

MEASURING FEELING SAFETY AS A MODERATING EFFECT OF WORKER SKILLS ON TEAM PERFORMANCE DURING THE COVID-19 PANDEMIC

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Received 2021-02-15 / Approved 2021-03-31

ABSTRACT

The unclear end of the current Covid-19 pandemic signals concern not only for workers but also for organizations. This condition makes company income non-existent so that inevitably the company makes efficiency, one of which is reducing workers. One of the methods for carrying out this action for the company can be determined by the aspect of the work skills of the workers so that they can still make the maximum contribution to the company. On the one hand, workers feel a signal of insecurity in working for the future. In a broader context, this feeling safety also refers to the availability of safety aspect equipment provided by the organization for workers. This study aims to measure the role of feeling safety as a moderator of worker skills on worker performance. This research is a quantitative study using the Partial Least Square - Structural Equation Modeling (PLS-SEM) model. By using SMART PLS 3.0 and 99 respondents who are workers from various fields of work and types of companies in Indonesia, this study explains that feeling safety at work can not be a moderating effect between skills and work performance. In addition, this study succeeded in explaining that feeling safety actually affects work performance in the company. The next result explains that work skills affects the work performance of workers. In order to survive in the midst of difficult conditions, the work skills of workers is an important key and to be able to improve organizational performance, a series of forms of training for workers need to be held by the organization. On the other hand, to increase awareness of safety aspects in work, routine delivery of information on safety aspects needs to be carried out continuously.

Keywords: Safety, Work Skills, Organisation

ABSTRAK

Belum jelasnya akhir pandemic Covid-19 saat ini memberikan sinyal kekhawatiran tidak hanya bagi para pekerja namun juga bagi organisasi. Kondisi ini membuat pemasukan perusahaan tidak ada sehingga mau tidak mau perusahaan melakukan efisiensi salah satunya pengurangan pekerja. Metode untuk melakukan tindakan ini bagi perusahaan salah satunya dapat ditentukan oleh aspek keahlian pekerja untuk tetap dapat memberikan kontribusi yang maksimal bagi perusahaan. Di satu sisi, para pekerja merasa adanya sinyal ketidak amanan dalam bekerja akan masa depan. Dalam konteks yang lebih luas, rasa aman ini juga mengacu pada ketersediaan peralatan aspek keselamatan yang disediakan organisasi bagi para pekerja. Penelitian ini bertujuan untuk mengukur peran rasa aman sebagai pemoderasi keahlian pekerja terhadap kinerja pekerja. Penelitian ini merupakan penelitian kuantitatif yang menggunakan model Partial Least Square – Structural Equation Modeling (PLS-SEM). Dengan menggunakan SMART PLS 3.0 dan 99 responden yang merupakan pekerja dari ragam bidang pekerjaan dan tipe perusahaan di Indonesia, penelitian ini menjelaskan bahwa rasa aman dalam bekerja tidak membuktikan bahwa rasa aman dapat menjadi efek pemoderasi antara keahlian terhadap kinerja kerja. Selain itu,

penelitian ini berhasil menjelaskan bahwa rasa aman justru berpengaruh terhadap kinerja kerja di perusahaan. Hasil berikutnya menjelaskan bahwa keahlian berpengaruh terhadap kinerja kerja para pekerja. Dalam rangka untuk tetap bertahan di tengah kondisi yang sulit keahlian pekerja menjadi kunci penting dan untuk dapat meningkatkan kinerja organisasi maka serangkaian bentuk pelatihan bagi pekerja perlu diadakan oleh organisasi. Di sisi lain, untuk meningkatkan kesadaran akan aspek keselamatan dalam bekerja penyampaian rutin mengenai informasi aspek keselamatan perlu terus dilakukan.

Kata Kunci: Rasa Aman, Keahlian, Kinerja, Organisasi

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INTRODUCTION

The prolonged Covid-19 pandemic has had an impact on various sectors of people's lives. One of the effects that cannot be avoided is the increasing number of unemployed in Indonesia. This is because many companies cannot operate or carry out production so that sales of their products or services do not generate income. Therefore, one of the decisions that many companies make is to reduce the number of employees or close the business. The Central Statistics Agency (BPS) noted that in early January 2021, out of 21.12 million working-age people, 2.56 million people became unemployed (Tempo.co, 2021).

