

Effect Of Professionalism And Safety Culture To Performance Of Organization Through Personnel Performance

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Abstract : *Organizational performance can be seen from organizational goals in accordance with the vision and mission set while the performance of personnel is a determining factor of organizational performance. To be able to realize professionalism then required a soldier who has a reliable combat power, mastering hardware and software in accordance with the skills they bear and supported by the power of reason / thought good so as to be able to run every task given properly and correctly. This study aims to analyse the influence of professionalism and safety culture on the performance of personnel; analyse the influence of professionalism and safety culture on organizational performance; analyse the influence of personnel performance on organizational performance; and analysing the influence of professionalism, and safety culture on organizational performance through personnel performance at Wing Air 2 Lanud Abdulrachman Saleh Malang. the number of samples in this study as many as 185 people. The analytical technique using structural equation modeling. The result of the analysis shows that professionalism and safety culture has an effect on the performance of personnel. The result of the analysis shows that professionalism and safety culture has an effect on the organization performance. Performance of personal affects the performance of the organization. The result of the analysis shows that professionalism and safety culture have an effect on to organization performance through personal performance*

Keywords - *professionalism, safety culture, personal performance, organizational performance*

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I. Introduction

Organizational performance can be seen from organizational goals in accordance with the vision and mission set while the personnel performance is a determinant factor of organizational performance, as delivered by Simanjuntak (2005) stating that, organizational performance is aggregation or accumulation of the performance of all organizational units sourced from the accumulation of individual performance which is the level of achievement or work of a person of the goals to be achieved or the tasks that must be implemented within a certain time. Improving the performance of an organization will require information that can be used as a tool to evaluate the work process whether it is in line with the goal or not. Mahsun (2006: 12) describes the performance of public organizations. Mentioned that the performance is a quantitative or qualitative measure that describes the level of achievement of a goal or goal that has been established organization. The main achievement of performance in public organizations is the ability of the organization in performing services to the public in accordance with the aspirations of the community. Therefore by Pasolong (2007: 178) states that the performance of bureaucracy can be measured by productivity, service quality, responsiveness, responsibility and accountability. Mangkunegara (2008: 67) defines performance (performance) as follows: "Performance is the work of quality and quantity achieved by an employee in performing their duties in accordance with the responsibilities given to him". Bernardin et al. (1993: 397), says the notion that: "employee performance depends on ability, work effort and employment opportunities that can be assessed from output".

To carry out the tasks assigned as a form of performance at the operational unit level, Air Wing 2 Lanud Abdulrachman Saleh is required to be able to prepare the main tool of weapon system and its crew to work properly and safely, as well as the allocation of flight hours and the average of aircraft readiness has been programmed every year from TNI AU Headquarters through Capacity Building Goals, so with reference to the sasbinpuan program can be used as a benchmark for the Air Force to realize whether the organization's performance is in accordance with the goals that have been programmed. In addition, the success of Wing Air 2 Lanud Abdulrachman Saleh in the implementation of his duties depends on the performance of personnel in completing the work program. Seeing the importance of the tasks that must be implemented in order to carry out the development of the strength of the Air Force at the level of the operational unit, Wing Air 2 Lanud Abdulrachman Saleh personnel are required to always be able to show good performance in achieving the

programme targets, although there are still constraints resulting from the limited defense budgets that impact on increasing workload and risks.

Based on data from the report of the implementation of the work program of Wing Air 2 Lanud Abdulrachman Saleh over the last 5 years, the realization is still below and even more than 100% of the target sasbinpuan set. It is a representation of the overall performance that illustrates that organizational performance will work maximally if the performance of the personnel who are carrying on it also works well. The study conducted by Osborne, et. al. (1998) who said that the performance of public organizations can be seen from the aspect of goals, incentives, accountability, power, culture organization. The objective aspect relates to the low understanding of bureaucrats towards the vision and mission of the organization so that between behavior, work orientation is not in line with the vision and mission of the organization. The incentive-related aspect is the lack of special attention to the bureaucrats who have good performance and thus the lower the ability of the bureaucrat in carrying out their duties, while the accountability aspect is the organization's ability to account for all authority, organizational resources, the resulting policy on the objective assessment of the person/body and the community assigning the task.

