



RESEARCH ARTICLE

THE ROLE OF PROFESSIONAL COMMITMENT AS A MEDIATOR IN THE RELATIONSHIP BETWEEN ORGANIZATIONAL CULTURE AND INNOVATIVE BEHAVIOR AMONG FLIGHT INSTRUCTORS AT THE CIVIL FLIGHT SCHOOL IN INDONESIA

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Abstract

In a dynamic and rapidly changing environment, innovation is the key factor for an organization success. Innovations that are needed primarily are innovations at the individual level or innovative behavior which is a source of innovation at the organization level. This study aims to investigate the factors that influence the flight instructors innovative behavior at flight schools in Indonesia, especially based on organizational culture and professional commitment. The study used a quantitative approach with a survey method with a sample of 98 flight instructors taken through simple random sampling. Data collection using questionnaire with a five-point Likert scale and data analysis using path analysis. The research findings indicate that organizational culture and professional commitment have a positive direct effect on innovative behavior. Organizational culture also have a positive direct effect on professional commitment. Other findings showed that professional commitment mediating the influence of organizational culture on innovative behavior. Based on the results of this study, the factors of organizational culture and professional commitment must be positioned as a strategic factors in the process of organizational management at flight schools and continuously improved to strengthen the innovative behavior among flight instructors.

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Introduction:-

Currently flight schools in Indonesia still have many problems that have an impact on the quality of graduates who don't comply with the qualification standards established by the airlines. The indications are very clear, namely the number of graduates from flight schools who work not as pilots and even unemployed. In 2019, around 1500 unemployed graduates came from various pilot schools in Indonesia. This fact gives a clear illustration that the flight school still tends to be oriented towards the number of graduates and is just looking for money without being offset by a strong commitment to produce graduates with the best quality that can be accepted by the market.

The ability of flight schools to adapt with technological developments is a factor that needs attention in order to produce pilots with global competitiveness. These ability becomes very crucial because the flight school curriculum system in Indonesia mostly still adopts the old education system with analog technology, while current technological developments have led to the development of digital technology in one hand, and the airline industry require pilots

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already has a type rating on other hand. In addition to technology issues, flight schools also need support from another factors, especially curriculum, syllabus, facilities and flights instructor to produce superior quality graduates. However, among these factors, flight instructor are factor that have a very central and strategic role in all flight school activities, so the performance of a flight instructor determines the output quality of flight school. Therefore, the facts related to the low quality of graduates cannot be separated from the flight instructors factor. Flight instructor is the frontline in the learning process and knowledge transfer, so that it has a direct impact on students' knowledge and skills. Thus the quality of graduates will also reflect the quality of flight instructors.

In the dynamic and changes rapidly environment, the ability to innovate are of the basic assets that must be possessed by every organization, especially innovation at the individual level or commonly called innovative behavior. Innovation is the main capital for an organization to grow, because organizations that fail to innovate will lose their competitiveness (Tidd, Bessant, & Pavitt, 2005), so the organization cannot survive in the long run. In this case innovation behavior is a key factor for organizational innovation (Park & Jo, 2018; Hon & Lui, 2016), increase organizational effectiveness (Asurakkody & Shin, 2018) and drive organizational competitiveness (Acar & Acar, 2012; Carmeli & Spreiter, 2009; Gkorezis, 2016). Thus innovative behavior becomes a driving force for innovation at the organizational level. In education context, innovation and innovative behavior are important issues. The flight instructor, as part of the educational institution at the flight school, has a very crucial role, so need to have a clear vision, awareness and knowledge regarding innovation.

Wetmore, Lu, and Bos (2008) emphasize the need for innovation in flight schools, because the lack of innovation will cause failure in realizing program objectives, quality of graduates who cannot compete, and lack of efficiency. But it is also reminded that innovations in flight schools must be carried out in a balanced manner taking into account the prevailing standards. Too much innovation can actually cause chaos in school programs, conversely lack of innovation will cause stagnation and weak motivation of students to learn. So, the balance between standardization and innovation must be a factor that really takes into account in developing a tradition of innovation in flight school environment. The safety factor must certainly be a top priority, but innovation must not be ignored.