The unemployment rate is increasing rapidly along with the Covid-19 pandemic, which is still unclear when it will end. At least this has also been projected by Jobstreet Indonesia where the unemployment rate could reach 11 million people in 2020 (CNN_Indonesia, 2020), and it turns out that this figure has passed. This explains that the current pandemic condition does not consider the length of work experience or lack of work skills possessed by workers, although on the other hand companies can lose workers who have work skills in their fields (Muslim, 2020)). The limited ability of the company to keep hiring employees during existing economic difficulties is a determining factor. Employees who have work skills and networks can have more advantages to be a guide (S. Patricia, 2020) to get a new job or even create their own business in the form of selling products or services (Indriyarti, 2018). Seeing this, one important aspect to examine is the factor of worker work skills which can

be a consideration of how optimal it can contribute to the company even when unexpected conditions occur (for example: termination of employment). In the context of scientific research, the relationship between worker skills and job performance has been widely discussed. On the other hand, the skills possessed by workers are a potential important factor in developing proactive behavior at work (O. Patricia, 2015). This means that the more aware workers are of the potential skills they have, the spontaneity to do more than they should be highly likely to happen.

Organizational commitment is an interesting thing, and it is important to continue to be studied not only at the managerial level in the company but also in scientific research such as Morrow (2011), Yeh (2014), Wachter & Yorio (2014), Nwachukwu, Akpuh, Samuel, & Udeme, (2020), Valentine, Nembhard, & Edmondson, (2015), Goetz, Musselmann, Szecsenyi, & Joos (2013), Wambulwa, Makokha, & Namusonge (2018), Sanyal & Hisam (2018), Pagell, Johnston, Veltri, Klassen, & Biehl (2014), Albert & Hallowell (2013) and Koster & Daan Stam (2011)

The existence of unforeseen conditions such as the Covid-19 Pandemic and which lasted for a long time, made the above phenomena need to be studied further. Therefore, this study aims to measure the skill and feeling safety in working towards the performance of teamwork in the workplace. Moreover, this research can contribute to researchers and organizations in understanding the factors that can maintain team performance in working amidst limitations during this pandemic.

Theoretical Framework

Work Performance. In various other studies, employee work performance is influenced by several factors such as self-confidence in doing work, form of remuneration, view of the value of life from the aspect of work, forms of responsibility and authority, to salary and a sense of recognition of the results of the work performed (ÖLÇER, 2015; Tampu & Cochina, 2015). Pavalache-Ilie (2014) describes performance performance as an important element related to industrial and organizational psychology that regulates employee actions, behavior, and contributions to the organization. Meanwhile, others use explanatory emphasis such as experience and abilities (Bercu & Onofrei, 2017), employee involvement (Mihalcea, 2104) and awareness of workers (Hashiguchi et al, 2020; Andersson, Rankin, & Diptee, 2017).

Feeling safety. Hashiguchi et al. (2020) describes a feeling safety at work as a form of workers' perceptions of the feeling safety that is obtained at work. This feeling safety is related to the safety factor against stress at work or a feeling safety from the psychological and physical aspects of dissatisfaction that may be experienced by workers in general. This view uses measurement indicators, namely organizational principles of guaranteeing the availability of safety aspects in the workplace, temperature conditions in the work environment, and adequate rest to do a good job. Kaynak, Toklu, Elci, & Toklu (2016) explain the concept of understanding a feeling safety at work as a view or perception of workers to get a safe work process by prioritizing the application of organizational priorities to safety aspects of equipment and equipment at work. Apart from this, this research also emphasizes the importance of the aspect of adequate rest hours for workers to get back to work in a fit condition.

Previous Research on Feeling Safety

Hashiguchi et al. (2020) in the results of their research found that feeling safety at work explains its role as forming an indirect relationship between the work skills of workers and the satisfaction of the results of the work done. These results reinforce the role of feeling safety which not only acts as a direct influence generator like most studies

but also acts as an indirect influence generator.

