The Impact of Psychological Safety on Employee Performance: A Study of the Pharmaceutical and Financial Service Sectors in Indonesia

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Abstract

Introduction – Psychological safety is a pivotal factor in increasing employee performance. It encourages employees to take risks more confidently, thereby enhancing their performance. In the pharmaceutical and financial services industries in Indonesia, employee performance plays a crucial role in fostering high-performing teams and a positive organizational culture. Therefore, it is essential to understand how psychological safety impacts employees' performance in the highly regulated sectors.

Objective – This study aims to investigate the influence of psychological safety on employee performance, including both task and contextual performance, as well as CWB, in the pharmaceutical and financial services sectors in Indonesia. It also examines how socio-demographic variables influence this relationship.

Method – The study employs a quantitative approach with a cross-sectional research design. Electronic surveys are distributed to 80 permanent employees in the pharmaceutical and financial services industries in Indonesia to collect data on psychological safety, employee performance (task performance, contextual performance, and CWB), and socio-demographic variables. The survey distribution uses convenience and snowball sampling techniques. Multivariate regression models, Pearson correlation tests, and reliability analysis were used for data analysis. Hypothesis testing was done using hierarchical regression.

Results – The results revealed a significant relationship between psychological safety and task and contextual performance. Specifically, this study finds that contextual performance is even more predictive of psychological safety. Additionally, employees who were married did not appear to have a significant effect. Substantial variation in employee performance could be explained by the model, highlighting the importance of psychological safety for workplace outcomes.

Conclusion – This research offers valuable insights into the impact of psychological safety on employee performance in the regulated industries in Indonesia. These findings underscore the importance of creating a psychologically safe environment in the

workplace to enhance both task and contextual performance. It also contributes to the academic literature on psychological safety and workplace performance.

Keywords: psychological safety, employee performance, task performance, contextual performance, pharmaceutical sector, financial services, Indonesia.

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List of Abbreviations

BPOM : Badan Pengawasan Obat dan Makanan
CPOB : Cara Pembuatan Obat yang Baik
CWB : Counterproductive Work Behaviour
NCI : National College of Ireland
OJK : Otoritas Jasa Keuangan
POS : Perceived Organisational Support
PS : Psychological Safety
TGIF : Thanks God It's Friday
VUCA : Votality, Uncertainty, Complexity, Ambiguity

CHAPTER 1 – INTRODUCTION

1.1. Introduction

Psychological safety has been a key factor in enhancing employee performance in numerous companies worldwide. It makes employees willing to take interpersonal risks without fear of negative consequences, such as being judged or punished (Edmondson, 1999). Frazier et al. (2017) argue that higher psychological safety directly leads to task performance. When employees feel secure and supported, they are more likely to engage, take risks, and help fulfill organizational objectives. This view aligns with Eisenberger et al.'s Organizational Support Theory (1983), which posits that employees who perceive themselves as genuinely supported by the organization are more motivated to meet or exceed performance expectations.

This concept becomes more crucial in highly regulated industries, such as pharmaceuticals and financial services, in which the employees work in a volatile, uncertain, complex, and ambiguous (VUCA). In these sectors, employees are encouraged even more to foster psychological safety where they can share ideas and concerns without fear to enhance innovation and performance (Bennett & Lemoine, 2014; Kraaijenbrink, 2018). As stated by Ghosh (2021), the pharmaceutical industry, for example, must balance innovation with regulatory compliance amidst a rapidly changing landscape, making a psychologically safe environment key to ensuring employees' ability to navigate these complexities effectively. Similarly, the financial sector, where fintech disruptions are making changes minute by minute and compliance challenges are evolving continuously (Bennouna et al., 2025), fosters psychological safety, or the feeling of being safe, which in turn promotes adaptability among employees and contributes to creating new solutions, thereby avoiding punitive consequences.

In Indonesia, the idea of psychological safety is built on its collectivist culture where high importance is put on group cohesion instead of individual assertiveness (Hofstede, 1980; Hofstede, 2001). They posited that the social norms of mutual help ('*gotong royong*') and organisation loyalty in their culture make Indonesian employees more

likely to behave cooperatively, prioritizing collective good over individual achievement (Artina et al., 2020).

In other words, psychological safety in Indonesia is not just about people being free to say what they think but of how their contributions can be said to avoid damaging the social harmony of groups. While employees are reminded to work together, to maintain position hierarchies, and prevent direct conflict (Artina et al., 2020; Sulastini, 2016). Relational safety is when employees feel allowed to help contribute to the well-being of the group without disrupting the social fabric at work. These cultural dynamics present specific challenges for Indonesian workplaces to develop psychological safety, especially in the pharmaceutical and financial sectors. These industries must have psychological safety to achieve the optimal performance based on individual capabilities as a whole collective, and commitment that group norms can be achieved.

According to Campbell (1990) and Motowidlo and Van Scotter (1994), employee performance can be evaluated based on three fundamental dimensions: task performance, contextual performance, and counterproductive work behavior (CWB). Task performance is the primary duty of an employee, for example, meeting deadlines and achieving goals. Contextual performance refers to behaviors that support the work environment, such as teamwork or "helping" behaviors, but CWB encompasses actions that harm the organization (Motowidlo & Van Scotter, 1994. These dimensions illustrate how psychological safety influences productivity and promotes a more positive work culture.

Psychological safety needs to be contextualized into Indonesia culture to be applicable in a society where employees may need to mute their voice to avoid conflict. Past research on the role of psychological safety on team performance and innovation (e.g., Jin & Peng, 2024; Walumbwa & Schaubroeck, 2009) has shed considerable light on the facilitators of psychological safety in Western contexts, but a cross-cultural analysis found that leaders in Indonesia must avoid directly confronting hierarchy or social norms to ensure that the parameters of psychological safety are framed to respect a collectivist, high power-distance culture. Therefore, to comprehend the impact of psychological safety on employee performance in Indonesia's regulated sectors, these cultural determinants should be recognized. In this context, psychological safety can

create better performance, but it must be designed based on cultural sensitivity to promote both individual and collective outcomes in a harmonious, group-oriented environment.

1.2. Research Aim

This study's objectives primarily focus on how psychological safety affects employee performance, particularly in the highly regulated environment of Indonesia, specifically within the pharmaceutical and financial services sectors. Therefore, this study targets the key dimensions of employee performance by examining the relationship between psychological safety and task performance, contextual performance, and CWB.

The study also examines the impact of socio-demographic factors, including gender, age, education level, marital status, job type, and industry, on the relationship between psychological safety and employee performance. The study additionally explores how cultural norms shape the perception of psychological safety in the workplace context, owing to Indonesian collectivist culture and hierarchical structure.

This research seeks to understand how psychological safety can be specifically leveraged to enhance employee performance, particularly in high-stakes environments often found in regulated sectors. The results will help provide recommendations for organizations that can enhance employee performance and improve the organization's outcomes.

1.3. Dissertation Structure

This dissertation is structured as follows:

- Chapter 1: Introduction – This chapter discusses the research problem, research objective and overview of the structure of the dissertation.
- Chapter 2: Literature Review – This chapter highlights the literature around psychological safety and employee performance, particularly in the context of pharmaceutical and financial services, both highly regulated industries. It also discusses relevant theories and other empirical studies that have been thoroughly conducted.

- Chapter 3: Methodology – This chapter describes the research methodology, which includes research philosophy, research design, data collection methods, and the analytic techniques to answer the research questions.
- Chapter 4: Statistical Analysis – This chapter presents the statistical analyses conducted on the data which includes descriptive statistics, correlation analyses, and regression models indicating the relationships between psychological safety and employee performance.
- Chapter 5: Results – This chapter presents the results of the data analysis, including findings on hypthesis.
- Chapter 6: Discussion and Conclusion – This chapter discusses the key findings of the study in relation to existing literature and concludes by highlighting the study's limitations and offering recommendations for future research.

CHAPTER 2 – LITERATURE REVIEW

2.1. Introduction

In this section, the literature of the correlation of the psychological safety with employee performances as it may be related in the pharmaceutical and financial sectors of Indonesia has been elaborated upon due to the aspects of the theoretical, cultural, and individual parameters. It highlights the importance of psychological safety in facilitating performance and the issues it encounters in the regulated, local contexts.

2.2. Psychological Safety

Psychological safety is feeling accepted and able to be oneself without fear of negative consequences to self-image, status, or career (Kahn, 1990). This concept can be further defined in the organisational literature and operationalised as a shared belief within a team that the team is a safe space to take interpersonal risks (Edmondson, 1999). Historically, the effectiveness of teams was believed to be mainly the result of structural design characteristics, including well-engineered team tasks, team membership, and motivational systems such as pay-for-performance plans. Nonetheless, the literature on organizational learning in general has started to put more emphasis on the cognitive and interpersonal bases of explaining team effectiveness (Edmondson, 1999).

Drawing on descriptive and perspective theories of organizational learning, this study employs Edmondson's (1999) Conditional Specificity framework, which challenges the belief that psychological safety is an individual, universal characteristic but rather is contingent upon situation and environmental conditions. In this framework, employees will feel encouraged to take interpersonal risks (e.g., engaging in innovative behavior, questioning a procedure, or admitting an error) when team environment norms enable them (Kahn, 1990; Edmondson, 1999). According to Edmondson's perspective, psychological safety creates a culture that has open communication and cooperation, which is required for the generation of innovation and increasing the performance of teams (Jin & Peng, 2024). By using Edmondson's model, in this research, it indicates the psychological safety is not just the organization structure, but also the interpersonal and shared beliefs in teams.

This conception of psychological safety is consistent with Eisenberger et al. s (1986) organizational support theory, which posits that employees are likely to align their involvements with goals of the organization when that organization is perceived as valuing the existence of the employees. However, while organizational support theory is concerned with perceived organizational support ("POS") at the more general organizational-level (Eisenberger, 1986), the psychological safety theory of Edmondson (1999) examines the specifically interpersonal processes operating within work-teams. Edmondson (1999) emphasizes how team members are more likely to take interpersonal risks (i.e. say what's on their mind, offer a new idea, report a concern, or make a mistake), when they feel psychologically safe, and how this relates to creativity, innovation and performance. By emphasizing constructs that exist at the team level, Edmondson's framework is more restrictive than Eisenberger's, who has a broader, more organizationally focused model.

Developing a psychologically safe work environment fosters employees' sense of meaningfulness of their jobs, which will drive desirable behaviors, such as creativity and initiative (Kahn, 1990). These behaviors enhance not only the personal welfare of the individual, but also the long-term success of the organization (Singh et al., 2013). In this way, Edmondson's theory focuses on team-level psychological climate, that supportive and safe team interactions stimulate open dialogue and collaboration—both essential elements for innovation and higher performance. Organizational support theory, on the other hand, is useful but focused more on the context of the organization, rather than the interpersonal processes that create the environment conducive to risk-taking and innovation within teams.

In this context, employee performance is not only related to objective (quantitative) dimensions (such as deadlines, achieving targets) but also to subjective (qualitative) dimensions (such as creativity, cooperation, and initiative) (Patil et al., 2023; Jin & Peng, 2024). In workplaces where their psychological safety is assured, employees are empowered to take risks, try new things, and show up as their best selves. It is a source of development and creativity where your employees are likely to go the extra mile to make their jobs easier. For example, workers can even derive their own roles or behaviors to contribute to the sustainable development of the organization when the workplace is safe (Lee, 2022). This relationship between psychological safety and

performance of the employee is consistent with the larger principle of fostering a supportive, risk-taking climate that enables employee engagement and collaboration as well as long-term organizational success.

2.2.1. Psychological Safety in Practice

The concept has been developed and extended by other scholars (Newman et al., 2017; Carmeli et al., 2013; Lee, 2022; Wowora & Dewi, 2022; Patil et al. 2023); Jin & Peng 2024). Findings demonstrate that employees' psychological safety will enhance their intentions to perform behaviours such as creativity, innovation and learning, thereby improving the overall organisational performance. Psychological safety is a relationship climate that facilitates employees coming to work more comfortably at their jobs, which has been shown to decrease fear and burnout, improving overall team performance (Potipiroon & Ford, 2021).

In the healthcare setting, for example, psychological safety allows health professionals to admit mistakes and ask for help, which in turn increases safety practices and job satisfaction (Bennouna et al. 2025). Likewise, in the pharmacy setting, an environment characterised by psychological safety results in improved communication, decreased incidents of professional malfeasance, and improved team success (Jocic, 2024). Additionally, in the field of mining, the presence of supportive work environments in high-risk contexts is a contributing factor leading to compliance with safety regulations and the improvement of team performance, with employees willing to take preventive actions and fulfilling their essential health and safety responsibilities (Kim et al., 2020; DeArmond et al., 2011).

2.3. Employee Performance

Employee performance is defined as the extent to which an individual performs the tasks on their job to a satisfactory level which is used to fulfill organizational goals and contribute to ending success (Febrian and Nurhalisah, 2024; Ghaderi et al., 2023). It is not just about compliance with the official requirements of a job; it is also about increasing an organization’s competitiveness through long-term, results-driven behavior, which increases its competitive capacity (Nicuta et al., 2025). Performance is a key concept when it comes to tools that can measure, recognize and stimulate employee contributions inside organizations (Campbell, 1990).

Performance is usually distinguished in terms of three major dimensions, task performance, contextual performance, and CWB dimensions (Campbell, 1990; Motowidlo & Van Scotter, 1994; Robinson & Bennett, 1995). Task performance is that which is related to core work activities, like meeting deadlines and maintaining a certain level of productivity (Campbell, 1990), while contextual performance is that which is related to voluntary behaviors that contribute to the social environment of the organization, such as helping co-workers or taking initiative (Motowidlo & Van Scotter, 1994). Last, CWB such as absenteeism or intentional work demobilization has negative effects on the organization itself (Robinson & Bennett, 1995). Together, these dimensions represent a holistic perspective of employee performance which is broader than a focus solely on work output per traditional employment.

Recent research focuses on the influence of organisation systems and context in the way that performance is measured and targeted (Cao et al., 2025; Fan et al., 2025; Ly, 2024). Task performance has been measured in terms of meeting goals, completion timing and service quality (Cao et al., 2025; Ly, 2024), using, for example, the Individual Work Performance Questionnaire (Koopmans et al., 2012). Moreover, the work environment can mould employees' expectations, and also their perceptions of success. For example, caregivers in rural and urban areas may have different perceptions of success as it relates to differences in resources and structural barriers (Fan et al., 2025).

2.4. Psychological Safety and Employee Performance

2.4.1. Methodological Approaches

Psychological safety and employee performance have been explored by different methods in different industries and area in the world to investigate the relationship between these two constructs. A popular approach used in this line of research is Structural Equation Modeling (SEM) that allows for testing of intricate patterns of relationships and mediating processes. For instance, Lee (2022) used SEM in three major Korean companies with a sample of 320 employees to examine the mediating roles of job crafting on the relationship between psychological safety and employee performance. The mediation analysis indicated that psychological safety has a significant indirect effect on employee performance via job crafting and thriving, and there was no significant direct effect. This underscores that psychological safety

contributes to performance improvement via mediation, which is important to understanding its performance-related consequences in varied work contexts such as pharmaceutical and financial service organizations.

Similarly, Jin & Peng (2024) conducted SEM to examine the mediated mediation of psychological safety among 580 high-tech employees in China, finding the positive relationship between communication behaviors, teamwork, and innovation performance. The research also showed that psychological safety, which enables free-flowing communication and collaboration, is a key determinant of innovation, which, in turn, impacts performance. Although this study offers some critical insights into the impact of psychological safety in innovative settings, the focus was primarily on relational rather than contextual antecedents of task performance, contextual performance, and CWB.

Another popular approach utilised to investigate direct associations is regression analysis between psychological safety and performance. Patil et al. (2023) reported a positive link between psychological safety and the performance of teams in Indian high tech sector. Nonetheless, the study concluded that the positive effect psychological safety has on team learning and performance is not straightforward when it comes to its effect on overall productivity.

Similarly, Carmeli et al. (2013) demonstrated in the U.S. context that psychological safety has a positive effect on organizational learning and performance. However, as with other research, this study also recognised the shortcoming of self-reported data, which was vulnerable to bias, and the likely impact of organisational climate and type of manager on performance. While these studies provide evidence on the beneficial effects of psychological safety, they tend to ignore the potential of using it in high-regulation industries, like the pharmaceutical or the financial services sector that is the focus of this study.

2.5. Psychological Safety in Highly Regulated Industries

Psychological safety is incredibly important for empowering employee performance, and this is especially true for employees in highly regulated industries such as pharmaceuticals and financial services, which are already being challenged by the

volatile, uncertain, complex and ambiguous (VUCA) environment and in which being able to take risks and contribute ideas without fear of punishment is a key to success (Bennett & Lemoine, 2014; Kraaijenbrink, 2018). This model would apply to situations where things are changing very quickly, particulars are messy, and the future is uncertain. Conventional business models are not usually capable of sustaining performance in these circumstances, with the necessary preferences of team level organizations being adaptive capacity and psychological resilience (Jovic, 2024).

In the pharmaceutical sector, for instance, VUCA is reflected in the faster pace of innovation, changes in regulation and public health crises such as the COVID-19 pandemic, requiring organizations to be agile and compliant despite reacting to new problems brought on by these developments (WEF, 2025). Ghosh (2021) finds out that companies in the pharmaceutical industry have to negotiate with maintaining quality and the requirement of adjusting to a global health priority and it makes things complicated and uncertain in companies. Deloitte (2021) also points out the way that those companies ever more require dynamic capabilities, foresight, and employee empowerment to keep up.

In a related way, the financial services industry is also becoming more volatile because of digital disruption and disruption by fin tech players as well as new regulations (Bennouna et al. (2025). Not least, such risk in Indonesia adding to challenges which every emerging markets need to address, especially in complex environment, volatile and hyper-connected conditions of these days (PwC, 2020).

Although the importance of the regulatory environment is clearly established, there is no study relating to this problem which focuses on highly regulated industries with the participation of the pharmaceutical and financial sectors. Further research is necessary to know how psychological safety can be strengthened in such environments to hedge against risk and improve performance and the manner in which employees can succeed even under the most risky situations.

2.6. Cultural Disparities

In order to understand how psychological safety influences Indonesian employees' performance in the pharmaceutical and financial services, the cultural perspective

cannot be overlooked as it is important in determining how psychological safety is experienced and practiced in the respective two industries. Notably, cultural dimensions, such as collectivism, hierarchy, and relational harmony are important in shaping Indonesian employees' approach to interpersonal risks, sharing ideas, and acknowledging errors.

Hofstede (1980) conceptualised culture as “the software of the mind” that differentiates groups and noted that it is a collective, acquired phenomenon that is a product of the environment (Hofstede, 2001). He selected six cultural measures: power distance, uncertainty avoidance, individualism vs. collectivism, masculinity vs. feminity, longvs short-term orientation, and indulgence vs restraint.

The knowledge of national culture assists in deciphering shared values, and behaviours of the country and how it influences communication, decision making and collaboration (Hofstede, 2001; Triandis, 1995; Yoo, 2012). For example, power distance affects responses to authority and hierarchy and masculinity addresses assertiveness and competitiveness (Hofstede, 2001). Instead, individualistic cultures place emphasize on of independence and personal accomplishments.

Within this cultural framework, regional research provides compelling evidence on how psychological safety interacts with national values to influence workplace dynamics. Research from Asia by Jin & Peng (2024) and Europe (including the UK, Greece, and Italy) by Kostopoulos & Bozionelos (2011) consistently finds that psychological safety benefits team performance, yet they also highlight cultural variations in how psychological safety is perceived and enacted. In collectivist cultures such as China and Korea, psychological safety tends to be closely tied to group harmony and social cohesion, meaning employees may feel safer speaking up when their contributions are framed as beneficial to the team rather than as personal opinions.

Research evidence from Asia (Jin & Peng, 2024; Kostopoulos & Bozionelos, 2011) also indicates that psychological safety among collectivist countries, such as China and Korea, is strongly associated with group harmony and social integration. It would be more likely that employees in such context feel psychologically safe when they “contribute” to achieving common team goals and to the management`s context instead

of trying to express their personal opinion. For example, in Indonesia, when sharing ideas or speaking up, employees may be more receptive if you present your idea as something that can benefit the group, rather than as your criticism and opinion. This is opposed to individual nation cultures, where ofcultural safety in those cultures would allow higher levels of assertion and individual voice seen in the UK and Italy Kostopoulos & Bozionelos (2011).

Additional U.S. research by Walumbwa and Schaubroeck (2009) also indicates that psychological safety leads to proactive behaviours, including idea sharing, raising of issues and questioning of the status quo. This is especially critical for learning and innovation in organizations. Yet, within very collectivist cultures, such as Indonesia, there may be such behaviour framed and expressed more obliquely, in line with the social norm of deference to hierarchy and the importance placed on harmony (Sulastini, 2016). Therefore, creating psychological support in Indonesia may need a contextualized method that integrates these cultural norms. Interventions to increase psychological safety would need to be framed to be compatible with hierarchical organizations and cultural norms regarding group solidarity.

This culture of collectivity also largely affects how psychological safety is perceived and articulated in Indonesian workplaces. Collectivism, as a part of the fabric of Indonesian society, is supported by cultural values such as *gotong royong* (mutual helpness), which applies to the verification of information as well (Artina et al., 2020). The employee is likely to prefer to be the "collective" instead of the "individual," and family or community ties dictate loyalty to the organization. This inclination to group values has been mirrored by Indonesia’s very low individualism score of 14 (Supriyati, 2016), where decisions are made more in the group's interests rather than on self interest.

These collectivistic behaviors are also reinforced by literature that shows how emotionally attached Indonesians are towards social groups, preferring loyalty and family duty over work agendas (Setyaingrum et al., 2022; Novianti, 2018; Irawanto, 2009). For instance, employees are socially required to participate in family ceremonies, such as funerals and mitoni, and such mandates are not only tolerated but also encouraged in the organizational culture (Mangundjaya, 2013; Wong-Mingji et

al., 2014). Such norms promote interdependent relationships at work, which emphasize cooperation and conformity, often reflected in peer-rated assessment systems and group-based performance expectancies (Armia, 2002).

In these groups, psychological safety is not so much about personal assertiveness, but about relational safety — feeling allowed to contribute to group well-being without ending up trashing social cohesion. Assertiveness in Indonesian work settings is often subjected to delicate framing in order not to create direct conflict, since harmony is the main focus (Artina et. al, 2020). As a society that tends to favour good relationship, Indonesians, with a low uncertainty avoidance score of 48, do not readily provide negative feedback openly (Sulastini, 2016). This cultural feature is depicted in the term "*Asal Bapak Senang*" or "Keep the Boss Happy", which reflects the way employees negotiate organisational politics in order to create good impression and minimize social risks (Irawan, 2017). The moderate masculinity score (46) on the other hand mirrors a complex cultural hybrid in which achievement and status (usually sought either in the form of *gengsi* or symbolic prestige) are important but achieved in non-confrontational, socially respectful ways (Irawan, 2017). More likely than feeling outdone monetarily, individuals are motivated by acknowledgement of their roles and titles, though not in a competitive, cut-throat fashion because in the public sphere congeniality is typically more valuable than upmanship (Irawanto, 2020).

