and forms an organizational way of life (Koberg and Chusmir, 1987), a system of mutual agreement adopted by members organization, (Robbins and Judge, 2009). Value systems adopted by members of the organization, which influence the workings and behavior of the organization. Member of the organization (Cushway and Lodge, 2000). Corporate culture can be said as a system that is shared and lived together by employees, which is reflected, among others, from the perspective, mindset, values, norms, behaviors and symbols that distinguish a company from other companies. Corporate culture exerts their behavior in order to achieve company goals (Budihardjo, 2013). Organizational culture refers to the values shared by managers and organizational partners. This includes shared assumptions, beliefs, values, norms and language patterns (Ryall and Craig 2003). In addition to structure and culture, business performance is the company's ability to achieve its objectives by utilizing its resources effectively.

3. Method

The research population comprised of Indonesian ports, with a sample of 100 ports. The research subjects were port officials that included port senior employees and leaders who understood port issues. Each sample was 10 people, representing their organization. Before the analysis was carried out, an inter-rater agreement and reliability test was first carried out, to ascertain each research sample group's agreement and reliability. Results of this test showed that the single measure value is obtained and the average measure value is above 0.7, which was around 0.7 - 0.9, meaning that each research sample group is in agreement and reliable.

Measurements on both variables was by the Port Performance Scale and the "Five Image of Human Transportation" Organizational Culture. The preparation of indicators for each variable is based on the results of the Focus Group Discussion, then items were arranged to measure the variable. The results of these items were also validated with the highest leadership, to see that the items in question are in accordance with what they want to measure. The results of the validity and reliability of the measurement scale showed valid and reliable results with the average validity of items above 0.6 and Confirmatory Factor Analysis (CFA) was carried out. Based on the results of testing the validity with the CFA method, out of the 50 items in the Port Performance Scale, the number of valid items was 46, with a factor loading value greater than 0.6, and a t-values value greater than 1.99. The results of testing the validity with the CFA method for Organizational Culture Scale "Five Human Image of Transportation", indicated that out of 64 item statements, there were 53 valid statement items, with loading factors greater than 0.6, and t-values greater than 1.99.

4. Results and Discussion

Based on the analysis using the Structural Equational Model (SEM) and analysis, it can be concluded that the SEM model meets the criteria of goodness of fit, which means that the influence of Organizational Culture on Port Performance is in accordance with empirical data.