The individuals innovative behavior in an organization is influenced by many factors both originating from internal and external. One external factor that plays an important role in influencing innovative behavior is organizational culture. Organizational culture will facilitate the flight instructor in adapting to the work environment and helping to know what actions should be carried out in accordance with the values that exist in the organization. In the context of the educational environment, organizational culture largely determines overall organizational development and depends on the values and symbols it builds (Tsiring & Sizova, 2018). The existence of organizational culture is also a source of competitiveness and ethical guide to employee behavior (Lee, 2019). Previous research shows the association between organizational culture and innovative behavior, which generally shows that organizational culture influences innovation (Hogan & Coote, 2014). While internal factor of individual that can influence the flight instructor's innovative behavior are professional commitment. Professional commitment as an internal factor needed to encourage innovative behavior. Professional commitment is a form of sincerity and dedication of a person to his profession, so that people who have a strong commitment to their profession will try as much as possible in carrying out the tasks contained in their profession. Commitment will also encourage individuals to do their best, so that they will be more creative and innovative at work. Previous studies confirm commitment as one of the predictors of innovative behavior (Battistelli, Odoardi, Vandenberghe, Di Napoli, & Piccione, 2019).

The studies regarding to the influence of organizational culture and professional commitment on innovative behavior has not been found so far in the context of flight instructors. Certain characteristics as specificity in flight schools can be the main novelty of this study so that from this study is expected to be obtained valuable information related to the influence of organizational culture and professional commitment to innovative behavior among instructor. Therefore, this study aims to examine the influence of organizational culture on flight instructors' innovative behavior mediated by professional commitment.

Literature Reviews and Hypotheses Development:-

Organizational culture and innovative behavior:-

In simple terms innovation is understood as "something that creates value" (Phillips & Moutinho, 2018, p. 120). This means innovation is an effort to create something to be more valuable than before, so innovation must be able to produce something useful and better than before. Thus the creation of value becomes a keyword that needs to be underlined in the concept of innovation. Innovation requires new knowledge in order to change or produce new

products or services, as stated by Dess, Lumpkin, Eisner, dan McNamara (2012, p. 378), "innovation is the use of new knowledge to transform organizational processes or create commercially viable products and services". So in this understanding, knowledge is an important key to being able to do an innovation. Without new knowledge, there will be no innovation. This gives the consequence that to be able to innovate as much new knowledge as possible is needed as material for formulating new ideas.

Innovation at the organizational level is very dependent on the human resources, so that an innovative organization certainly has a strong innovation at the individual level. In other words, innovative behavior is the basic capital needed to make an organization able to innovate continuously. Related to this, Li dan Hsu (2017, p. 3) explain, "innovative behavior refers to the intentional behaviors that lead to new products, production methods, organizational structures, or other work-related results, is the foundation of organizational innovation; it is widely regarded as a process with multiple stages, such as idea generation and implementation". Innovative behavior is also understood as an effort to change individual creativity to be useful in the work completion process. This view as stated by Mokhber, Ismail, Ismail, dan Vakilbashi (2015, p. 153), "innovative behavior at the individual level is defined is the process of turning creativity into profit and appears when employees use different ways and new ideas in their work. However, individual innovation behavior is not only limited to generating creative ideas, but to be useful it must also be promoted and implemented (Momeni, Ebrahimpour, & Ajirloo, 2014). Innovative behavior also emphasizes the ability to transform creative ideas into useful new solutions (Hertel & Stamov-Roßnagel, 2013).

Imran, Zaheer, Fatima, dan Khan (2014) explained that innovative behavior takes place in three stages. First, idea generation, which begins with an individual effort to recognize and identify problems so that new solutions can be found. Second, the promotion of ideas, which is an attempt to identify how to submit ideas that have been found. Third, idea realization, which is realizing the ideas that have been proposed in the organization. Sørensen dan Torfing (2011) also mentioned four stages of innovative behavior. First, arouses or produces ideas that are intended to recognize problems and opportunities with activities such as development and presentations. Second, choosing ideas, which is deciding what ideas are feasible to be realized with criteria such as large, flexible, transformative, and widely accepted ideas. Third, implementing ideas, namely the act of converting ideas into new procedures, practices, and services. Finally, spreads ideas to all parts of the organization, or can also from the organization to other organization.