Combined, these dimensions imply that psychological safety in Indonesia is a product of structured, polite communication and a high level of group alignment. It's all about relationships, context, and socially committed rather than self-promotional or defiant behavior. Therefore, interventions to increase the level of psychological safety among Indonesian workplaces must be contextualized, in a manner that the participation is carried out in accordance with the hierarchy, and is consistent with the norms of the group – and not just using evidence-based knowledge, not necessarily attitude based on individualist Western style.

Finally, the overall literature across the Asian, European, American and Indonesian settings suggests that psychological safety is a consistent denominator to team effectiveness and innovation. But the expression of this notion is very much influenced by cultural parameters like power distance, collectivism, and masculinity.

Psychological safety in collectivist, high power distance such as Indonesia has to be couched within relational harmony, indirect and non-confrontational feedback, and indirect voice expressions, unlike the more assertiveness and individual-oriented voice expression in low power distance, individualistic cultures. While these studies, as in Jin & Peng (2024), Kostopoulos & Bozionelos (2011), Walumbwa & Schaubroeck (2009), are strong in their empirical design, they have a clear limitation in being strongly survey-based and reliant of self-report tools, which may hide more nuanced cultural mechanisms and causal dynamics.

Furthermore, their generality is subject to question when utilized without local customization. This critique highlights the need to develop culturally sensitive psychological safety frameworks. For the present study, these results imply that if psychological safety is to be understood in terms of a localized, culturally specific formation; recognizing the collectivist, hierarchical, and long-term orientation typical of Indonesia; this framework is necessary not only for making the research more relevant but also for guiding applied work practices that truly connect with Indonesian work culture and give rise to better performing teams in context.

Based on this, the following hypotheses are made:

H1: Impact of Psychological Safety on Employee Performance

- H1a: Psychological safety positively impacts task performance.
- H1b: Psychological safety positively impacts contextual performance.
- H1c: Psychological safety positively impacts CWB.

H2: Impact of Employee Performance on Psychological Safety

- H2a: Task performance positively impacts psychological safety.
- H2b: Contextual performance positively impacts psychological safety.
- H2c: CWB positively impacts psychological safety.

H3: Impact of Socio-demographic Variables on Psychological Safety

- H3: Socio-demographic characteristics (gender, age, education, marital status, industry, job type, position, team size, experience, work setup) significantly impact psychological safety.

CHAPTER 3 – METHODOLOGY

3.1. Introduction

This chapter presents the research philosophy, framework and hypotheses of the study including the methods, data collection and the proposed analysis methods. It describes sampling, the pilot study and questionnaire design and concluding with research limitations and ethical considerations.

3.2. Research Philosophy

Research philosophy is one of the key drivers of research design and method, which should be appropriate for answering these research questions. According to Saunders et al. (2009), research philosophy is about the nature of knowledge and its correlation with reality. A specific understanding of realities and assumptions about knowledge and reality helps shape the research questions and dictates which research method to use. This study has a quantitative approach, which is why the ontological Philosophy of positivism is used because the nature of the study concurs with it.

The areas in research philosophy are epistemology, ontology, and axiology. Epistemology looks at the theory of knowledge (knowledge of different ways of knowing), which is how knowledge is created and legitimised within specific fields (Crotty, 1998). Ontology, for its part, is concerned with the nature of reality and how entities that exist in it relate (Ramos, 2007). Axiology is concerned with the "values of the research", and insists on the concept of objectivity and neutrality (Saunders et al., 2009).

This study requires an ontological standpoint, and positivism is most relevant as it aims to quantify the link between psychological safety and employee engagement. Positivism, which is under ontological philosophy, believes that reality can be quantified/ measured and exists in observable phenomena (Saunders et al., 2009). Specifically, Guba and Lincoln (1994) note that the epistemological assumptions of positivist-based knowledge as unequivocally based on direct observations within the area of inquiry and that reality exists independent of human perceptions.

The research method will be quantitative, where numerical data will be analysed on the effects of psychological safety on employee engagement. Statistical methods are run many times by using data that supports the positivist approach because they can objectively analyse the correlation between two or more things. However, unlike interpretivism, which emphasises subjective and qualitative data, this study works towards establishing the quantifiable effects of psychological safety on employee engagement through measurable, statistical data.

3.3. Research Framework

The Research Onion framework proposed by Saunders et al, (2009) is used for this study. It includes a broad outline of the research, allowing the research to follow the design correctly and ensuring the reliability and validity of the research design over the report (Saunders et al., 2009). This model is composed of different levels that stand for different research stages. The inner layers of the onion deal with more specific decisions about how the data are collected (e.g., from where, whom, and when), as well as the analytic strategies that link data to the proposed answer to the research question. These are decisions made one after the other, ensuring each layer is based on the prior.

The Research Onion consists of concentric levels, the outer ones focusing on ideas like research philosophy and approach, which outline major concepts on how the research should be done and styled. According to Saunders et al. (2009), and both these outer layers need to be discerned before engaging in the inner layers; the outer layers contain the guiding principles for decision making by the researcher. The researcher creates a structure for the study through proper selection of the research philosophy and methodological approach, which helps them conduct a systematic study aligned with the research objectives and ultimately guides the study toward the best answers to the research question.

3.4. Hypothesis

According to the research framework and the objectives of this study, the following hypotheses are proposed to investigate psychological safety (independent variable), employee performance (dependent variable) and socio-demographic variables which were related to the pharmaceutical and financial service sectors. These hypotheses sought to find more nuanced pathways that considered not only the direct effects but

also how such relationships may have been reciprocal or many contextual factors that could affect both psychological safety and performance in organizations as in these industries.

3.4.1. H1 : The Impact of Psychological Safety on Employee Performance

H1a : Psychological safety positively impacts task performance

It was hypothesised that employees who felt safe at work would be more likely to initiate and problem-solve without the possibility of failure.

H1b : Psychological safety positively impacts contextual performance

It was hypothesised that when employees experienced feelings of psychological safety, they would engage higher in organisational citizenship behaviours and this would, in turn, lead to positive organisational outcomes.

H1c : Psychological safety positively impacts CWB

It was hypothesised that psychological safety would lead to less CWB because it reduced the chances of employees taking part in deviant behaviours.

3.4.2. H2 : The Impact of Employee Performance on Psychological Safety

H2a : Task Performance positively impacts psychological safety

Psychological safety was expected to be driven by high-performance staff, who in a context of trust and performance competence would start contributing.

H2b : Contextual Performance positively impacts psychological safety

Employees who engaged in positive behaviour likely did so creating an atmosphere of respect and trust within the team.

H2c : CWB positively impacts psychological safety

It was expected that certain CWB might initiate discussions or attempts to solve challenges, possibly enhancing psychological safety through validating the difficulty of issues.

3.4.3. H3 : The Impact of Socio-demographic variables on psychological safety

H3a : Socio-demographic variable (gender, age, education, marital status, industry, job type, position, team size, work experience, work setup) significantly influence psychological safety.

In this hypothesis, socio-demographic variables (such as age, gender, and hierarchical level) were considered to influence psychological safety. These factors can directly influence workplace experiences or interactions with others, i.e., employees in higher ranks may be more assertive due to their gender, regardless of whether they belong to a minority group or not. The type of work arrangement, i.e., where the work is performed, could also influence this, based on how it is perceived, e.g., on a remote basis or on-site, which might academically impact the effects differently, depending on team size or occupational type.

3.5. Research Approach

The choice of methodology in research depends entirely upon the question being asked, as well as what kind of knowledge one is seeking and how that data is gathered. There are three primary research methodologies: qualitative, quantitative, and mixed methods (Creswell, 2014). Qualitative research aims to explore a phenomenon in greater depth through non-numerical data and is frequently used to understand complex behaviors, experiences, and motivations (Creswell, 2014). This usually includes approaches such as interviews, focus groups and content analysis. This makes qualitative research an excellent tool for researching underlying reasons and motivations.

On the other hand, quantitative research gathers data that can be counted or measured and is used to determine the quantity of something or the relationship between incidents/events (Creswell, 2014). On dataset levels, this approach provides the opportunity to do statistical analysis and test hypothesis and is better when you want to measure or quantify effect of one variable on another. Surveys, experiments and structured observations belong to quantitative research. Lastly, mixed methods combine qualitative and quantitative approaches to allow researchers to capitalise on the strengths of each method in order to provide a more holistic understanding of a research problem. (Creswell, 2014).

In this study, a quantitative research approach was deemed the most appropriate for testing the hypotheses related to psychological safety and employee performance. The study aimed to investigate the impact of psychological safety perceptions on performance among community health workers, necessitating quantitative data to measure these variables through statistical analysis.

3.6. Research Strategy

The study employed a deductive approach, wherein hypotheses and existing theories were subjected to empirical data collection and analysis (Saunders, Lewis, & Thornhill, 2009). In contrast to the inductive method of constructing theories based on the patterns of data, the deductive approach was focused on resolving the possibility of collecting the existing theories in the framework of the current research. This method was coordinated with positivism theory, which focuses on objective measurement and statistical tests, to challenge hypotheses and study the interrelationships among variables (Saunders et al., 2009).

The information was obtained through an online survey and with the use of this survey, the results will have wide accessibility and reach to the workers in the two industries (DeFranzo, 2012). The non-probability sampling approach, which included convenience and snowball sampling, was employed due to the absence of a centralized employee database in Indonesia, allowing for broad representation in terms of job types and hierarchies (Etikan et al., 2016). Descriptive statistics, Pearson correlation, and multiple linear regression were employed to test the hypotheses and examine the moderating effects of socio-demographic factors.

To ensure reliability and validity, Cronbach's alpha values were determined, and pilot testing was conducted to refine the questionnaire. This study applied the Psychological Safety Scale (Edmondson 1999), which is a validated tool in prior research studies. There were ethics procedures with the participants briefed on the nature of the survey, giving their consent, and the confidentiality aspect as well as the opportunity to withdraw at any time (Saunders et al., 2009). This strategy illuminated the relationship between psychological safety and employee performance in regulated sectors operating in Indonesia, taking into account socio-demographic and cultural factors.

3.7. Population and Sampling

The next stage of this study involved identifying the target population and sample. According to Quinlan (2011) a population is the whole set of people or things about which you want your results to be generalised. The study used all workers with permanent employment in the pharmaceutical and financial service sectors in Indonesia as its population. This support was based on the economic weight of the two sectors. In 2024, financial and insurance services contributed 4.50% to the national GDP, indicating an increasing trend from year to year (BPS, 2025). Meanwhile, in 2024, the chemical, pharmaceuticals and traditional medicine manufacturing subsector grew a strong 5.9% year-on-year to IDR 395.1 trillion in the GDP; a significant improvement over the troubles seen in times following the pandemic (Putri, 2025). The financial sector employes more than 500.000 people as of 2023 (OJK, 2024), while the pharmaceutical industry is one of Indonesia's leading industries, which offers new opportunities to take advantage of domestic and global healthcare needs, with a total 20 local companies and 24 multinational companies (Putri, 2025; IPMG, 2025).

To be clear, both industries are highly regulated ones: the financial services industry is regulated by institutions like Bank Indonesia and Otoritas Jasa Keuangan ("OJK") and is mandatory to comply with enhanced compliance on risk management, anti-money laundering, protection of consumers etc. The pharmaceutical industry, on the other hand, is overseen by the National Agency of Drug and Food Control or *Badan Pengawasan Obat dan Makanan* ("BPOM"), which has stringent rules related to medication safety, manufacturing standards, and distribution.

The result is a high degree of regulatory depth that has employee working through the performance demands and an obligation to be compliant. Indeed, these traits are key in this study as insights about behaviours of management on psychological safety and employee performance may differ between high-restrictive contexts compared to less restrictive ones, especially given that rule adherence, accountability and reputational risk is at the very core of day-to-day operations.

Saunders et al. (2009) emphasised the necessity to define particular inclusion criteria in order to adequately capture the sample, consistent with both research aims and population under investigation. The inclusion criteria for this study were: full-time

employee in the pharmaceutical and financial service companies throughout Indonesia, irrespective of their job positions or employment grades. This process also assured that a broad range of employees from various levels, from operator to upper management, were incorporated, providing a comprehensive insight into psychological Safety across the different hierarchical levels.

As for the exclusion criteria, the study purposefully excluded part-time employees, contract workers, interns, or employees on an extended leave, as their work status may not be indicative of the same organisational commitment, role clarity and team dynamics compared with full-time staff. This approach, which includes only full-time employees, helps to ensure that participants are regularly immersed in the relevant work context, and this is likely to mean that their responses are better able to capture ongoing experiences in terms of psychological functioning and job performance.

The sample strategy was designed to achieve representativeness by encompassing variability in demographic and professional socio-demographic variables. Thereby, the reliability and validity of the findings are strengthened because the sample is representative of a broader population of employees within these two sectors. The insight comes from full-time employees who are most actively engaged, which is indicative of both psychological safety and employee performance. This approach ensured that the resulting data is not only strong but also relevant to broader organisational contexts in the heavily regulated industries of Indonesia.

Because there was no centralized database for employees and the vast number of workforce in Indonesia, especially in the pharmaceutical and financial service sectors, this study used a non-probability sampling technique as the most practical one. Unlike probability sampling, where random selection ensures that every person in the population has an equal chance of participating and producing valid generalizable answers to questions about attitudes, beliefs or experiences, members being selected do not have a known estimated probability -- either of inclusion in the sample or making sure they are any representative.

This study employed a combination of convenience and snowball sampling techniques. Convenience sampling – where subjects were chosen because they are readily available

to the researcher, typically a person known to them. The researcher began by distributing her online survey widely through both personal and professional contacts within the pharmaceutical and financial services sectors, where part-time work options were limited due to the operational nature of these sectors. To enhance the breadth of the sample, a snowball sampling approach was adopted whereby participants were instructed to network with colleagues who met this criteria and forward on the survey. Although it reached a wider audience, it was still confined to specific networks.

As Saunders et al. (2009) states, non-probability sampling techniques, such as snowball sampling, are particularly effective when reaching a widely dispersed population. The target population for this study is geographically and organizationally dispersed, consisting of employees from two large sectors. This approach was implemented via a digital survey distributed through personal networks, which allowed this study to gather responses from diverse locations and different types of organisations, although without guaranteeing full representativeness.

The total sample consisted of 80 participants, the final number was constrained by practical reasons in the collecting data. Even though below minimum threshold for statistical generalisation, it might be acceptable to an exploratory study intended for the opportunity that exists to discover preliminary relationships between psychological safety and performance. They suggest similar industry-based researches which yield approximate sample sizes (Bryman & Bell, 2003), with a focus in this study on collecting rich but contextual knowledge rather than wider generalization.

3.8 Data Collection

This section explains the data collection process used by this research. This research used a self-administered online survey approach.

The survey was the most appropriate strategy because it would allow obtaining data regarding a sufficiently large number of people to provide a homogeneous data sample to test the hypothesis and conduct statistical research (Bryman & Bell, 2015; Sekaran & Bougie, 2016). Since the target population was rather large and geographically scattered, an online format enabled gathering the data very quickly and at a low cost (DeFranzo, 2012).

The survey consisted of three parts: the socio-demographic, the psychological safety, and the employee performance. It was designed using Google Forms in the sense that the respondents will be able to seek it at any time in any type of gadget, phone, tab, or computer, and subsequently the respondents will be able to utilize more at any time convenient to them (Vehovar & Manfreda, 2008; Wright, 2005). Self-administered online survey was used as well in avoiding interviewer effects that influence answers giving more neutral data (Saunders et al., 2009).

There was a combination of convenience and snowball sampling, where the link was distributed via WhatsApp and LinkedIn on June 30, 2025, and participants were requested to forward it. This is an effective strategy of organisational research where it is not possible to deploy random sampling (Etikan et al., 2016). The collection of data was stopped on July 13, 2025, and 80 valid answers were found. The questionnaire would be written in a time-saving format, featuring section introductions, straightforward guidelines, and participant reminders to minimise non-response and incomplete data (Lavrakas, 2008). Confidentiality and anonymity were ensured to allow respondents to answer freely. In general, the online option provided large coverage, was cost-effective, and offered quality information, thereby attracting respondents who were very digitally literate professionals.

3.9. Questionnaire Design

The main data collection tool used in this study was a structured questionnaire, which was useful in facilitating administration and the quantitative analysis of data (Boslaugh, 2008).

The questionnaire consists of three parts:

a. Socio-Demographic Information

The first segment consists of questions intended to gain insight into the participants and their demographics; gender, age group, highest education level, marital status, industry type, position level within the organization, work setup.

The demographics section assists in answering the research questions as it depicts how psychological safety differs across different groups among pharmaceutical and financial organizations. Some variables such as age, gender, industry and level of position will provide a sense of sample, allow subgroup analysis as well as act as covariates in statistical analysis tests, in order to understand their impact on the outcomes more (Saunders et al., 2019).

b. **Psychological Safety**

Part two of the questionnaire is psychological safety, which measures employees' perceptions of psychological safety using statements derived from Edmondson's (1999) psychological safety scale, a widely recognized and empirically validated tool in organizational behavior research. This scale is designed to assess the extent to which individuals feel dependent on taking social risks, such as speaking up, making mistakes, or asking questions in their workplace. It captures the belief that employees will not be penalized or humiliated for sharing ideas, concerns, or errors, elements central to the concept of mental safety in team settings.

The Likert scale response format, ranging from "Strongly Disagree" to "Strongly Agree", was employed to capture the intensity of participants' agreement with each statement. This format enabled a more nuanced understanding among the participants, allowing for a specific interpretation of psychological safety in the organisation, particularly in terms of the participants' willingness to take risks and feel free to do so.

The choice of scale offered by Edmondson is justified by its strong theoretical foundation and extensive validation in practice across various organisational settings, including healthcare, education, and business (Edmondson, 1999). This scale consistently demonstrates high validity and reliability, as evidenced by the results of studies that yield similar findings across various samples. Validity is required to ensure that the instrument is used to measure psychological safety as intended, whereas reliability is necessary to ensure that the measurement results are consistent.

In this study, the scale was employed at face value to ensure consistency with the results found in previous studies. Internal consistency was used to measure reliability, and Cronbach's alpha scores were computed to determine the homogeneity of scale items, with a score of above 0.7 being the minimum acceptable. The psychological safety section is crucial because it directly measures the psychological safety of employees and their relationship to performance. The information obtained in this section confirms the hypothesis of a positive relationship between psychological safety and employee performance. Incorporating an established scale, the study will provide a strong foundation for measuring psychological safety, as much research relies on this in the quest to gather actual information on the psychological atmosphere in the workplace and offer a steady indicator of the level of psychological safety enjoyed by employees.

c. Employee Performance

- Task Performance is based upon the level of job employees perform, which is relevant to the actual job roles. The dimension assesses such factors as efficiency, accuracy and productivity, which are the crucial variables that directly correspond to the success of an organisation. The execution of tasks is of considerable importance in determining whether psychological safety, which fosters an atmosphere of trust, collaboration, and a lack of fear, enables an employee to be more efficient in fulfilling their fundamental duties.
- Contextual Performance is designed to measure more than only job-related performance since it looks at discretionary activities which help an organisation, such as getting along with others in the organisation, marketing of that organisation, or performing extra-role activities like vagrancy. This dimension is especially relevant to discussing the extent to which psychological safety reinforces the actions that lead to a positive organisational culture, i.e., collaboration and proactive engagement.
- CWB is an act that may be injurious to the organisation or the members of the organisation, i.e., poor or maladaptive work habits, extremely low or high absenteeism, or controversy in the workplace. Knowing the connection between psychological safety and CWB will enable one to understand whether a safe and

supportive work environment can prevent behaviours that hinder organisational goals.

All these dimensions of performance are necessary when testing the hypothesis that psychological safety has a positive influence on employee performance. The sub-dimensions have been carefully chosen to cover a wide range of performance behaviours, enabling the study to examine both task performance and the organisational environment within which employees operate. Additionally, the quantification of CWB provides insight into the overall impact of a psychologically safe environment on employee performance.

The measurement instrument of employee performance was based on the adaptation of existing scales in organizational behavior study, as Koopmans et al. (2013) suggest a comprehensive measurement framework of assessing task performance, contextual performance, and CWB. These scales were confirmed and employed in other related research studies, which guarantees the reliability and validity of the questions applied in this survey.

The integrity of the survey tool is directly related to its validity and reliability. Validity can be considered as the degree to which an instrument measures a concept it is intended to measure, wherein the performance sub-dimension (task, contextual, and CWB) reflects the behaviour of employees about psychological safety. The scale used by Koopmans et al. (2013) has been tested in other published research, thereby increasing their confidence in the instrument's ability to reflect the required results.

Reliability is associated with the instrument being stable in results over time. The measurement items should be consistent to derive reliable information that accurately depicts the performance of the employees in any context. The measures employed in the research have been thoroughly tested in the past, and are therefore expected to yield reliable results in this study.

3.9.1. Scoring

The measurement in this study was done using a 5-point Likert scale to help achieve more detailed perceptions when measuring psychological safety and employee performance where 1 = Strongly Disagree, 3 = Neither Agree nor Disagree and 5 =

Strongly Agree. The approach measures attitudes, perceptions, and behaviours and allows differentiated answers which cannot be done in agree/disagree format.

Furthermore, the Likert scale responses for each of the sub-dimensions provide a single score for each dimension of employee performance based on Likert scale responses For instance, if there are 5 items for Task Performance construct, the minimum score for a single respondent will be 5 and the maximum will be 25 (1 point per item, multiplied by 5 items).

The same principle applies to the other constructs, where:

- Task Performance total score: 5 - 25
- Contextual Performance total score: 5 - 25
- CWB total score: 5 – 25

Lastly, the aggregated score reflects a composite score across each construct that can then be examined for trends in how psychological safety is associated with performance metrics.