To be able to realize professionalism as it is meant it takes a soldier who has a reliable fighting power, mastering hardware and software in accordance with the skills they bear and supported by the power of reason / thought good so as to be able to run every task given properly and correctly. This is the concept of soldier professionalism carried by the western countries conventionally. From the point of view of the TNI according to RI Law No. 34 of 2004, professionals are soldiers who are trained, well-educated, well-equipped, non-practicable, do not do business and are guaranteed their welfare, and follow the political policies of the state that adheres to the principles of democracy, civil supremacy, human rights, national legal provisions, and ratified international law. Here it appears that basically professional conventions in the conventional sense of Western countries with the notion of the TNI is not much different, what distinguishes is the emphasis on welfare security and follow the political policy of the country. For the problem of following the politics of the state, until now the TNI is able to do so, it can even be said that the TNI performs every task and command given by the government/state without any "reserve" at all. However, as for welfare, the state has not been able to fulfill its obligations as regulated and mandated by law. Based on the concept of professional understanding in conventional and TNI understanding, to realize professionalism in the body of the Air Force needed two interrelated issues of soldier professionalism and institutional professionalism. The professionalism of soldiers is directed to the formation of skills, responsibilities, love of work and loyalty to the high unit and discipline in carrying out every task carried out, while institutional professionalism is directed to the clarity of tasks, missions and visions supported by public support and other civilian authorities so that the implementation of the duties of the organization in accordance with the provisions of applicable law and legislation.

The above theoretical study on the linkage of professionalism, resource management crew and safety culture to the performance of the organization through the performance of personnel, it is possible to form a modeling. Based on the performance of Wing Air 2 Lanud Abdulrachman Saleh organization, especially in terms of the achievement of sasbinpuan program established by TNI AU Headquarters, the performance of personnel is placed as a mediation variable. Placement of personnel performance as a mediator variable aims to know which among professionalism, crew resource management or safety culture that can improve the organization's performance in Wing Air 2 Lanud Abdulrachman Saleh Malang. Therefore, it should be studied more deeply about the influence of professionalism, resource management crew and safety culture on the performance of the organization through the performance of personnel at Wing Air 2 Lanud Abdulrachman Saleh Malang.

This study aims to analyze the influence of professionalism and safety culture on the performance of personnel; analyze the influence of professionalism and safety culture on organizational performance; analyze the influence of personal performance on organizational performance; and analyzing the influence of professionalism, and safety culture on organizational performance through personnel performance at Wing Air 2 Lanud Abdulrachman Saleh Malang.

II. Literature Review

Professionalism

Professionalism is a skill possessed by military personnel including knowledge, education, abilities, skills, and responsibilities in the field of defense and security of the state from external and domestic threats (Huntington, 1957 and Janowitz, 1960). Siagian (2008: 163), states that what is meant by professionalism is reliability in the execution of tasks, so that executed with high quality, timely, meticulous, and with procedures that are easily understood and followed by the customer. The establishment of professional apparatus in that opinion requires specialized knowledge and skills established through education and training as an updating instrument. The special knowledge and skills possessed by the apparatus enable him to perform his duties and conduct public services with high quality, timely, and simple procedures. Capabilities and expertise formed

must also be followed by climate change in a bureaucratic world that tends to be rigid and inflexible (Nogi, 2005: 225).

Safety Culture

The safety / safety culture is part of an organizational culture that is influenced by attitudes and beliefs of each member within the framework of health and safety performance (Cooper 2000). According to Tunner (1989, in Cooper, 2000), the culture of salvation is a collection of beliefs, norms, attitudes, rules and social and technical practices that address the minimization of labor, managers, customers and members of society at conditions that are considered dangerous. Cooper (2000) states that the occupational safety and health culture is part of an organizational culture that is influenced by the attitudes and beliefs of each member within the framework of health and safety performance.

Personnel Performance

Performance of personnel is a work achieved by a person in performing tasks assigned to him based on skills, experience, and sincerity and timeliness (Hasibuan, 2002). According to Irawan (2002: 11), that performance (performance) is the result of work that is concrete, can be observed, and can be measured. If we recognize three kinds of goals, namely organizational goals, unit goals, and employee goals, then we also recognize three kinds of performance, namely organizational performance, unit performance, and employee performance. Dessler (2013: 87) argues that employee performance is the actual achievement of employees compared to the expected performance of employees. Expected work performance is a standard achievement that is arranged as a reference so that it can see the performance of employees in accordance with its position compared with the standards made. In addition it can also be seen the performance of these employees against other employees.