Innovative behavior in an organizational environment is influenced by many factors, among others is the organizational culture. Organizational culture consists of a set of assumptions related to goals and practices that take place within the organization, as expressed by Bateman, Snell, dan Konopaske (2017, p. 63), "organization culture refers to the set of important assumptions about the organization and its goals and practices that members of the company share ". Furthermore, Cascio (2016, p. 43) provides an explanation of organizational culture, "culture is the pattern of basic assumptions a given group has invented, discovered, or developed in learning to adapt both to its external and internal environments". While Jones dan George (2017, p. 58) describe organizational culture as a set of beliefs, hopes, values, norms and work habits that affect how members of the organization relate to each other and work together in realizing organizational goals. Thus organizational culture reflects the different ways in which members of an organization carry out their work and relate to one another both inside and outside the organization. Organizational culture, although not visible but has a role in influencing a person's behavior patterns so it is important for organizations to build positive values in order to have an impact on the positive behavior of organization members.

Kotter dan Hasket (2010) state that important variables that influence organizational growth and productivity are not only on management factors and task completion functions or organizational structure, but are on cultural aspects. This clearly implies that culture as an important aspect in organizations to increase work productivity both individually and organizationally, which among others is manifested in the innovative behavior. Herzog (2011) also explains that organizational culture has a strong impact on innovation and the success of innovation that takes place within organizations. Previous research shows the association between organizational culture and innovative behavior, which generally shows that organizational culture influences innovation (Ali Taha, Sirková, & Ferencová, 2016; Hogan & Coote, 2014; Liao, Chang, Hu, & Yueh, 2012). Based on these reasons, we propose the following hypothesis:

H1:- Organizational culture has a direct positive effect on innovative behavior

Professional commitment and innovative behavior:-

Greenfield, Norman, dan Wier (2008, p. 421) explain the professional commitment as “the acknowledgment of (and trust in) the values and objectives of a profession, a willingness to exercise substantial effort on behalf of the profession, and an explicit goal to maintain membership in the profession”. Nasution dan Östermark (2012) professional commitment is interpreted as an individual's attachment to his profession or the strength of an individual's identification with his profession. Individuals with a strong commitment have characteristics such as strong confidence and acceptance of the goals of the profession, a strong will to maintain membership in a profession, and a willingness to try to advance the profession. Meanwhile, according to Steers and Porter (2003), professional commitment is a form of commitment that appears not only to be passive loyalty, but also involves an active relationship with work organizations that have the goal of giving every effort for the success of the organization concerned.

Lucyanda dan Pramesti (2015) explain that professional commitment is a belief and acceptance of the goals and values of the profession, a willingness to use genuine effort in the interests of the profession, and a desire to maintain membership in the profession. Individuals with high professional commitment are characterized by: (1) having high trust and acceptance in the goals of the profession, (2) a desire to do everything behalf of the profession, and (3) a strong desire to maintain membership in the profession. According to Lee, Carswell, dan Allen (2000) individuals with high professional commitment have stronger identification, and experience more positive things about their profession compared to individuals with low professional commitment.

Professional commitment is one of the factors that play a role in strengthening innovative behavior, because this commitment is a form of sincerity and dedication to one's profession, so that people who have a strong commitment to their profession will try as much as possible in carrying out the tasks in their profession. Commitment will also encourage individuals to do their best, so that they will be more creative and innovative at work. Lee (2008) explains that commitment has a nature as a key in improving employee innovative behavior. Previous studies also confirm that commitment is a predictor of innovative behavior (Ahamed & Mahmood, 2015; Battistelli, Odoardi, Vandenberghe, Di Napoli, & Piccione, 2019; Hakimian, Farid, Ismail, & Nair, 2016). Based on these reasons, we propose the following hypothesis:

H2:- Professional commitment has a positive direct effect on innovative behavior.

Organizational culture and professional commitment:-

Organizational culture is stated to be strong when the core of the organization is getting stronger and more firmly held and more widely embraced by its members. Thus, the stronger organizational culture will effect on the environment and human behavior. Organizational culture has a function to facilitate the continuation of commitments to things that are greater than individual interests. Commitment is an attitude that is built on the individual to fulfill responsibility for something that is bound to him. This condition arises or manifested, among others, because there is a feeling of being accepted in the group and having a role to do with the organization.

