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## **THE EFFECT OF OCCUPATIONAL SAFETY AND HEALTH AND ORGANIZATIONAL COMMITMENT ON SOLDIER PERFORMANCE BY USING THE APPROACH PARTIAL LEAST SQUARE – SEM ANALYSIS**

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### **Abstrak**

*The background of this research is that the performance of Paspampres soldiers has yet to be discovered, and the factors that affect the performance of Paspampres soldiers still need to be discovered. Based on the background, this study attempts to examine the impact of Occupational Safety and Health and Organizational Culture partially and directly on Soldier Performance and indirect influence through the intervening variable of Organizational Commitment. A descriptive verificative explanatory design was used in this research. In the quantitative phase, The instrument of research was used to perform a survey on 144 Soldier which was then descriptively examine. . The data analysis technique uses SEM-PLS to test the outer model, inner model, and hypothesis test. The result show that the Paspampres Soldier Organization's Commitment and Occupational Safety and Health have a positive and significant relationship. Occupational Safety and Health also positively and significantly affects Paspampres Soldiers' Performance, while Organizational Commitment has no significant affect and has a negative impact on Paspampres Soldiers' Performance. Moreover, Occupational Safety and Health and Organizational Commitment both positively and significantly affect Paspampres Soldiers' Performance at the same time. Research uses organizational commitment as a variable on soldier performance and does not have a significant effect in this research. Several previous research have examined the effect of organizational commitment variables on performance, showing significant differences in the research results that support the theory and suggest for more research.*

**Keywords:** *Occupational Safety and Health, Organizational Commitment, Soldier Performance*

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## INTRODUCTION

The Presidential Security Force (Paspampres) is a force tasked with providing close-quarters physical security directly at all times to the President and Vice President, former President of the Republic of Indonesia, Vice President, former President and Vice President of the Republic of Indonesia and his family, State Guests serving as Head of State/Head of Government and state protocol tasks to support the of the TNI's major duties (PP No 59 of 2013 Article 1 No 11).

The implementation of occupational safety and health programs for employees, or in this context, Paspampres soldiers, has a significant role in raising organizational commitment and soldier performance because the purpose is to decrease accidents by integrating management, labor, conditions, and an integrated work environment to establish a safety system and work unity. So that Paspampres soldiers will feel safe in carrying out their duties.

The thing that needs to be observed in the occupational safety and health policy is how the direct implementation in the field of the occupational safety and health policy within the Indonesian National Army which should be a concern for all levels of the Indonesian National Army because anticipation of the danger of accidents in the Indonesian National Army environment needs to be carried out continuously with the expectation of the number of work accidents within the Indonesian National Army, both pure accidents and human error elements, can be suppressed to a minimum even to almost nothing or achieve Zero Accident.

A sense of security in carrying out duties supports the formation of organizational Commitment of Paspampres soldiers. Organizational Commitment is essential to soldiers' performance in carrying out the function of Paspampres as a life shield for VVIPs and their families, who must behave professionally according to their competence areas.

In connection with the above, this study wants to examine the performance of Paspampres personnel. Performance measurement is specific to each type of work because it has peculiar indicators, including Indonesian National Army personnel in the presidential environment.

Based on previous studies related to the performance of Paspampres soldiers, the effect of Occupational Safety and health on Performance has

yet to be found. Moreover, the significance of organizational commitment to performance tends to vary because it depends on the dimensions used. This means there is a research gap between previous studies on the influence of variables that affect performance. Therefore, this study's state of the art tests the effect of occupational safety and health and organizational commitment to soldier performance.

## METHODS

Paspampres is the subject of this research who almost entirely serve in the capital, DKI Jakarta. In relation to the research object, this research data consists of empirical and secondary data. The empirical data of this study will include standard data from the distribution of questionnaires, demographic description data, research variable description data, and direct influence result data through Structural Equation Modeling (SEM) - Partial Least Square (PLS). Secondary data includes data on the profile of Paspampres institutions and soldier personnel.

The research's chosen research methodology is quantitative. Study types are descriptive and verificative types of studies. The research location is at the Paspampres Command Headquarters in Jakarta. In meantime, the research is conducted once (cross-sectionally), in this case in 2023. The six-month research schedule is implemented.

