

## *Exploring the Effects of Psychological Safety, Organization-Based Self-Esteem, and Self-Efficacy on Job Performance\**

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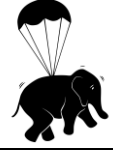
### **Abstract**

This study investigates the direct and indirect relationships between psychological safety and job performance, with organization-based self-esteem as a mediator and self-efficacy as a moderator. Drawn from the Job Demands-Resources model and social cognitive theory, the hypothesized moderated mediation model was tested using data collected from 387 employees working in an industrial-iron casting company through face-to-face and online surveys. The results show that higher levels of psychological safety positively impact job performance both directly and indirectly via organization-based self-esteem. Additionally, the indirect impact of psychological safety on job performance via organization-based self-esteem is contingent upon employees' levels of self-efficacy. Overall, the results highlight the importance of contextual and individual psychological resources in organizational settings.

**Keywords:** psychological safety, organization-based self-esteem, self-efficacy, job performance, JD-R model, social cognitive theory

\* Ethics Committee Approval for this research was obtained from Bařkent University with the decision dated October 14, 2024, and numbered 17162298.600-225.

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# *Psikolojik Güvenlik, Örgüt-Temelli Öz-Saygı ve Öz-Yeterliliğin İş Performansı Üzerindeki Etkileri*

## **Öz**

Bu çalışma, psikolojik güvenliğin iş performansı üzerindeki doğrudan ve dolaylı etkisini inceleyerek, örgüt-temelli öz-saygının aracı, öz-yeterliliğin de düzenleyici rolünü ele almıştır. İş talepleri-kaynakları modeli ve sosyal bilişsel kurama dayanan çalışmanın aracı düzenleyici modeli, demir döküm üretimi yapan bir şirkette çalışan 387 bireyden, yüz yüze ve çevrimiçi anketler aracılığıyla toplanan verilerle test edilmiştir. Bulgulara göre psikolojik güvenlik, iş performansını hem doğrudan, hem de örgüt-temelli öz-saygı aracılığıyla dolaylı olarak olumlu yönde etkilemektedir. Ayrıca bulgulara göre, psikolojik güvenliğin, örgüt-temelli öz-saygı aracılık etkisiyle iş performansı üzerindeki dolaylı etkisi, çalışanların öz-yeterlilik düzeylerine bağlı olarak değişmektedir. Genel olarak, sonuçlar bağlamsal ve bireysel psikolojik kaynakların iş ortamındaki önemini vurgulamaktadır.

**Anahtar Kelimeler:** psikolojik güvenlik, örgüt-temelli öz-saygı, öz-yeterlilik, iş performansı, JD-R modeli, sosyal biliş kuramı



## 1. INTRODUCTION

Understanding what contextual and individual factors contribute to higher employee performance is critical for sustainable organizational competitiveness as high-performing employees increase efficiency, reduce costs, and drive competitive advantage (Barney, 1991). Among these factors, psychological safety, organization-based self-esteem (hereafter OBSE), and self-efficacy have been extensively studied regarding their role in promoting desirable employee attitudes and behaviors (Edmondson and Bransby, 2023; Sun et al., 2024; Lee et al., 2025). Psychological safety describes a work context where employees feel that they are encouraged to voice their concerns, ideas, or questions without the fear of adverse reactions from their supervisors and coworkers (Edmondson, 1999). It is regarded as one of the main factors in higher performance (Andersson et al., 2020; Kim, 2020; Obrenovic et al., 2020; Chughtai, 2022; Mahmoud et al., 2022). OBSE, introduced by Pierce et al. (1989), refers to employees' self-respect and pride due to being an organizational member of their workplace. As conceptualized in social cognitive theory (Bandura, 1977), self-efficacy describes the faith in one's own competence to successfully perform tasks and has long been linked to motivation and performance (Stajkovic and Luthans, 1998a; 1998b). While the individual impacts of psychological safety (a situational factor), OBSE (an attitudinal variable), and self-efficacy (a motivational factor) are well-documented in the extant literature, significant gaps remain in understanding how these factors interact within organizational settings. Hence, the integration of environment, attitude, and motivation is essential for comprehending employee behavior and performance, yet the relationship among these factors has not been thoroughly explored. Therefore, this study aims to investigate how the interaction of these factors may establish a reinforcing context, where a supportive environment fosters self-esteem, particularly for employees with high self-efficacy, which in turn, may drive higher performance.

Prior research has shown that OBSE plays a mediating role between psychological safety and work engagement (Yuan et al., 2024), which suggests that a safe work environment can foster positive attitudes toward the organization and enhances employees' OBSE, which in turn leads to better work outcomes, including higher performance. As OBSE strengthens in psychologically safer and more trusting settings (Sun et al., 2024), employees may engage more with their tasks and become more goal-oriented (Gardner et al., 2004). Hence, the current study posits OBSE as a key mechanism that links a psychologically safe work environment to improved job performance. Additionally, interpreted through social cognitive theory (Bandura, 1977) individuals differ in confidence regarding their abilities, which impacts their decisions and performance (Lent and Hackett, 1987; Karatepe and Bekteshi, 2008). Therefore, this study also seeks to understand the extent to which self-efficacy moderates the relationship between OBSE and job performance. By examining this moderation, the study aims to provide deeper insights into the combined effects of motivational factors (i.e., self-efficacy) interacting with attitudinal variables (i.e., OBSE) to improve job performance. Additionally, while self-efficacy has been reported to positively influence performance (Hardy III, 2014; Tims et al., 2014), some studies suggest negative relationships (Vancouver et al., 2002). Such contrasting findings



suggest that the influence of self-efficacy may depend on additional factors, including the quality of the work context and the employee's internalized self-worth as captured by OBSE. To reconcile these divergent findings, the present study proposes a moderated mediation model. Specifically, it posits that psychological safety positively influences OBSE, which in turn enhances job performance, with the strength of this mediating effect being moderated by the level of self-efficacy.

