

1st INTERNATIONAL CROSS-INDUSTRY SAFETY CONFERENCE (ICSC)

The Influence of Indonesian National and Military Organizational Culture On Aviation Safety

Medi Rachman

Dr Bernard Mees

Dr Simon Fry

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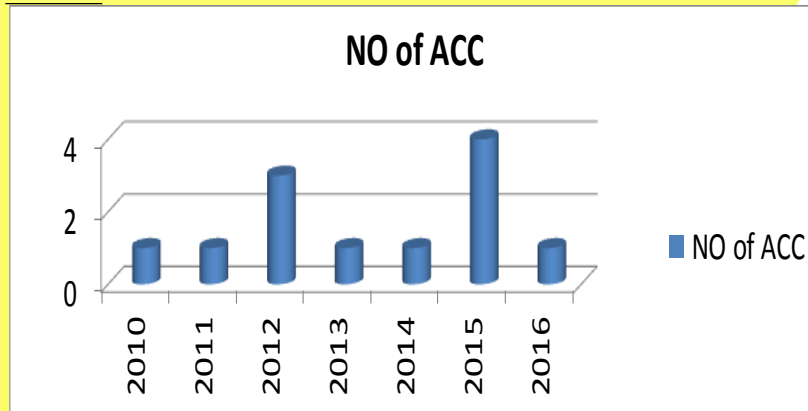
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BACKGROUND

- **Safety cannot be compromised.**
- **Cost of accidents:**
 - **Economic stand point (direct costs, indirect costs, industry/social cost)**
 - **Military – will retard operational growth and affect operational capability.**
- **The evolution of aviation safety (the technical era, the human factor, the organizational era)**
- **Introduction and implementation Safety Management Systems (SMS) requires safety culture.**
- **Indonesian culture as a preliminary analysis to measure the effectiveness of the SMS implementation in Indonesian military organisations**

RESEARCH PROBLEM & QUESTION



How do Indonesian national and military cultures influence aviation safety?



LITERATURE REVIEW

- A common set of assumptions that is considered as the correct way to perceive, think and feel in order to solve the problems of external adaptation and internal integration within a group of people (Schein, 2004).

- Cultural values orientation differentiate one culture to another (Schwartz, 2006).
- Cultural values are the fundamental norms that guide people what is good, right, desirable, and appropriate to deal with various situations.

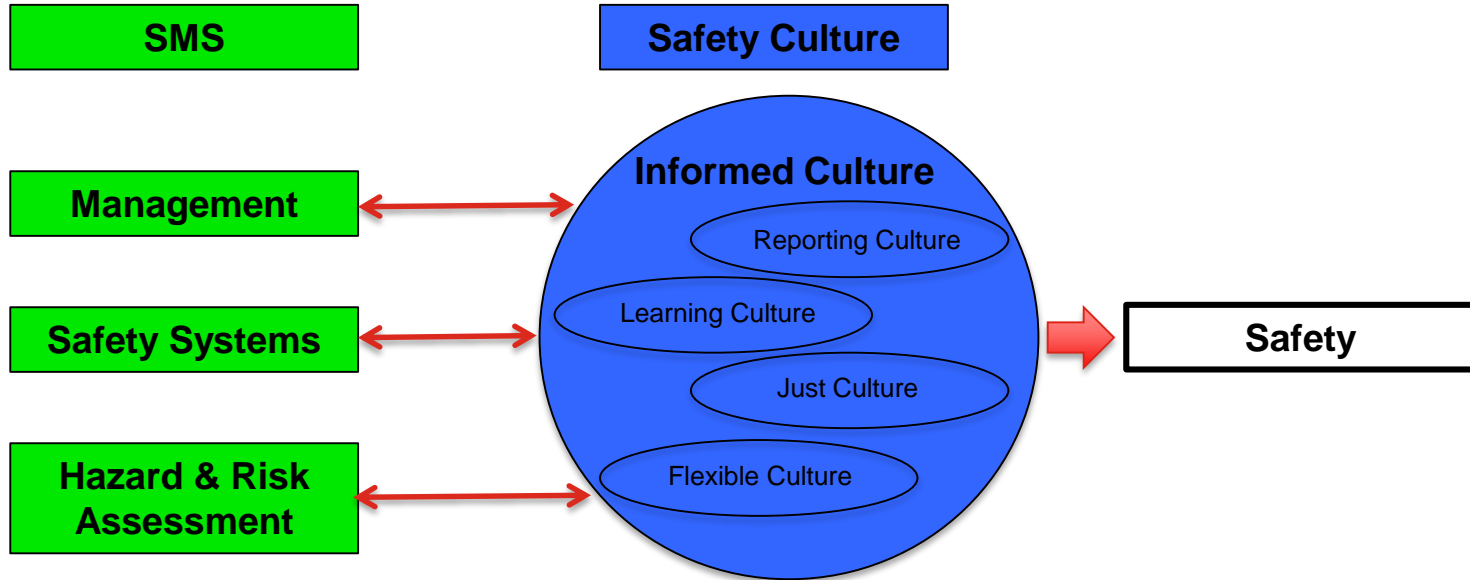
- The substance of an organisation culture is influenced by transnational cultures, national cultures, regional and community cultures, industry culture, occupational culture, and other organisations' cultures (Trice and Beyer, 1993)

