

An Insight into How The Psychological Safety Structure of Employees in the Organization Generates Positive Valence

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Abstract: Human resources have always been the most precious possessions and irreplaceable. The level of psychological security of employees in an organization has a non-negligible impact on the output of employees in the organization. Increasing employees' organizational identification is a compulsory lesson for leaders. Employees who identify with the organization's culture, vision and mission will make them feel more strongly bonded together and will accordingly stimulate organizational citizenship behavior (OCB). A positive psychological safety framework is not only linked to output, but also to employee performance, so that employees can use their own initiative to create more new motivation, and secondly, employees will not be afraid to make mistakes, fearing that they will be afraid to challenge new things and try new ideas because of making mistakes.

Keywords: Psychological Safety; Organizational Citizenship Behavior; Organizational Identification

Introduction

This study focuses on exploring how much positive validity the psychological safety building of employees can have for themselves. Kahn (1990) considered that psychological safety is "the ability of employees to present and employ themselves without fear of negative effects on their self-image, status, or career". Edmondson (1999&2004) argues that employees who work in a psychologically safe environment feel greater trust and respect in their work environment and have less fear of rejection, embarrassment, or other negative treatment when taking human risks, such as expressing differences in ideas with colleagues. When employees feel at ease, comfortable and free, they are willing to express their ideas and put them into practice, which greatly stimulates their innovation and dedication to their work. This article shows how psychological safety in the work environment has positively motivated employees' engagement and generated positive bidirectional valence for each other in several previous scholarly studies.

Theory Development

According to psychological safety, PS has been conceptualized and measured in two primary ways: as an individual perception of PS in a particular work environment (e.g., Carmeli et al. 2009; Kahn 1990; Kark and Carmeli 2009; O'Neill 2009; Schein 1985) or a team- or group-level variable constructed by averaging individual team-member PS perceptions (e.g., Baer and Frese 2003; Bstieler and Hemmert 2010; Edmondson 1999, 2002, 2003; Walumbwa and Schaubroeck 2009). For the purpose of this study, we focus on a current definition and methodology. ps at the individual level are analyzed in relation to positive outcomes, for example Kahn (1990) argues for higher work engagement, increased vitality and involvement in creative work, improved learning and performance. In addition to this a decisive factor is the behavior of immediate leaders, Jokisaari & Nurmi (2009) argue that the behavior of direct supervisors has a particularly strong influence on employee socialization processes and outcomes, accordingly Edmondson (2004) states that employees' perceived psychological safety is closely related to the behavior of organizational leaders. There is a shared belief held by members of a team. It can be learned from this that if the company creates a psychologically safe environment for employees, it is of considerable importance to team learning, innovation and growth. Psychological safety in the workplace means that

employees can freely express their thoughts and concerns in the organization, without worrying about being scolded, and the psychological pressure from their superiors will be much reduced. On the other hand, employees will not be allowed to deliberately conceal their mistakes and avoid embarrassment and dare not truly express their behavior. Not only that, the lack of a psychologically safe workplace environment is likely to cause the company or organization to face business risks and safety hazards. Vice versa, employees with a strong sense of psychological security will be more interested in learning, and will sincerely interact with other people and use their maximum utilization and motivation to actively complete their own work or extra tasks, arousing their Organization citizenship behavior contribute to the organization outside the scope of your work.

According to the team learning goal, Haslam et al (2006) stated that employees with a high organizational identification index take more pride in their work and act in a way that supports the organization. However, OI can also negatively impact the organization by increasing commitment to failed projects. a fixed mindset group also avoids challenging things and believes that feedback and criticism are personal matters, and will not want to change and improve itself. This is not conducive to future development in the organization. The organization will become lifeless and employees will not be motivated to learn or actively participate in work.

Recommendation

For how to improve psychological safety in organization.

Roussin (2008) states that by having a trust-building dialogue with team members, The organization first establishes a vibe where they could share opinions and feelings without pressure; Secondly, encourage employees to ask and express questions when they encounter problems at work; Thirdly, give appropriate and reasonable feedback to bad information instead of reprimanding and criticizing. Psychological safety is a vital factor for a firm's capacity to learn, inspire and move towards outstanding. The organization establishes a safe psychological framework for employees. It is not terrible to guide and communicate the mistakes made by workers. Don't avoid mistakes but make the reaction and action ideas that belong to you. Establish a framework of mutual trust in the hearts of employees, trust can promote team effort and problem solving abilities. Only when employees trust each other will they feel at ease when doing things when they are not in use, and be cautious and careful not to make mistakes. In the study of Dirks & Ferrin (2002) it has been clear that trust in work relationships has been shown to have a positive impact on performance, organizational citizenship behavior and job satisfaction, and therefore the organization is the ultimate beneficiary. Companies can also help employees improve their abilities, because employees feel pressure and depression at work are the source of their unfamiliarity with things, a sense of uncertainty, or inability to achieve goals or worry that they will be eliminated. Companies can train employees or organize some skill courses and psychological building courses on ability improvement to help employees strengthen their mentality healthy. Secondly, superiors should strengthen communication with subordinates. When you see that subordinates are under excessive pressure, you should make reasonable and appropriate guidance in a timely manner. It is necessary to establish a mood reservoir and support system for employees. When they succeed, someone will share it and when they fail, someone will encourage them. This enhances the employees' sense of psychological security that can enhance employee engagement.

For how to improve team learning goal in organization.

The formation of a growth mindset helps to establish an open and relaxed atmosphere corporate culture, which allows a certain room of space for exchanges employee's creative ideas and useful knowledge, and holding good ideas behind through continuous interaction. Enterprises must build an innovation culture, encourage newly ideas and practical application, The second is that the firm must have an explicit and feasible vision, so that its employees have full confidence on the future path, and allow them to have the opportunity to review their own values in the development of the organization, so that employees will build a positive attitude. Employees have a energetic attitude towards learning, thus it can establish a fair harmonious learning atmosphere. The third is that a planned training plan should be established within the enterprise to allow employees of the enterprise to receive training and learning in a planned manner. Invite outstanding internal employees to teach to employees, or invite professional training institutions from outside to have lectures to staff, so that them can be benefited advanced ideas and knowledge from lectures. Fourth, cultivating employees' learning ability and attitude towards learning will help employees learn new skills and work knowledge independently, and better input and achieve their own vision for the company.

Limitation

The focus of this article is on the positive effects of PS in the work environment, and future research should examine the possible interactions between individual characteristics and PS. Although PS covers many important areas in organizations, Sluss et al. (2008) suggest that attention should also be paid to the changes in antecedents of cross-cultural backgrounds and situational boundaries to maintain sensitivity, such as linking leader-member exchange(LMX) and organizational identification(OI) in leader-member exchange research and theory. Sparrow & Liden (2005) proposed and extended the use of social network models, which can better match the complexity of organizational relationships. In a diverse work environment, PS is a key factor, but factors that also affect employee satisfaction, dedication, and engagement include leadership style, employee personality traits, compensation and benefits systems, hardware facilities, and corporate culture, among other complex factors that form a fixed whole.

Conclusion

The purpose of this article is to provide some feasible ways to improve the psychological safety climate of an organization that affects employees' perceived tendencies and behaviors. It shows how the benefits of PS in the work environment can be effective in an organization. There are many factors that can be considered in the future, such as OI, trust, leadership style, and the complexity of employee personality as extroverted or introverted. These factors need to be explored in depth and subjected to extensive data collection and analysis.

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