

EXAMINING THE ROLE OF PSYCHOLOGICAL SAFETY AND INNOVATIVE WORK BEHAVIOR IN ENHANCING EMPLOYEE PERFORMANCE

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Abstract. Employee performance plays an important role in determining organizational success. Several factors are considered capable of influencing employee performance, including psychological safety and innovative work behavior. Psychological safety encourages employees to express ideas, opinions, and concerns without fear of negative consequences, while innovative work behavior reflects employees' ability to generate, promote, and implement new ideas in the workplace. Therefore, this study aims to examine the role of psychological safety and innovative work behavior in enhancing employee performance. This study employed a quantitative approach with an associative research design. Data were collected through an online questionnaire distributed to employees working in various organizations in Indonesia. Using purposive sampling, 103 valid responses were obtained. The collected data were analyzed using multiple linear regression with the Statistical Package for the Social Sciences (SPSS). The results indicate that psychological safety has a positive and significant effect on employee performance (Sig. = 0.000 < 0.05). In contrast, innovative work behavior does not have a significant effect on employee performance (Sig. = 0.059 > 0.05). Furthermore, psychological safety and innovative work behavior simultaneously have a significant effect on employee performance (Sig. = 0.000 < 0.05). The coefficient of determination (R^2) of 0.440 indicates that 44% of the variation in employee performance can be explained by psychological safety and innovative work behavior, while the remaining 56% is influenced by other factors outside the research model. The findings suggest that creating a psychologically safe work environment is essential for improving employee performance. Organizations are encouraged to foster openness, trust, and support among employees to achieve better work outcomes.

Keywords: Employee Performance; Innovative Work Behavior; Psychological Safety; Quantitative Research; SPSS

1. INTRODUCTION

Employee performance is one of the most important factors influencing organizational success. High employee performance enables organizations to achieve strategic objectives, maintain competitiveness, and improve overall productivity. Therefore, organizations continuously seek ways to enhance employee performance through effective human resource management practices.

In today's dynamic business environment, organizations require employees who are not only capable of completing assigned tasks but also able to adapt, collaborate, and contribute innovative ideas. Consequently, factors that support employee effectiveness have become increasingly important for both researchers and practitioners.

One factor that has gained considerable attention is psychological safety. According to Amy C. Edmondson (1999), psychological safety refers to a shared belief that the workplace is safe for interpersonal risk-taking. Employees who experience psychological safety feel comfortable expressing opinions, asking questions, sharing concerns, and admitting mistakes without fear of negative consequences. Such an environment encourages open communication, knowledge sharing, and collaboration, which may contribute to improved employee performance.

Another factor associated with employee effectiveness is innovative work behavior. Innovative work behavior refers to employees' actions related to generating, promoting, and implementing new ideas that can improve organizational performance. According to Onne Janssen (2000), innovative work behavior enables employees to develop creative solutions to workplace challenges and contribute to organizational competitiveness.

Although previous studies have reported positive relationships between psychological safety, innovative work behavior, and employee performance, findings remain inconsistent across different organizational contexts. Therefore, further investigation is needed to examine how these variables influence employee performance among employees working in various organizations in Indonesia. Based on these considerations, this study aims to examine the role of psychological safety and innovative work behavior in enhancing employee performance.

2. LITERATURE REVIEW

2.1 Psychological Safety

Psychological safety is a condition in which individuals feel safe to express opinions, ideas, concerns, and mistakes without fear of embarrassment, punishment, or negative consequences. According to Edmondson (1999), psychological safety reflects employees' confidence that they will not be rejected, humiliated, or penalized when expressing themselves in the workplace.

Psychological safety is characterized by openness, mutual respect, trust, and support among team members. Employees who experience psychological safety are more willing to engage in communication, collaboration, and organizational learning activities, which can contribute to improved performance outcomes.

H1: Psychological safety has a significant effect on employee performance.

2.2 Innovative Work Behavior

Innovative Work Behavior (IWB) refers to employee behavior related to the creation, promotion, and implementation of new ideas that can improve organizational effectiveness and work outcomes. According to Janssen (2000), innovative work behavior consists of three dimensions: idea generation, idea promotion, and idea realization.

Employees who demonstrate innovative work behavior contribute to organizational development by introducing improvements, solving problems creatively, and adapting to changing environmental demands. Therefore, innovative work behavior is often considered an important driver of organizational competitiveness and sustainability.

H2: Innovative work behavior has a significant effect on employee performance.

2.3 Employee Performance

Employee performance refers to the level of achievement attained by employees in carrying out their duties and responsibilities. According to Stephen P. Robbins and Timothy A. Judge (2017), employee performance reflects how effectively employees perform activities that contribute to organizational objectives.