Organizational Performance

Organizational performance is a description of the level of achievement of the implementation of an activity/ program/policy in realizing organizational goals, objectives, mission, and vision contained in strategic planning of an organization (Mahsun, 2006). Bastian (2001: 329) states the performance of the organization is as an illustration of the level of achievement of the implementation of an organization's tasks in an effort to realize the goals, goals, mission, and vision of the organization. Then another definition of organizational performance proposed by Pasolong (2007: 176) is the work that can be achieved by employees or groups of employees within an organization, in accordance with the authority and responsibility of each in an effort to achieve the objectives of the relevant organization legally, according to morals and ethics. "Thus can be said organizational performance is a description of the work of the organization in achieving goals that of course will be influenced by resources owned by the organization. The resources in question can be physical such as human and non-physical resources such as regulations, information, and policies, to better understand the factors that can affect an organization's performance. The concept of organizational performance also illustrates that every public organization provides services to the public and can be a measured performance by using existing performance indicators to see whether the organization has done a good job and also to determine whether the established goals have been achieved or not.

III. Research Methodology

Operational Definition of Variables

a. Professionalism

Professionalism is the special knowledge and skills possessed by the apparatus that allows to carry out the tasks and conduct public services with high quality, timely, and simple procedures. The indicators of professionalism in this study are training, education, equipment/weapons, welfare, and politics.

b. Safety Culture

Safety culture is the product of individual values, attitudes, competencies, patterns and values and patterns of behavior that determine commitment to an organization's health and safety program. The indicators of safety culture in this research are: top management commitment, work safety regulation and procedure, communication, worker competency, worker involvement and work environment.

c. Personnel Performance

Performance of personnel is the appearance of the work of a person in the form of quality or quantity in an organization. The indicators of personnel performance in this research are loyalty, job performance, discipline, creativity, cooperation, competence, and responsibility.

d. Organizational Performance

Organizational performance is the achievement achieved by the organization through the stages of management

activities ranging from planning to achieve the desired results within a certain period. The indicators of organizational performance in this study are inputs, processes, outputs, outcomes, benefits, and impacts.

Population and Sample

1. Population

The population in this research is the member of Wing Air 2 Lanud Abdulrachman Saleh Malang which amounts to 346 people consisting of Officers, Bintara, Tamtama and have qualified as Pilot as many as 35 people, Co-Pilot as many as 30 people, Navigator as many as 14 people, Flight Engineer (FE) as many as 65 people, Load Master (LM) as many as 42 people, Air Radio Clerk (JRU) as many as 10 people, Ground Crew (GC) or Mechanics as many as 150 people.

2. Sample

SEM (Structural Equation Modeling) model according to Ferdinand (2002: 47), sample size plays an important role in estimation and interpretation of results, so that the sample is recommended at least 100-200. Thus the determination of the number of samples in this study was done using the Slovin formula (Sanusi 2011: 101), obtained a sample of 185 people. Determination of respondents who will be used as respondents in this study is done by simple random sampling or the determination of respondents is done in simple random.

Data Analysis Technique

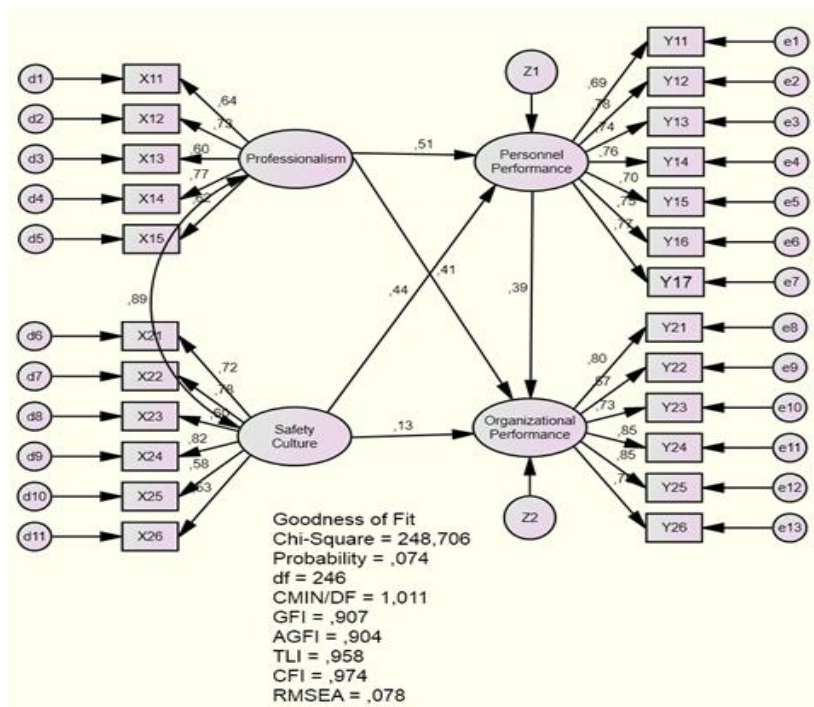
Analytical techniques used in this study are:

1. Descriptive analysis is used to provide an overview of the characteristics of each variable and provides an overview of the frequency of responses of respondents to the statement of each indicator. While this descriptive presentation will be presented in tabulation form.
2. Quantitative analysis technique is done by using structural equation modeling (SEM) which will be processed by using AMOS program and SPSS. The use of SEM allows researchers to test the validity and reliability of the research instrument, confirm the accuracy of the model as well as to examine the effect of a variable on other variables.

IV. Result And Discussion

Result

Based on the results of testing SEM assumptions that have been done proving that the data studied is normally distributed and the data also there is no problem outlier and multicollinearity. Thus it can be said that the observation data is feasible to be tested on the model of a structural equation that will be processed by using the help of AMOS program (Analysis of Moment Structures). The result of a model test of a structural equation as a whole is as shown in Figure 1.



Picture 1. Test Results of Structural Equation Research Model

Whether or not this model of structural equation is acceptable should compare the goodness of fit value with the suggested goodness of fit. The results of Goodness of fit indices produced by this structural equation model as shown in table 1.

Table 1. Test Result of Goodness of Fit Model of Structural Equation

Goodness of fit indices	Result	Cut-off value	Model Evaluation
χ^2 Chi-Square (df=246 ; $\alpha=0,05$)	248,706	238,59	Good
Probability (p)	0,074	$\geq 0,05$	Good
CMIN/DF	1,011	$\leq 2,00$	Good
RMSEA	0,078	$\leq 0,08$	Good
GFI	0,907	$\geq 0,90$	Good
AGFI	0,904	$\geq 0,90$	Good
TLI	0,958	$\geq 0,95$	Good
CFI	0,974	$\geq 0,95$	Good

Source: Primary data is processed.

Table 1 informs the results of the structural equation model testing that Chi-Square values and probabilities are eligible according to the criteria suggested are $\text{Chi-Square}_{\text{calculated}} < \text{Chi-Square}_{\text{table}}$ or (248,706 < 238,59) with a probability level of 0.074 > 0.05. While the incremental value also indicates the value of eligible cut-off values such as CMIN / DF ($1.011 \leq 2.00$), RMSEA ($0.078 \leq 0.08$), GFI ($0.907 \geq 0.90$), AGFI ($0.907 \geq 0.90$), TLI ($0.958 \geq 0.95$) and CFI ($0.974 \geq 0.95$). Thus the structural equation model built is acceptable and can be used to analyze the influence between research variables aimed at proving the research hypothesis.

Table 2. Hypothesis Testing Results

Exogenous variables	Intervening Variable	Endogenous variables	Direct Effect	P Value	Total Effect	Result	Information
Professionalism	Personnel Performance	-	0.51	0.003	-	-	Accepted
Safety culture	Personnel Performance	-	0.44	0.009	-	-	Accepted
Professionalism	-	Organizational Performance	0.41	0.042	-	-	Accepted
Safety culture	-	Organizational Performance	0.13	0.044	-	-	Accepted
-	Personnel Performance	Organizational Performance	0.39	0.037	-	-	Accepted
Professionalism	Personnel Performance	Organizational Performance	-	-	0.61	0.61 > 0.41	Accepted
Safety culture	Personnel Performance	Organizational Performance	-	-	0.31	0.31 > 0.13	Accepted

Source: Primary Data Processed.

Table 2 shows that professionalism has a coefficient of 0.51 with a probability of 0.003 less than 0.05. These results illustrate that professionalism has a significant effect on personnel performance. Next safety culture has a coefficient of 0.44 with a probability of 0.009 smaller than 0.05. These results illustrate that safety culture has a significant effect on personnel performance. Based on the probability of both research variables contained in Table 2 inform that the variables of professionalism and safety culture have a significant effect on the performance of personnel. Thus the first hypothesis in this study is statistically tested.