Description	Values	Measure	Source
Socio - Demography Section			
Gender (*Jenis Kelamin*)	Male (*Laki-laki)*	Nominal Scale	[redacted]
	Female (*Perempuan)*		
	Prefer not to say (*Memilih tidak menjawab)*		
Age (*Usia)*	18 - 24	Ordinal Scale	
	25 - 34		
	35 - 54		
	55 years above (*55 tahun ke atas)*		

Description	Values	Measure	Source
Socio - Demography Section			
Highest Education Level *(Pendidikan Terakhir)*	High School or equivalent *(SMA atau sederajat)*	Ordinal Scale	[redacted]
	Diploma		
	Bachelor's Degree *(Sarjana - S1)*		
	Master's Degree *(Magister - S2)*		
	Doctoral Degree or higher *(Doktor - S3 atau sederajat)*		
Marital Status *(Status Pernikahan)*	Single *(Belum Menikah)*	Nominal Scale	
	Married *(Menikah)*		
	Divorce (Widower or Widow) *(Bercerai / Duda atau Janda)*		
	Living with Partners (unmarried) *(Tinggal Bersama Pasangan - belum menikah)*		
Industry of Your Workplace *(Industri Tempat Anda Bekerja)*	Pharmaceutical *(Perusahaan Farmasi)*	Nominal Scale	
	Banking *(Perbankan)*		
	Insurance *(Asuransi)*		
	Fintech		
	Multifinance		
	Other:_____		
Your Job Type *(Jenis Pekerjaan Anda)*	Primary Function (e.g. Sales) *Fungsi Utama (misalnya. Penjualan)*	Nominal Scale	
	Support Function (e.g. HR, Finance, IT, Legal, etc.) *Fungsi Pendukung (misalnya HR, Keuangan, IT, Hukum, dll)*		
Your Position at Work *(Posisi Anda di Tempat Kerja)*	Staff	Ordinal Scale	
	Middle Management (e.g. supervisor) *(Managemen Tingkat Menengah (misalnya supervisor)*		
	Upper Management *(Management Tingkat Atas)*		
	Executive / Leadership Level (C-Level) *(Pimpinan / Level Eksekutif)*		
Do You Lead a Team? *(Apakah Anda Memimpin Tim?)*	Yes *(Ya)*	Nominal Scale	
	No *(Tidak)*		
Number of Team Members You Lead *(Apakah Anda memimpin Tim?)*	Please write the number of people_____ *(Tulis jumlah orang _____)*	Ratio Scale	
Total Years of Work Experience *(Total Lama Pengalaman Kerja Anda)*	Please write the number of years_____ *(Tulis dalam tahun _____)*	Ratio Scale	
Your Current Work Setup *(Cara Anda Bekerja Selama ini)*	In Office (face-to-face) *(Di kantor - tatap muka)*	Nominal Scale	
	Working from Home (WFH) *(Bekerja di Rumah - WFH)*		
	Hybrid *(Gabungan - hybrid)*		
	Other :_____		

Description	Values	Measure	Source
Psychological Safety			
1. If I had a question or was unsure of something in relation to my role at work, I could ask my team leader. (*Jika saya bingung atau punya pertanyaan tentang pekerjaan, saya merasa nyaman untuk bertanya ke atasan saya.)*	1. Seldom 2. Sometimes 3. Regularly 4. Often 5. Always	Ordinal Scale	Sasaki, N., Inoue, A., Asaoka, H., Sekiya, Y., Tsutsumi, A. and Imamura, K. (2022). 'The Survey Measure of Psychological Safety and Its Association with Mental Health and Job Performance: A Validation Study and Cross-Sectional Analysis.' *International Journal of Environmental Research and Public Health* , 19(16). Available at: https://doi.org/10.3390/ijerph19169879
2. I can communicate my opinion about work issues with my team leader. (*Saya merasa bisa menyampaikan pendapat saya tentang pekerjaan kepada atasan saya.*)			
3. I can speak up about personal problems or disagreements to my team leader. (*Saya merasa nyaman bercerita tentang masalah pribadi atau perbedaan pendapat kepada atasan saya.)*			
4. I can speak up with recommendations or ideas for new projects or changes in procedures to my team leader. *(Saya merasa bebas menyampaikan ide atau saran tentang proyek baru atau perubahan cara kerja kepada atasan saya.)*			
5. If I made a mistake, I would feel safe speaking up to my team leader. (*Kalau saya melakukan kesalahan di tim ini, saya merasa aman untuk jujur dan memberitahukannya ke atasan saya.)*			
6. If I saw a colleague making a mistake, I would feel safe speaking up to my team leader. (*Jika saya melihat rekan kerja melakukan kesalahan, saya merasa aman untuk memberitahukannya ke atasan saya.)*			
7. When I express my opinion, I feel that my supervisor truly listens to and values what I say. (*Saat saya menyampaikan pendapat, saya merasa atasan saya benar-benar mendengarkan dan menghargai apa yang saya sampaikan.)*			
8. My team leader encourages and supports me to take on new tasks or to learn how to do things I have never done before. (*Atasan saya mendorong dan mendukung saya untuk mencoba hal baru yang belum pernah saya lakukan.)*			
9. If I had a problem in this company, I could depend on my team leader to be my advocate. (*Jika saya punya masalah di tempat kerja, saya merasa bisa mengandalkan atasan saya untuk membantu saya.)*			
10. If I had a question or was unsure of something in relation to my role at work, I could ask my peers. *(Jika saya bingung tentang pekerjaan, saya merasa nyaman untuk bertanya kepada rekan kerja.)*			

Description	Values	Measure	Source
Psychological Safety			
11. I can communicate my opinions about work issues with my peers. *(Saya merasa bisa menyampaikan pendapat saya kepada rekan kerja.)*	1. Seldom 2. Sometimes 3. Regularly 4. Often 5. Always *(1. Jarang* *2. Kadang-kadang* *3. Biasa* *4. Sering* *5. Selalu)*	Ordinal Scale	Sasaki, N., Inoue, A., Asaoka, H., Sekiya, Y., Tsutsumi, A. and Imamura, K. (2022). 'The Survey Measure of Psychological Safety and Its Association with Mental Health and Job Performance: A Validation Study and Cross-Sectional Analysis.' *International Journal of Environmental Research and Public Health* , 19(16). Available at: https://doi.org/10.3390/ijerph19169879
12. I can speak up about personal issues to my peers. *(Saya merasa nyaman berbicara tentang hal-hal pribadi kepada rekan kerja saya.)*			
13. I can speak up with recommendations or ideas for new projects or changes in procedures to my peers. (*Saya bisa menyampaikan saran atau ide untuk proyek atau cara kerja kepada rekan kerja saya.)*			
14. If I made a mistake on this team, I would feel safe speaking up to my peers. *(Jika saya melakukan kesalahan, saya merasa aman untuk mengakuinya kepada rekan kerja saya.)*			
15. If I saw a colleague making a mistake, I would feel safe speaking up to this colleague. *(Jika saya melihat rekan kerja melakukan kesalahan, saya merasa nyaman untuk memberitahunya secara langsung.)*			
16. If I speak up or voice my opinion, I know that my input is valued by my peers. *(Saat saya menyampaikan pendapat, saya merasa rekan kerja saya menghargai masukan saya.)*			
17. It is easy to ask other members of this team for help. *(Saya merasa mudah meminta bantuan kepada anggota tim lainnya.)*			
18. People keep each other informed about work-related issues in the team. (*Anggota tim saling berbagi informasi penting seputar pekerjaan.)*			
19. There are real attempts to share information throughout the team. (*Ada usaha nyata dari semua anggota tim untuk saling berbagi informasi.)*			

Description	Values	Measure	Source
Employee Performance : Task Performance			
1. How do you rate the quality of your own work in the past three months? (*Menurut Anda, seberapa baik kualitas pekerjaan yang Anda hasilkan selama tiga bulan terakhir?)*	1. Insufficient 2. Poor 3. Fair 4. Good 5. Very Good *(1. Tidak cukup* *2. Buruk* *3. Cukup* *4. Baik* *5. Sangat Baik*)	Ordinal Scale	Koopmans, L., Bernaards, C., Hildebrandt, V., van Buuren, S., van der Beek, A.J. and de Vet, H.C.W. (2013). 'Development of an individual work performance questionnaire,' *International Journal of Productivity and Performance Management* , 62(1), pp.6–28. Available at: https://doi.org/10.1108/17410401311285273
2. Compared to last year, I judge the quality of my work in the past three months to be… (*Dibandingkan dengan tahun lalu, bagaimana kualitas pekerjaan Anda dalam tiga bulan terakhir?)*	1. Much Worse 2. Worse 3. Same 4. Better 5. So Much Better *(1. Jauh Lebih Buruk* *2. Lebih Buruk* *3. Sama* *4. Lebih Baik* *5. Jauh Lebih Baik*)	Ordinal Scale	

Description	Values	Measure	Source
Employee Performance : Task Performance			
3. How often was the quality of your work below what it should have been in the past three months? *(Seberapa sering kualitas pekerjaan Anda berada di bawah standar dalam tiga bulan terakhir?)*	1. Never 2. Rarely 3. Sometimes 4. Frequently 5. Often *(1. Tidak Pernah* *2. Jarang* *3. Kadang-kadang* *4. Sering* *5. Sering Sekali)*	Ordinal Scale	Koopmans, L., Bernaards, C., Hildebrandt, V., van Buuren, S., van der Beek, A.J. and de Vet, H.C.W. (2013). 'Development of an individual work performance questionnaire,' *International Journal of Productivity and Performance Management* , 62(1), pp.6–28. Available at: https://doi.org/10.1108/17410401311285273
4. How do you rate the quantity of your own work in the past three months? (*Menurut Anda, bagaimana kualitas pekerjaan Anda selama tiga bulan terakhir?)*	1. Insufficient 2. Poor 3. Fair 4. Good 5. Very Good *(1. Tidak cukup* *2. Buruk* *3. Cukup* *4. Baik* *5. Sangat Baik*)	Ordinal Scale	
5. Compared to last year, I judge the quantity of my work in the last three months to be… (*Dibandingkan dengan tahun lalu, bagaimana jumlah (volume) pekerjaan Anda dalam tiga bulan terakhir?*)			
6. How often was the quantity of your work less than it should have been in the past three months? *(Seberapa sering jumlah pekerjaan Anda tidak mencapai target dalam tiga bulan terakhir?)*	1. Never 2. Rarely 3. Sometimes 4. Frequently 5. Often *(1. Tidak Pernah* *2. Jarang* *3. Terkadang* *4. Sering* *5. Sangat Sering)*	Ordinal Scale	
7. I managed to plan my work so that it was done on time. (*Saya mampu merencanakan pekerjaan agar selesai tepat waktu.)*	1. Seldom 2. Sometimes 3. Regularly 4. Often 5. Always (*1. Jarang* *2. Kadang-kadang* *3. Biasa* *4. Sering* *5. Selalu)*	Ordinal Scale	
8. I worked towards the end result of my work. (*Saya bekerja dengan fokus pada pencapaian hasil akhir dari pekerjaan saya.)*			
9. I kept in mind the result that I had to achieve in my work. (*Saya terus mengingat hasil atau tujuan yang ingin dicapai dalam pekerjaan saya.)*			
10. I had trouble setting priorities in my work. (*Saya mengalami kesulitan dalam menentukan prioritas kerja.)*			
11. I was able to separate main issues from side issues at work. (*Saya mampu membedakan antara tugas utama dan tugas tambahan dalam pekerjaan.)*			
12. I was able to perform my work well with minimal time and effort. *(Saya dapat menyelesaikan pekerjaan dengan efisien, menggunakan waktu dan tenaga secara optimal.)*			
13. It took me longer to complete my work tasks than inteded (*Saya membutuhkan waktu lebih lama dari yang direncanakan untuk menyelesaikan pekerjaan saya.)*			

Description	Values	Measure	Source
Employee Performance : Contextual Performance			
1. I was able to meet my appointments *(Saya bisa datang tepat waktu dan menjalankan janji atau tugas yang sudah saya sepakati.)*	1. Seldom 2. Sometimes 3. Regularly 4. Often 5. Always	Ordinal Scale	Koopmans, L., Bernaards, C., Hildebrandt, V., van Buuren, S., van der Beek, A.J. and de Vet, H.C.W. (2013). 'Development of an individual work performance questionnaire,' *International Journal of Productivity and Performance Management* , 62(1), pp.6–28. Available at: https://doi.org/10.1108/17410401311285273
2. I was able to fulfill my responsibilities *(Saya bisa menjalankan tanggung jawab saya dengan baik.)*			
3. Collaboration with others went well *(Saya merasa bisa bekerja sama dengan orang lain dengan baik.)*			
4. Other understood me well, when I told them something (*Ketika saya menjelaskan sesuatu, rekan kerja saya bisa memahaminya dengan baik.)*			
5. I understood others well, when they told me something (*Saya bisa memahami maksud orang lain saat mereka menjelaskan sesuatu kepada saya.)*			
6. Communication with others led to the desired result *(Komunikasi saya dengan orang lain biasanya membawa hasil yang diharapkan.)*			
7. I came up with a creative idea at work (*Saya menyampaikan ide kreatif saat bekerja.)*			
8. I took the initiative when there was a problem to be solved (*Saya mengambil inisiatif jika ada masalah yang harus segera diselesaikan.)*	1. Seldom 2. Sometimes 3. Regularly 4. Often 5. Always	Ordinal Scale	Koopmans, L., Bernaards, C., Hildebrandt, V., van Buuren, S., van der Beek, A.J. and de Vet, H.C.W. (2013). 'Development of an individual work performance questionnaire,' *International Journal of Productivity and Performance Management* , 62(1), pp.6–28. Available at: https://doi.org/10.1108/17410401311285273
9. I took the initiative when something had to be organized (*Saya mengambil inisiatif ketika ada hal yang perlu diatur atau direncanakan.)*			
10. I started new tasks myself, when my old ones were finished (*Setelah menyelesaikan tugas saya, saya langsung mulai mengerjakan tugas berikutnya tanpa disuruh.)*			
11. I asked for help when needed (*Saya tidak ragu untuk meminta bantuan jika memang diperlukan.)*			
12. I was open to criticism of my work (*Saya terbuka jika ada kritik atau masukan soal pekerjaan saya.)*			
13. I tried to learn from the feedback I got from others on my work *(Saya berusaha belajar dari masukan yang saya terima tentang pekerjaan saya.)*			
14. I took on challenging work tasks, when available (*Saya bersedia menerima tugas yang lebih menantang jika memang tersedia* .)			

Description	Values	Measure	Source
Employee Performance : Counterproductive Work Behavior			
1. I complained about unimportant matters at work (*Saya mengeluh tentang hal-hal kecil yang sebenarnya tidak terlalu penting di tempat kerja.)*	1. Seldom 2. Sometimes 3. Regularly 4. Often 5. Always	Ordinal Scale	Koopmans, L., Bernaards, C., Hildebrandt, V., van Buuren, S., van der Beek, A.J. and de Vet, H.C.W. (2013). 'Development of an individual work performance questionnaire,' *International Journal of Productivity and Performance Management* , 62(1), pp.6–28. Available at: https://doi.org/10.1108/17410401311285273
2. I made problems greater than they were at work (*Saya membesar-besarkan masalah di tempat kerja, padahal sebenarnya tidak sebesar itu.)*			
3. I focused on the negative aspect of a work situation, instead of on the positive aspects (*Saya lebih fokus pada sisi negatif dari situasi kerja, dibanding melihat sisi positifnya.)*			
4. I spoke with colleagues about the negative aspect of my work (*Saya membicarakan hal-hal negatif tentang pekerjaan saya kepada rekan kerja.)*			
5. I spoke with people from outside of organisation about the negative aspect of my work (*Saya membicarakan hal-hal negatif tentang pekerjaan saya kepada orang di luar kantor.)*			
6. I purposely worked slowly (*Saya sengaja bekerja lebih lambat dari biasanya.)*			
7. I purposely left my work so that someone else had to finish it (*Saya sengaja meninggalkan sebagian pekerjaan supaya diselesaikan orang lain.)*			
8. I behaved rudely towards someone at work (*Saya bersikap kasar kepada orang lain di tempat kerja.)*			
9. I quarrelled with my colleagues, managers or customers (*Saya pernah bertengkar dengan rekan kerja, atasan, atau klien.)*			
10. I purposely made mistakes (*Saya sengaja membuat kesalahan dalam pekerjaan.)*			

Figure 1. Questionnaire items and their response scale

3.9.2. Translation to Bahasa Indonesia

The questionnaire is translated into Bahasa Indonesia because the respondents were Indonesian and there was need to maintain the intended meaning of each question yet switching them to local language. When it comes to survey research, it involves translation so that the respondents grasp the questions accurately because they do not convey questions as they are recorded but simply in their own way through their interpretation. According to Brislin (1970), literal translation should be avoided and culture-appropriate words should be used which have been found stable and clear by piloting the words in the research.

3.9.3. Flow of Questionnaire

The order of the questionnaire was designed to lead respondents from demographic information to psychological safety, and ultimately to employee performance. Below is the visual flow:

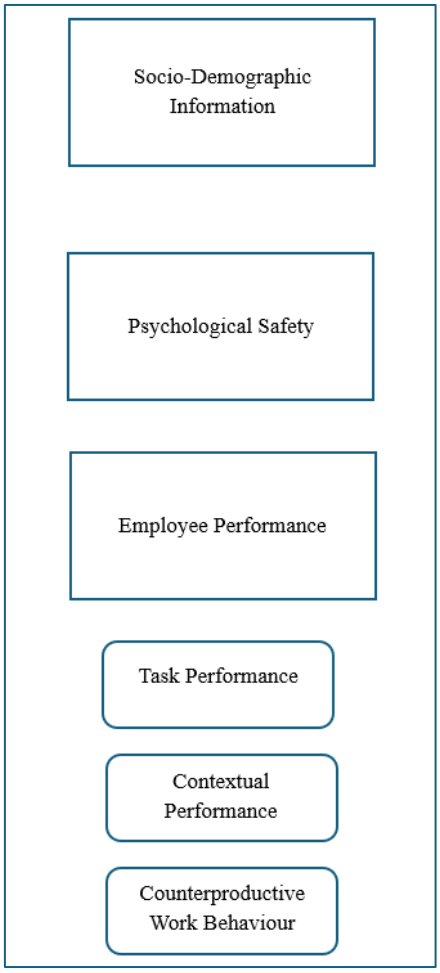

Figure 2. Flow of Questionnaire

3.10. Pilot Test

The validity of the survey, its capacity to measure the intended construct, was established by Saunders et al. (2009) to ensure accuracy and alignment with the research objectives. For validity, a pilot study was carried out on June 22 23, 2025, with three research subjects to check the clarity, interpretation, and validity of their questions. In the questionnaire, which was written in the Bahasa Indonesian language, the language clarity was checked. There was a recommendation to change the word 'Hybrid' in the socio-demography section to 'Gabungan', and a typo correction was made in the Psychological Safety section. The survey was also recognised as not too long by the participants, which added to the high participation rates. Such modifications and enhancements, such as face validity, better instructions, and the precision of items in measuring the desired constructs, as well as clarification (Saunders et al., 2009).

3.11. Ethical Considerations

Saunders et al. (2009) believe that ethics must be considered vital in research, implying that it is necessary to be honest, respectful toward participants, and their health. The ethical guidelines followed by NCI were adhered to and the ethics committee granted permission. Respondents signed an informed consent form, were free to participate and withdraw at any time. No personal information was observed in the study, and the anonymity and confidentiality were maintained. The information will be safe and secure on a password-protected file that will not be accessed by any other person but the researcher and the supervisor and destroyed after analysis as required by the NCI policy.

3.12. Data Analysis

The data is analysed, after the questionnaire is closed and the data is collected. Data in this study were separated into two types: (1) continuous data, which could be a measurable response, and (2) categorical data, which described a statistical summary of the dataset. This study examined the following continuous variables: task performance, contextual performance, and CWB for employee performance (dependent variable), as well as psychological safety (independent variable), and two socio-demographic variables: the number of team members and total years of work experience. The Likert scale responses are treated as interval data with linear distances between them. This means that the related data will require numeric descriptive statistics (e.g., mean, standard deviation, and variance) to summarise or analyse it.

On the other hand, the categorical variables consisted of socio-demographic variables like gender, age, highest education, marital status, and workplace industry, job type, position at work, or work setup. A collection of these variables, which fall into different categories and are non-interval-scaled. These categorical variable attributes will be described in frequencies and percentages, illustrating the demographics of the sample.

Some of the categorical data was recoded into binary format (dichotomous) due to a few respondents living in cellular deserts, which allowed me to perform relevant analysis across answers. This recording is crucial when carrying out proper statistical tests, e.g., t-tests, which means in the end treating these as continuous data if needed. The described approach enables the analysis of relationships and differences among these groups.

Data analysis started with calculating descriptive statistics, summarizing socio-demographic characteristics of the sample and main study variables. Frequency distributions were calculated for the categorical data, and means, standard deviations, and ranges were computed for continuous data. Accordingly, a normality test (Shapiro-Wilk) was used to verify the normal distribution, which raised the question of choosing parametric tests. Then, a reliability analysis was conducted to evaluate the internal consistency of the measurement scales (with Cronbach's alpha values).

Using inferences, the relationships within the data were further explored using inferential statistics. Independent sample t-tests and Correlation were computed to check for mean differences in psychological safety across the socio-demographic groups used as independent variables, as well as the relationship between psychological safety and performance dimensions of an employee. This study followed up on these predictive relationships by conducting several multiple linear regression analyses. Model 1 analysed the influence of psychological safety on employee performance, accounting for socio-demographic variables (only significant ones), and Model 2 explored how employee performance predicts psychological safety and socio-demographic variables (only significant ones). Normality, multicollinearity, and homoscedasticity checks were performed for both models to ensure the validity of the results.

3.13. Research Design Limitations

Although Although this research is useful, it is necessary to mention some design limitations. First, it employed a non-probabilistic convenience sampling method due to time and cost constraints, which means that the sample may not accurately reflect the broader population to the same extent as a probability sampling method would have (Saunders et al., 2009). Second, it can be only cultural and language constraints, since the survey was self-translated into Bahasa Indonesia, and verified in the pilot test, which helped to maintain the clarity of the questionnaires, but it might not cover 100 per cent of the cultural or language peculiarities (Brislin, 1970). Finally, the answers in self-reported data may undergo bias, e.g. social desirability, whereby the respondents may provide responses that they believe to be more acceptable to them. Nonetheless, the design can be deemed valid towards achieving the research objectives and future studies can improve on such areas.

3.14. Conclusion

To summarise, the Research Onion framework provided by Saunders et al. Thesis (2009), this has helped in deciding on the appropriate approach to philosophy, approach and design for this research. A quantitative approach was adopted by using a questionnaire to systematically gather data from the selected samples. This method is in accordance with the research purposes of identifying the effect of psychological safety on employee engagement in the pharmaceutical industry and the financial services sector in Indonesia. The data collected is obtained as per ethical requirements and will be statistically analysed to determine the association strength between the relevant variables in order to derive meaning best aligned with respective research questions.

CHAPTER 4 – STATISTICAL ANALYSIS

4.1. Introduction

This chapter presents the statistical tests employed in the study and how result of each test is analysed and interpreted.

4.2. Descriptive Analysis

Descriptive statistics were used to report the background characteristics of the respondents and the main study variables. The categorical variables (age, gender, marital status, education, job type and work setting) were described in terms of frequency and percentages. On the other hand, for the continuous variables—psychological safety, task performance, contextual performance, and CWB—the mean and standard deviation, minimum and maximum values were computed.