Indicators commonly used to evaluate employee performance include quality of work, quantity of work, and timeliness. High-performing employees tend to complete tasks efficiently, achieve organizational targets, and contribute positively to overall organizational effectiveness.

2.4 Conceptual Framework

Based on the literature reviewed, Psychological Safety and Innovative Work Behavior are considered important factors influencing Employee Performance. Employees who perceive a psychologically safe work environment are more likely to communicate openly, collaborate effectively, and participate in organizational activities. Similarly, employees who engage in innovative work behavior contribute to organizational improvement through the generation, promotion, and implementation of new ideas.

Therefore, this study proposes that Psychological Safety (X1) and Innovative Work Behavior (X2) influence Employee Performance (Y). The conceptual framework serves as the basis for examining both the individual and simultaneous effects of the independent variables on employee performance.

H3: *Psychological safety and innovative work behavior simultaneously have a significant effect on employee performance.*

3. RESEARCH METHODS

This study employed a quantitative research approach with an associative research design. The objective was to examine the influence of psychological safety and innovative work behavior on employee performance. The population consisted of employees working in various organizations in Indonesia. Since the population size could not be determined precisely, purposive sampling was employed. The respondent criteria were as follows:

1. Active employees
2. Minimum work experience of six months
3. At least 18 years old
4. Willing to participate in the study

Data were collected through an online questionnaire distributed via Google Forms from mid-April to May 2026. A total of 103 valid responses were obtained.

The study measured three variables:

1. Psychological Safety (X1)
2. Innovative Work Behavior (X2)
3. Employee Performance (Y)

Each variable was measured using nine questionnaire items on a five-point Likert scale. Data analysis was conducted using SPSS. The analysis included reliability testing, classical assumption testing, multiple linear regression analysis, hypothesis testing, and coefficient of determination analysis.

4. RESULTS AND DISCUSSION

a. Respondent Characteristics

The study involved 103 employees working in various organizations across Indonesia. All respondents met the established sampling criteria and completed the questionnaire during the data collection period.

b. Reliability Test

Table 1. Reliability Test Results

Variable	Cronbach's Alpha	Interpretation
Psychological Safety	0.917	Highly Reliable
Innovative Work Behavior	0.929	Highly Reliable
Employee Performance	0.940	Highly Reliable

The results indicate that all variables exceed the minimum reliability threshold of 0.70. Therefore, all measurement instruments are considered reliable.

c. Classical Assumption Tests

i. Normality Test

The normality assumption was assessed using the Histogram and Normal P-P Plot of Regression Standardized Residual. The histogram showed an approximately normal distribution pattern, while the Normal P-P Plot indicated that the residual data points were distributed around and followed the diagonal line. Therefore, the residuals were considered normally

distributed, indicating that the regression model fulfilled the normality assumption.

ii. Multicollinearity Test

Table 2. Multicollinearity Test Results

Variable	Tolerance	VIF
Psychological Safety	0.402	2.488
Innovative Work Behavior	0.402	2.488

The multicollinearity test was conducted using Tolerance and Variance Inflation Factor (VIF) values. The results show that all Tolerance values are greater than 0.10 and all VIF values are below 10. Therefore, the regression model does not suffer from multicollinearity problems.

iii. Heteroscedasticity Test

Table 3. Heteroscedasticity Test Results

Variable	Significance
Psychological Safety	0.734
Innovative Work Behavior	0.133

The heteroscedasticity test was performed using the Glejser method. The significance values of Psychological Safety and Innovative Work Behavior are greater than 0.05. Therefore, the regression model does not indicate heteroscedasticity and fulfills the homoscedasticity assumption.

d. Multiple Linear Regression Analysis

Multiple linear regression analysis was conducted to examine the effects of Psychological Safety and Innovative Work Behavior on Employee Performance. The regression equation obtained is as follows:

$$Y = 13.520 + 0.450X_1 + 0.216X_2$$

where:

- Y = Employee Performance
- X_1 = Psychological Safety
- X_2 = Innovative Work Behavior

The regression equation indicates that both independent variables have positive coefficients. Specifically, a one-unit increase in Psychological Safety is associated with an increase of 0.450 units in Employee Performance, assuming other variables remain constant. Similarly, a one-unit increase in Innovative Work Behavior is associated with an increase of 0.216 units in Employee Performance. These findings suggest that Psychological Safety contributes more strongly to Employee Performance than Innovative Work Behavior.