Primary data collection techniques through surveys. A questionnaire serves as the research tool in this survey's structure. This study used the Likert Scale, which is an ordinal scale with a range of 1 to 5. The study desk approach was used as the secondary data collecting technique in this research in the meanwhile.

The population of this study consisted of Paspampres soldiers, who were all Paspampres soldiers, with the rank of Officer (394 personnel), Non-commissioned Officer (1,322 personnel), and Enlisted (1,280 personnel). This means the total population is 2,996 personnel. The Slovin formula is used to determine how many samples are included in this research (Enterprise, 2014), with a margin of error of 0.1 (10 percent). The results of this calculation indicate that a total of 97 respondents are required for the minimum number of samples. In this case, proportional sampling is the probability sampling method.

The operationalization of Occupational Safety and Health variables refers to Tetzlaf et al (2021). This variable has two dimensions, namely the individual dimension with eight indicators, and the organizational dimension with five indicators.

The operationalization of the Organizational Commitment variable refers to Kassem et al (2019). This variable has three dimensions, namely the affective commitment dimension with three indicators, the continuation dimension with three indicators, the cultural dimension of engagement with four indicators, and the normative dimension with three indicators.

The operationalization of the Soldier Performance variable refers to T.R Mitchel (Mitchell, 1997). This variable has five dimensions, namely the dimension of quality of work with two indicators, the dimension of promptness with two indicators, and the dimension of initiative with two indicators, and the dimension of work relations (communication) with two indicators.

Data testing methods through instrument tests, namely validity tests and reliability tests. Apply the Pearson Correlation or Product Moment to assess the reliability of the study's data sample technique; while reliability testing through Cronbach's Alpha coefficient method (formulation) (Ghozali, 2012).

Data analysis techniques use descriptive analysis, especially quantitative variables, by describing the actual score, ideal score, and percentage of actual score; and (2) verificative analysis in the form of hypothesis testing using statistical tests, using Partial Least Square (PLS)- Structural Equation Modeling (SEM).

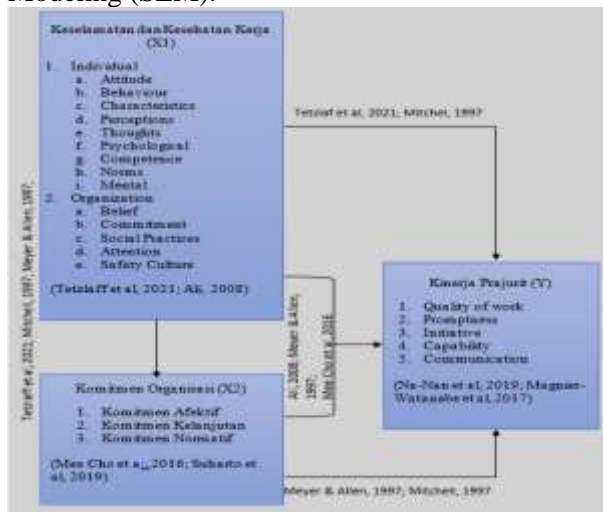


Figure 1. Research Framework

## RESULT AND DISCUSSION

The respondents in this study were Paspampres soldiers. This research obtained 144 respondents, which means exceeding 47 respondents from the minimum sample limit of 97 respondents.

A description of the respondents' demographic characteristics, including gender most respondents (71.53%) are men, and the rest (28.47%) are women. In terms of age, 93% were respondents aged 40 years and under, and only 7% were over 40 years old.

Regarding education, the vast majority of respondents were graduates (54.2%) of undergraduate programs (S-1), then 29.9% ≤ high school graduates; 12.5% of diploma program graduates; and the lowest (3.5%) are graduates of undergraduate programs (S-2). The service life of respondents 5 years and below is 50% soldiers. This means that even the service life of 6 years and above is 50% of soldiers.

Evaluation of the research model Using internal consistency, convergent validity, discriminant validity, and indicator reliability tests (Widarjono, 2015). The results of the reliability indicator test have selected 15 indicators that have an outer loading value of  $\geq 0.70$ . The 15 indicators are 8 indicators to measure Occupational Safety and Health variables, then 4 indicators to measure Organizational commitment variables, and 3 indicators to measure Soldier Performance, as presented in Table 1.