In companies such as manufacturing, Maryjoan & Tom (2016) found that there is indeed a significant relationship between safety aspects and employee performance. Furthermore, this study also emphasizes that this is related to employee productivity and work relations between employees.

Likewise, research in other manufacturing sectors conducted by Ayalew & Demissie (2020), organizational performance supported by employee performance is formed from a feeling safety at work from the risk of hazardous substances such as chemicals.

However, not always the security or safety aspects at work are only highlighted from the organizational side, Umugwaneza, Nkechi, & Mugabe (2019) found in their research that although employees are aware of the importance of safety aspects at work, not a few employees still neglect to follow security procedures at work.

Based on the explanation of this concept, the researcher raised the first two hypotheses (H) in this study, namely:

H₁ : Feeling safety affects team performance at work.

H₂ : Worker skills affect team performance at work moderated by feeling safety.

Work skills. Hanafi & Ibrahim (2018) explained that based on the perception of customer assessments, work skills is part of a series of competencies that the workforce has besides knowledge and behavior. In this case work skills has an impact on service performance as well as organizational performance. Meanwhile, Anggiani (2017) explains that work skills is grouped into two types, namely hard skills and soft skills. Hardskill describes specific technical abilities to do work that can be measured by indicators, namely intelligence, verbal comprehension, speed of response, reasoning both inductively and deductively, visualization, and memory. Meanwhile, soft skills themselves are described as a form of worker work skills to relate to other people where the attributes that can be used to measure these soft skills are self-awareness, self-control, motivation, empathy, and the ability to socialize.

Previous Research on Work Skills

Work skills according to Hashiguchi et al. (2020) affect work productivity. These skill form of ability and ability development process at work. This view uses three measurement indicators, namely workers have work skills in the field of work being carried out, workers have work skills in using supporting equipment in doing work, and a sense of willingness to be able to do the work being done.

Likewise, Hair, Hollingsworth, Randolph, & Chong (2017) and Berber, Slavić, & Aleksić (2020) found that the skills in the team need the competence of the team that is well trained in doing their job. In addition, these trained competencies provide the ability to perform work flexibly. However, a feeling safety during the Covid-19 pandemic conditions is a challenge for workers as to whether the work skills they have is enough to contribute to the company so that the company makes this a driving aspect to retain these workers. Thus, the next hypothesis that is carried in this study is:

H₃ : Worker skills affect performance at work.

METHOD

This research is a quantitative study using Partial Least Square - Structural Equation Modeling (PLS-SEM). The analytical tool used is SMART PLS 3. This use is intended to explain the relationship between variables that have complexity (direct and moderating effects) with a relatively small sample size. In this study, a series of tests will be carried out, namely the reliability test, validity test, hypothesis testing and measuring the coefficient of determination. The population in this study are workers in Indonesia who in their work have an involvement with the work team and have standards in work safety provided by the company. With an exceptionally large and unknown population, this study uses a sample with criteria (at least 1 year working experience) to represent that population. The

sample in the study was 99 people (88.39% from 112 people). Work fields are determined from various fields of work with the aim of getting various perspectives from the aspects of work skills and a feeling safety in the workplace. Respondent data collection was carried out randomly using an online questionnaire during February 2021 (Covid-19 pandemic). This sample size is still in accordance with the viewpoint of J. F. Hair, Black, Babin, & Anderson (2014) which states that one way to determine the number of samples can be done by multiplying the number of indicators. with 5 to 10. The variables of this study consist of two exogenous variables (Skills and Security) and one endogenous variable (Team performance). In the conceptual framework of this study, feeling safety also acts as a moderating variable. The indicators used in this study as shown in table 1 consist of ten indicators which consist of three indicators measuring Skills (technical work skills related to work, work skills in using tools at work, a sense of willingness to complete the work process), three indicators measuring A feeling safety (the company considers the availability of safety aspects at work, proper temperature at work, adequate rest hours), and four indicators explain team performance (support from superiors and coworkers, empathizing with co-workers, working with colleagues, communicating with colleagues). To measure these indicators in the questionnaire used a Likert scale of 1 (strongly disagree) to 5 (strongly agree).