Colquitt, LePine, dan Wesson (2019, p. 529) are related to the interconnectedness of organizational culture with the commitment to express, "person-organization fit has a strong positive effect on commitment. Employees who fit with their organizations tend to have higher levels of affective commitment. Vecchio (2006) also revealed that workers who have the same values as the values of the organization have greater organizational commitment. Robbins (2008) also states that organizational culture is a variable cause of changes in the dependent variable of organizational commitment so that organizational culture increases organizational commitment and consistency in the behavior of members. While Krajcsák (2018) also emphasized that organizational culture contributes to high commitment and productivity. Based on this explanation, the following hypothesis is proposed:

H3:- Organizational culture has a direct positive effect on professional commitment.

Moderating role of professional commitment:-

Professional commitment is a variable that can be positioned as a mediator variable for the influence of organizational culture on innovative behavior. A strong organizational culture that supports professional values will strengthen individual commitment to his profession, so that it will further impact his creativity in carrying out his duties. From the previous explanation it has also been stated that both theoretically and based on previous research, organizational culture directly influences on commitment and commitment directly influences innovative behavior.

Such patterns of influence enable the indirect effect of organizational culture on innovative behavior through professional commitment.

In a number of previous studies the commitment variable was also positioned as a mediator variable. For example, research conducted by Sari dan Seniati (2019) places the variable commitment as a mediator variable for the effect of job satisfaction on organizational commitment. The results of his research show that professional commitment is proven to play a role as a mediating variable of the effect of job satisfaction on organizational commitment. Research by Barać, Prlić, Plužarić, Farčić, dan Kovačević (2018) also positioned the variable of professional commitment as a mediator variable for the effect of self-evaluation on job satisfaction. In another study conducted by Nikpour (2018) also proved that commitment is a variable that mediates the effect of psychological empowerment on innovation. Based on this explanation, the following hypothesis is proposed:

H4:- Professional commitment mediates the influence of organizational culture on innovative behavior

Based on the arguments and hypotheses in the previous section, the following theoretical framework (Fig. 1) was formulated.

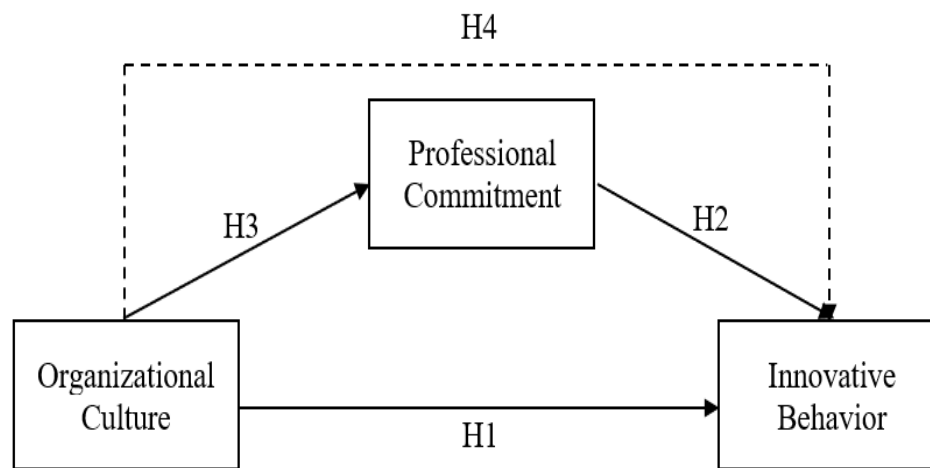


Fig 1:- Theoretical framework.

Research Methods:-

Sample:-

This research uses a quantitative approach with a survey method. The participants were 98 flight instructors from the Politeknik Penerbangan Indonesia Curug and Akademi Penerbang Indonesia Banyuwangi which is taken with a simple random technique. Based on gender, most of participants are male (93.88%) with age dominated in the range of 20-30 years (50%) with a work period of ≤ 5 years (40.82%). Participants had the majority of educational qualifications that were non-diploma (40.82%) and the employment status of flight instructor majority was honorary (61.22%). While based on the position level, most of flight instructors are Grade 4/Senior (37.76%).

Table 1:- Profile of Research Respondents (n = 98).