The results of the Internal Consistency Test showed that the three research variables passed the test, because each of Cronbach's alpha values  $\geq 0.60$ , and composite reliability values  $\geq 0.60$ , so they passed the Internal Consistency test. The results of the Convergent Validity Test show that the AVE values of the three variables have met the criteria for convergent validity testing, namely having an Average Variance Extracted (AVE) value above 0.5, as presented in Table 1. Therefore, the three variables are declared to have passed the convergent validity test.

Table 1. Measurement of Reliability and Validity

Variable	Outer Loadings	Composite Reliability	AVE
Occupational Health and Safety (X1)		0,938	0,654
Indicators	X111	0,832 (valid)	
	X112	0,866 (valid)	
	X114	0,770 (valid)	

	X115	0.862 (valid)		
	X116	0.778 (valid)		
	X1210	0.715 (valid)		
	X1212	0.843 (valid)		
	X1213	0.789 (valid)		
<b>Organizational Commitment (X2)</b>			0,940	0,682
<b>Indicators</b>	X222	0.930 (valid)		
	X223	0.938 (valid)		
	X231	0.883 (valid)		
	X232	0.816 (valid)		
<b>Soldiers Performance</b>			0,865	0,797
<b>Indicators</b>	Y11	0.736 (valid)		
	Y12	0.858 (valid)		
	Y21	0.877 (valid)		

The results of the Discriminant Validity Test based on cross-loading indicators show that the value of each indicator against its parent variable is proven to be greater than the cross-loading value of these indicators against other variables (which are not the parent variable). Therefore, all indicators in this study can be declared to have passed the discriminant validity test with a cross loading test. The discriminant validity test using the Fornell Larcker indicator proves that each latent variable against itself is greater than the Fornell Larcker value of that variable with other variables, as presented in Table 2.

**Table 2.** Variable Discriminant Validity Test

Variable	(X1)	(Y)	(X2)
<b>Occupational Health and Safety (X1)</b>	0,809		
<b>Soldier Performance (Y)</b>	0,329	0,826	
<b>Organizational Commitment (X2)</b>	0,703	0,146	0,893

The values of the coefficient of determination are presented in Table 3. The value of the coefficient of determination (R Square) is expected to be between 0 (zero) and 1 (one). An R Square value of 0.75 indicates that the model is strong. An R Square value of 0.50 indicates that the model is moderate. An R Square value of 0.25 indicates that the model is weak (Sarstedt et al., 2017).

**Table 3.** Value of Coefficient of Determination (R2)

Independent Variables	R Square	Conclusion
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<b>Soldier Performance (Y)</b>	0,123	Soldier performance (Y) can be explained by the two independent variables that influence it (Occupational Safety and Health, and Organizational Commitment) by 0.123 or 12.3%.
<b>Organizational Commitment (X2)</b>	0,494	Organizational Commitment (X2) can be explained by the independent variable that influences it (Occupational Safety and Health) by 0.123 or 0.494 or 49.40%.

Based on table 3, the value of the R square coefficient in both models was shown to have explaining power, respectively 12.3% and 49.40%; So that this research model is acceptable.

Meanwhile, Table 4 presents the results of the Q square predictive relevance test. The Q2 value is formulated as 1-SSE/SSEO (Fabian, 2020).

**Table 4.** Q-Square Predictive Relevance

Variable	SSO	SSE	Q <sup>2</sup> (=1-SSE/SSO)
<b>Occupational Health and Safety (X1)</b>	1152,00	1152,00	
<b>Soldier Performance (Y)</b>	432,00	401,22	0,071
<b>Organizational Commitment (X2)</b>	576,00	354,02	0,385

Table 4 shows that the value of Q<sup>2</sup> is 0.071 (when Occupational Safety and Health predicts Soldier Performance) and the value of Q<sup>2</sup> is 0.385 (when Occupational Safety and Health predicts Organizational Commitment (X2)). Both Q<sup>2</sup> predictive relevance values are >0.05. This means that the independent variables Occupational Safety and Health and Organizational Commitment are simultaneously stated to be able to predict the dependent variable (Soldier Performance). Once the Occupational Safety and Health team can predict the variable (which in this model is positioned as the dependent variable), namely Organizational Commitment.