RESULT AND DISCUSION

Respondent Profile

The profiles of respondents in this study are shown in table 2. Based on the gender of the workers in this study, 80 workers were male or 80.81% and 19 female workers or 19.19%. This result explains that the field of field work that places more emphasis on the safety aspect tends to be filled more with male workers than female workers.

Table 1. Operational variables

Variables	Definition	Indicator	Measurement
Feeling safety	Feelings of security in doing every job at work	<ol style="list-style-type: none"> 1. Availability of equipment for safety aspects in the workplace. 2. Appropriate temperature at work. 3. Adequacy of rest hours. 	
Worker skills	Competence and personal desire to complete the work done	<ol style="list-style-type: none"> 1. Technical skills to do the job. 2. Experts in using work support equipment. 3. Personal willingness to get work done. 	Likert scale 1 (Strongly Disagree) - 5 (Strongly Agree)
Performance	The results of work obtained during the work process until the job is finished, whether done alone or with the support of others in the workplace	<ol style="list-style-type: none"> 1. Support from superiors and colleagues. 2. A sense of empathy with colleagues. 3. Collaboration with colleagues. 4. There is communication with colleagues. 	

Source: processed by researchers

Table 2. Profile of research respondents

Profile	N (99 workers)	% (100%)
Gender		
Female	19 workers	19.19%
Male	80 workers	80.81%
Age		
< 27 years old	7 workers	7.07%
27-40 years old	42 workers	42.4%
41-56 years old	50 workers	50.51%
Length of work experience		
1 year	3 workers	3.03%
2 years	5 workers	5.05%
3 years	9 workers	9.09%
4 years	7 workers	7.07%
5 years	3 workers	3.03%
>5 years	72 workers	72.73%
Education background		
SD-SMA	9 workers	9.09%
Diploma	5 workers	5.05%
S1	72 workers	72.73%
S2	12 workers	12.12%
S3	1 worker	1.01%
Field of work		
Administration	3 workers	3.03%
Mechanical, Engineering, OHS	57 workers	57.58%
Doctor / health practitioner	13 workers	13.13%
Lecturer / teacher	6 workers	6.06%
Others	20 workers	20.20%
The type of company		
Plantation	24 workers	24.24%
Manufacture	6 workers	6.06%
Health	7 workers	7.07%
Construction	27 workers	27.27%
Oil, Gas, Mining	10 workers	10.10%
Services	7 workers	7.07%
Others	18 workers	18.18%

Source: processed by researchers, n = 99

Looking at the age of workers, most respondents in this study were dominated by workers aged 41-56 years with 50.1%. These results explain that workers in this study come from senior workers with longer work experience. These types of workers also have experience in comparing the level of safety or the level of use of worker skills for companies. This is also in line with information on work experience in this study, which is dominated by 72 workers or 72.73%. Likewise, with workers aged 27-40 years who can be said to be productive. Work experience in workers of this age group is in a

stage where the skills will be maximally used. Along with this, the safety aspects in the workplace are expected to be directly proportional. Furthermore, the smallest respondents in this study came from workers in the age group under 27 years of age. Workers with this group be a group of workers in the early days of the world of work where work experience is still "absorbing". This research also shows that workers with a balanced work experience, namely 1 year work experience 3 people (3.03%), 2 years 5 people (5.05%), 3 years 9 people (9.09%), 4 years 7 people (7.07%),

and 5 years work experience 3 people (3.03%).