Hypothesis Testing

i. Partial Test (t-Test)

Table 4. Partial Test Results

Variable	t-value	Sig.	Result
Psychological Safety	4.010	0.000	Supported

Innovative Work Behavior	1.909	0.059	Not Supported
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The t-test was conducted to examine the individual effect of each independent variable on Employee Performance. The results show that Psychological Safety has a positive and significant effect on Employee Performance ($t = 4.010$; $\text{Sig.} = 0.000 < 0.05$). Therefore, H1 is supported.

Conversely, Innovative Work Behavior does not have a significant effect on Employee Performance ($t = 1.909$; $\text{Sig.} = 0.059 > 0.05$). Therefore, H2 is not supported.

ii. *Simultaneous Test (F-Test)*

Table 5. F-Test Results

F-value	Sig.	Result
39.255	0.000	Supported

The F-test was conducted to determine whether Psychological Safety and Innovative Work Behavior simultaneously influence Employee Performance. The results indicate that the regression model is statistically significant ($F = 39.255$; $\text{Sig.} = 0.000 < 0.05$). Therefore, H3 is supported, indicating that Psychological Safety and Innovative Work Behavior simultaneously affect Employee Performance.

iii. *Coefficient of Determination*

Table 6. Coefficient of Determination Results

R	R ²	Adjusted R ²
0.663	0.440	0.429

The coefficient of determination (R^2) was used to assess the explanatory power of the regression model. The R^2 value of 0.440 indicates that 44% of the variance in Employee Performance can be explained by Psychological Safety and Innovative Work Behavior. Meanwhile, the remaining 56% is influenced by other variables that were not included in the present study.

e. *Discussion*

The findings reveal that Psychological Safety significantly influences Employee Performance. This result supports the theory proposed by Edmondson (1999), which suggests that employees who feel psychologically safe are more likely to communicate openly, share knowledge, and actively participate in workplace activities. When employees feel comfortable expressing opinions, asking questions, and discussing problems without fear of negative consequences, they are more likely to perform effectively and contribute positively to organizational goals.

This finding indicates that psychological safety creates an environment that encourages collaboration, learning, and employee engagement. Employees who perceive strong psychological safety tend to be more confident in carrying out their responsibilities and are more willing to contribute ideas that support organizational performance. Therefore, fostering a psychologically safe work environment can be considered an important strategy for improving employee performance.

In contrast, Innovative Work Behavior does not significantly affect Employee Performance. This finding differs from previous studies conducted by Janssen (2000) and De Jong and Den Hartog (2010), which reported a positive relationship between innovative work behavior and employee performance. One possible explanation is that innovative ideas do not automatically improve performance unless organizations provide adequate support, resources, and

opportunities for implementation. Employees may generate creative ideas; however, these ideas may not necessarily be translated into measurable performance outcomes due to organizational constraints.

Another possible explanation is that employee performance is often evaluated based on task completion, productivity, and achievement of work targets rather than the extent to which employees generate innovative ideas. Consequently, innovative work behavior may not directly contribute to performance evaluations in certain organizational contexts.

Furthermore, the simultaneous influence of Psychological Safety and Innovative Work Behavior demonstrates that both variables collectively contribute to Employee Performance. This finding suggests that organizations should not only encourage innovation but also create a work environment where employees feel safe to express and implement their ideas. A combination of psychological safety and innovative behavior can support employee effectiveness and organizational success.

CONCLUSION

This study examined the role of psychological safety and innovative work behavior in enhancing employee performance among employees working in various organizations in Indonesia.

The results indicate that Psychological Safety has a positive and significant effect on employee performance. Employees who perceive a psychologically safe work environment are more likely to demonstrate higher levels of performance through open communication, active participation, and effective collaboration in the workplace.

In contrast, Innovative Work Behavior does not have a significant effect on employee performance. This finding suggests that innovative behavior alone may not directly contribute to performance improvement unless it is supported by adequate organizational resources, managerial support, and opportunities for implementation.

Furthermore, Psychological Safety and Innovative Work Behavior simultaneously have a significant effect on employee performance. The coefficient of determination (R^2) indicates that 44% of the variation in employee performance can be explained by these two variables, while the remaining 56% is influenced by other factors outside the scope of this study.

This study has several limitations. First, the respondents were drawn from various organizations without focusing on a specific industry, which may limit the generalizability of the findings. Second, the study only examined Psychological Safety and Innovative Work Behavior as predictors of employee performance. Therefore, future research is recommended to include additional variables such as leadership style, organizational culture, work engagement, job satisfaction, and employee motivation to provide a more comprehensive understanding of the factors influencing employee performance.

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