Furthermore, the hypothesis was carried out on the four hypotheses in this study recapitulated in Table 5 as follows:

**Table 5.** Test the Direct Influence Hypothesis

Hypothesis	Coefficient of Influence Values	T Count	P Values	Conclusion
H-1: (X1) → (X2)	0,703	12,376 (> 1.96)	0,000 (< alpha 0.05)	Positive and significant influence H-1 proven
H-2: (X1) → (Y)	0,448	4,223 (> 1.96)	0,000 (< alpha 0.05)	Positive and significant influence H-2 proven
H-3: (X2) → (Y)	-0,169	1,345 (< 1.96)	0.179 (> alpha 0.05)	Negative and insignificant effect H-3 is not proven
H-4: (X1) and (X2) → (Y)	The value of R square ( $R^2$ ) is 0.123 or 12.3%. Mean Soldier Performance (Y) can be explained by both independent variables that influence it (Occupational Safety and Health, and Organizational Commitment) by 0.123 or 12.3%.			Occupational Safety and Health (X1) and Organizational Commitment (X2) have simultaneously been shown to positively influence Soldier Performance (Y). Hypothesis 4 proved

**Discussion**

**Occupational Safety and Health has a positive and significant relationship with the Commitment of the Paspampres Soldier Organization.**

Theoretical elements, prior empirical research, and statistical analysis can be used to elucidate discussions of the relationship or influence of Occupational Safety and Health variables (X1) on the Commitment of the Paspampres Soldier Organization (X2). The results of the research demonstrated that Occupational Safety and Health proved has a positive and significant relationship with the Commitment of the Paspampres Soldier Organization. The value of the coefficient is strong because it is in the coefficient interval of 0.60-0.799 (Sugiyono, 2013), which is 0.703 or 70.3%. The direction of the relationship between the two variables is positive which means one direction. When Occupational Safety and Health increases, the Commitment of the Paspampres Soldier Organization increases. The magnitude of the relationship value was 70.3%. This means that when Occupational Safety and Health increases by one unit,

the Organization's Commitment increases by 70.3% of the unit increase. For example, as a comparison with a coefficient value of 70.3%, then when Occupational Safety and Health increased by 1,000 units, the Commitment of the Paspampres Soldier Organization increased by 70.3% from the 1,000.

Statistical discussion related to the relationship or influence of the Occupational Safety and Health variable (X1) on the Commitment of the Paspampres Soldier Organization (X2), can be explained through the cross-loading value. Given that this relationship is positive and significant, two indicators with cross-loading are identified with respect to the relationship between or influence of X1 on X2. The cross-loading intention in question that has the highest value is the indicator. The highest cross-loading value in the relationship of X1 and X2 is X1210 (cross-loading value 0.7031). The X1210 indicator reads "My work environment believes in me". This means that respondents tend to agree with the work environment that entrusts respondents. Then the highest cross-loading value in the relationship of X1 and X2 is X1210 (cross-loading value 0.7031). The X1210 indicator reads "My work environment believes in me". This means that respondents are likely to agree with the statement.

**Occupational Safety and Health has a positive and significant effect on the Performance of Paspampres Soldiers.**

Discussion related to the relationship or between occupational safety and health variables (X1) and soldier performance (Y), can be described theoretically, empirically in the past, and statistically. Previous empirical research, and theoretical aspects. The results of the study proved that occupational safety and health proved to have a positive and significant relationship with the performance of Paspampres Soldiers. The value of the coefficient is classified as medium because it is in the interval 0.40-0.599 (Sugiyono, 2013), which is 0.448 or 44.8%. The direction of the relationship between the two variables is positive which means one direction. When Occupational Safety and Health increases, the performance of Paspampres soldiers also increases. The magnitude of the relationship value was 44.8%. This means that when Occupational Safety and Health increases by one unit, the Organization's Commitment increases by 44.8% of the unit increase. For example, as a comparison with

the coefficient value of 44.8%, when Occupational Safety and Health increased by 1,000 units, the Commitment of the Paspampres Soldier Organization increased by 44.8% from the 1,000.