The educational background of the workers as respondents in this study came from workers with a Bachelor's (S1) background. This explains that the minimum educational background of a bachelor's degree is an important factor in developing a worker's career. To support the career path, workers usually take higher education, for example Masters (S2). In this study, there were 12 workers with an educational background at this level (12.12%) and a higher level (S3) there was 1 worker (1.01%). Meanwhile, the rest, namely workers with diploma education background are 5 people (5.05%) and 9 people from elementary school to senior high school (9.09%). Furthermore, from the field of work, this research consists of the fields of mechanical work, engineering and occupational safety and health (K3) 57 workers or 57.58%. In general, this field of work is considered very closely related to the aspect of feeling safe in doing work in the field, while the next occupation that dominates comes from a variety of occupations 20 people (20.20%). This field of work comes from finance, quality control, civil servants, researchers, tourism services and so on. Even though these fields of work are quite diverse, the aspects of work skills and a feeling safety are still important aspects of work and deserve to be measured. The rest of the work fields in this study consisted of 13 workers (13.13%) of doctors / health practitioners, 6 lecturers / teachers (6.06%), and 3 administrators or 3.03%. Along with that, the company fields where the employees in this study are dominated by construction and plantation. There are 27 workers working in construction companies (27.27%) and 24 people in plantation (24.24%). Furthermore,

there are 10 people working in oil, gas, and mining companies (10.10%), 7 people each for health and services (7.07%), 6 people in manufacturing (6.06%), while the rest are various company fields such as health services, education. 18 people, tourism services, state electricity company, and so on or 18.18%.

Reliability and Validity Test

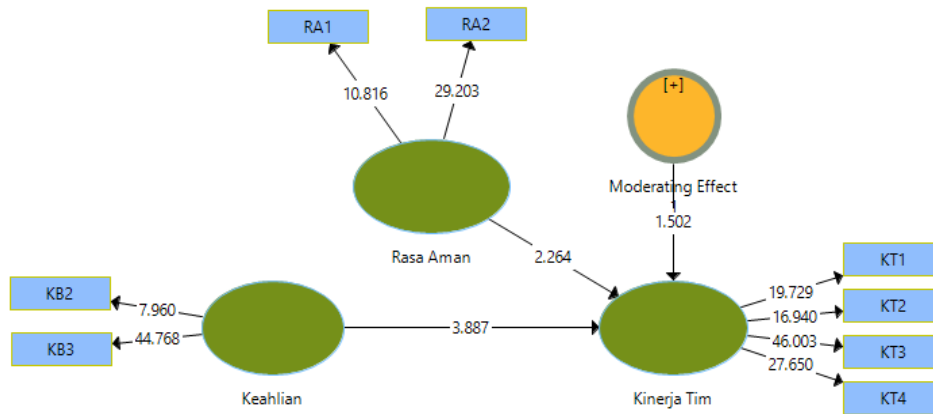
The initial stage that needs to be done in a study before a series of other tests is carried out, namely testing the validity and reliability (Indriyarti & Christian, 2020; Christian & Rembulan, 2020). Table 3 shows the results of the reliability and validity tests in this study. The variables in this study, namely work skills, feeling safety and team performance, were declared reliable because the composite reliability of all these variables showed 0.7 (Christian, Indriyarti, & Wibowo, 2021), namely work skills=0.834, feeling safety=0.875 and team performance=0.938. Furthermore, the variables in this study showed an Average Variance Extracted (AVE) figure above 0.5 (work skills=0.718, feeling safety=0.778, team performance=0.791) which explains all these variables are valid (Christian, 2019b). To strengthen the validity test, outer loading measurements were also carried out for all items in this study. In the first test, it turns out that there are several items that show below 0.7 so they must be deleted (KB1 and RA3). Furthermore, after deleting items that do not meet the requirements, all items show 0.7 (KB2 = 0.732; KB3 = 0.949; RA1 = 0.860; RA2 = 0.904; KT1 = 0.853; KT2 = 0.862; KT3 = 0.932; KT4 = 0.906). With this result, all items in this study can be declared valid (Christian, 2020).