4.3. Normality Test

A normality test was performed to examine whether the continuous variables (psychological Safety, task performance, context performance, and CWB) were normally distributed. The Shapiro-Wilk test was used because it is most appropriate for small to moderate sample sizes. These findings helped inform the choice of statistical methods for post-analysis, including Pearson correlation and multiple linear regression, which typically assume normally distributed data.

4.4. Reliability Test

A reliability analysis was conducted to assess the internal consistency of the questionnaire items for psychological safety, task performance, contextual performance, and CWB. The Cronbach’s alpha coefficient was used, and a minimal value of 0.70 was chosen as adequate reliability. The scales' results showed that all scales were above or equal to the cutoff criterion, indicating that the measurement devices used in this study are reliable and consistent instruments for further statistical analyses.

4.5. T-Test

The independent samples t-test applies parametric statistics to determine whether two independent groups have significantly different means on a continuous dependent variable. The dependent variable is psychological safety, and the independent variables are selected socio-demographics.

Although respondents initially specified more than two categories for each socio-demographic variable (age categories, highest education level, industry type, work setup), these variables were recoded into two categories (dichotomised) to comply with the t-test assumptions. For instance, age could have been recorded as a binary or dichotomous variable, with younger (e.g., 18 to 34 years) and older employees (e.g., 35+ years). This recording simplifies the comparison and provides a more interpretable interpretation of mean differences.

The primary purpose of the t-test in this study is to determine whether there is a statistically significant difference in psychological safety between the two groups for each socio-demographic variable. This process begins by examining whether certain background characteristics are associated with levels of perceived psychological safety among employees, which was significantly tested at a 0.05 alpha level to ensure the reliability of the results.

4.6. Pearson Test

Pearson's correlation coefficient measures the strength of the linear association between two continuous variables. The coefficient range spans from -1 to +1, and the closer the value is to ±1, the stronger the positive or negative correlation, respectively. Conversely, being close to 0 indicates no linear relationship (Cohen et al., 2013).

For this reason, the Pearson's correlation test was used to examine the bivariate relationships between the key continuous variables, psychological safety, task performance, contextual performance, and CWB. Being able to interpret these relationships can help build some basic understanding of what direction and how strong such a relationship may be between the variables or constructs before carrying out more

analyses on the data. This step also functions to search for multicollinearity issues or theoretical conflicts which would bias subsequent multivariate analysis validation.

4.7. Multiple Linear Regression Analysis

Multivariate analysis was used to identify statistical relationships between one dependent variable that is continuous, and two or more independent variables (Hair et al., 2010). This method determines the degree to which each predictor variable accounts for variance in the dependent variable, controlling for all other predictors in the model.

Multiple regression is the main approach of this research, and it is applied in two models.

Model 1 : The prediction of psychological safety from employee performance (task performance, contextual performance, and CWB) and socio-demographics

$$\text{Psychological Safety} = \beta_0 + \beta_1(\text{Task Performance}) + \beta_2(\text{Contextual Performance}) + \beta_3(\text{CWB}) + \beta_4(\text{Socio-Demographics}) + \varepsilon$$

Model 2 : The predictive power of psychological safety and socio-demographics on employee performance dimensions (task performance, contextual performance, and CWB).

a. $\text{Task Performance} = \beta_0 + \beta_1(\text{Psychological Safety}) + \beta_2(\text{Socio-Demographics}) + \varepsilon$
b. $\text{Contextual Performance} = \beta_0 + \beta_1(\text{Psychological Safety}) + \beta_2(\text{Socio-}$

Although regression analysis can be used to identify predictive relationships between psychological safety and employee performance, the process is based on several major assumptions. These assumptions are normality, where the data are normally distributed, and autocorrelation, where the residuals do not follow time-correlation. Tests in this work were performed to confirm these assumptions, specifically the Shapiro-Wilk test for normality and the Durbin-Watson test for autocorrelation.

CHAPTER 5 - RESULTS

5.1. Introduction

This chapter presents the results of statistical analyses, which are used to answer the research questions. Results are presented as descriptive statistics, tests of reliability and normality, independent samples t-tests, Pearson correlation analyses, and multiple linear regression models. Each analysis is organized to examine the links between socio-demographic variables, psychological safety, and employee performance. The results are presented clearly and organised to facilitate further analysis in the subsequent discussion chapter.

5.2 Descriptive Analysis

The sample attributes for the study are designed to collect working employees from the Financial Services or Pharmaceutical Industries in Indonesia to make the findings applicable to the sectors at study and geographically. A total of 82 respondents were originally obtained, however 2 respondents did not satisfy the requirement (not working in appropriate industries). Thus, a total sample of 80 respondents is available for the study. The specific results of the descriptive statistics are reported in APPENDIX A.

5.2.1. Descriptive Analysis for Socio-Demographic

The socio-demographic variables include categorical and continuous data. In the case of categorical variables (Table 1), the distribution of the responses is for the most part female (61.3%), male (37.5%), and preferred not to say (1.3%). Most are between 35 and 54 years old (51.2%); 45.0% were 25–34, 2.5% were 18–24, and 1.3% were 55 and older. Education-wise, 78.8% have an undergraduate education; 11.3% have a Diploma; 5.0% have a Master's degree; and 5.0% completed high school. None reported a doctoral degree.

The majority of respondents are married (72.5%), 25.0% are single, and 2.5% divorced or widowed. The largest industry is the pharmaceutical (53.8%) sector, followed by banking (25.0%), insurance (16.3%), multifinance (3.8%), and fintech (1.3%). Job profiles are almost equally divided with 52.5% in primary functions (such as sales) and

47.5% in support functions (such as HR, finance, IT). By position, the percentages are 41.3% middle management, 35.0% staff, 18.8% upper management, and 5.0% executives. Hybrid is the way of working for most (58.8%) followed by in-office (41.3%). There are no full-time home workers.

Categorical: Socio-Demographic Variables	Number	%
Gender		
Male	30	37.50%
Female	49	61.30%
Prefer Not to Say	1	1.30%
Age		
18 - 24	2	2.50%
25 - 34	36	45.00%
35 - 54	41	51.20%
55 years above	1	1.30%
Highest Education Level		
High School or equivalent	4	5.00%
Diploma	9	11.30%
Bachelor's Degree	63	78.80%
Master's Degree	4	5.00%
Doctoral Degree or higher	0	0.00%
Marital Status		
Single	20	25.00%
Married	58	72.50%
Divorce (Widower or Widow)	2	2.50%
Living with Partners (unmarried)	0	0.00%

Categorical: Socio-Demographic Variables	Number	%
Industry of Workplace		
Pharmaceutical	43	53.80%
Banking	20	25.00%
Insurance	13	16.30%
Fintech	1	1.30%
Multifinance	3	3.80%
Job Type		
Primary Function (e.g. Sales)	42	52.50%
Support Function (e.g. HR, Finance, IT, Legal, etc.)	38	47.50%
Position At Work		
Staff	28	35.00%
Middle Management (e.g. supervisor)	33	41.30%
Upper Management	15	18.80%
Executive / Leadership Level (C-Level)	4	5.00%
Work Setup		
In Office (face-to-face)	33	41.30%
Working from Home (WFH)	0	0.00%
Hybrid	47	58.80%

Table 1 : Descriptive Analysis for Categorical Data Socio-Demographic Variables

For the continuous variables, respondents manage an average of 2.38 team members (SD = 5.259), and have an average of 10.34 years of work experience (SD = 6.735). These results are presented in (Table 2) below.

Continuous: Socio-Demographic Variables	Mean	Std. Deviation	Variance	Range
Number of Team Members You Lead	2.38	5.26	27.66	0 - 30
Total Years of Work Experience	10.34	6.74	45.37	1 - 28

Table 2 : Descriptive Analysis for **Continuous Data** Socio-Demographic Variables

5.2.2. Descriptive Analysis for Dependent Variable

Since the Likert-scale variables were treated by this research as continuous (interval level), descriptive statistics were conducted on the dependent variable (Psychological Safety). The score of the analysis was 69.83, with a variance of 96.15. The results suggest a moderate level of psychological safety among the participants, although their responses varied. The summary is shown in Table 3 below.

Continuous Dependent Variable	Mean	Std. Deviation	Variance	Range
Psychological Safety	69.83	9.81	96.15	5 - 95

Table 3 : Descriptive Analysis for Continuous Dependent Variable

5.2.3. Descriptive Analysis for Independent Variable

Descriptive statistics of the independent variable, Employee Performance, were obtained for 80 respondents. This variable comprises three dimensions: task performance, contextual performance, and CWB. Among these, contextual performance showed the highest mean score of 54.56, with a standard deviation of 7.37 and a variance of 54.30, indicating relatively strong engagement in extra-role behaviors. Task performance had a mean of 50.56, a standard deviation of 5.75, and a variance of 33.03, indicating consistent levels of in-role job performance. Meanwhile, CWB performance recorded the lowest mean of 14.91, with a standard deviation of 5.39 and variance of 29.02, suggesting that harmful or disruptive behaviours in the workplace were reported at relatively low levels. These findings imply that, across the sample, employee performance trends positively, with higher engagement in productive behaviours and minimal involvement in counterproductive actions. The summary is presented in Table 4.

Countinuous Independent Variable : Employee Performance	Mean	Std. Deviation	Variance	Range
Task Performance	50.56	5.75	33.03	5 - 65
Contextual Performance	54.56	7.37	54.30	5 - 70
Counterproductive Behaviour Performance	14.91	5.39	29.02	5 - 50

Table 4 : Descriptive Analysis for Continuous Independent Variable

5.3. Reliability Test

To assure the reliability of the research instruments, reliability tests were conducted on all variables in the study: psychological safety, task performance, contextual performance, and CWB (Cronbach Alpha). This coefficient reflects the scale's internal consistency, with values over 0.70 indicating good internal consistency and values over 0.80 indicating good to excellent internal consistency.

As a test of internal consistency, the psychological safety scale, with 19 items, produced a Cronbach's Alpha of 0.900, indicating excellent internal consistency. An inspection of the corrected item-total correlations for each item (all >0.30) indicated that each item was well correlated with the underlying construct. Additionally, the "Cronbach's Alpha if Item Deleted" values ranged closely between 0.892 and 0.905, thereby confirming the acceptability of no item damaging the internal consistency of the scale. These findings offer strong psychometric evidence for the unidimensionality and internal consistency of psychological safety in this context.

In addition, the reliability of the employee performance subdimensions also provides the strong basis for the measurement model. High reliability was obtained for task performance (13 items) with a Cronbach's Alpha of 0.815 and for contextual performance (14 items) with a Cronbach's Alpha of 0.922. The internal consistency of these sub-subscales suggests that employee self-reports of in-role and extra-role behaviors were assessed reliably and could thereby be used with confidence in the subsequent inferential analyses.

CWB (10 items) also met psychometric expectations (Cronbach's Alpha = 0.891 indicating strong internal consistency). This means that the scale items effectively measured negative behavior as avoidance, sabotage or deviance. Crucially, the consistently high corrected item-total correlations on this scale indicate conceptual clarity and a low level of measurement error.

Overall high Cronbach's alphas for all the constructs establish the soundness of the gathered data and validate the adequacy of the instruments. The convergence across various behavioral constructs, spanning pro-social (contextual performance) to anti-

social (CWB) behavior, increases the face validity of what is reported and bolsters the soundness of our theoretical model.

Questionnaire Instrument	Number of Items	Reliability Coefficients
Psychological Safety	19	0.900
EP : Task Performance	13	0.815
EP : Contextual Performance	14	0.922
EP : Counterproductive Work Behaviour	10	0.891

Table 5 : Reliability Coefficient

Item	Corrected-Item Total Correlation	Cronbach's Alpha if Item Deleted
PS_1	0.538	0.896
PS_2	0.555	0.895
PS_3	0.475	0.900
PS_4	0.576	0.894
PS_5	0.638	0.893
PS_6	0.518	0.896
PS_7	0.605	0.893
PS_8	0.469	0.897
PS_9	0.601	0.893
PS_10	0.591	0.894
PS_11	0.603	0.894
PS_12	0.327	0.905
PS_13	0.689	0.892
PS_14	0.544	0.895
PS_15	0.558	0.895
PS_16	0.600	0.894
PS_17	0.597	0.894
PS_18	0.517	0.896
PS_19	0.542	0.895
EP_TP_1	0.519	0.798
EP_TP_2	0.497	0.799
EP_TP_3_RV	0.480	0.800
EP_TP_4	0.667	0.789
EP_TP_5	0.108	0.824
EP_TP_6_RV	0.445	0.805
EP_TP_7	0.625	0.790
EP_TP_8	0.512	0.799
EP_TP_9	0.440	0.805
EP_TP_10_RV	0.449	0.806
EP_TP_11	0.380	0.808
EP_TP_12	0.696	0.787
EP_TP_13_RV	0.335	0.818
EP_CP_1	0.483	0.921
EP_CP_2	0.635	0.918
EP_CP_3	0.734	0.914
EP_CP_4	0.638	0.917
EP_CP_5	0.536	0.920
EP_CP_6	0.613	0.918
EP_CP_7	0.720	0.914
EP_CP_8	0.699	0.915
EP_CP_9	0.758	0.913
EP_CP_10	0.643	0.917
EP_CP_11	0.643	0.917
EP_CP_12	0.640	0.917
EP_CP_13	0.775	0.912
EP_CP_14	0.632	0.919
EP_CWB_1_RV	0.587	0.886
EP_CWB_2_RV	0.774	0.870
EP_CWB_3_RV	0.701	0.877
EP_CWB_4_RV	0.671	0.877
EP_CWB_5_RV	0.564	0.876
EP_CWB_6_RV	0.727	0.873
EP_CWB_7_RV	0.604	0.883
EP_CWB_8_RV	0.549	0.886
EP_CWB_9_RV	0.505	0.889
EP_CWB_10_RV	0.739	0.875

Table 6 : Item-Total Statistics

5.4. Normality Test

The objective of the normality test is to verify whether a given data set might have been sampled from a population that follows a normal distribution. In the present analysis, the Shapiro-Wilk test was applied to examine the distribution of the dependent variable, psychological safety. As indicated in Table 6, the outcome was significant ($p = 0.054$). Given that this statistic is above 0.05, the null hypothesis of normality cannot be rejected, meaning that the data does not appear to depart from normality to any appreciable degree according to the test.

Dependent Variable	Shapiro-Wilk Test		
	Statistic	df*	SIG. Value**
Psychological Safety	0.970	80	0.054

* df - Degrees of Freedom
** SIG. Value - Significance Value

Table 6 : Test of Normality for Psychological Safety

However, looking at the histogram, normal Q-Q plot, detrended Q-Q plot, and observed outcome values (provided in Appendix C) reveals a few visual signs of nonnormality. For example, in the Q-Q plot, the points curve slightly away from the line of identity, and the detrended plot offshoot of residuals is omnipresent. These charts indicate mild departure from normality of the data. Based on these visible signs, this study chose parametric tests in further analysis, making the study robust and reliable.

5.5. Univariate Test

An exploratory univariate analysis was performed to compare the psychological safety with various socio-demographic and continuous independent variables.

5.5.1. Psychological Safety and Socio-Demographic Variable

5.5.1.1. Analysis of T-Test

5.5.1.1.1. Psychological Safety and Gender

For gender, an independent samples t-test was used to compare the differences between the levels of psychological safety. Psychological safety was the dependent variable or outcome variable, whereas gender was the independent variable or predictor in this study. Gender was first organized into three groups: male, female, and prefer not to say.

To aid analysis by t-test, the gender variable was recoded to binary (dichotomous) format: Group 1 (male) and Group 2 (female and prefer not to say).

The average psychological safety score for Group 1 was 67.50, which for Group 2 was 71.22, as presented in Table 7. The t-test demonstrated that the difference caused by this was not statistically significant at $p > 0.05$ ($p = 0.101$). Therefore, the null hypothesis was not rejected, indicating that gender does not have a bearing on psychological safety in this sample.

Dependent Variable	Gender (nominal)	N*	Mean Rank	SIG. Value **
Psychological Safety	Male	30	67.50	0.101
	Female & Prefer Not To Mention	50	71.22	

* N = Number of Observation
** SIG. Value = Significance Value

Table 7 : T-test for Psychological Safety and Gender

5.5.1.1.2. Psychological Safety and Age

Similar to the gender variable, a t-test of independent samples was performed to investigate whether there were difference in levels of psychological safety among categories of age. Age was originally categorized into four groups: 18 to 24, 25 to 34, 35 to 54, and 55 years and older. For the purposes of the analysis, these were recoded into a binary (dichotomous) format: Group 1 (18–24 and 25–34 years) and Group 2 (35–54 and 55 years and older).

Psychological safety was the dependent variable and recoded age group was the independent variable. As depicted in Table 8, Group 1 had an average psychological safety score of 69.21 and Group 2 had an average score of 70.38. The findings showed no statistically significant declination between the two age groups ($p = 0.597$). As this is greater than the accepted 0.05 threshold, the null hypothesis can not be rejected and age has no significant impact on the mean for psychological safety in our sample.

Dependent Variable	Age (ordinal)	N	Mean Rank	SIG. Value
Psychological Safety	18 - 24 & 25 - 34	38	69.21	0.597
	35 - 54 & 55 years above	42	70.38	

Table 8 : T-test for Psychological Safety and Age

5.5.1.1.3. Psychological Safety and Highest Education Level

As with gender and age, an independent samples t-test was conducted to determine if psychological safety scores varied by education level. Education was initially established in five levels. For analysis, the variable was recoded as a binary (dichotomous) variable: Group 1 (High School or equivalent & Diploma) and Group 2 (Bachelor's Degree & Master's Degree). Psychological safety was the dependent variable, and the recoded education level was the independent variable. As presented in Table 9, the average psychological safety score was 71.23 and 69.55 for Group 1 and Group 2, respectively. There was no statistically significant difference in score between the two education groups with a p- value of 0.575. However, because this value is greater than 0.05, it does not allow us to reject the null hypothesis, meaning that educational level had no significant impact on the level of psychological safety for this sample.

Dependent Variable	Highest Education Level (ordinal)	N	Mean Rank	SIG. Value
Psychological Safety	High School or equivalent & Diploma	13	71.23	0.575
	Bachelor's Degree & Master's Degree	67	69.55	

Table 9 : T-test for Psychological Safety and Highest Education Level

5.5.1.1.4. Psychological Safety and Marital Status

As with the other socio-demographic variables, an independent samples t-test was performed to determine if levels of perceived psychological safety differed across marital status categories. Marital status was initially classified into four groups; however, for the purpose of analysis, the variable was recoded as binary: Group 1 (Single, Divorce) and Group 2 (Married, Partner). Psychological safety was a dependent variable and marital status was an independent variable. Table X shows that the average ranks were 68.09 for Group 1 and 70.48 for Group 2. There was a statistically significant difference between the two groups (p value = 0.048). Because it is smaller than the standard criterion of 0.05, the null hypothesis is rejected and it is

concluded that it is significant to psychological safety among the participants of being married.

Dependent Variable	Marital Status (nominal)	N	Mean Rank	SIG. Value
Psychological Safety	Single, Divorce	22	68.09	0.048
	Married, Partner	58	70.48	

Table 10 : T-test for Psychological Safety and Marital Status

5.5.1.1.5. Psychological Safety and Industry of Workplace

An independent samples t-test was used to determine whether psychological safety scores varied between informants representing different industry sectors. Although the participants were originally classified into various types of industries, the variable was recoded for analysis in Group 1 (Pharmaceutical) and Group 2 (Financial Service). Industry type was the independent variable, with psychological safety as the dependent variable. As seen in Table 11, the average rank of psychological safety was 69.70 for respondents in the pharmaceutical industry and 69.97 in the financial services industry. It showed no significant difference between both ($p = 0.901$). As this value is higher than 0.05 threshold, the null hypothesis cannot be rejected and therefore in this sample the industry of the workplace doesn´t have a significant impact on the psychological safety.

Dependent Variable	Industry of Workplace (Nominal)	N	Mean Rank	SIG. Value
Psychological Safety	Pharmaceutical	43	69.70	0.901
	Financial Service	37	69.97	

Table 11 : T-test for Psychological Safety and Industry of Workplace

5.5.1.1.6. Psychological Safety and Job Type

Similar to the previous demographic variables, an independent samples t-test was run to explore if psychological safety differed across the types of work. For the purpose of analysis, job type was divided into two categories: Primary Function, e.g., Sales) and Support Function, e.g., HR, Finance, IT, Legal, etc.). The dependent variable was the psychological safety and the independent variable was the type of job. Table 12 reveals that the average psychological safety rank was 68.90§ for employees within the primary

function, 70.84 for the employees within the support function. The findings showed no significant difference between the groups; regarding p-value = 0.381. Because this value is greater than the standard 0.05 threshold, the null hypothesis could not be rejected, that is, job type did not have a significant effect on psychological safety in this sample.

Dependent Variable	Job Type (Nominal)	N	Mean Rank	SIG. Value
Psychological Safety	Primary Function (e.g. Sales	42	68.90	0.381
	Support Function (e.g. HR, Finance, IT, Legal, etc.)	38	70.84	

Table 12 : T-test for Psychological Safety and Job Type

5.5.1.1.7. Psychological Safety and Position at Work

An independent samples t-test was performed in order to test for differences between the work position of individuals in relation to their level of psychological safety. Originally, there were four categories; however, for analytical purposes the categorical variable was recoded as follows: Group 1 (Staff and Middle Management, for example, supervisor) and Group 2 (Upper Management and Executive/Leadership Level). Psychological safety was the dependent variable and position at work was the independent variable. The mean rank was 69.70 for Group 1, and was 69.97 for Group 2 as shown in Table 13. There was no significant difference between the two groups based on the results with a p value of 0.283. Since this value is greater than the 0.05 level of significance, no null hypothesis was rejected, suggesting that position at work has no significant effect on psychological safety in this population.

Dependent Variable	Position at Work (Ordinal)	N	Mean Rank	SIG. Value
Psychological Safety	Staf and Middle Management (e.g. supervisor)	43	69.70	0.283
	Upper Management and Executive/Leadership Level	37	69.97	

Table 13 : T-test for Psychological Safety and Position at Work

5.5.1.1.8. Psychological Safety and Current Work Setup

An independent samples t-test was performed to see whether a relation on the psychological safety scales existed between the types of jobs. For analysis, job type was

recoded as a dichotomous variable: Group 1 (In Office, face-to-face) and Group 2 (Hybrid). Job type was used as an independent variable and psychological safety as the dependent variable. Table 14 indicates that the average PSR was 69.67 for fully office workers and 69.94 for hybrid workers. There was no statistically significant difference between the groups in this test (p-value, 0.905). This value was greater than the conventional threshold of 0.05, indicating failure to reject the null hypothesis, that is, the work setup does not have a significant effect on psychological safety in this sample.

