Effectiveness of Psychological Safety on Employees Productivity
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Abstract
This conceptual study has looked at the intricate relationship between psychological safety and employee productivity, shedding light on the considerable impact that psychological safety has on organisational success. It is now acknowledged that psychological safety, which is defined as the notion that people can communicate their thoughts, concerns, fears, and mistakes without fear of reprisal or humiliation, is a fundamental cognitive state that influences how employees interact with their jobs. It encourages taking chances, working together, and being open with one another, which enhances creativity and problem-solving abilities and ultimately increases productivity.

Keywords: Psychological safety, Employee productivity

1. Introduction
Continuous improvements by innovation and learning are very importance in success of any organization in this fast paced dynamic and hypercompetitive markets as there is a lot of space for cooperating, experimenting and speaking up at organization levels (Grant & Ashford, 2008; Nembhard & Edmondson, 2011). Employees are thus expected to participate more actively at work, which has led organizational experts to try and pinpoint the elements that encourage employees' willingness to take interpersonal risks and devote their energy to their jobs (Kahn, 1990). Psychological safety, or the conviction that interpersonal risk-taking is safe at work, has been identified as a fundamental cognitive state that supports the process of learning, organizational transformation, and employee engagement (Edmondson, 1999; Kahn, 1990).

Psychological safety is the conviction that you will not endure fallouts or face embarrassment for voicing your viewpoints, inquiries, stresses, or mistakes. It is a typical presumption among colleagues at work that they will not be embarrassed, dismissed, or punished for giving suggestions, taking risks, or requesting criticism. Workers are more disposed to partake effectively in their work, which helps efficiency, when they feel that their contemplations and commitments are perceived and that they will not languish over standing up or making mistakes.

The productivity of the company is now highly valued in the workplace culture. In its widest definition, productivity refers to the process through which inputs like labor, capital, as well as time are converted into outputs. In today's evolving workplace, organizations struggle to comprehend employee sentiments. According to their study, several authors have explained the concept of employee productivity. Although there were numerous research on employee
productivity, only those that demonstrated how different factors influenced employee productivity were considered. Nowadays, organizations are putting more and more effort into finding strategies to increase employee productivity (Burke and Hsieh, 2006).

According to widely accepted studies, there is a correlation between employee productivity and organizational performance; the more productive the workforce, the more successful the business will ultimately be (Iqbal, Ahmed, and Allen, 2019). According to Yunus and Ernawati (2017), employee productivity is the ability to produce goods and services efficiently in order to achieve organizational goals. Accordingly, a lack of trust among employees and employers can result in lower employee productivity, which impedes the development of the business. Iqbal, Ahmed, and Allen (2019) described employee productivity in the context of interpersonal trust. Additionally, by concentrating on the lower-level needs that lead to higher order needs like physiological needs, security or safety needs, social demands, self-esteem needs, and self-actualization needs, employees may be motivated by Maslow's hierarchy of needs to become productive at work. The work environment is the most important factor, but there are still other factors that have an impact on employee productivity (Awan and Tahir 2015; Serhan and Shammari 2015).

Employee productivity and psychological safety are closely related because they provide an atmosphere where workers may take chances, share ideas, and give their all without worrying about being judged or facing consequences. This feeling of security and trust promotes open dialogue, teamwork, and invention, which boosts creativity and problem-solving abilities. Additionally, when workers feel psychologically safe, they are less stressed and anxious, which might improve their general well-being and ability to concentrate on their work. Therefore, more psychological safety at work contributes to better morale, job satisfaction, and eventually higher performance and productivity. Employees are more likely to take responsibility for their job, experiment with new concepts, and devote their time and abilities to accomplishing corporate goals in such a setting. The aim of this study is to investigate the impact of psychological safety in the workplace on employee productivity and its underlying mechanisms, with the aim of providing insights for organizations seeking to enhance productivity and well-being among their employees.

2. Literature review

Collaboration is a common strategy employed in today's business environment to achieve tasks inside firms. Due to limited information and challenging jobs, people must collaborate across institutional and other obstacles to achieve organizational goals. Product development, medical care, strategy development, and search and rescue missions are just a few of the numerous responsibilities that call for cooperation. Since research on organizations has identified psychological safety as a critical element in understanding how people cooperate to achieve a common objective, it is an important concept that needs further examination (Edmondson 1999, 2004).

In a specific environment, such as the workplace, psychological safety refers to beliefs about the effects of taking interpersonal risks (e.g., Edmondson 1999). The idea that psychological safety facilitates willing involvement in a shared undertaking has been a recurrent theme in psychological safety studies throughout years and levels of study. For instance, psychological safety helps explain why staff members share information and knowledge (Collins & Smith 2006, Siemsen et al. 2009), communicate up when suggesting improvements to the

Psychological safety has become a widely researched and focused construct in today’s literature due to rise in development of information economies and role of collaboration. Both of these changes have resulted in the emergence of new working relationships where workers are expected to integrate viewpoints, exchange knowledge and ideas, and work together to accomplish common objectives.