Table 3. Reliability and validity test

Variable	Item	Composite Reliability	Outer loading	AVE
Feeling of safety	RA1	0.875	0.860	0.778
	RA2		0.904	
Work skills	KB2	0.834	0.732	0.718
	KB3		0.949	
	RA2		0.904	
Performance	KT1	0.938	0.853	0.791
	KT2		0.862	
	KT3		0.932	
	KT4		0.906	

Source: SMART PLS 3.0; n = 99

Figure 1. PLS Bootstrapping



Source: SMART PLS 3.0, n=99

Table 4. Hypothesis test results

Path	Total Effect <i>T-Statistic (O/STDEV)</i>	Result
Feeling safety → Performance	2.264	> 1.96 (accept H1)
Moderating effect 1	1.502	< 1.96 (reject H2)
Worker skills → Worker skills	3.887	> 1.96 (accept H1)
	<i>P values</i>	
Feeling safety → Performance	0.020	< 0.05 (accept H1)
Moderating effect 1	0.099	> 0.05 (reject H2)
Worker skills → Worker skills	0.000	< 0.05 (accept H1)

Source: SMART PLS 3.0, n=99

Hypothesis Testing

Table 4 and Figure 1 show the results of the hypothesis in this study with using t-statistic and P-values (Christian, 2020; Christian et al., 2021; Christian, 2019a). The results of the t-statistic, especially in Figure 1, the results of the t-statistic on the path of Feeling safety towards team performance showed 2.264 (> 1.96) with a P-value of 0.020 (<0.05). These results explain that hypothesis 1 is accepted, that is, feeling safety affects team performance. The next results in this table also explain that the t-statistic on the work skills towards team performance moderated feeling safety path shows 1.502 (<1.96) with a P-value of 0.099 (> 0.05). These results explain that hypothesis 2 is rejected, that is, work skills has no effect on team performance which is moderated by feeling safety.

Likewise, on the work skills to team performance path show 3.887 (> 1.96) with a P-value of 0,000 (<0.05). These results

explain that hypothesis 3 is accepted, namely work skills affect team performance.

The results of this study **accept hypothesis 1** where feeling safety affects team performance. These results reinforce previous studies which support that a feeling safety at work, in this case in doing work, influences performance both individually and in teams. In jobs that require most of the working time in areas with challenges and complex work equipment such as manufacturing, construction, oil, gas and mining, a feeling safety is a factor that must be considered to support the performance results of workers. In addition, this also complements the research conducted by Putri, Triatmanto, & Setiyadi (2018) by using regression analysis explaining that the safety aspects at work influence employee performance in consumer goods companies. This is in line with the results of this study which show that challenges in the work area such as temperature are an important factor in supporting the performance results of

workers. The factor of feeling safe at work, for example in manufacturing companies, can form workers' awareness to achieve good performance (Aktepe & Ersoz, 2012). Likewise, research conducted by Bergheim, Nielsen, Mearns, & Eid (2015) where workers in challenging work areas such as the maritime industry who get a form of satisfaction at work have an impact on workers' perceptions that companies pay attention to workers through various aspects, one of which is an aspect of safety. Another thing was also stated by Shevchuk, Strebkov, & Davis (2019) where workers aged 16 to over 50 years old with a background of having excess skills or lack of work skills tend to not feel safe with the work they are doing. This is based on how little self-improvement workers can get from experience in the workplace. In addition, this is also a challenge for workers with senior age. Hakro & Jinshan (2019) through their research results strongly emphasize that a feeling safety as an aspect of safety at work is particularly important for senior workers where this also has an impact on the results of their performance. In addition, this study also succeeds in explaining that the aspect of equipment availability as part of the safety aspect at work must be available and used by workers. Aspects of working hours or unbalanced workloads also need to be considered by the organization. This can form a feeling of drowsiness or excessive fatigue which is feared that it can cause low work performance and can also endanger the health or safety of workers (Dorrian, Baulk, & Dawson, 2011). Apart from reasons of safety or a feeling safety for workers, this can also reduce the number of accidents. Indirectly, this has an impact on company efficiency and supports the achievement of company goals. In addition to the goal of increasing organizational performance results, however, forming a good work environment can also increase commitment and motivation (Danish, Ramzan, & Ahmad, 2013).