Dependent Variable	Job Type (Nominal)	N	Mean Rank	SIG. Value
Psychological Safety	In Office (face-to-face)	33	69.67	0.905
	Hybrid	47	69.94	

Table 14 : T-test for Psychological Safety and Current Work Setup

5.5.1.2. Analysis of Pearson Test

5.5.1.2.1. Psychological Safety and Number of Members You Lead

A Pearson correlation test is used to investigate whether the team size led has a significant relationship with psychological safety. This test was chosen as the independent variable (team size) is measured on a ratio scale, while the dependent variable (psychological safety) was considered with interval data. The finding indicated that there was no significant relationship with the p-value of 0.136 (p> 0.05). This suggests that the number of teammates led does not affect psychological safety in this set. Detail E is shown.

Dependent Variable	Mean Rank Number of Members You Lead	SIG. Value	Pearson Correlation
Psychological Safety	2.38	0.136	0.168

Table 15 : Pearson Test for Psychological Safety and Number of Members You

5.5.1.2.2. Psychological Safety and Total Years of Work Experience

A Pearson correlation test was performed to test whether total years of experience had an impact on psychological safety, and the results were statistically significant. The test used was correct, as the independent variable (the total years of experience) is ratio data (levels of the nominal variable of years), and the dependent variable (psychological safety) was considered as interval (of the Likert scales). The effect was found non-significant with a p value of 0.349 (p > 0.05). This means that total years of working

experience do not have a significant effect on psychological safety of the respondents in this study.

Dependent Variable	Mean Rank Total Year of Work Experience	SIG. Value	Pearson Correlation
Psychological Safety	10.34	0.349	0.106

Table 16 : Pearson Test for Psychological Safety and Total Year of Work

5.5.2. Psychological Safety and Continuous Independent Variable

5.5.2.1. Pearson Test Result - Psychological Safety and Employee Performance: Task Performance, Contextual Performance, CWB

In this research, employee performance was defined as a construct composed of three major dimensions-task performance, contextual performance, and CWB. The correlation of each of these dimensions with psychological safety was examined using Pearson Correlation, with all variables considered as interval due to being measured with a Likert-type scale.

Table 17 displays that task performance was significantly correlated with psychological safety (p-value = 0.003 and correlation value = 0.329), indicating a weak positive relationship between the two. Similarly, contextual performance was also found to have a statistically significant and positive association with psychological safety ($r = 0.613$, $p < 0.001$), indicating a moderate positive relationship. Contrastingly, there is no significant relationship between CWB and psychological safety, with a p-value of 0.168, indicating a very weak positive relationship ($r = 0.156$).

These results indicate that employees that exhibit high levels of task performance and contextual performance also show more psychological safety but that CWB does not seem to have an impact on psychological safety in this sample.

Continuous Variable	Independent Variable	SIG. Value	Pearson Correlation	Correlation Strength
Psychological Safety	EP: Task Performance	0.00	0.33	Weak Positive Correlation
Psychological Safety	EP: Contextual Performance	<0.001	0.61	Moderate Positive Correlation
Psychological Safety	EP: CWB	0.17	0.16	Not Significant

Table 17 : Pearson Test for Psychological Safety and Employee Performance

5.6. Multiple Linear Regression Analysis

5.6.1. Model 1 : Psychological Safety ~ Employee Performance: Task Performance + Contextual Performance + Marital Status

Model 1 was formed to assess the predictive effect of dimensions of employee performance, including task performance, contextual performance and marital status on psychological safety among employees. All predictors were included in the model simultaneously, with the standard entry method of the variables in SPSS.

The preliminary correlation analyses (reported in the previous section) demonstrated that task performance and contextual performance correlated with psychological safety. Nonetheless, when marital status was included in the multivariate regression model, only contextual performance was also significant. It is substantial since marriage disposition was the only socio-demographic factor that was important in the descriptive analysis, and that is why it should be included. Although the elimination of marital status would imply a decrease in the model's applicability, it seems that the elimination of this factor would result in a loss of explanatory power, as marital status was the only socio-demographic variable shown to be significantly related to psychological safety.

Inspection of the model summary showed it explained approximately 38–40% of the variance in psychological safety with an $R^2 = 0.402$ and R^2 adjusted = 0.379. 17.061 (df = 3, 76; p 0.8 and the VIF values were <1.2, suggesting that the predictors are free of multicollinearity problems.

Accordingly, it can be inferred that the null hypothesis is rejected (there is no relationship between contextual performance and psychological safety), and employees who engage in high contextual performance, such as helping others, being cooperative, or going beyond formal job requirements, are likely to report higher psychological safety in the workplace. However, the null hypotheses for the task performance and marital status could not be rejected revealing these variables have no statistically significant impact on psychological safety in this sample.

Table 18 provides a summary of the regression.

Model 1					
Variables	**β (Std.) ***	**p ****	**β (Unstd.) *****	**95% CI ********	
Predictors					
EP: Task Performance *****	0.113	0.241	0.193	-0.133	0.519
EP: Contextual Performance	0.577	<0.001	0.767	0.516	1.018
Marital Status	0.105	0.246	2.294	-1.623	6.211
R^2 : 0.402					
Adjusted R^2 : 0.379					
F-statistic (df1, df2) : 17.061 (3, 76), p < .001					
Durbin-Watson : 1.546					

* β (Std.) = β Standardized
* p = Significance Value
** β (Unstd.) = β Unstandardized
*** CI = Confidence Interval
**** EP = Employee Performance

Table 18 : Model 1: Multiple Linear Regression Analysis

5.6.2. Model 2 : Employee Performance: Task Performance + Contextual Performance ~ Psychological Safety + Marital Status

5.6.2.1. Model 2a : Employee Performance: Task Performance ~ Psychological Safety + Marital Status

Model 2a tested the effect of psychological safety and marital status on the employees' task performance. As shown in Table 19, the model was a significant predictor, F(2, 77) = 5.293, p =. 007, suggesting that the combined predictors accounted for a proportion of variance in task performance. The model explained 12.1% of the variance in task performance (R^2 =. 121) and statistically R^2 adjusted=. 098. The explained variance is low, but statistically, it may be taken as evidence of predictive value from this set of independent variables.

Psychological safety was the only predictor that significantly and positively predicted task performance (β =. 316, p =. 004), suggesting that employees with higher levels of psychological safety are more likely to engage in task-oriented behaviors. This result is consistent with known literature stressing the importance of a psychologically safe environment in enhancing work performance and productivity.

On the other hand, marital status was not statistically significant (β =. 114, p =. 291) so that it does not predict task performance in this model. The finding would indicate that variations in marital status may not have significant impact upon workers' performance in their formal role-related tasks.

The assumptions of multiple regression were satisfied. The Durbin-Watson statistic was 2.063, suggesting that there was no severe autocorrelation. The residuals were approximately normally distributed according to P-P plot and histogram test (Appendix H), and the scatterplot indicated that there was no clear pattern, supporting the assumption of homoscedasticity. Second, multicollinearity did not appear to be a problem with VIF below 1.05 and tolerance above. 98.

In conclusion, psychological safety was found to be a strong predictor of task performance, and it was concluded that a secure interpersonal climate increases performance of individual formal job tasks. Marital status, however, did not have predictive significance. This result highlights the significance of the psychological safety to enhance employee efficacy in goal-directed activities.

Model 2a					
Variables	**β (Std.) ***	**p ****	**β (Unstd.) *****	**95% CI ********	
Predictors					
Employee Engagement	0.316	0.004	0.185	0.060	0.311
Marital Status	0.114	0.291	1.461	-1.280	4.203
R^2 : 0.121					
Adjusted R^2 : 0.098					
F-statistic (df1, df2) : 5.293 (2, 77), p 0.007					
Durbin-Watson : 2.063					

Table 19 : Model 2a: Multiple Linear Regression Analysis

5.6.2.2. Model 2B : Employee Performance: Contextual Performance ~ Psychological Safety + Marital Status

In Model 2B, multivariate linear regression analysis was performed with psychological safety and marital status to determine the level of explanation for employee contextual performance. The model was significant, F(2, 77) = 24.035, p <. 001) suggesting that the independent variables provide consistent explanation of the variance of the dependent variable (R^2 = 0.4). The model yielded an R^2 of 0.384, indicating that 38.4%

of the variance in contextual performance is explained by psychological safety and marital status together. It provides a more conservative estimate with an adjusted R^2 of 0.368, accounting for the number of predictors in the model. According to Hair et al. (2014), this is an indication of a good fit by social science standards. The Durbin-Watson value of 1.842 did not justify any significant autocorrelation, and hence the assumption of independence of residuals is met as well.

Examining predictors at the multivariate level, psychological safety had a positive and significant effect on contextual performance ($\beta = 0.623$, $p <. 001$). This finding is consistent with the argument that employees tend to engage in extra-role behaviors, e.g. helping coworkers, demonstrating initiative, and flexibility (three fundamental aspects of contextual performance), due to the perception of a psychologically safe work environment. Specifically, the unstandardized B value of.468 shows an increase of around 0.47 points in contextual performance for a one-point increase in psychological safety, controlling for marital status. The confidence interval ([0.332, 0.604] for this predictor does not include zero; thus we conclude that the predictor is strong and reliable.

However, marital status was not statistically significant at the 95% level ($\beta = -0.090$, $p = 0.321$)and the confidence interval [−4.410, 1.463] crosses zero, which reflects that the predictive value does not exist when psychological safety was added. This finding implies that work-related psychological conditions have a greater impact on contextual performance than sociodemographic determinants as marital status. A multivariate method is crucial here, to account for overlapping captured variance among predictors of interest and to assess the unique contribution of each variable. The VIFs (< 1.05) and collinearity diagnostics show that multicollinearity is not a problem in this model.

Overall, the multivariate regression findings underscore the theoretical and empirical importance of psychological safety as a central antecedent of employee contextual performance. Although marital status doesn't seem to make that much difference, it improved the strength of the analysis by addressing the possibility of confounding. Such results emphasize the relevance of the workplace climate relative to static personal attributes in fostering performance dimensions that are important for the success of an organization.

Model 2b					
Variables	**β (Std.) ***	**p ****	**β (Unstd.) *****	**95% CI ********	
Predictors					
Psychological Safety	0.623	<0.001	0.468	0.332	0.604
Marital Status	-0.090	0.321	-1.473	-4.41	1.463
R^2 : 0.384					
Adjusted R^2 : 0.368					
F-statistic (df1, df2) : 24.035 (2, 77), p < .001					
Durbin-Watson : 1.842					

Table 20 : Model 2B: Multiple Linear Regression Analysis

CHAPTER 6 – DISCUSSION AND LIMITATION

6.1. Introduction

This chapter is dedicated to discussing the key findings, theoretical and practical implications for the workplace, the study's limitations, and conclusion.

6.2. Discussion of Key Findings

The chapter aims to investigate the interaction between the variables of psychological safety and employee performance, with socio-demographic variables. The research was set to answer the following hypothesis:

- H1: The impact of psychological safety on employee performance (task, contextual, and CWB).
- H2: The impact of Employee performance on psychological safety (task and contextual performance).
- H3: Socio-demographic variables significantly affect psychological safety.

The most significant findings also reveal that task and contextual performance had the most significant influence on psychological safety, although task performance also contributed to this effect. Marital status, however, was not a significant predictor.

The interaction of psychological safety and employee's performance in the workplace was examined by two linear regression models testing of a set of predictors and a set of outcomes. Model 1 tested the prediction of psychological safety as a function of dimensions of employee performance (task performance, contextual performance) and marital status. Model 2 examined the reciprocal relationship by examining if psychological safety and marital status influenced different aspects of employee performance. The results are discussed below.

6.2.1. Univariate Findings

The results of the univariate analysis indicated that job position was not an independent variable affecting psychological safety ($t = 0.28$) meaning that the level of hierarchical status was insufficient to define the attitude of employees towards the feeling of safety. This observation is essential to the requirement of leadership-based efforts that promote psychological safety, as Patil et al. (2023) confirmed that psychological safety is

nurtured via inclusive and encouraging leadership practices. The leaders are supposed to be efficient in listening to the employees and involving them in the decision-making process, be thankful when receiving feedback, engage employees in communication at all levels and within various teams. This can be achieved by establishing a culture of respect, fairness, and chances of personal improvement to make sure that psychological safety is felt across the whole organisational level.

6.2.2. Model 1: Psychological Safety ~ Employee Performance: Task Performance + Contextual Performance + Marital Status

Model 1 used multivariate linear regression with psychological safety as the dependent variable and three predictors, task performance, contextual performance, and marital status. The findings showed that task and contextual performances had significant predictive power for psychological safety, with contextual tasks having a higher level of association.

In Model 1, 40 percent of the variance in psychological safety was explained ($R^2 = 0.40$, Adjusted $R^2 = 0.38$), and the general model was then statistically significant, $F(3, 76) = 17.06$, $p < .001$. Even though task performance was not a statistically significant predictor (statistical significance value = 0.24), its positive direction is in line with the suggestion that psychological safety is strengthened when employees perform their task to contribute to organisational goals (Edmondson 1999) and also in line with the theory of organisational support (Eisenberger et al 1986), which suggests that the theory of organisational support states that employees will make more efforts to align their efforts with corporate objectives when they feel valued by the organisation.

Contextual performance, in its turn, proved to be an effective and meaningful predictor (beta = 0.58, $p < .001$), which agrees with Edmondson on the importance of mutual help, integrity, and openness displaying an ability to create psychological safety. These behaviours will establish an environment of free communication, inclusion, and respect, which, according to Patil et al. (2023), are necessary conditions for minimising stress and improving performance dynamics and well-being. Marital status (0.11, p = 0.25) was also not significant, and this mean that demographic characteristics might not be of much influence as compared to the quality of relationships at the workplace.

These results are consistent with those of Khan et al. (2021), who illustrated that contextual types of performance behaviours are strongly associated with interpersonal trust and regard, two essential elements in creating psychological safety. The finding in Edmondson (1999) asserted further that psychological safety forms around implementation of mutual aid and care in everyday activities that further support the contribution of contextual performance towards the realization of the same. In its turn, this leads to integrity, honesty, and openness (Patil et al., 2023), encouraging staff members to work efficiently. According to Patil et al. (2023), leaders are expected to foster an environment of open communication and allow self-reflection and individual learning and growth.

Additionally, it is crucial to engage all team members, including those from other teams, in meaningful discussions and foster a culture of respect and fairness (Quansah, 2023). This sort of environment lowers stress at work and that may indirectly improve task performance as employees can meet their deadlines, attain organisational targets, and in the end lead to a better profitability. A psychologically safe environment also gives employees the confidence to raise their voices over issues or questionable practices, thus minimising the chances of fraud organisations as well as building organisational integrity. This aligns with the findings of Morse (2018) who found that the low-fraud companies will display superior financial performance, especially profitability.

The difference between these findings and some of those of previous studies is that, in this study, contextual performance appears as a more significant factor in determining psychological safety. In semi-regulated industries or more collectivistic cultures, task performance has, in some instances, proven to be a more powerful force, and contextual performance has not always predominated. Nevertheless, in highly regulated industries such as pharmaceuticals and finance, where compliance, collective responsibility, and coordination are of prime importance, and in the Indonesian context, where high levels of agreeableness have been reported (Akhtar and Azwar, 2019), cooperativeness and prosocial behaviour can be more influential. This cultural and industry context likely enhances the contextual performance factor, highlighting it as a more substantial contributor to psychological safety than in any other situation, and underscores the

necessity for highly regulated sectors for cultivating safe and high-performing working environments.

6.2.2. Model 2: Employee Performance: Task and Contextual Performance ~ Psychological Safety + Marital Status

In Model 2a, the influence of task performance on psychological safety was significant and had a stronger connection with the employee's performance ($b = 0.316$, $p = 0.0041$). Highly performing employees are psychologically safe since they depend on their skills and capabilities. This correlates with controlled motivation, where people act in ways that boost their self-esteem or bypass guilt and shame under external pressures or internal struggles (Ryan & Deci, 2017; Nicuta et al., 2023). Confident workers do not treat errors as potential dangers; instead, they view them as opportunities for improvement. They will be more willing to talk and admit mistakes, and in time see these as learning experiences rather than tests of their ability. This attitude enables them to focus on the positive aspects of the job and fosters an atmosphere of openness and continuous improvement. When employees have a good attitude, they tend to seek positions that will motivate them and establish positive relationships with their peers (Nicuta et al., 2023). Employee who has a positive attitude is likely to lead employees toward finding intrinsically rewarding roles and strong relationships with peers (Algoe et al., 2020)

Furthermore, this concept is even more relevant in highly regulated sectors, such as pharmaceuticals and financial services, where workers are required to operate in VUCA environments. These industries need to promote psychological safety, allowing employees to share their ideas and concerns without fear of judgment, which in turn would improve innovation and performance rates (Bennett & Lemoine, 2014; Kraaijenbrink, 2018). The pharmaceutical industry, as Ghosh (2021) asserted, exists in a highly dynamic environment where the need to be innovative should find equilibrium with regulatory compliance and in this regard, psychological safety is crucial to address any complexities, as they arise. At the same time, the financial sector, where fintech intrusions are continually on the rise and compliance issues persist (Bennouna et al., 2025), utilizes psychological security to foster flexibility and innovation among its workers.

In line with Nicuta et al. (2023), once workers perform their duties well, they will be more willing to work hard because they desire to give their organisations the best due to the internalized pressure of giving them what they give them. This results in these employees performing their task better. In addition, increased task performance has a major role to play in psychological safety, since such employees who are confident in their performance are more likely to be psychologically safe. This boost in confidence enables them to no longer perceive mistakes as a threat but an opportunity to grow and therefore enables in a healthy space where they can contribute without fears of being judged and learn more about their errors in the process. As a result, the effects of high performance improve the task outcomes, as well as the psychological safety climate through a positive feedback loop, ultimately improving the individual and team performance.

Such dynamic is also associated with contextual performance. In Model 2b, psychological safety ($\beta = 0.623$, $p < 0.001$) was a significant predictor of contextual performance. As expected, employees who are willing to help others contribute to a psychologically safe environment. When one employee demonstrates good contextual performance by helping others, it creates an atmosphere where colleagues know that if they make mistakes or face challenges, they will be supported. This fosters a culture where employees are not afraid of being judged, aligning with Motowidlo & Van Scotter's (1994) research on contextual performance.

In Model 2a and Model 2b, married status did not serve as a crucial factor in the task performance (2a: 0.11, $p = 0.29$) and contextual performance (2b: -0.09, $p = 0.32$), correspondingly. This surprisingly goes against the hypothesis of work life conflict (Greenhaus & Beutell, 1985), that suggests that the strain caused by the need to balance work and household roles can be a source of stress thus motivating an employee to work harder to achieve both individual and work-related objectives. Nonetheless, this outcome implies that the effects of marital status on performance are mediated by other variables. In a modern situation of a two-income family, in which parents earn money, perhaps not so strong pressure connected with work-and-family conflict occurs anymore as in previous periods. This change shows that the relationships affecting performance have changed, and other factors besides marital status like the culture at

work or job demands and individual coping strategies, could influence the performance of employees more substantially (Schnettler et al., 2024).

In summary, this research determines that employees who have high performance increase psychological safety, leading to increase in task as well as contextual performance. Although marital status is not critical forecaster in this case, it can be influential to performance in other sections and can develop stress by agitating conflict between working and administration. Such dynamics increase the necessity of psychological safety in highly regulated industries, which explains the necessity to consider both individual and performance aspects that foster their welfare and results (Schnettler et al., 2024).

6.3 Theoretical and Practical Implications

6.3.1 Theoretical Implications

The results of Model 1 confirm long-standing theoretical claims regarding the role of psychological safety in determining employee performance. In line with several studies by Edmondson (1999), Eisenberger et al. (1986), Sasaki et al. (2022), Quansah (2023), and Jin and Peng (2024), the findings support the notion that psychological safety has a positive impact on employee performance. However, the proposed study expands previous studies by focusing on the simple relationship of psychological safety with three different subdimensions of employee performance frameworks, including task performance, contextual performance, and CWB, without considering performance a single construct or as mediating variable within a mediation model or moderating variable within a moderation model. The study can give a more theoretically rich consideration of the operation of psychological safety, including a more fine-grained perspective on performance against a background of professional work in firms where performance is highly linked with organisational rewards systems, such as yearly performance bonuses.

Model 2 presents an uncommon finding and a theoretically important argument to reverse the causal direction, suggesting that employee performance is an antecedent of psychological safety. Though previous work of this has tended to take performance as an independent variable, with the few exceptions that have focused on the effects of psychological safety on performance instead being peripheral, such as that of Lee

(2022) as part of a mediation model, this paper directly examines how far task and contextual performance explains perceptions of psychological safety. Such a two-way direction is an expansion of the theoretical framework of psychological safety, acknowledging it as both a motivator and a possible by-product of employee behavior. This reciprocating relationship indicates that trust, team work, and performance can reinforce one another at the workplace.

Incorporation of socio-demographic variables adds on more theoretical information especially with respect to work position and marital status. Despite beliefs that seniority in the organisation directly positively affects psychological safety, there was zero effect indicating that the position was a possible influential factor on the value, thus supporting the Patil et al. (2023) perception of inclusive and supportive leadership as the cause of safety, instead of proper status. In the same trend, marital status did not significantly affect both the task and contextual performance thereby conflicting with the postulation that work-family conflict has strong implications on performance. The first reason is due to work-related stress caused by the pressure to perform (Greenhaus & Beutell, 1985). This implies that the effect of marital status on performance may be less pronounced in modern settings (especially in dual-income families), where changing social demands, workplace culture, and personal coping skills may have a more significant influence (Schnettler et al., 2024).

In summary, these results advance prior knowledge by developing a multidimensional and reciprocal conceptualisation of the psychological safety-performance nexus, and they also incorporate the moderating effects of organisational structures, manager behaviours, and shifting socio-demographic forces.

6.3.2 Practical Implications

These results make significant contributions to research involving performance management, leadership training, and workplace culture interventions, as the researchers emphasise the importance of psychological safety in employee performance (Edmondson, 1999; Sasaki et al., 2022). This is not a theoretical construct, but rather one that is increasingly present in the practice of organisations. For example, Pfizer and Takeda publicly declare psychological safety as a strategic priority (Takeda, 2025; Pfizer; 2025). Steve Dwight, Chief Talent Officer at Takeda, recalled that human beings

take more risks, become more innovative, and share ideas when they feel psychologically safe, which were key outcomes of this research in regard to the task and contextual outcomes (Takeda, 2025).

Conversely, the financial services industry being no exception to the push by regulatory authorities including the Financial Conduct Authority (FCA, 2022) to pursue this direction, has not comprehensively incorporated the concept of psychological safety into its visible organisational culture thus far. This shows the necessity of the consideration of sectoral differences and the development of special strategies when implementing psychological safety practices. Therefore, it is highly important in the case of regulated sectors such as financial services to promote and reinforce psychological safety. It is a highly regulated, compliance-intensive environment so openness and collaborative behaviours might be as relevant, or more relevant, to safety and performance than in less regulated or more individualistic industries. Although pharmaceutical companies have begun discussing psychological safety, this study aims to accelerate the implementation of psychological safety in all highly regulated industries.