LITERATURE REVIEW

Safety culture is not synonymous with safety climate

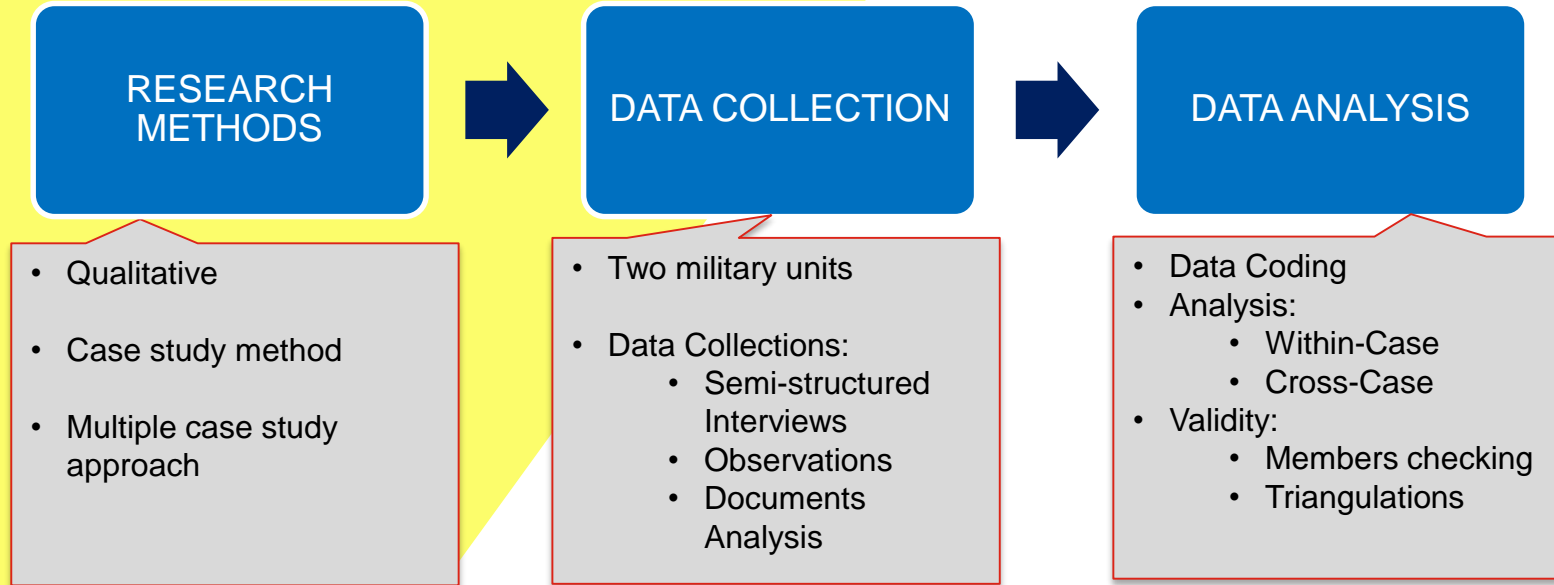
Safety culture	Safety Climate	Studies
<ul style="list-style-type: none">• Is not measurable;• Situation/phenomena that last long;• Behaviour;• The enduring value; commitment to safety;• Act to preserve, enhance and communicate safety;• Strive to actively learn, adapt and modify behaviour based on lesson learned from mistake;• Rewarded for consistency with these values.	<ul style="list-style-type: none">- Measurable and is a manifestation of culture;- Situation / phenomena at a particular point in time;- Attitudes;- The temporal state measure of safety culture; situationally based (state of safety at a particular place at a particular time);- Relatively unstable; subject to change (depend on the current environment or prevailing conditions)	<ul style="list-style-type: none">➤ Mearns et al. 2003➤ Hale 2000➤ Guldenmund 2000➤ Zhang et al. 2002

SMS & SAFETY CULTURE



Adapted from : Eurocontrol, the Reason's safety culture model and the key factors of an SMS

RESEARCH METHODOLOGY



FINDINGS

HARMONY

- People have to be respectful to others and avoid conflict
- Keeping a good relationship & unwilling to ruin his relationship with co-workers

POLITENESS

- Subordinates were reluctant to report factual condition
- Be cautious in consulting problems by considering time and ways to communicate

Hierarchical Systems

- Creating a complex system of bureaucracy
- Reporting problem through a chain of command: take more time & a possibility a report will not reach to the authority for various reasons.

Authoritarian Structures

- Centralised system: any change requires approval from authority
- Subordinates become passive and discourage to have safety initiatives

Military Class System

- Members of the unit are classified into two categories: officers and non-commissioned officers (NCO)
- NCO never get involved in meeting

Can-do Culture

- Showing loyalty and respect to superiors
- The can-do culture disregards the risk associated with the task as they put more priority on getting the job done and satisfy their superiors.

Safety Education and Training

- Lack of safety training has resulted in a deficiency of individual safety awareness.
- Various education backgrounds, culture, and environments make people have different perception and implementation of safety

CONCLUSION

- ❖ Indonesian national culture has an influential factor on military organisational culture.
- ❖ Some characteristics of the Indonesian national and military organisational culture have significant influences on safety culture which consequently impacts on the implementation the SMS.
- ❖ The study exhibits that the cultural factors undermine the unit's effort to create a safe working environment.
- ❖ The results of this study cannot be generalised to other cultures as different characteristics of culture will have different impacts on aviation safety.

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Thank you for your attention