

# The Influences of High Performance Work System on Trust in Management, and Personal Safety Orientation of Surabaya Fire Fighters

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## ABSTRACT

The aims of this study to verify and analyzes on the influences of High Performance Work Systems, Trust in Management and Personal Safety Orientation of Surabaya Fire Fighters. Research population comprise 240 civil servants from firefighting division has characteristic of 3 UPTD's (Regional Technical Implementer Unit) that are UPTD I (Central Surabaya), UPTD II (North Surabaya), UPTD III (East Surabaya), Sample size which meeting the criteria as 200 civil servants from firefighting division. This study designed in survey research form, because through questionnaire instruments such as statements to be responded as primary data collecting outcome. Data collection result which stated valid and reliable, then processed to make analysis by employed Structural Equation Modeling (SEM). The result of the study showed that High Performance Work System influence insignificant on Personal Safety Orientation, High Performance Work System have significant influence on Trust in Management, Trust in Management have significant Personal Safety Orientation.

**Keywords:** High Performance Work System, Personal Safety Orientation, Trust in Management.

## INTRODUCTION

This study will choose Surabaya Fire Fighters as research objects. Due to fire fighter as an one profession which has high risk level and sometimes his life as the bet under his work activities and from the interview upshot that during the last three years since 2015, 2016 and 2017 the work accidental is increase on Surabaya fire fighters to 30,38 and 48 times incidences.

Work safety as a crucial variable in the organization.

## LITERATURE REVIEW

### HPWS ( Heigh Performance Work System)

HPWS is a system of Human Resources Practices designed to improving the skills, commitment and productivity of the employees (Datta et al., 2005) Combs et al., (2006) added that the crucial steps undertaken by Human Resources identified as High Performance Work Systems are such as training, performance-oriented pay, focus specifically on employee recruitment and selection, information sharing as well as fl exible working hours . High Performance Work Systems which are combined with training and development on skills owned by employees are

also believed to be able to increase the value of employees which is one of the most important assets in an organization (Harel and Tzafir, 1999; Wang et al., 2009)

### Trust In Management

In Zacharatos et al., (2005) study, trust in management can be come forth when the company able to presenting capable practices that make their employee trust on the company such as provide properly treatment that be performed by the organization to their employees through facilities grant suitable with existing standards, then the company also give workload appropriate with employee's job description and standard operational procedure that had determined before. Trust in the concept of strategic human resource management (HRM) is associated with the commitment that employees have that can be identified as antecedents that can improve organizational performance (Nichols et al., 2009).

### Personal Safety Orientation

In study of Neal et al, (2000) researcher identify dimensions that afore mentioned by Zacharatos et al. (2005) be tested in his experiment as a part of safety performance variable in study of Neal et al, (2000) as reflection of safety performance model applied by Noel and Griffin (1997) also as base of the job performance theory expressed by Borman and Motowidlo (1993) and Campbell et al., (1993). Trust).

## METHODOLOGY

Paradigm underline this study is path paradigm, with statistic analysis technique so called Structural Equation Modeling (SEM). Said to Hair et al (2002:67) by using SEM likely be done an analysis on correlation series simultaneously then resulting in statistically efficiency.

Population of this study are employees of Surabaya fire fighters who had appointed as Civil Servant (PNS). Total of 200 employees. For sampling use proportional sampling. This technique likely to get sample on each Surabaya fire fighters and done based on allocation method proportionally. (Nazir 199:309)

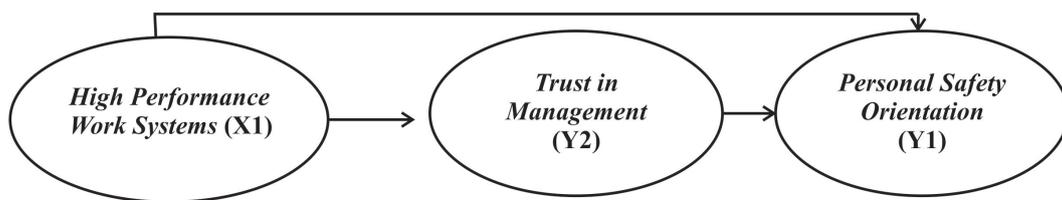


Figure 1. Conceptual Framework

## RESULTS AND DISCUSSION

Here are Regression Weight and Standardized Regression Weight structural equation models

**Tabel 1.**  
**Uji Kausalitas Regression Weight**

Causality Relations	Std. Estimate	S.E.	C.R.	P-value	Information
High Performance Work System (X <sub>1</sub> ) → Personal Safety Orientation (Y)	0,043	0,067	0,523	0,601	InSignificant
High Performance Work System (X <sub>1</sub> ) → Trust In Management (Z <sub>2</sub> )	0,238	0,075	2,958	0,003	Significant
Trust In Management (Z <sub>2</sub> ) → Personal Safety Orientation (Y)	0,215	0,086	2,174	0,030	Significant

Source: data processed

Based on table 1 above, it can be explained that the result of regression weight test, it can be explained that the result of regression weight test has CR value greater than 1,96 and p-value less than 5%, so H<sub>1</sub>, H<sub>2</sub>, is acceptable and H<sub>3</sub> is unacceptable, unless high performance work system variable to personal safety orientation shows insignificant results with CR value of 0.523 (smaller than 1.96) and the level of significance (p-value) of 0.601 (greater than 5%).

## CONCLUSION

The result of the study showed that High Performance Work System influence insignificant on Personal Safety Orientation, High Performance Work System have significant influence on Trust in Management, Trust in Management have significant Personal Safety Orientation.

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