The value of cross-loading can be used to illustrate statistical discussions about the relationship or influence of Occupational Safety and Health variables (X1) on the Performance of Paspampres Soldiers (Y). Given that this relationship is positive and significant, two indicators with values will be identified Cross-loading highest with respect to the relationship between or influence of X1 on Y. Value Cross-loading The one that has the highest value is the indicator. The highest cross-loading value in the relationship of X1 and Y is X1213 (cross-loading value 0.358). Indicator X1213 reads "*My organization takes care of its workers.*". Meaning respondents tend to agree with It is his organization that pays attention to its workers. Then, X1262 (cross-loading value 0.337) has the highest cross-loading value in the relationship between X1 and Y.

#### **Organizational Commitment has a positive and significant effect on the Performance of Paspampres Soldiers**

Discussions related to the relationship or influence of the variable Organizational Commitment (X2) on Soldier Performance (Y), can be explained statistically, previous empirical research, and theoretical aspects. The results of the study proved that Organizational Commitment was proven to have a negative and insignificant relationship with the Performance of Paspampres Soldiers. The value of the coefficient is very low because it is in the interval 0.00-0.199, which is -0.169 or -16.9%. The two variables' association is pointing in the opposite direction, or in a negative direction. Paspampres Soldiers perform lower when their organizational commitment rises. The magnitude of the relationship value was -16.9%. This means that when organizational commitment increases by one unit, then soldier performance decreases by -16.9% from unit increase. For example, as a comparison with the coefficient value of -16.9%, then when the organizational commitment increases by 1,000 units, the performance of Paspampres soldiers decreases -16.9% from the 1,000.

The value of cross-loading can be used to provide statistical discussion on the relationship or influence of the variable organizational commitment

(X2) on the performance of Paspampres soldiers (Y). Given that this relationship is negative and insignificant, two indicators with values will be identified Cross-loading Lowest with respect to the relationship between or influence of X2 on Y. Value Cross-loading the one with the lowest value is in relation X2 and Y is X232 (cross-loading value 0.071). The X232 indicator reads "*I feel there is loyalty that I hold within the organization*". Meaning respondents tend to agree with the existence of loyalty held in the organization Then the highest cross-loading value in the relationship of X2 and Y is X223 (cross-loading value 0.132). Indicator X223 reads I dedicate it to the organization to keep working there. This indicates that most responders are probably in agreement that they have a duty to carry on working for the organization.

#### **Occupational Safety and Health and Organizational Commitment simultaneously have a positive and significant effect on the Performance of Paspampres Soldiers.**

The highest cross loading value on X1 on Y and the influence of X2 on Y demonstrate the statistical explanation of Occupational Safety and Health (X1) and Organizational Commitment (X2) simultaneously has a positive and significant impact on the Performance of Paspampres Soldiers (Y). A cross-loading value of 0.358 indicates that X1213 has the highest cross-loading value in the relationship between X1 and Y. Indicator X1213 reads "I attach great importance to coordination in the organization". Meaning respondents tend to agree on the importance of coordination within the organization. Then the highest cross-loading value in the relationship of X1 and Y is X1212 (cross-loading value 0.337). Indicator X1212 reads I uphold agreement as a soldier in the organization Means the respondent upholds the agreement as a soldier in his organization.

The highest cross-loading value in the relationship of X2 and Y is X231 (cross-loading value 0.173). Indicator X231 reads "*I commit it to the organization to keep working there*". This means that respondents tend to agree with themselves who feel an obligation to continue working in their organization Then the second highest cross-loading value in the relationship of X2 and Y is X222 (cross-loading value 0.144). Indicator X222 reads I have a good relationship between leaders and subordinates Means

that most respondents have a good relationship between leaders and subordinates.

## CONCLUSION

Based on the results of the study and by paying attention to the formulation of the problem and the hypothesis of the research, it can be concluded that

1. Occupational Safety and Health has a positive and significant effect on the Organization's Commitment.
2. Occupational Safety and Health has a positive and significant effect on Soldier Performance.
3. Organizational Commitment has a negative and insignificant effect on Soldier Performance.
4. Occupational Safety and Health and Organizational Commitment simultaneously have a positive effect on Soldier Performance.

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