Furthermore, the results of this study indicate that **rejecting hypothesis 2** where feeling safety does not act as a moderator in the relationship between work skills and team performance. The feeling safety in this study plays a more direct role as a factor that directly affects team performance than as a moderator. This result rejects the results of

studies that hold on to the concept that a feeling safety does not only have a direct effect but also an indirect effect on team performance. As research conducted by Hashiguchi et al. (2020) where the results of his research found that the form of a feeling safety at work explains its role as forming an indirect relationship between the work skills of workers and the satisfaction of the results of the work done. In addition, the results of research conducted by Kaynak et al. (2016) on companies in the public and private sectors in Turkey who explain that the implementation of safety and risk management procedures, making work regulations regarding occupational safety and health rules and organizational support also have an indirect effect on employee performance.

In supporting the success of organizational performance, creating a climate of security at work is important and can be formed from several factors including organizational commitment regarding the safety factor at work, common perceptions of superiors and colleagues, and basic knowledge of the safety factor in work Hyatt (Chen, McCabe, & Hyatt, 2017). Interestingly, this research conducted on construction workers emphasizes the dominant factor or the strongest correlation, namely the company's commitment to providing safety factors at work. In addition, the factor of common perceptions of the top about the importance of feeling safe at work is also the most influential forming factor. This explains that the character of heavy work in the field such as construction workers, a feeling safety is a particularly important factor. Heavy equipment and conditions in areas that tend to be dangerous form the demands of the fulfillment of security support facilities for workers in this field. In addition to carrying out safety procedures at work, maintaining work equipment is also an important factor for organizations, especially in terms of management efficiency (Elena, Buica, Darabont, & Beiu, 2015). The skill of using equipment that supports the smoothness and safety of work carried out in the workplace must also be seen from the aspect of how easy the tool is to use. This is in line with the results of this study which **accepts hypothesis 3** where skills affect job

performance. This refers to the concept of perceived of use, both conventional and modern use tools that are integrated with internet technology, such as applications (Christian, Jasar, & Hady, 2021; Indriyarti & Wibowo, 2020; Christian & Agung, 2020). Ease of use of work supporting equipment should not make workers difficult so that it is feared that it can increase stress levels (Christian, Indriyarti, et al., 2021; Christian, Purwanto, & Wibowo, 2020) in doing work. This is in line with the results of research conducted by Wibowo (2020) where stress in the use of technology related to the work being carried out can strengthen the effect of workload on work performance. Shevchuk et al. (2019) through their research explained that the mismatch of skills possessed by workers can increase conflict in work. This is due to psychological pressure due to conditions of inability to follow skills at work like other workers in the organization. Psychologically, workers who work in a healthy work environment view that sacrifices at work must be balanced with what they get (Kossek, Kalliath, & Kalliath, 2012). Furthermore, in this view it is explained that the sacrifices referred to in this case are not additional sacrifices outside of work such as family or other non-work roles. Feeling alienated from work can form dehumanization for workers which can reduce the target of achieving themselves in that job (Sookoo, 2014). This is because the worker only considers himself to be an object that is only the performer of the job. In the long run, workers with this type will lose their motivation to work so that they do not contribute optimally to the organization.

CONCLUSIONS

Based on the explanations above, it can be concluded that a feeling safety affects work performance in the organization. In jobs that have challenges in areas with complex work equipment and working hours such as manufacturing, construction, oil, gas and mining, a feeling safety is a factor that must be considered to support the performance results of workers. On the other hand, this feeling safety does not explain its role as a moderating factor between work skills and work performance. In this case, the feeling

safety becomes an independent factor that plays a more direct role as a direct influence. The results further in this study explain that work skills in work influences job performance. Work skills in this case is not only in matters related to knowledge or insight in doing work but also work skills in using tools related to the process of doing and completing work. Workers and organizations are two parties who should continue to support each other to achieve organizational goals, both short and long term. Forms of training related to the work field of workers can be carried out primarily as part of the organization's efforts to optimize the performance of workers. In addition, forms of conveying information regarding safety aspects for workers can always be done. This can be done in various ways, such as morning briefings, installing safety aspect stickers and most importantly always maintaining equipment in the safety aspect. In field work that demands 24-hour production, the shift system arrangement for workers becomes an important point to be able to provide sufficient rest hours for workers so that excessive fatigue does not occur in workers which can be an obstacle to maximum work results and can harm the organization.

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