No.	Respondents Profile		Frequency	Percentage
1.	Gender	a. Male	92	93.88
		b. Female	6	6.12
2.	Age	a. 20 – 30 year	49	50.00
		b. 31 – 40 year	29	29.59
		c. 41 – 50 year	17	17.35
		d. > 50 year	3	3.06
3.	Tenure	a. ≤ 5 year	40	40.82
		b. 6 - 10 year	27	27.55
		c. 11 - 15 year	11	11.22
		d. 16 - 20 year	12	12.24

		e. > 20 year	8	8.16
4.	Education	a. Non-Diploma	40	40.82
		b. Diploma	25	25.51
		c. Bachelor	16	16.33
		d. Magister	17	17.35
5.	Employment Status	a. Honorary	60	61.22
		b. Permanent	38	38.78
6.	Position Level	a. Grade 1/Assistant	18	18.37
		b. Grade 2/Junior	24	24.49
		c. Grade 3/Madya	19	19.39
		d. Grade 4/Senior	37	37.76

Measurement:-

Innovative Behavior (IB). Innovative behavior variables are measured based on four dimensions adapted from Kleysen & Street (2001) dan George & Zhou (2001), namely recognizing problems and opportunities, generating ideas, promoting ideas, and implementing ideas. Items were answered on five-point Likert scales ranging from always (1) to never (5). The reliability test results of the innovative behavior questionnaire obtained an Alpha Cronbach coefficient of $0.979 > 0.7$ which means reliable.

Organizational culture (OC). Organizational culture variables are measured using four dimensions from Denison, Nieminen, dan Kotrba (2014), namely involvement, consistency, adaptation, and mission. Items were answered on five-point Likert scales ranging from always (1) to never (5). The reliability test results of organizational culture questionnaire obtained Alpha Cronbach coefficient of $0.981 > 0.7$ which means reliable.

Professional commitment (PC). The professional commitment variable is measured based on four dimensions adapted from Lucyanda dan Pramesti (2015) dan Nasution dan Östermark (2012), namely belief, acceptance, willingness to try, and the desire to maintain membership. Items were answered on five-point Likert scales ranging from strongly disagree (1) to strongly agree (5). The reliability test results of the innovative behavior questionnaire obtained an Alpha Cronbach coefficient of $0.962 > 0.7$ which means reliable.

Data Analysis:-

Data analysis used to test the hypotheses in this study is path analysis. According to Foster, Barkus, dan Yavorsky (2006) path analysis is a multiple regression technique for causal relationships between variables that not only tests causal relationships, but also raises questions about the minimum number of relationships (reciprocal effects) and their direction. To calculate the path analysis LISREL are used.

Results:-

Descriptive Statistics:-

Innovative behavior scores range from the smallest 1.9 to 4.9 with a mean of 3.6 and a standard deviation of 0.7. Furthermore, for organizational culture it has the smallest score of 2.3 to 4.9, a mean of 3.9 and a standard deviation of 0.6. Professional commitment scores range from 2.4 to 4.9, a mean 4.0 and a standard deviation of 0.6. While for the smallest correlation coefficient is 0.680, the relationship between professional commitment with innovative behavior and the largest is 0.713, namely the relationship between organizational culture and innovative behavior.

Table 2:- Descriptive statistics.

Variables	Minimum	Maximum	Mean	Std. Deviation	Correlations		
					1	2	3
1. IB	1.9	4.9	3.6	0.7	-		
2. OC	2.3	4.9	3.9	0.6	0.713**	-	
3. PC	2.4	4.9	4.0	0.6	0.680**	0.672**	-

Hypothesis testing:-

Hypothesis testing is done by using the path coefficient whose results are shown in Table 3. Based on the results of calculations with LISREL for the goodness of fit model obtained RMSEA of 0.000 and p-value of 1.000. The results

obtained indicate that the RMSEA < 0.08 and p-value > 0.05, so it can be concluded that the research model has a good fit between the theoretical and the empirical model.

Table 3:- Path coefficients and t-values.

No.	Hypothesis	Path coefficients	t-values	Decision
1.	H1: OC --> IB	0.468	5.250	Supported H1
2.	H2: PC --> IB	0.366	4.103	Supported H2
3.	H3: OC --> PC	0.672	8.892	Supported H3
4.	H4: OC --> PC --> IB	0.246	3.725	Supported H4

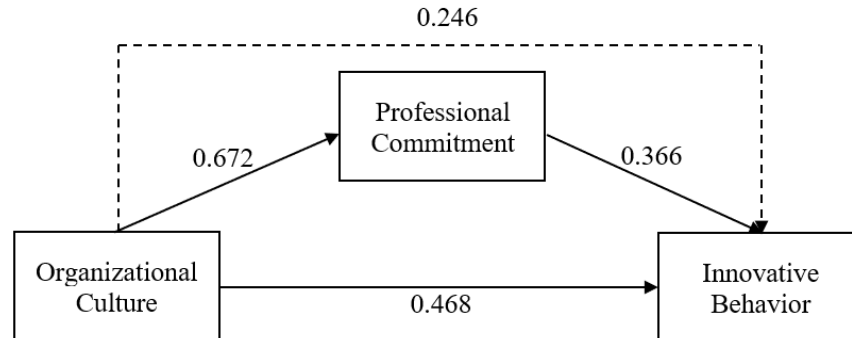


Fig 2:- Path diagram.