As studied by Abensur (2023), the following evidence-based organisational practices are capable of promoting adherence to psychological safety in a given setting. It is crucial to foster a friendly and caring workplace culture where respect, well-being, and recognition are valued. One good example is Deloitte, which shows the positive results of its global initiative named the “Well-being Weeks” followed by mindfulness workshops, peer recognition meetings, and flexible working hours that led to a measurable boost in engagement levels (Deloitte, 2022). Transparency is important too: general communication among all departments must be open to help in building trust and ensuring psychological safety (Schmidt and Rosenberg, 2014): Google has created the concept of Thanks Good It’s Friday (TGIF) all-hands meetings whereby the employees are free to ask questions to the executives directly. Keeping on the same level is empathetic and transparent leadership training, such as that by Microsoft with its model, coach, and care motives: where the managers themselves reveal their learning experiences to normalise failure as a part of the learning process (Lebowitz and Shibu, 2025).

Practically speaking, the reciprocal relationship found in Model 2 may be interpreted to indicate that organisations ought to adopt performance management platform that does not only reward high performance in tasks, but one that also associates such an outcome with psychological safety measures. Another example is that of global consultancy Accenture, which implements so-called Learnings Boards, in which best-performing employees of the company share latest mistakes and lessons learned in open forums, thus establishing a culture of high performance and vulnerability cooperation (Accentleadershipgroup, 2023). Similarly, an employee that acts in contextual performance, i.e., offering peer support, participating in collaborative problem-solving, etc., should be acknowledged and rewarded as well to maintain a positive climate in the workplace where performance, as well as psychological safety, supports each other, establishing a virtuous circle of trust, flexibility, and high-performance outcomes.

In conclusion, the organisations can achieve the improvement of psychological safety and at the same time assure the enhancement of task and contextual performance by comparing these practices with the results of both models. By integrating obvious measures (e.g. employee surveys and peer feedback) within your performance systems, it is guaranteed that these initiatives are maintained and are operational core drivers of resilience, innovation, and high-performance within the highly regulated industries.

6.4. Limitations and Suggestions for Future Research

Although the current study presents important implications regarding the interaction between psychological safety and aspects of employee performance, there are several limitations for this study.

Firstly, it fails to capture the entire population of employees in the pharmaceutical and financial services industry and therefore the results therefore may not completely capture the entire population in all organisations or employees and employers bases within these industries.

Secondly, none of the personality traits was directly measured in the questionnaire, restricting the possibility of verifying the presence of the impact of the personality traits on the employee performance and psychological safety. It is a significant gap,

especially since, in the context of the countries of Indonesia, the authors of the study report high levels of conscientiousness and agreeableness (Akhtar & Azwar, 2019), which, in turn, can influence psychological safety and work performance (Barrick & Mount, 1991; Chiaburu et al., 2011). Since gratitude can be conceptually related to agreeableness (McCullough et al., 2002), and agreeableness is also, in turn, positively correlated to performance (He et al., 2019), future studies should consider employing established personality inventories, like the Big Five, so as to illuminate whether gratitude is a unique indicator of performance over and above stable dispositional traits (Ashton & Lee, 2007). This process would not only be worthy in Indonesia but also in any other cultural setting where the same different personality patterns might allow varied responses.

Lastly, this study employed a quantitative research method, utilizing survey data as its primary source. It might reduce the potential to find subtle, context-sensitive details of psychological safety; thus incorporating a mixed-method research measurement combining quantitative data collection and qualitative research measure like interviewing or focus groups can help to better elucidate the interactions between personal, relational and organisational dynamics in determining the workplace outcomes.

As a future research direction, the gratitude component should be examined according to Ryan and Deci (2017), which develops more internalised types of extrinsic and intrinsic motivation (Algoe et al., 2020) and, consequently, drives employee performance (Nicuta et al., 2023). But this research made no analysis of whether these effects remain stable when other psychological resources (optimism, resilience or social connectedness) are controlled, which are likely to mediate or confound the relationships ascertained.

Also, this study did not measure occupational stress, though it has been recommended that it is interdependent on psychological safety by Derdowski and Mathisen (2023), thus, recommending future studies that incorporate validated stress measures.

Additionally, there was no mention of leadership style or organisational climate, although supportive and participatory leaderships have been found to enhance

psychological safety, whereas unsupportive leaderships were found to weaken psychological safety; therefore, studies with future research should consider these contextual factors relative to gratitude, motivation and personality.

6.5. Conclusion

This research aimed to examine the association of psychological safety with the dimensions of employee performance (i.e. task performance and contextual performance), and the moderation effects of marital status. Multivariate regression analysis of three models was fitted to discover the way of their association among these variables.

The Model 1 results clearly indicate that both task performance and contextual performance have a significant effect on psychological safety and that the effect of contextual performance is much more significant. This indicates that employees engaging in both cooperative and discretionary behaviors make a positive difference in the psychological safety of a workplace. These findings help support social exchange theory as an explanation for the socio-relational basis of psychological safety.

Model 2a does not disclose such an inverse relationship: psychological safety significantly predicts task performance. This highlights the importance of psychological safety in facilitating employees' ability to do their work and minimising interpersonal anxiety to create a trust-based environment. By contrast, Model 2b shows that the linkage is non-significant, and this may imply that contextual performance is denoted by more of individual and condition-specific antecedents than merely by psychological safety as the state of relationship among others.

Marital status was always added as a control variable in each and every model, however, its non-significance in all models indicates that personal demographics may have less power to explain variations in workplace outcomes over behavioral and psychological aspects.

In summary, psychological safety appears to be both an outcome and a driver of employee performance, under certain conditions and for certain performance

dimensions. These contributions both contribute to conceptual discourse and have practical implications for the operation of organisations which seek to develop high-performing, psychologically safe workplaces.

Moreover, while this study provides valuable contribution by exploring the influence of psychological safety on employee performance in Indonesian regulated industries, some limitations should also be acknowledged. These are cross-sectional design, making causal inference impossible; lack of any psychological and environmental moderating effects; lack of personality variables; lack of methodological triangulation. Longitudinal or mixed-methods designs in conjunction with individual difference variables are suggested in future studies to advance the understanding of the subtle mechanisms contributing to the establishment of psychological safety and its influence on workplace performance.

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Appendix A : Descriptive Analysis

1. Socio-Demographic Variables:

   a. Gender

   Frequencies

Statistics

Gender

N	Valid	80
	Missing	0

Gender

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Male	30	37.5	37.5	37.5
	Femaile	49	61.3	61.3	98.8
	Prefer Not To Say	1	1.3	1.3	100.0
	Total	80	100.0	100.0	

   b. Age

   Frequencies

Statistics

Age

N	Valid	80
	Missing	0

Age

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	18 - 24	2	2.5	2.5	2.5
	25 - 34	36	45.0	45.0	47.5
	35 - 54	41	51.2	51.2	98.8
	55 years above	1	1.3	1.3	100.0
	Total	80	100.0	100.0	

   c. Highest Education Level

Frequencies

Statistics

Highest Education Level

N	Valid	80
	Missing	0

Highest Education Level

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	High School or equivalent	4	5.0	5.0	5.0
	Diploma	9	11.3	11.3	16.3
	Bachelor's Degree	63	78.8	78.8	95.0
	Master's Degree	4	5.0	5.0	100.0
	Total	80	100.0	100.0	

d. Marital Status

Frequencies

Statistics

Marital Status

N	Valid	80
	Missing	0

Marital Status

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Single	20	25.0	25.0	25.0
	Married	58	72.5	72.5	97.5
	Divorce	2	2.5	2.5	100.0
	Total	80	100.0	100.0	

e. Industry of Your Workplace

Frequencies

Statistics

Industry of Your Workplace

N	Valid	80
	Missing	0

Industry of Your Workplace

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Pharmaceutical	43	53.8	53.8	53.8
	Banking	20	25.0	25.0	78.8
	Insurance	13	16.3	16.3	95.0
	Fintech	1	1.3	1.3	96.3
	Multifinance	3	3.8	3.8	100.0
	Total	80	100.0	100.0	

f. Your Job Type

Frequencies

Statistics

Your Job Type

N	Valid	80
	Missing	0

Your Job Type

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Primary Function (e.g. Sales)	42	52.5	52.5	52.5
	Support Function (e.g. HR, Finance, IT, Legal, etc)	38	47.5	47.5	100.0
	Total	80	100.0	100.0	

g. Your Position at Work

Your Position at Work

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Staff	28	35.0	35.0	35.0
	Middle Management (e.g. Supervisor)	33	41.3	41.3	76.3
	Upper Management	15	18.8	18.8	95.0
	Executive / Leadership Level (C-Level)	4	5.0	5.0	100.0
	Total	80	100.0	100.0	

h. Number of Team Member You Lead

➔ **Descriptives**

Descriptive Statistics

	N	Minimum	Maximum	Mean	Std. Deviation	Variance
Number of Team Members You Lead	80	0	30	2.38	5.259	27.655
Valid N (listwise)	80					

i. Total Years of Work Experience

➔ **Descriptives**

Descriptive Statistics

	N	Minimum	Maximum	Mean	Std. Deviation	Variance
Total Years of Work Experience	80	1.00	28.00	10.3438	6.73532	45.365
Valid N (listwise)	80					

j. Your Current Work Setup

Frequencies

Statistics

Your Current Work Setup

N	Valid	80
	Missing	0

Your Current Work Setup

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	In-Office (face-to-face)	33	41.3	41.3	41.3
	Hybrid	47	58.8	58.8	100.0
	Total	80	100.0	100.0	

2. Psychological Safety (PS)

Descriptive Statistics

	N	Minimum	Maximum	Mean	Std. Deviation	Variance
PS_ALL	80	47	95	69.83	9.805	96.146
Valid N (listwise)	80					

3. Employee Performance

- Task Performance

Descriptive Statistics

	N	Minimum	Maximum	Mean	Std. Deviation	Variance
EP_TP_ALL	80	36.00	63.00	50.5625	5.74752	33.034
Valid N (listwise)	80					

- Contextual Performance

Descriptive Statistics

	N	Minimum	Maximum	Mean	Std. Deviation	Variance
EP_CP_ALL	80	36.00	70.00	54.5625	7.36884	54.300
Valid N (listwise)	80					

- CWB

Descriptive Statistics

	N	Minimum	Maximum	Mean	Std. Deviation	Variance
EP_CWB_ALL	80	10.00	36.00	14.9125	5.38680	29.018
Valid N (listwise)	80					

APPENDIX B : RELIABILITY TEST

1. PS

Case Processing Summary

		N	%
Cases	Valid	80	100.0
	Excluded[a]	0	.0
	Total	80	100.0

a. Listwise deletion based on all variables in the procedure.

Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.900	.909	19

Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
If I had a question or was unsure of something in relation to my role at work, I could ask my team leader.	65.81	88.534	.538	.896
I can communicate my opinion about work issues with my team leader.	65.85	87.825	.555	.895
I can speak up about personal problems or disagreements to my team leader.	67.19	83.775	.475	.900
I can speak up with recommendations or ideas for new projects or changes in procedures to my team leader.	66.04	87.404	.576	.894
If I made a mistake, I would feel safe speaking up to my team leader.	65.96	86.999	.638	.893
If I saw a colleague making a mistake, I would feel safe speaking up to my team leader.	66.40	86.091	.518	.896
When I express my opinion, I feel that my supervisor truly listens and values what I say.	66.15	84.484	.605	.893
My team leader encourages and supports me to take on new tasks or to learn how to do things I have never done before.	66.01	87.861	.469	.897
If I had a problem in this company, I could depend on my team leader to be my advocate.	66.16	85.176	.601	.893
If I had a question or was unsure of something in relation to my role at work, I could ask my peers.	65.78	86.961	.591	.894
I can communicate my opinions about work issues with my peers.	65.85	88.053	.603	.894
I can speak up about personal issues to my peers.	67.14	87.487	.327	.905
I can speak up with recommendations or ideas for new projects or changes in procedures to my peers.	65.94	86.515	.689	.892
If I made a mistake on this team, I would feel safe speaking up to my peers.	66.05	86.909	.544	.895
If I saw a colleague making a mistake, I would feel safe speaking up to this colleague.	66.20	85.478	.558	.895
If I speak up or voice my opinion, I know that my input is valued by my peers.	66.10	87.028	.600	.894
It is easy to ask other members of this team for help.	66.21	86.575	.597	.894
People keep each other informed about work-related issues in the team.	65.99	87.557	.517	.896
There are real attempts to share information throughout the team.	66.03	87.923	.542	.895

Summary Item Statistics

	Mean	Minimum	Maximum	Range	Maximum / Minimum	Variance	N of Items
Inter-Item Correlations	.335	.035	.768	.733	21.876	.022	20

2. Task Performance

Case Processing Summary

		N	%
Cases	Valid	80	100.0
	Excluded[a]	0	.0
	Total	80	100.0

a. Listwise deletion based on all variables in the procedure.

Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.815	.835	13

Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Squared Multiple Correlation	Cronbach's Alpha if Item Deleted
How do you rate the quality of your own work in the past three months?	46.41	28.929	.519	.518	.798
Compared to last year, I judge the quality of my work in the past three months to be…	46.70	28.542	.497	.499	.799
How often was the quality of your work below what it should have been in the past three months?	46.64	27.880	.480	.525	.800
How do you rate the quantity of your own work in the past three months?	46.70	28.010	.667	.566	.789
Compared to last year, I judge the quantity of my work in the last three months to be…	46.61	31.861	.108	.271	.824
How often was the quantity of your work less than it should have been in the past three months?	46.85	27.167	.445	.510	.805
I managed to plan my work so that it was done on time.	46.56	27.971	.625	.606	.790
I worked towards the end result of my work.	46.46	29.163	.512	.762	.799
I kept in mind the result that I had to achieve in my work.	46.44	30.021	.440	.717	.805
I had trouble setting priorities in my work.	46.94	26.819	.449	.449	.806
I was able to separate main issues from side issues at work.	46.65	29.294	.380	.415	.808
I was able to perform my work well with minimal time and effort.	46.61	27.962	.696	.665	.787
It took me longer to complete my work tasks than inteded	47.18	27.944	.335	.263	.818

Scale Statistics

Mean	Variance	Std. Deviation	N of Items
50.56	33.034	5.748	13

3. Contextual Performance

Case Processing Summary

		N	%
Cases	Valid	80	100.0
	Excluded[a]	0	.0
	Total	80	100.0

a. Listwise deletion based on all variables in the procedure.

Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.922	.924	14

Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Squared Multiple Correlation	Cronbach's Alpha if Item Deleted
I was able to meet my appointments	50.39	49.759	.483	.493	.921
I was able to fulfill my responsibilities	50.38	49.073	.635	.643	.918
Collaboration with others went well	50.66	46.733	.734	.733	.914
Other understood me well, when I told them something	50.79	47.891	.638	.681	.917
I understood others well, when they told me something	50.73	49.037	.536	.427	.920
Communication with others led to the desired result	50.89	47.975	.613	.610	.918
I came up with a creative idea at work	50.88	46.313	.720	.680	.914
I took the initiative when there was a problem to be solved	50.83	45.994	.699	.807	.915
I took the initiative when something had to be organized	50.81	45.445	.758	.869	.913
I started new tasks myself, when my old ones were finished	50.45	47.491	.643	.586	.917
I asked for help when needed	50.68	46.374	.643	.547	.917
I was open to criticism of my work	50.44	46.958	.640	.581	.917
I tried to learn from the feedback I got from others on my work	50.48	45.873	.775	.743	.912
I took on challenging work tasks, when available	50.94	44.490	.632	.646	.919

Summary Item Statistics

	Mean	Minimum	Maximum	Range	Maximum / Minimum	Variance	N of Items
Inter-Item Correlations	.464	.219	.893	.673	4.070	.015	14

4. CWB

Case Processing Summary

		N	%
Cases	Valid	80	100.0
	Excluded[a]	0	.0
	Total	80	100.0

a. Listwise deletion based on all variables in the procedure.

Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Squared Multiple Correlation	Cronbach's Alpha if Item Deleted
I complained about unimportant matters at work	40.86	22.677	.587	.677	.886
I made problems greater than they were at work	40.59	22.929	.774	.672	.870
I focused on the negative aspect of a work situation, instead of on the positive aspects	40.59	24.220	.701	.626	.877
I spoke with colleagues about the negative aspect of my work	40.80	23.099	.671	.664	.877
I spoke with people from outside of organisation about the negative aspect of my work	40.80	23.377	.564	.574	.886
I purposely worked slowly	40.65	22.408	.727	.634	.873
I purposely left my work so that someone else had to finish it	40.41	24.954	.604	.605	.883
I behaved rudely towards someone at work	40.30	25.149	.549	.600	.886
I quarrelled with my colleagues, managers or customers	40.49	24.861	.505	.455	.889
I purposely made mistakes	40.30	24.213	.739	.783	.875

Summary Item Statistics

	Mean	Minimum	Maximum	Range	Maximum / Minimum	Variance	N of Items
Inter-Item Correlations	.467	.142	.704	.563	4.971	.019	10

APPENDIX C : NORMALITY TEST

PS

Case Processing Summary

	Cases					
	Valid		Missing		Total	
	N	Percent	N	Percent	N	Percent
PS_ALL	80	100.0%	0	0.0%	80	100.0%

Descriptives

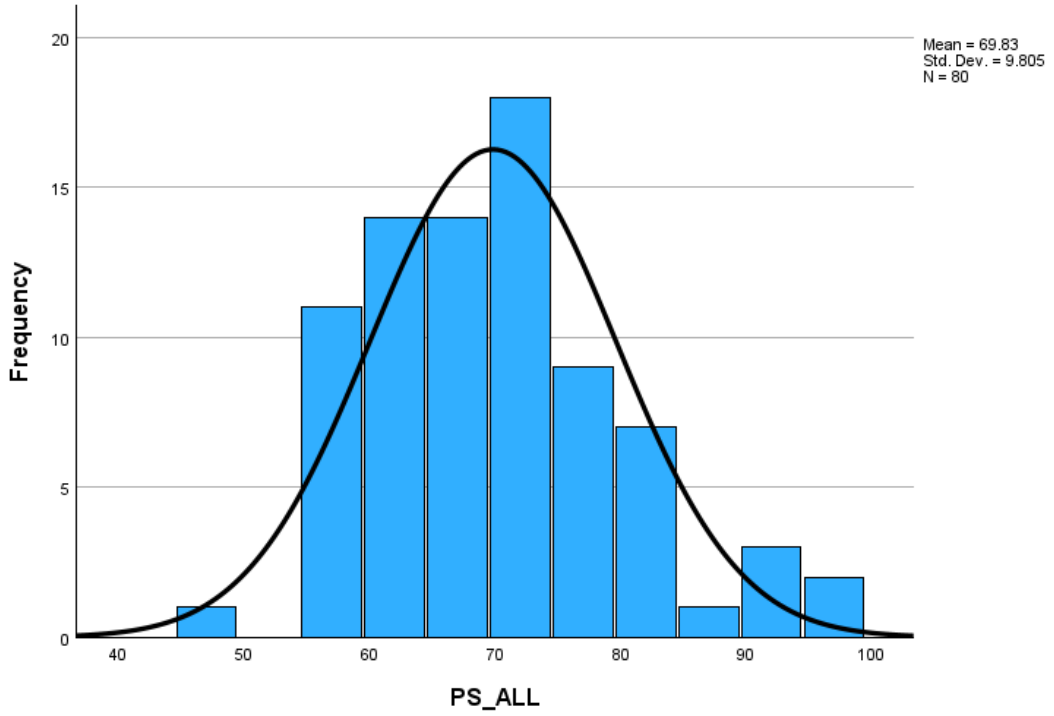
			Statistic	Std. Error
PS_ALL	Mean		69.83	1.096
	95% Confidence Interval for Mean	Lower Bound	67.64	
		Upper Bound	72.01	
	5% Trimmed Mean		69.42	
	Median		69.50	
	Variance		96.146	
	Std. Deviation		9.805	
	Minimum		47	
	Maximum		95	
	Range		48	
	Interquartile Range		12	
	Skewness		.555	.269
	Kurtosis		.298	.532