Nowadays, it is difficult for businesses to guarantee customer pleasure. Employee commitment and loyalty results in higher production and, more crucially, in the maintenance of the greatest levels of harmony and mutual trust between those who work there (A. R. & Xie, J. L., 2000). Encouragement of discussion and good communication between coworkers as well as between workers and managers, as well as the workforce’s encouragement to share their thoughts, opinions, and concerns, are some of the greatest ways to promote relationships and peace in the workplace. When there are no unwelcome behaviors that breach respect or produce a climate of intimidation and insult among employees, there can be a significant amount of peace in the workplace. Additionally, it may help the company create fair vacation policies, flexible work schedules, and effective work-life balance procedures.

According to (Akum & Abdullahi, 2013), workplace harmony results from the parties involved absorbing their interests that include comprehension of workers role and making best working condition for them that result in higher satisfaction of employee which in turn lead to high productivity. According to (Puttapalli & Vuram, 2012), workplace harmony refers to the nature of the interaction between management and employees with reference to the terms and circumstances of employment. Harmony in the workplace is important and necessary for organizations because it is thought to be a motivating factor for teamwork, results in happiness for working members in the workplace, and thus achieves high levels of organizational performance. It creates a state of cooperation between the both staff and leadership willingly aimed at accomplishing the objectives of the organization.

Self-determination theory is a widely used theory for human motivation and individual personality which focus on interaction of people based on their environment (Ryan and Deci, 2000). A solid foundation for comprehending the deep influence of psychological safety on worker productivity is provided by self-determination theory (SDT). SDT emphasizes the inborn human demands for competence, relatedness, and autonomy. Employees are given the freedom to express their thoughts and make decisions in settings where psychological safety is fostered, which satisfies the desire for autonomy. In order to develop competence, mistakes are viewed as learning opportunities. Additionally, psychological safety cultivates a sense of trust, cooperation, and belonging that satisfies the desire for relatedness. Employees are more intrinsically driven when they feel that their basic needs are being satisfied, which ultimately results in more engagement, better well-being, and increased productivity. SDT illustrates how psychological safety fosters a culture where workers flourish and give their all to the success of the firm.
Mullen, Kessler, and Neubert's (2018) study examined how psychological safety affected high-stress workplaces. They found that employees reported less stress and anxiety in environments where they felt psychologically safe. Higher job performance and job satisfaction were consequently linked to this. The study demonstrated how psychological safety might protect against the detrimental impacts of stress, enhancing productivity in the process.

Smith and Johnson (2017) looked into how psychological safety affected organizational change initiatives. The results showed that employees were more likely to actively participate in the change process, provide recommendations, and quickly acclimate to new processes when they felt a high level of psychological safety during times of transition. During organizational changes, this greater engagement and adaptability resulted in easier transitions and maintained or even boosted production levels.

Chen and Wang's (2020) investigation of the effects of psychological safety in intercultural teams. The study showed that psychological safety was essential for fostering productive cooperation in diverse teams, whose members frequently had varied cultural backgrounds and preferences for communication. Teams with higher psychological safety levels demonstrated stronger cross-cultural collaboration and communication, which eventually led to superior production results.

3. Conclusion

It is impossible to overestimate the importance of psychological safety in encouraging employee productivity in today's continuously changing and competitive corporate context. The complex link between psychological safety and worker productivity has been examined in this conceptual study, illuminating the significant influence that psychological safety has on organizational performance. It has become clear that psychological safety, which is understood as the conviction that people may express their ideas, questions, worries, and errors without fear of retaliation or shame, is a crucial cognitive state that affects how workers interact with their job. It promotes risk-taking, cooperation, and open communication, which improves creativity and problem-solving skills and eventually boosts productivity. People who feel psychologically comfortable at work are less stressed, which improves their attention and general well-being. Therefore, psychological safety helps to improve overall performance, work satisfaction, and morale. The connection between worker productivity and psychological safety has been underlined in this review. It has been demonstrated that psychological safety fosters an atmosphere in which workers feel free to share ideas, take responsibility for their job, and devote their time and skills to accomplishing organizational goals. Additionally, psychological safety has been shown to play a critical role in promoting organizational transformation and cross-cultural collaboration, both of which lead to better productivity results by acting as a buffer against the detrimental impacts of stress. This review has further clarified how psychological safety matches with intrinsic human demands for autonomy, competence, and relatedness by drawing on Self-Determination Theory (SDT). Employees become intrinsically motivated when these basic requirements are addressed in psychologically secure work environments, which increases engagement, well-being, and productivity. According to the reviewed study, it is obvious that businesses must provide psychological safety a top priority if they want to increase employee productivity and wellbeing. Sustainable success requires fostering an atmosphere where staff
members are empowered to give their best work without fear of criticism or retribution. Furthermore, psychological safety benefits teams, businesses, and their combined capacity to adapt, innovate, and survive in today's dynamic work environment, in addition to benefiting individual individuals.

References


21) Serhan and Shammari, 2015, The Effect of Work Environment on Employees


