

D. Conclusions

The evaluation results indicate that the implementation of Safety Assurance elements in the Safety Management System (SMS) at Palembang Aviation Polytechnic has been running smoothly in terms of Internal Audit, Incident Investigation, and Performance Monitoring. These three aspects demonstrate a relatively systematic implementation structure and align with the safety principles established by ICAO, particularly in the use of data for safety evaluation and decision-making. However, two crucial aspects - Hazard Reporting and Change Management - were identified as major weaknesses. The low scores on these two indicators indicate a lack of personnel participation, fear in reporting, and the lack of integration of risk analysis in the operational change process. These results are consistent with qualitative findings that reveal a lack of an open reporting culture and inadequate formal procedures for managing change.

Thus, although the Safety Assurance system has been operational, improvements are needed to focus on enhancing safety culture, strengthening non-punitive reporting systems, and implementing risk-based change management. Cross-functional participation, open communication, and the application of the Just Culture principle are key to ensuring an adaptive and sustainable safety system in the ATO environment. It is recommended to adopt *Just Culture* training across all organizational levels. This approach will help reduce fear of blame, encourage honest reporting, and strengthen trust in the safety system.

E. Acknowledgement

Thank you to all participants involved in this research. Hopefully this research will have an impact on the world of education in the field of aviation.

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P-ISSN 2746-0827

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