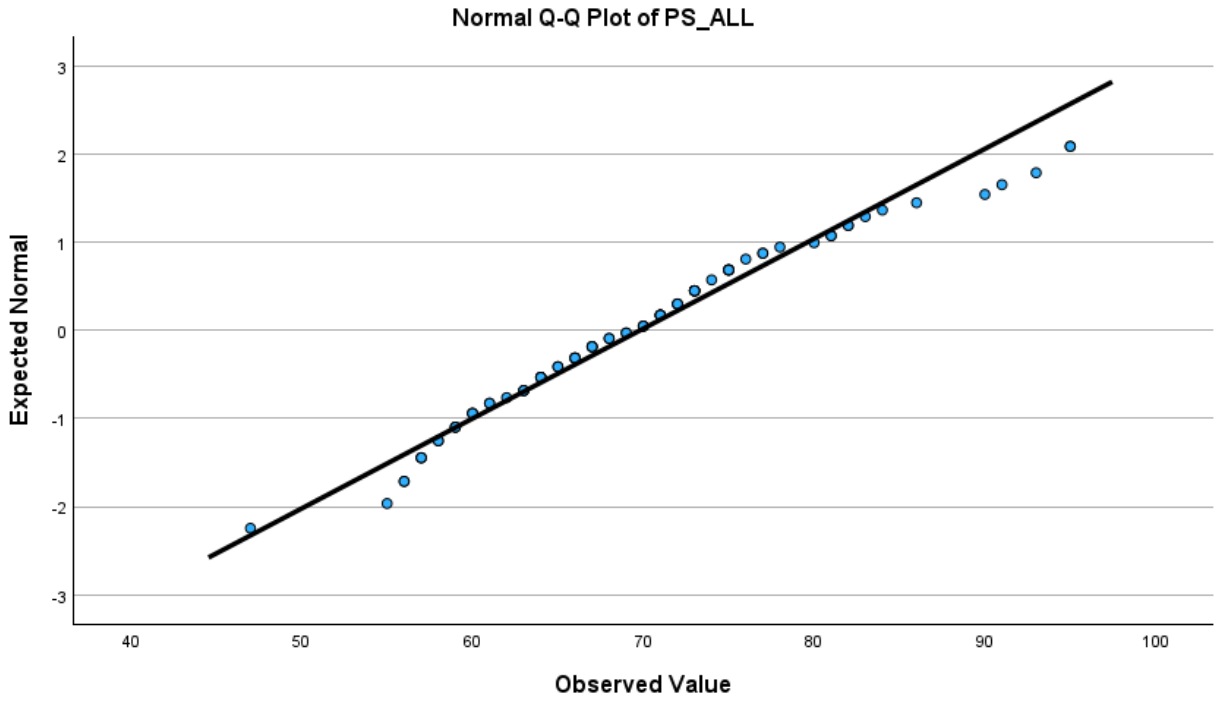
Tests of Normality

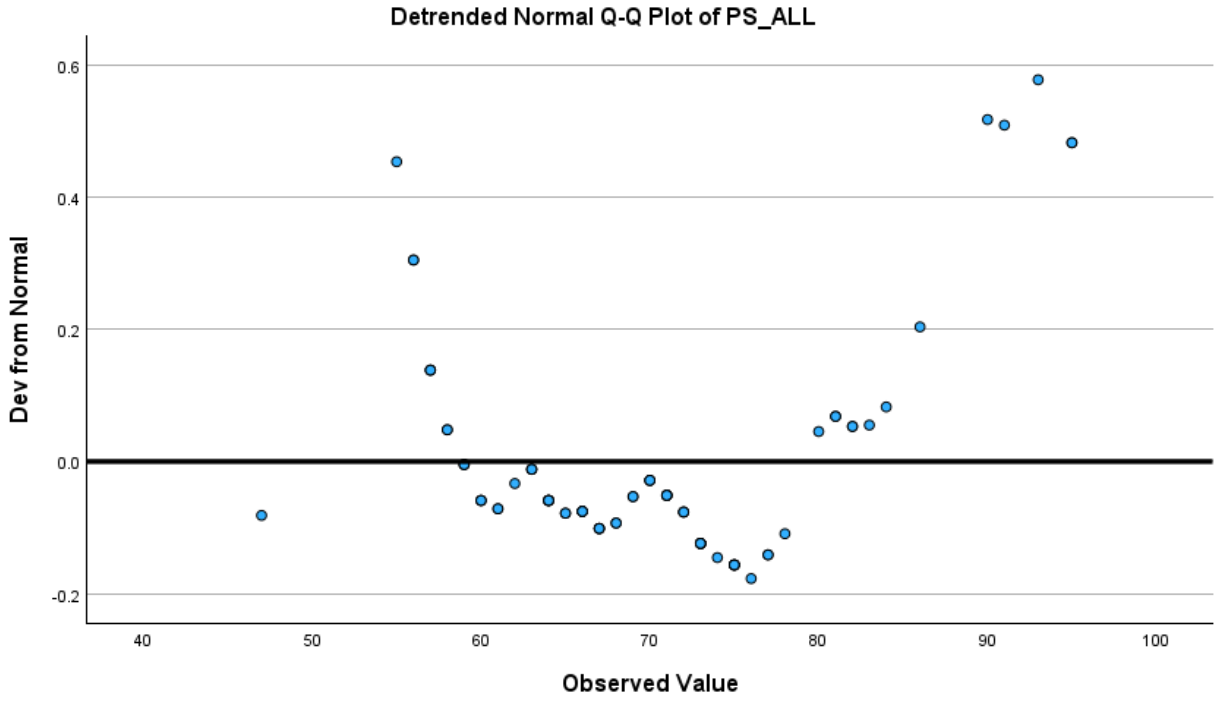
	Kolmogorov-Smirnov[a]			Shapiro-Wilk		
	Statistic	df	Sig.	Statistic	df	Sig.
PS_ALL	.086	80	.200*	.970	80	.054

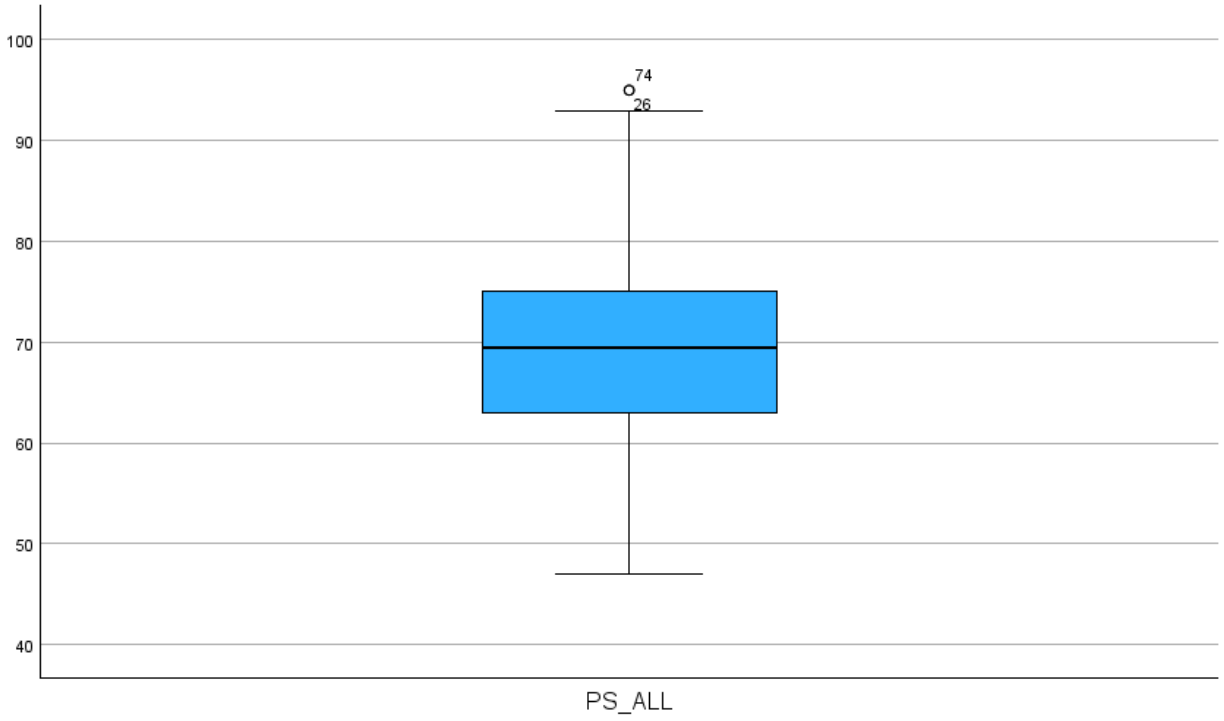
*. This is a lower bound of the true significance.

a. Lilliefors Significance Correction


Mean = 69.83
Std. Dev. = 9.805
N = 80
Frequency
PS_ALL


Normal Q-Q Plot of PS_ALL
Expected Normal
Observed Value


Detrended Normal Q-Q Plot of PS_ALL
Dev from Normal
0.6
0.4
0.2
0.0
-0.2
40
50
60
70
80
90
100
Observed Value


100
90
80
70
60
50
40
74
26
PS_ALL

UNIVARIATE TEST

APPENDIX D : T-Test

PS and Gender

Group Statistics

	Gender_NEW	N	Mean	Std. Deviation	Std. Error Mean
PS_ALL	1	30	67.50	9.092	1.660
	2	50	71.22	10.039	1.420

Independent Samples Test

		Levene's Test for Equality of Variances		t-test for Equality of Means						
						Significance				95% Confidence Interval of the Difference
		F	Sig.	t	df	One-Sided p	Two-Sided p	Mean Difference	Std. Error Difference	Lower	Upper
PS_ALL	Equal variances assumed	.030	.863	-1.661	78	.050	.101	-3.720	2.240	-8.179	.739
	Equal variances not assumed			-1.703	66.032	.047	.093	-3.720	2.184	-8.081	.641

Independent Samples Effect Sizes

		Standardizer[a]	Point Estimate	95% Confidence Interval	
				Lower	Upper
PS_ALL	Cohen's d	9.698	-.384	-.839	.074
	Hedges' correction	9.793	-.380	-.831	.074
	Glass's delta	10.039	-.371	-.827	.090

a. The denominator used in estimating the effect sizes.
Cohen's d uses the pooled standard deviation.
Hedges' correction uses the pooled standard deviation, plus a correction factor.
Glass's delta uses the sample standard deviation of the control (i.e., the second) group.

Psychological Safety and Age

Group Statistics

	Age_New	N	Mean	Std. Deviation	Std. Error Mean
PS_ALL	1	38	69.21	7.223	1.172
	2	42	70.38	11.726	1.809

Independent Samples Test

		Levene's Test for Equality of Variances		t-test for Equality of Means						
						Significance				95% Confidence Interval of the Difference
		F	Sig.	t	df	One-Sided p	Two-Sided p	Mean Difference	Std. Error Difference	Lower	Upper
PS_ALL	Equal variances assumed	7.526	.008	-.531	78	.299	.597	-1.170	2.205	-5.561	3.220
	Equal variances not assumed			-.543	69.126	.294	.589	-1.170	2.156	-5.471	3.130

Independent Samples Effect Sizes

		Standardizer[a]	Point Estimate	95% Confidence Interval Lower	Upper
PS_ALL	Cohen's d	9.850	-.119	-.558	.321
	Hedges' correction	9.946	-.118	-.552	.318
	Glass's delta	11.726	-.100	-.539	.340

a. The denominator used in estimating the effect sizes.
Cohen's d uses the pooled standard deviation.
Hedges' correction uses the pooled standard deviation, plus a correction factor.
Glass's delta uses the sample standard deviation of the control (i.e., the second) group.

PS and Highest Education Level

Group Statistics

	Education_New	N	Mean	Std. Deviation	Std. Error Mean
PS_ALL	1	13	71.23	11.137	3.089
	2	67	69.55	9.595	1.172

Independent Samples Test

		Levene's Test for Equality of Variances		t-test for Equality of Means						
						Significance				95% Confidence Interval of the Difference
		F	Sig.	t	df	One-Sided p	Two-Sided p	Mean Difference	Std. Error Difference	Lower	Upper
PS_ALL	Equal variances assumed	.488	.487	.562	78	.288	.575	1.679	2.985	-4.263	7.620
	Equal variances not assumed			.508	15.647	.309	.618	1.679	3.304	-5.338	8.695

Independent Samples Effect Sizes

		Standardizer[a]	Point Estimate	95% Confidence Interval Lower	Upper
PS_ALL	Cohen's d	9.848	.170	-.425	.764
	Hedges' correction	9.944	.169	-.421	.757
	Glass's delta	9.595	.175	-.420	.769

a. The denominator used in estimating the effect sizes.
Cohen's d uses the pooled standard deviation.
Hedges' correction uses the pooled standard deviation, plus a correction factor.
Glass's delta uses the sample standard deviation of the control (i.e., the second) group.

PS and Marital Status

Group Statistics

	Marital_Status_New	N	Mean	Std. Deviation	Std. Error Mean
PS_ALL	1	22	68.09	6.962	1.484
	2	58	70.48	10.668	1.401

Independent Samples Test

		Levene's Test for Equality of Variances		t-test for Equality of Means							
						Significance				95% Confidence Interval of the Difference	
		F	Sig.	t	df	One-Sided p	Two-Sided p	Mean Difference	Std. Error Difference	Lower	Upper
PS_ALL	Equal variances assumed	4.039	.048	-.974	78	.167	.333	-2.392	2.456	-7.281	2.498
	Equal variances not assumed			-1.172	58.087	.123	.246	-2.392	2.041	-6.477	1.693

Independent Samples Effect Sizes

		Standardizer[a]	Point Estimate	95% Confidence Interval	
				Lower	Upper
PS_ALL	Cohen's d	9.809	-.244	-.735	.249
	Hedges' correction	9.904	-.241	-.728	.247
	Glass's delta	10.668	-.224	-.716	.269

a. The denominator used in estimating the effect sizes.
Cohen's d uses the pooled standard deviation.
Hedges' correction uses the pooled standard deviation, plus a correction factor.
Glass's delta uses the sample standard deviation of the control (i.e., the second) group.

PS and Industry of Workplace

Group Statistics

	Industry_NEW	N	Mean	Std. Deviation	Std. Error Mean
PS_ALL	1	43	69.70	8.565	1.306
	2	37	69.97	11.196	1.841

Independent Samples Test

		Levene's Test for Equality of Variances		t-test for Equality of Means							
						Significance				95% Confidence Interval of the Difference	
		F	Sig.	t	df	One-Sided p	Two-Sided p	Mean Difference	Std. Error Difference	Lower	Upper
PS_ALL	Equal variances assumed	2.341	.130	-.124	78	.451	.901	-.275	2.213	-4.680	4.130
	Equal variances not assumed			-.122	66.853	.452	.903	-.275	2.257	-4.781	4.230

Independent Samples Effect Sizes

		Standardizer[a]	Point Estimate	95% Confidence Interval	
				Lower	Upper
PS_ALL	Cohen's d	9.867	-.028	-.467	.412
	Hedges' correction	9.963	-.028	-.463	.408
	Glass's delta	11.196	-.025	-.464	.415

a. The denominator used in estimating the effect sizes.
Cohen's d uses the pooled standard deviation.
Hedges' correction uses the pooled standard deviation, plus a correction factor.
Glass's delta uses the sample standard deviation of the control (i.e., the second) group.

PS and Job Type

Group Statistics

	Your Job Type	N	Mean	Std. Deviation	Std. Error Mean
PS_ALL	Primary Function (e.g. Sales)	42	68.90	11.038	1.703
	Support Function (e.g. HR, Finance, IT, Legal, etc)	38	70.84	8.261	1.340

Independent Samples Test

		Levene's Test for Equality of Variances		t-test for Equality of Means							
						Significance				95% Confidence Interval of the Difference	
		F	Sig.	t	df	One-Sided p	Two-Sided p	Mean Difference	Std. Error Difference	Lower	Upper
PS_ALL	Equal variances assumed	3.258	.075	-.881	78	.190	.381	-1.937	2.198	-6.314	2.439
	Equal variances not assumed			-.894	75.439	.187	.374	-1.937	2.167	-6.254	2.380

Independent Samples Effect Sizes

		Standardizer[a]	Point Estimate	95% Confidence Interval	
				Lower	Upper
PS_ALL	Cohen's d	9.819	-.197	-.637	.243
	Hedges' correction	9.915	-.195	-.630	.241
	Glass's delta	8.261	-.235	-.675	.209

a. The denominator used in estimating the effect sizes.
Cohen's d uses the pooled standard deviation.
Hedges' correction uses the pooled standard deviation, plus a correction factor.
Glass's delta uses the sample standard deviation of the control (i.e., the second) group.

PS and Position at Work

Group Statistics

	Position_New	N	Mean	Std. Deviation	Std. Error Mean
PS_ALL	1	61	69.16	9.727	1.245
	2	19	71.95	10.019	2.299

Independent Samples Test

		Levene's Test for Equality of Variances		t-test for Equality of Means							
						Significance				95% Confidence Interval of the Difference	
		F	Sig.	t	df	One-Sided p	Two-Sided p	Mean Difference	Std. Error Difference	Lower	Upper
PS_ALL	Equal variances assumed	.055	.816	-1.082	78	.141	.283	-2.783	2.573	-7.907	2.340
	Equal variances not assumed			-1.065	29.360	.148	.296	-2.783	2.614	-8.127	2.560

Independent Samples Effect Sizes

		Standardizer[a]	Point Estimate	95% Confidence Interval Lower	Upper
PS_ALL	Cohen's d	9.795	-.284	-.800	.234
	Hedges' correction	9.890	-.281	-.792	.231
	Glass's delta	10.019	-.278	-.797	.249

a. The denominator used in estimating the effect sizes.
Cohen's d uses the pooled standard deviation.
Hedges' correction uses the pooled standard deviation, plus a correction factor.
Glass's delta uses the sample standard deviation of the control (i.e., the second) group.

PS and Work Setup

Group Statistics

	Work_Setup_New	N	Mean	Std. Deviation	Std. Error Mean
PS_ALL	1	33	69.67	11.794	2.053
	2	47	69.94	8.266	1.206

Independent Samples Test

		Levene's Test for Equality of Variances		t-test for Equality of Means							
						Significance		Mean	Std. Error	95% Confidence Interval of the Difference	
		F	Sig.	t	df	One-Sided p	Two-Sided p	Difference	Difference	Lower	Upper
PS_ALL	Equal variances assumed	4.457	.038	-.120	78	.452	.905	-.270	2.241	-4.731	4.192
	Equal variances not assumed			-.113	53.454	.455	.910	-.270	2.381	-5.044	4.505

Independent Samples Effect Sizes

		Standardizer[a]	Point Estimate	95% Confidence Interval Lower	Upper
PS_ALL	Cohen's d	9.867	-.027	-.472	.418
	Hedges' correction	9.963	-.027	-.468	.414
	Glass's delta	8.266	-.033	-.478	.413

a. The denominator used in estimating the effect sizes.
Cohen's d uses the pooled standard deviation.
Hedges' correction uses the pooled standard deviation, plus a correction factor.
Glass's delta uses the sample standard deviation of the control (i.e., the second) group.

APPENDIX E : PEARSON TEST - Socio-Demography

PS and Number of Members You Lead

Correlations

		PS_ALL	Number of Team Members You Lead
PS_ALL	Pearson Correlation	1	.168
	Sig. (2-tailed)		.136
	N	80	80
Number of Team Members You Lead	Pearson Correlation	.168	1
	Sig. (2-tailed)	.136	
	N	80	80

PS and Total Year of Work Experience

Correlations

		PS_ALL	Total Years of Work Experience
PS_ALL	Pearson Correlation	1	.106
	Sig. (2-tailed)		.349
	N	80	80
Total Years of Work Experience	Pearson Correlation	.106	1
	Sig. (2-tailed)	.349	
	N	80	80

APPENDIX F : PEARSON TEST – Employee Performance

PS and Task Performance

Correlations

		PS_ALL	EP_TP_ALL
PS_ALL	Pearson Correlation	1	.329**
	Sig. (2-tailed)		.003
	N	80	80
EP_TP_ALL	Pearson Correlation	.329**	1
	Sig. (2-tailed)	.003	
	N	80	80

**. Correlation is significant at the 0.01 level (2-tailed).

PS and Contextual Performance

Correlations

		PS_ALL	EP_CP_ALL
PS_ALL	Pearson Correlation	1	.613**
	Sig. (2-tailed)		<.001
	N	80	80
EP_CP_ALL	Pearson Correlation	.613**	1
	Sig. (2-tailed)	<.001	
	N	80	80

**. Correlation is significant at the 0.01 level (2-tailed).

PS and CWB

Correlations

		PS_ALL	EP_CWB_ALL
PS_ALL	Pearson Correlation	1	.156
	Sig. (2-tailed)		.168
	N	80	80
EP_CWB_ALL	Pearson Correlation	.156	1
	Sig. (2-tailed)	.168	
	N	80	80

PS and Employee Performance All

Correlations

		PS_ALL	EP_TP_ALL	EP_CP_ALL	EP_CWB_ALL
PS_ALL	Pearson Correlation	1	.329**	.613**	.156
	Sig. (2-tailed)		.003	<.001	.168
	N	80	80	80	80
EP_TP_ALL	Pearson Correlation	.329**	1	.346**	.403**
	Sig. (2-tailed)	.003		.002	<.001
	N	80	80	80	80
EP_CP_ALL	Pearson Correlation	.613**	.346**	1	.231*
	Sig. (2-tailed)	<.001	.002		.040
	N	80	80	80	80
EP_CWB_ALL	Pearson Correlation	.156	.403**	.231*	1
	Sig. (2-tailed)	.168	<.001	.040	
	N	80	80	80	80

**. Correlation is significant at the 0.01 level (2-tailed).

*. Correlation is significant at the 0.05 level (2-tailed).

APPENDIX G : REGRESSION MODEL 1

PS ~ Task Performance + Contextual Performance + Marital Status

Variables Entered/Removed[a]

Model	Variables Entered	Variables Removed	Method
1	Marital_Status_New, EP_CP_ALL, EP_TP_ALL[b]	.	Enter

a. Dependent Variable: PS_ALL

b. All requested variables entered.