The calculation results show the path coefficient of the influence of organizational culture on innovative behavior = 0.468. While the calculated t-value obtained was 5.250, and the t-table value for the $\alpha = 0.05$ was 1.96. The results show that t-value > t-table, which means accepted H1. Thus it can be concluded that there is a direct positive influence of organizational culture on the innovative behavior of flight instructors. Further for the influence of professional commitment on innovative behavior obtained path coefficient of 0.366. The significance test results obtained t-value = 4.103 > 1.96, so that H2 is accepted. The conclusion is that there is a positive direct effect on professional commitment to the innovative behavior of pilot instructors. The path coefficient of influence of organizational culture on professional commitment is positive 0.672. The significance results obtained t-value = 8.892 > 1.96, which means H3 is accepted. These results can be concluded that there is a direct positive influence of organizational culture on the professional commitment of flight instructors. The indirect effect of organizational culture on innovative behavior mediated by professional commitment is obtained path coefficient of 0.246 and t-value = 3.725 > 1.96, so H4 is accepted. Thus it can be concluded that professional commitment mediates the influence of organizational culture on innovative behavior.

Discussion:-

The results from hypothesis testing show that organizational culture has a positive direct effect on innovative behavior. This finding shows that the condition of organizational culture that is supportive and conducive, it will have an impact on increasing the flight instructors innovative behavior. This illustrates that in an effort to develop flight instructors innovative behavior, needed efforts to strengthen the cultural values of the organization that are in line with developments and environmental demands. The important role of organizational culture in influencing innovation due to culture can lead individuals to behave and give instructions to organization members about what must be followed and learned. In organizations, interactions occur between individuals according to their roles and functions in order to achieve common goals. Each organization has a different culture, so that the organization is always unique and wants to look unique. Culture influences the work atmosphere in the organization. Organizational culture is a daily manifestation of the values and traditions that underlie the organization that will show how employees behave, employee expectations of the organization and vice versa. Organizational culture is very influential on the behavior of certain organizational members. For an innovative employee, all kinds of rules that exist in the organization where he belongs will always be followed and become guidelines when doing all kinds of activities. If the culture in the organization is strong, this will support the behavior of employees in carrying out innovations that are supportive of improving organizational performance. Thus, a good organizational culture will

provide opportunities for innovative employees to act according to organizational rules that are in the best interests of the organization.

Theoretically, the important role of organizational culture in influencing innovative behavior is explained by Kotter dan Hasket (2010) that one of the important variables that influences organizational growth and productivity is the cultural aspect. This explanation shows that culture as an important aspect in the organization to increase work productivity both individually and organizationally, which among others is manifested in the innovative behavior of organization members. While Herzog (2011) also explained that organizational culture has a strong impact on innovation and the success of innovation that takes place within the organization. A number of previous studies have also shown that organizational culture is a determinant of innovative behavior (Ali Taha et al., 2016; Hock, Clauss, & Schulz, 2016; Liao et al., 2012; Naranjo-Valencia, Jimenez-Jimenez, & Sanz-Valle, 2017; Zheng, Wu, Xie, & Li, 2019). Thus the position of the research results is to strengthen or support the theory and the results of previous studies that show organizational culture as one of the predictors of innovative behavior.

Professional commitment from hypothesis testing have a positive direct effect on the flight instructors innovative behavior. These results indicate that variations or changes in professional commitment will result in changes in flight instructors innovative behavior. Thus the existence of professional commitment is needed to help maximize the flight instructors innovative behavior. The concept of professional commitment is based on the premise that the individual forms an attachment to his profession during the socialization process and that profession has instilled the values and norms of the profession. The commitment of the profession is built during the socialization process when the profession places emphasis on understanding the values and norms required by a profession. Innovative behavior basically requires a strong commitment from within a person, so that it can bring up positive and creative efforts in completing the task. Without a strong commitment, an employee will work improperly and just follow the routine without wanting to try harder to complete his work better.