Table 2 shows that professionalism has a coefficient of 0.41 with a probability of 0.042 smaller than 0.05. These results illustrate that professionalism has a significant effect on organizational performance. Next safety culture has a coefficient of 0.13 with a probability of 0.044 is smaller than 0.05. These results illustrate that safety culture has a significant effect on organizational performance. Based on the probability of both research variables in Table 2 inform that the variables of professionalism and safety culture have a significant effect on organizational performance. Thus the second hypothesis in this study was tested.

Table 2 shows that the performance of personnel has a coefficient of 0.39 with a probability of 0.037 less than 0.05. These results illustrate that the performance of personnel significantly influences the performance of the organization. Thus the third hypothesis in this study was tested.

The significance of this fourth hypothesis can be tested by comparing the value of each parameter of the exogenous variable to the endogenous variable directly with the total influence value. In table 2 presented the value of direct influence and the total influence of each variable. The magnitude of direct influence of each research variable is as follows: coefficient standardized direct influence of professionalism on organizational performance of 0.41; and safety culture of 0.13. While the amount of coefficient standardized total influence of professionalism on organizational performance of 0.61 and culture safety of 0.31. Based on these values it can

be seen that the effect of total professionalism on organizational performance is greater than direct influence ($0.61 > 0.41 \rightarrow$ significant), so also the total influence of safety culture on organizational performance is greater than direct influence ($0,31 > 0.13 \rightarrow$ significant). Given these two variables indicate a significant condition, it can be said that the performance of personnel role to mediate between professional variables and safety culture to organizational performance. Thus the fourth hypothesis in this study was tested.

V. Discussion

Professionalism in Air Wing 2 Lanud Abdulrachman Saleh focusing on the welfare applied The government still has to improve the welfare of all TNI AU soldiers so as to improve the performance of personnel reflected from the performance of the work is reflected from the need to improve the performance that has been done so far in order to achieve results in accordance with the target has been established. The skills and abilities of the apparatus reflect the direction and purpose of an organization. If an organization strives to provide excellent public services, then the organization is based on the professionalism of the goals to be achieved. Professional warriors are more effective and efficient in getting the job done. As Tjokrowinoto (1996: 191) pointed out, what is meant by professionalism is the ability to plan, coordinate and perform their functions efficiently, innovatively, flexible, and has a high work ethic. In that opinion, the ability of the apparatus is more defined as the ability to see opportunities available for economic growth, the ability to take the necessary steps with reference to the mission to be achieved, and the ability to improve society to grow and develop in their own power efficiently, undertake innovations that are not tied to administrative procedures, are flexible and have a high work ethic. The results of this study are consistent with Cahyani (2010) research which states that professionalism affects the performance of personnel.

Safety culture in Wing Air 2 Lanud Abdulrachman Saleh focused more on the competencies applied through the need for increased understanding of safety culture in the form of courses and training. While the performance of personnel at Wing Air 2 Lanud Abdulrachman Saleh more mirrored by the performance of work measured through the need to improve performance that has been done so far in order to achieve results in accordance with the established targets. Safety culture invests in whether an organizational change will have an impact on safety culture and how to identify the strengths and weaknesses of safety culture developed during the change process. The research question is about differences in safety culture between organizational levels between managers and staff in accepting safety culture. The results of the analysis indicate that the presence of a supervisor leader can improve the safety culture of the staff. The results of this study are consistent with research Rahman (2014) which states that the culture of safety affects the personal performance.

The test results prove that professionalism and safety culture has an impact on the improvement of organizational performance in Wing Air 2 Lanud Abdulrachman Saleh. The performance of the organization in Wing Air 2 Lanud Abdulrachman Saleh is reflected by the benefits through the implementation of the work program of the Air Force in accordance with its duty to provide positive benefits for the community, the work program of the TNI AU that has been implemented can be directly benefited by the community and the work program of the Air Force which has been implemented can increase the sense of security to the community as a function of public services in the field of state defense. Professionalism that can improve organizational performance is the welfare reflected from the current income in the form of salary and performance benefits received are feasible, welfare is the most important factor in supporting the professionalism of soldiers. The government still has to improve the welfare of all TNI soldiers. Sebagaimana Tjokrowinoto (1996: 191), explained that what is meant by professionalism is the ability to plan, coordinate, and perform its functions efficiently, innovative, flexible, and have a high work ethic. In that opinion, the ability of the apparatus is more defined as the ability to see opportunities available for economic growth, the ability to take the necessary steps with reference to the mission to be achieved, and the ability to improve society to grow and develop in their own power efficiently, undertake innovations that are not tied to administrative procedures, are flexible and have a high work ethic. The results of this study are consistent with Kadarisman's research (2011) which states that professionalism affects organizational performance.