Model Summary[b]

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.634[a]	.402	.379	7.728	1.546

a. Predictors: (Constant), Marital_Status_New, EP_CP_ALL, EP_TP_ALL

b. Dependent Variable: PS_ALL

ANOVA[a]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	3056.713	3	1018.904	17.061	<.001[b]
	Residual	4538.837	76	59.722		
	Total	7595.550	79			

a. Dependent Variable: PS_ALL

b. Predictors: (Constant), Marital_Status_New, EP_CP_ALL, EP_TP_ALL

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients			Collinearity Statistics	
		B	Std. Error	Beta	t	Sig.	Tolerance	VIF
1	(Constant)	14.238	9.059		1.572	.120		
	EP_TP_ALL	.193	.164	.113	1.182	.241	.856	1.169
	EP_CP_ALL	.767	.126	.577	6.081	<.001	.875	1.143
	Marital_Status_New	2.294	1.963	.105	1.169	.246	.972	1.029

a. Dependent Variable: PS_ALL

Collinearity Diagnostics[a]

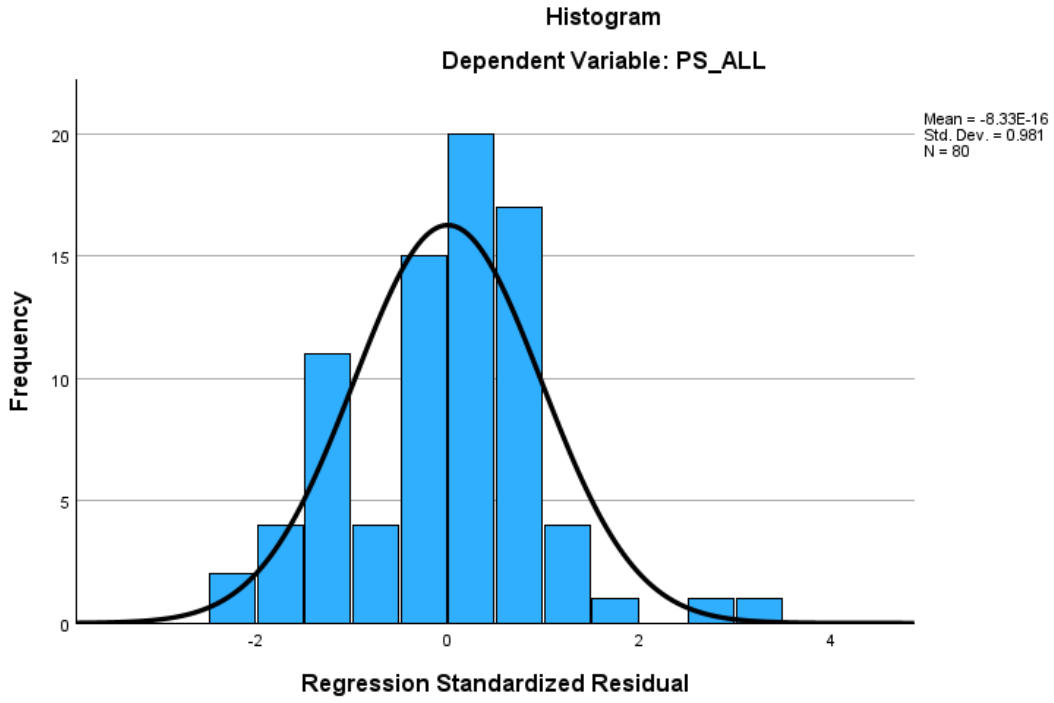
Model	Dimension	Eigenvalue	Condition Index	Variance Proportions (Constant)	EP_TP_ALL	EP_CP_ALL	Marital_Status _New
1	1	3.934	1.000	.00	.00	.00	.00
	2	.050	8.884	.01	.01	.05	.91
	3	.010	19.901	.08	.36	.90	.07
	4	.006	25.301	.92	.63	.06	.02

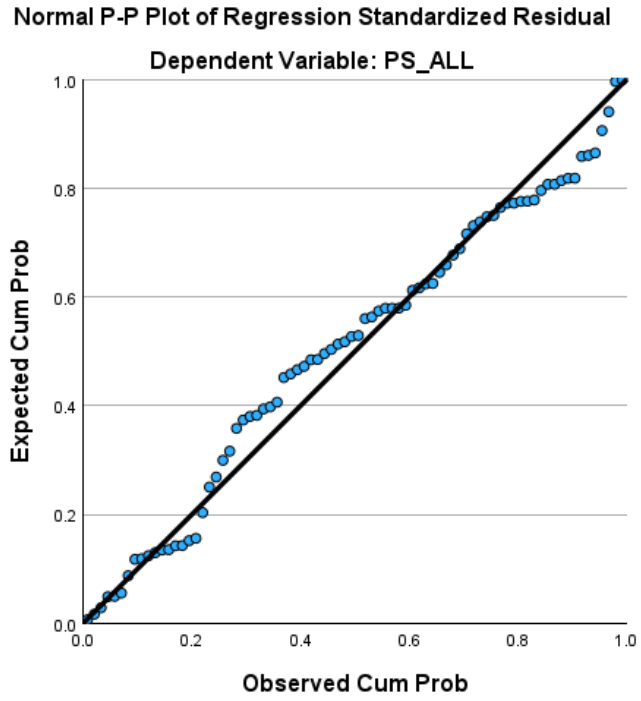
a. Dependent Variable: PS_ALL

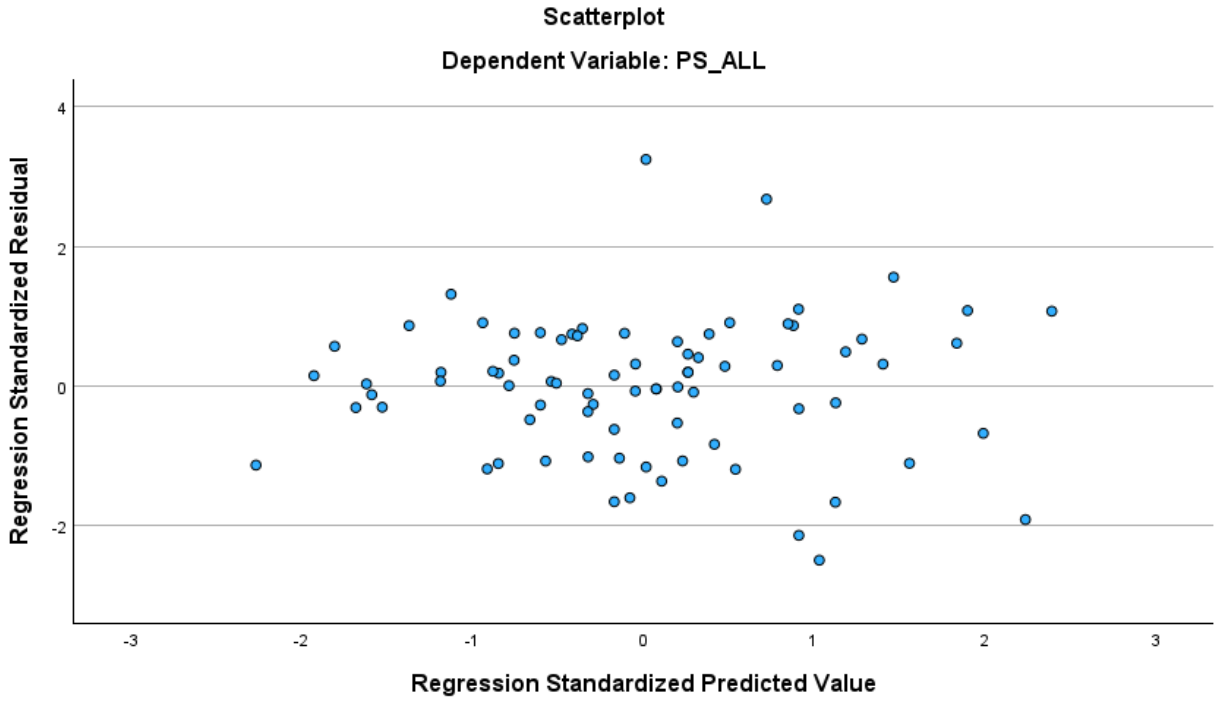
Residuals Statistics[a]

	Minimum	Maximum	Mean	Std. Deviation	N
Predicted Value	55.72	84.70	69.83	6.220	80
Residual	-19.236	25.078	.000	7.580	80
Std. Predicted Value	-2.268	2.392	.000	1.000	80
Std. Residual	-2.489	3.245	.000	.981	80

a. Dependent Variable: PS_ALL




Normal P-P Plot of Regression Standardized Residual
Dependent Variable: PS_ALL
Expected Cum Prob
Observed Cum Prob
0.0
0.2
0.4
0.6
0.8
1.0


Scatterplot
Dependent Variable: PS_ALL
Regression Standardized Residual
Regression Standardized Predicted Value
4
2
0
-2
-3
-2
-1
0
1
2
3

APPENDIX H : REGRESSION MODEL 2

Task Performance ~ PS + Marital Status

Variables Entered/Removed[a]

Model	Variables Entered	Variables Removed	Method
1	Marital_Status _New, PS_ALL[b]	.	Enter

a. Dependent Variable: EP_TP_ALL

b. All requested variables entered.

Model Summary[b]

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.348[a]	.121	.098	5.459	2.063

a. Predictors: (Constant), Marital_Status_New, PS_ALL

b. Dependent Variable: EP_TP_ALL

ANOVA[a]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	315.394	2	157.697	5.293	.007[b]
	Residual	2294.294	77	29.796		
	Total	2609.688	79			

a. Dependent Variable: EP_TP_ALL

b. Predictors: (Constant), Marital_Status_New, PS_ALL

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	35.106	4.803		7.309	<.001		
	PS_ALL	.185	.063	.316	2.940	.004	.988	1.012
	Marital_Status_New	1.461	1.375	.114	1.063	.291	.988	1.012

a. Dependent Variable: EP_TP_ALL

Collinearity Diagnostics[a]

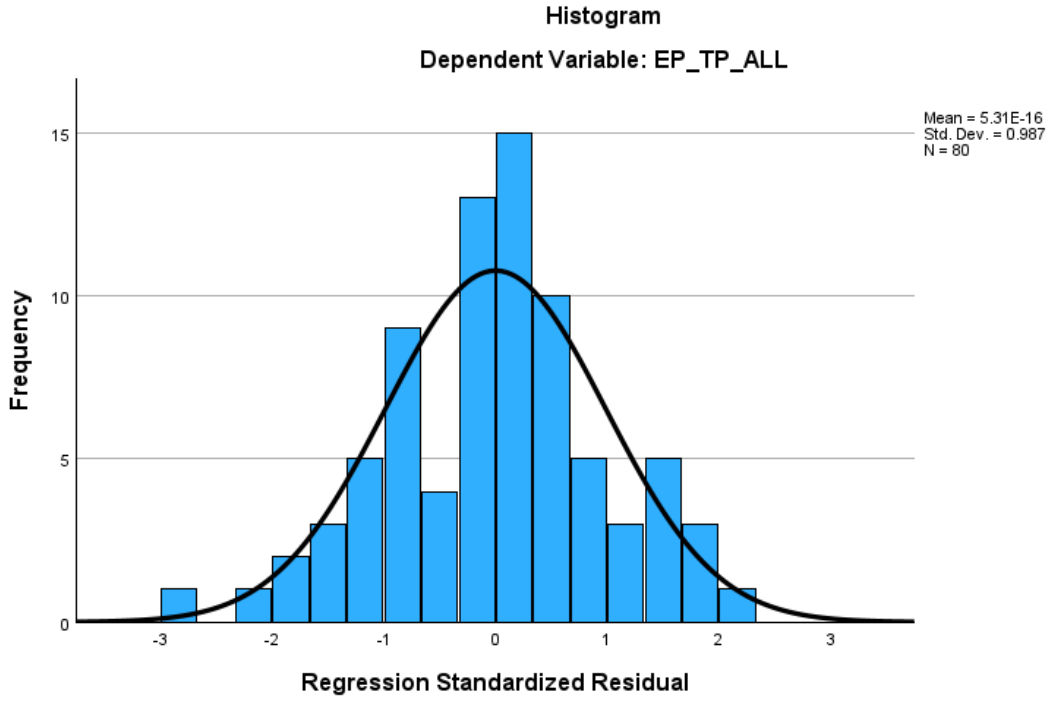
Model	Dimension	Eigenvalue	Condition Index	Variance Proportions		
				(Constant)	PS_ALL	Marital_Status _New
1	1	2.947	1.000	.00	.00	.01
	2	.043	8.254	.04	.10	.95
	3	.009	17.808	.96	.90	.04

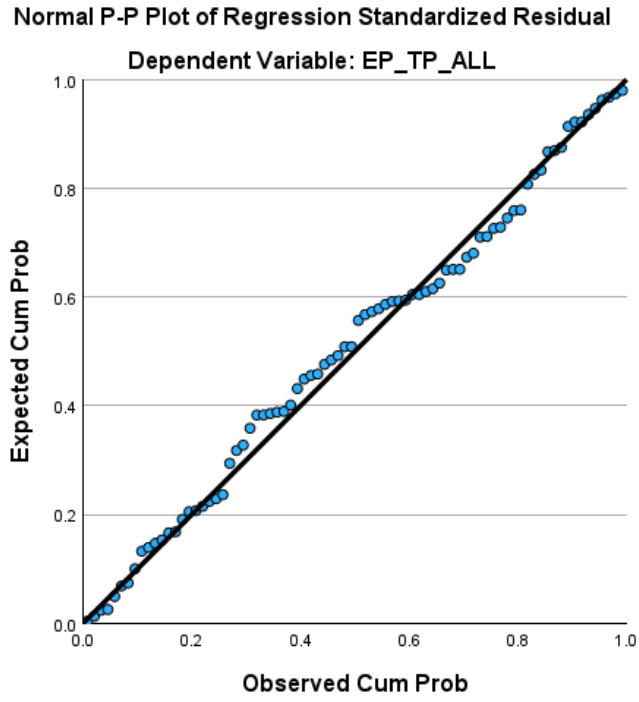
a. Dependent Variable: EP_TP_ALL

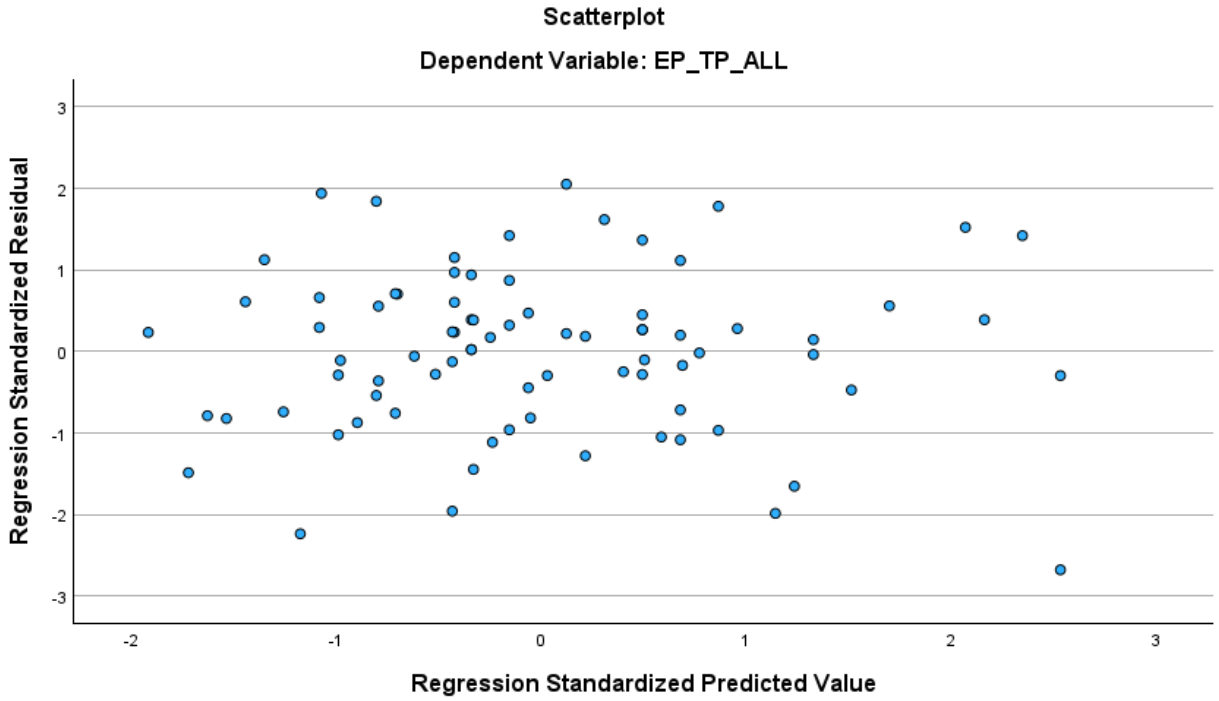
Residuals Statistics[a]

	Minimum	Maximum	Mean	Std. Deviation	N
Predicted Value	46.74	55.63	50.56	1.998	80
Residual	-14.628	11.188	.000	5.389	80
Std. Predicted Value	-1.915	2.535	.000	1.000	80
Std. Residual	-2.680	2.050	.000	.987	80

a. Dependent Variable: EP_TP_ALL







Contextual Performance ~ PS + Marital Status

Variables Entered/Removed[a]

Model	Variables Entered	Variables Removed	Method
1	Marital_Status _New, PS_ALL[b]	.	Enter

a. Dependent Variable: EP_CP_ALL

b. All requested variables entered.

Model Summary[b]

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.620[a]	.384	.368	5.856	1.842

a. Predictors: (Constant), Marital_Status_New, PS_ALL

b. Dependent Variable: EP_CP_ALL

ANOVA[a]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	1648.711	2	824.356	24.035	<.001[b]
	Residual	2640.976	77	34.298		
	Total	4289.688	79			

a. Dependent Variable: EP_CP_ALL

b. Predictors: (Constant), Marital_Status_New, PS_ALL

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	24.395	5.153		4.734	<.001		
	PS_ALL	.468	.068	.623	6.929	<.001	.988	1.012
	Marital_Status_New	-1.473	1.475	-.090	-.999	.321	.988	1.012

a. Dependent Variable: EP_CP_ALL

Collinearity Diagnostics[a]

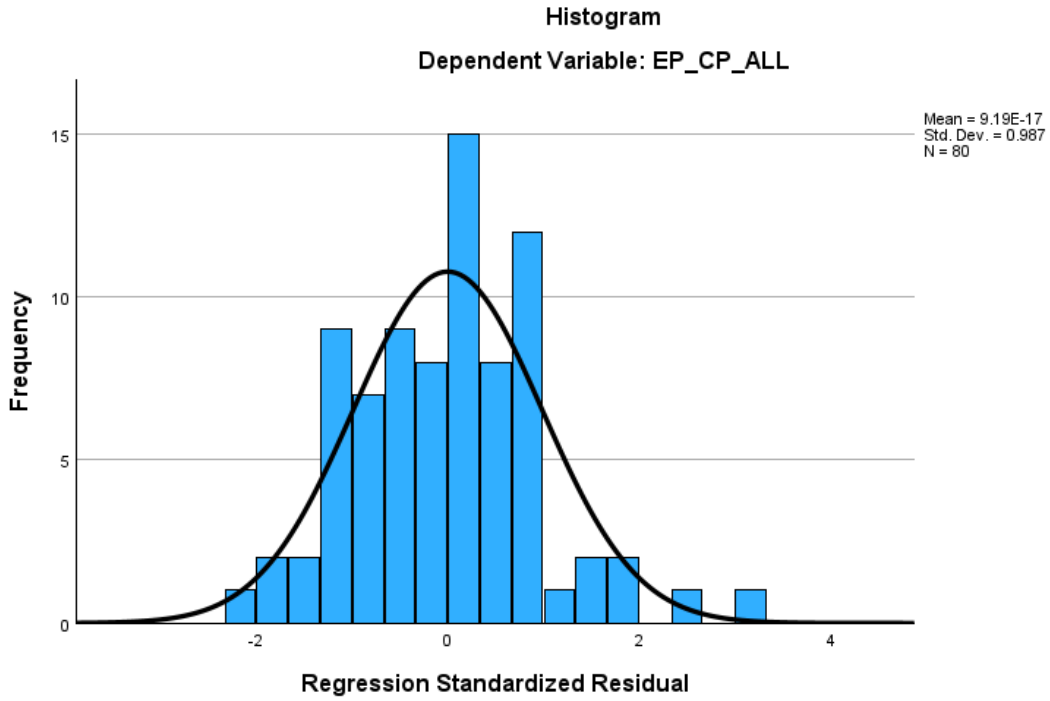
Model	Dimension	Eigenvalue	Condition Index	Variance Proportions		
				(Constant)	PS_ALL	Marital_Status_New
1	1	2.947	1.000	.00	.00	.01
	2	.043	8.254	.04	.10	.95
	3	.009	17.808	.96	.90	.04

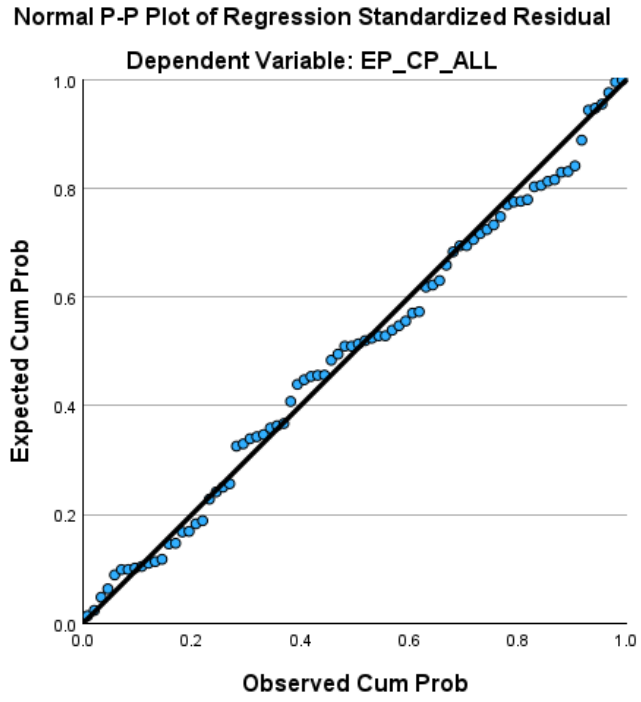
a. Dependent Variable: EP_CP_ALL

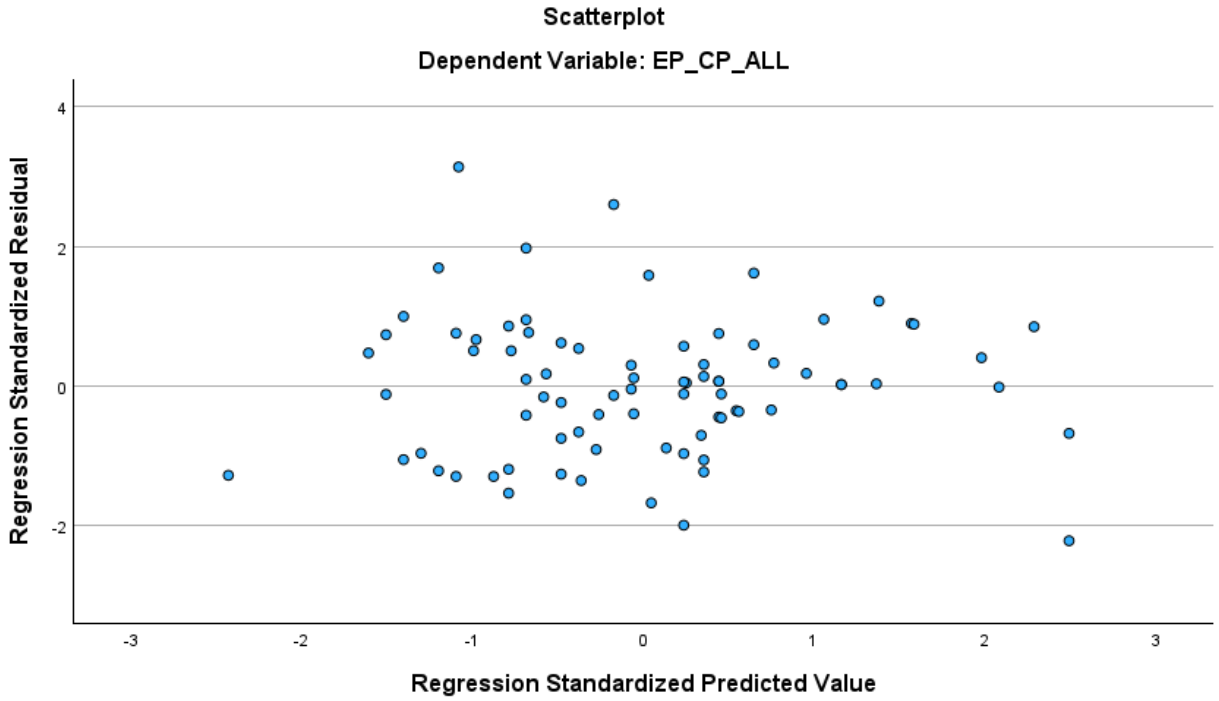
Residuals Statistics[a]

	Minimum	Maximum	Mean	Std. Deviation	N
Predicted Value	43.47	65.95	54.56	4.568	80
Residual	-12.950	18.377	.000	5.782	80
Std. Predicted Value	-2.429	2.493	.000	1.000	80
Std. Residual	-2.211	3.138	.000	.987	80

a. Dependent Variable: EP_CP_ALL


Histogram
Dependent Variable: EP_CP_ALL
Mean = 9.19E-17
Std. Dev. = 0.987
N = 80
Frequency
15
10
5
0
-2
0
2
4
Regression Standardized Residual


Normal P-P Plot of Regression Standardized Residual
Dependent Variable: EP_CP_ALL
Expected Cum Prob
1.0
0.8
0.6
0.4
0.2
0.0
0.0
0.2
0.4
0.6
0.8
1.0
Observed Cum Prob


Scatterplot
Dependent Variable: EP_CP_ALL
Regression Standardized Residual
Regression Standardized Predicted Value
4
2
0
-2
-3
-2
-1
0
1
2
3