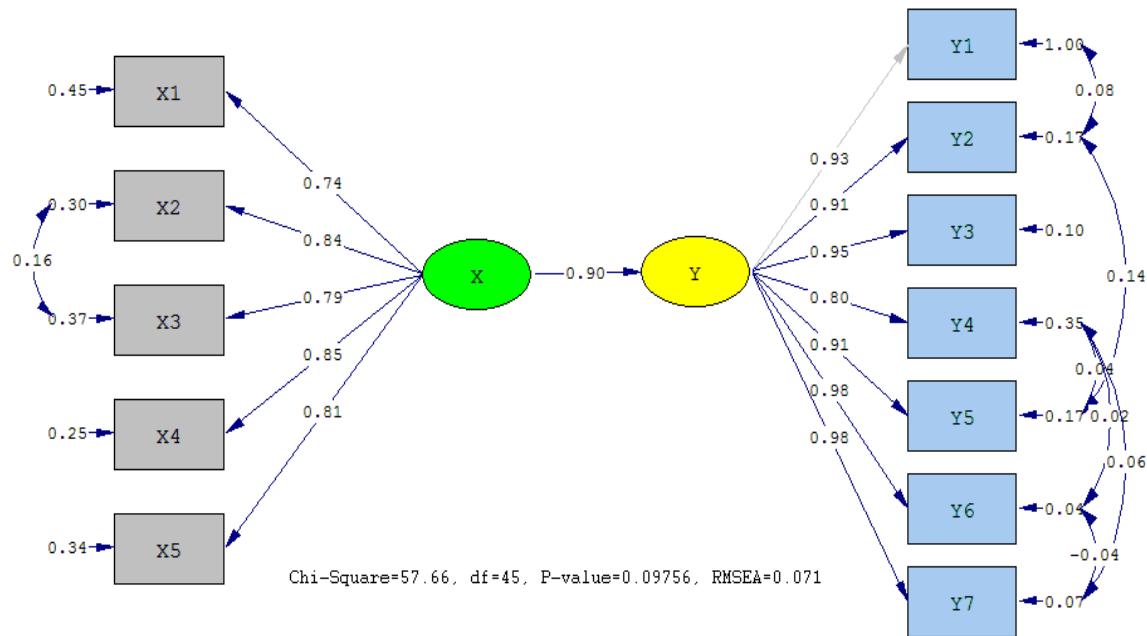


Figure 3; Indicator Confirmation Test on Variables (Measurement Model)

In this study as exogenous variables are Organizational Culture variables, and endogenous variables namely Port Performance. The complete test results can be seen below.

Validity Testing and Exogenous Variable Reliability

The results of the exogenous variable validity and reliability test of organizational culture can be presented in the following table.

Table 1. Results of Exogenous variables Validity and Reliability Test: Port Organization Culture

Variable	Indicators	LF	AVE	CR
Organizational culture	X1. Taqwa	0.742	0.651	0.903
	X2. Response	0.837		
	X3. Tangguh	0.791		
	X4. Skilled	0.850		
	X5. Responsible	0.811		

Based on the table above it can be concluded that in the exogenous variable of Organizational Culture it is known that all values of loading factors from the indicator are worth more than 0.5. These results meets the required criterion, so it can be concluded that the exogenous factor of Port Organization Culture is valid explained by the indicators, namely the Five Human Image of Transportation. This valid conclusion is also reinforced by the AVE value

of the exogenous factor of Port Organization Culture which is worth 0.65 where more than 0.5.

Furthermore, reliability testing of Organizational Culture variables by comparing the CR value is equal to 0.90, which is greater than the minimum criterion of 0.6, so it can be concluded that Organizational Culture meets reliability criteria as a variable variable measured / explained by the indicators namely the dimensions in "Lima Image of Human Transportation".

Based on the value of the loading factor above it is known the weight of the value of the indicator towards the factor of Organizational Culture The highest weight values are Terampil (X4) and Response (X2) which are 0.85 and 0.84 respectively. Then the Responsibilities (X5) and Tangguh (X3) are relatively the same, which are 0.81 and 0.79 respectively. Furthermore, the Taqwa indicator (X1) is 0.74.

Furthermore the results of testing the validity of the indicators of the Organizational Culture variable above can be used to answer the research hypothesis, that it is evident that the values of "Five Human Image of Transportation" measure / explain Port Organizational Culture variables in a valid and reliable manner.

Validity Testing and Endogenous Variability Reliability: Port Performance

The results of validity and reliability tests are presented in the following table.

Table 2. Test Results for Endogenous variable Validity and Reliability: Port Performance

Variable	Indicators	LF	AVE	CR
Port Performance	Y1. Port Supervision	0.937	0.857	0.977
	Y2. Port Operations	0.898		
	Y3. Port Human Resources	0.936		
	Y4. Performance Accountability	0.84		
	Y5. Port Infrastructure	0.897		
	Y6. Maritime environment protection	0.988		
	Y7. Port Services	0.975		

Based on the table above it can be concluded that in the endogenous variable Port Performance is known that the value of the loading factor is more than 0.5 and is stated to meet the validity criteria, so it can be concluded that the endogenous variable of Port Performance is explained by the indicators of seven port performance factors This is

reinforced by the AVE value of the endogenous variable Port Performance is more than 0.5, which is 0.86.

Furthermore, reliability testing of the Port Performance variable by comparing the CR value is equal to 0.98, which is greater than the minimum criterion of 0.6, so it can be concluded that Port Performance meets the reliability criteria as a variable that is measured / explained by seven indicators of port performance factors.

Based on the value of the loading factor above, we know the weight of the value of the indicator towards the Port Performance variable. The highest weight values are the performance of Maritime Environmental Protection (Y6) and Port Services (Y7), both of which are relatively the same, which are 0.99 and 0.98 respectively. Port HR (Y3), and Port Supervision (Y1), which has the same weight, which is 0.94. Next is the Port Operational performance (Y2) and Port Infrastructure (Y5), which has the same weight of 0.90 and Performance Accountability (Y4) of 0.84.