Safety culture that can improve organizational performance is the competence reflected from safety culture must be implemented by all TNI AU personnel in carrying out their duties and work, all members of TNI AU should have sufficient knowledge and understanding about the importance of safety culture, and need to increase understanding of safety culture both in the form of courses and training. Worker competence is related to the skill, knowledge, skills, and experience of the workers. Worker competence can be in the form of knowledge, understanding, and responsibilities of workers on safety, as well as an experience of risks and dangers that threaten workers in doing their work. This competence is gained through training and instruction of personnel as well as self-study. Therefore, in forming competence, the role of management is very influential. Worker's competence to work is often assessed from the knowledge, understanding, and application of safety rules and work procedures obtained. Workers with a good level of competence are expected to minimize the risk

of working accidents and can help improve other worker's competence on work safety. The results of this study support the Agwu (2012) study which states that safety culture affects organizational performance.

The results show that the performance of personnel can give effect to the improvement of organization performance in Wing Air 2 Lanud Abdulrachman Saleh. This study proves that the performance of personnel who can improve organizational performance is the performance of work reflected from the current soldiers have done the job in accordance with the job description provided by the unit, the work that soldiers do already achieve the goals set by the organization and need to improve the performance that has been done so far in order to achieve results in accordance with the target set. Efforts to improve the performance of the organization is done by improving the performance of each individual. As Hasibuan (2002) views the performance is a work achieved by a person in performing tasks assigned to him based on his skills, experience, and sincerity and time. The results of this study are consistent with research Shaheen (2013) and Asfaw (2015) which states the performance of personnel affect the performance of personnel.

The results show that professionalism, resource management crew and safety culture can improve organizational performance in Wing Air 2 Lanud Abdulrachman Saleh through personnel performance. Thus this study proves that the performance of personnel can mediate professionalism, resource management crew and safety culture to improve organizational performance in Wing Air 2 Lanud Abdulrachman Saleh. Especially professionalism, given that professionals show a superior element compared to resource management crew and safety culture to improve organizational performance through personnel performance at Wing Air 2 Lanud Abdulrachman Saleh.

VI. Conclusion And Recommendations

Conclusion

Professionalism and safety culture can provide an improvement to the performance of the Air Wing 2 Lanud Abdulrachman Saleh personnel as a whole. Improved performance of personnel measured by achievement increased is reflected from the need to improve performance that has been done so far in order to achieve results in accordance with predetermined targets can be improved by professional soldiers, and a consistent safety culture. The most important factor in the improvement of personnel performance is obtained through professionalism. Professionalism and safety culture together can improve organizational performance. This condition shows that the improvement of professionalism, supported by a good safety culture can improve the performance of the organization which is reflected through the benefits of the work program of the Air Force which has been implemented can be felt directly by the community. The most important factor for improving organizational performance is achieved through professionalism. Performance of personnel through work achievement is reflected from the work done has reached the target set by the organization can improve the performance of the organization that is reflected through the benefits of the work program of the TNI AU that has been implemented can be felt directly benefited by the community. Professionalism and safety culture can improve organizational performance through personnel performance. These results show that the performance of personnel can mediate professionalism and safety culture to improve organizational performance. But professionalism is superior to safety culture to improve organizational performance through personnel performance of Air Wing 2 Lanud Abdulrachman Saleh.

Recommendations

Maintain professionalism because it can improve the performance of personnel and organizational performance and increase the weaponry that is currently owned. Improve the ability to coordinate with other crew in order to improve organizational performance. Implement programs related to safety well. Further research can be done by comparing with other Governmental organizations and using a much larger sample so that the results obtained can be used as a generalizing reference on the performance of the organization in general. In addition, researchers may further consider using other variables in order to improve organizational performance, such as environmental factors, career development factors.

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