Commitments that are known to have an important role in enhancing innovative behavior can be seen from Lee (2008) explanation that commitment has a nature as a key in enhancing innovative behavior, where aspects of commitment that play an important role in enhancing innovative behavior are mainly affective commitment and continuance commitment. The theory is also supported by a number of previous research findings that show the significant influence of commitment to innovative behavior (Ahmed, Hassan, Ayub, & Klimoski, 2018; Battistelli et al., 2019; Hakimian et al., 2016; Hrnjic, Pilav-Velic, Djideliija, & Jahic, 2018; Marques, Galende, Cruz, & Ferreira, 2014). Thus the position of the results of this study is to support the theory and results of previous research on the influence of commitment on innovative behavior.

Organizational culture in addition to significantly influencing on flight instructors innovative behavior, based on the results of hypothesis testing is also known to have a significant direct effect on professional commitment. These results indicate that organizational culture contributes significantly to increasing professional commitment among pilot instructors. The better and more conducive organizational culture and implemented seriously, it will have implications for the increasing flight instructor professional commitment. Strong organizational culture when the core of the organization is getting stronger and more firmly held and more widely shared by members of the organization. Thus, the stronger organizational culture will influence the environment and human behavior, the more members receive core values and the greater the organizational value. Cultural values can provide characteristics and organizational identity that is different from other organizations. The existence of an organizational identity makes the organization members will be strong in maintaining the values and make higher commitment. If this is associated with a professional organization, the values of the organization are strong and conducive, then contribute in strengthening commitment to the profession.

Organizational culture that has been empirically proven to influence commitment is also consistent with the theory stated by Colquitt et al. (2019) "person-organization fit has a strong positive effect on commitment. Employees who fit with their organization tend to have higher levels of affective commitment". Vecchio (2006) also revealed that workers who have the same values as the values of the organization have greater organizational commitment. Robbins (2008) also stressed that organizational culture is a predictor of commitment, so that organizational culture has an impact on increasing commitment. Another theory put forward by Krajcsák (2018) showed that organizational culture has a positive contribution to high commitment. This was also supported by previous research which clearly indicated that organizational culture significantly influences commitment (Dwivedi, Kaushik, & Luxmi, 2014; Raharjo, Nurjannah, Solimun, & Fernandes, 2018; Taghipour & Dezfuli, 2013). This research position

means supporting or strengthening the theory and previous research on the significance of organizational culture in influencing professional commitment.

Other findings in this study indicate professional commitment mediates the influence of organizational culture on innovative behavior. This means that organizational culture influences professional commitment which in turn impacts innovative behavior. This is inseparable from the results of previous tests which are known that organizational culture directly influences professional commitment and professional commitment directly influences innovative behavior. These results support previous findings which indicated professional commitment as a mediator variable (Barać et al., 2018; Nikpour, 2018; Sari & Seniati, 2019). Thus to maximize the influence of organizational culture on flight instructors innovative behavior requires the support from professional commitment factors.

Conclusion and Recommendation:-

The results of this study conclude that organizational culture and professional commitment have a significant role in strengthening the flight instructors innovative behavior in flight schools. Thus, the instructor's innovative behavior can be encouraged by develop organizational values that are adaptive and relevant to the environmental change and strengthens the instructor's commitment to his profession as a flight instructor. Organizational culture positively influences professional commitment, so the condition of organizational culture also plays a role in strengthening the professional commitment of pilot instructors. Professional commitment is also known as a factor that mediates the influence of organizational culture on flight instructors innovative behavior. Therefore, needed simultaneous efforts to strengthen the organizational culture inflight schools and professional commitment. Flight schools must develop core values which are the main references for flight instructors in acting, behaving and solving problems. Core values related to innovation mainly concern with an adaptive values, so organizational learning needs to be developed, strengthening customer orientation, and also strengthening intuition to make changes as the main aspects of the adaptation dimension. Meanwhile, to strengthen professional commitment, the role of leadership as a motivator must be maximized. The welfare of a flight instructor also needs to be improved so that instructor can focus on dedicated as a flight instructor as well as giving an appreciation to instructors with superior performance so that the instructor feels more valued and has greater pride in his profession.

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