Furthermore, the results of testing the validity of the indicators of the Port Performance factor above are then used to answer the minor hypothesis of the study, that it is proven that seven port performance indicators measure / explain port performance factors in a valid and reliable manner.

Testing the Inter-Variable Path Relationship

Visually the value of t-stat is the findings that led to the testing of the relationship of the Port Organization Culture variable (X) to Port Performance (Y).

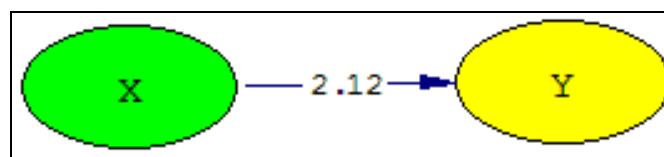


Figure 4; Value of t-stat

Based on the value of t-stat in the image above, where the value of 2.12 is greater than the value of t-table 1.98. So it can be concluded that the effect of the Organizational Culture variable on Port Performance is significant. The conclusion of the t-test above is that Organizational Culture is significantly influencing Port Performance. Next, visually, observed effect of the relationship of Organizational Culture (X) on Port Performance (Y).

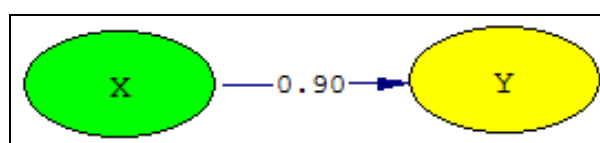


Figure 5; The Weight Value of the Influence of Organizational Culture on Port Performance

Based on the value of the influence weight in the image above which is equal to 0.9 and is positive, the nature of the effect is positive linear. This means that if there is an additional value in the Organizational Culture of 1 unit, it will increase Port Performance by 0.9 times.

Organizational culture involves interaction between individuals and groups in an organization. Interactions that occur within the organization, show the culture or style of the organization. Positive organizational culture will support the achievement of the organization's vision and mission, whereas a negative organizational culture will hinder and less support the achievement of the organization's vision and mission. Culture is a system of shared meaning that distinguishes one organization from another organization, is a system that employees a norm of behavior in solving corporate problems.

Regarding organizational performance, organizational culture is closely related to forming and supporting organizational performance to the fullest. The use of organizational culture is one solution in facing increasingly complex challenges of the times. A corporate or organizational culture is developed in such a way that it is able to become a unifier and move members of the organization. Organizational culture, if agreed upon as a change strategy and can be used as a tool in improving performance. Researchers assume that organizational culture factors also affect port performance.

5. Conclusion

The influence of Organizational Culture on Port Performance in the discussion above, can be concluded as follow:

The SEM model for the influence of Organizational Culture on Port Performance is a fit model, meaning that the existing data is in accordance with the established SEM model. This conclusion is based on the results of the comparison of the value of Goodness of Fit, the model has fulfilled several criteria. The results of the t-test that proven that Organizational Culture is significantly influencing Port Performance, with the weight value of the influence of Organizational Culture on Port Performance is positively linear. Organizational Culture is explained and or measured validly by 5 dimensions based on the results of the validity test by comparing the Loading Factor value and Average Variance Extracted (AVE) which is greater than the criteria value. Besides being valid, the Cultural variable of the Port Organization also proved reliable. This is based on the results of the reliability test by comparing the Coefficient Reliability (CR) value which is greater than the criterion value. The weight values of each dimension of Organizational Culture, the highest weight values, which are of the same relative value. This is based on the results of the validity test by looking at the results of the comparison of the Loading Factor value. Average Variance Extracted (AVE) which is greater than the criteria value. Besides being valid, the Port Performance factor also proved reliable. This is based on the results of the reliability test by comparing the Coefficient Reliability (CR) value which is greater than the criterion value. Weighing the value of the Port Performance Factor constituent indicators, the highest weight values.

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