This study adopts a novel and integrated approach, drawing on two key theoretical frameworks to explore the interaction among the variables studied: Social cognitive theory and the job demands-resources model, also known as JD-R. Social cognitive theory (Bandura, 1977) underscores the function of self-efficacy in directing individuals' behavior and motivation. Given that the theory focuses on behavior-environment-cognition, it provides valuable insights in explaining how individuals with higher self-efficacy may enhance OBSE to improve job performance and how self-efficacy may amplify the positive effects of psychological safety on performance. The JD-R model (Bakker and Demerouti, 2007) provides another lens for the current study to identify job resources, such as psychological safety as well as individual resources, including OBSE and self-efficacy, as key factors that enhance employee performance. By examining psychological safety as a job resource, as well as OBSE and self-efficacy as personal resources, this study extends the application of the JD-R model to explore how these factors jointly influence employee behavior. By addressing these gaps in the literature, this research aims to offer valuable insights for practitioners and leaders trying to optimize employee performance through supportive workplace practices, and points to the importance of establishing psychologically safe environments that foster OBSE, while also building employees' self-efficacy to improve their ability to use these resources for increased job performance. This integrated approach offers practical recommendations for developing high-performing and engaged workforces, which ultimately contributes to overall organizational success.

This article is organized into four sections. The first section presents a review of relevant literature, discussing the key constructs and developing hypotheses. The second section details the methodology employed in the research, including sample profile, measurement instruments, and analytical procedures. The fourth section reports the analysis results, including validity checks, hypothesis testing, and structural equation modeling results. Finally, the fifth section presents the study's implications, limitations, and directions for future research.

## 2. LITERATURE REVIEW

### 2.1. Direct Effect of Psychological Safety on Job Performance

Psychological refers to *"the shared belief among team members that the team is safe for interpersonal risk taking"* (Edmondson, 1999, p.354). The concept reflects a supportive work setting where employees feel they can express themselves, give feedback, propose a new idea, or admit their mistakes without fear of retribution (Mahmoud et al., 2022). Psychological safety,



by fostering creativity (Zhou and Pan, 2015), trust, knowledge sharing (Zhang et al., 2010), and individual and team learning (Carmeli et al., 2009; Hjertø and Paulsen, 2017) can create conditions that directly contribute to improved performance outcomes. Furthermore, by reducing negative organizational behaviors such as silence (Sherf et al., 2021), knowledge hiding (Jiang et al., 2019), and turnover intention (Kızrak et al., 2024), psychological safety may also ensure a more engaged and cohesive workforce, which ultimately enhances overall performance. In line with these empirical studies, the literature has demonstrated a positive link between psychological safety and performance (Andersson et al., 2020; Kim, 2020; Obrenovic et al., 2020; Chughtai, 2022; Mahmoud et al., 2022).

The current study posits a direct effect of psychological safety on performance through the lens of the JD-R model, aligning with Nielsen et al.'s (2011) assertion that psychological safety functions as a job resource. Job resources encompass the physical, psycho-social or organizational elements of work, serving several important purposes: (a) they assist in the attainment of work objectives; (b) they mitigate job demands and the corresponding physiological and psychological strain; and (c) they foster opportunities for self-improvement (Bakker et al., 2004). The JD-R model posits that having sufficient resources is crucial for alleviating the negative impacts of job demands, thereby enhancing both effectiveness and efficiency in the workplace (Bakker et al., 2005). Consistent with these, psychological safety reduces job demands, such as work stress (Dollard, et al., 2012), emotional exhaustion (Zhou and Chen, 2021), work–family conflict and job insecurity (Bronkhorst, 2015). Building on these, psychological safety functions as a vital job resource that significantly influences employee performance, by reducing the detrimental effects of job requirements. By reducing the fear of failure and fostering trust among team members, psychological safety enhances cohesion and engagement among employees, which are critical for attaining higher levels of performance. Based on this rationale, the following hypothesis is proposed:

**H<sub>1</sub>:** Psychological safety is significantly and positively related to job performance.

## **2.2. Indirect Effect of Psychological Safety on Job Performance via OBSE**

In addition to desirable employee behaviors, psychological safety may shape positive employee attitudes (Obrenovic et al., 2020). Research provides evidence that psychological safety is positively associated with various attitudinal factors, including organizational commitment (Kim, 2020), organizational identification (Lv et al., 2022), job involvement (Xu et al., 2022), work engagement (Lyu, 2016), and job satisfaction (Moin et al., 2021). Similarly, OBSE can also be considered as an attitudinal factor that is positively influenced by psychological safety.

OBSE involves an individual's view of their self-worth and competence as *an employee*, in contrast to self-esteem, which reflects how individuals view themselves as *an individual* (Bowling et al., 2010). It is crucial in influencing how employees assess themselves, impacting their self-concept, and shaping their understanding of their own value and capabilities in the workplace (Norman et al., 2015). It represents the extent to which employees “perceive



*themselves as important, meaningful, effectual, and worthwhile within their employing organization” (Pierce et al., 1989, p.625).*

Bowling et al.’s (2010) research shows that contextual and individual differences predict employees’ OBSE. Therefore, it can be suggested that psychological safety may also be a crucial element in influencing OBSE. Drawing from the JD-R model, psychological safety not only alleviates job stressors but also encourages employees to recognize their self-worth and competence (Popovych et al., 2020; Simonet et al., 2014) by shaping their attitudes within the organization (Itzhakov and DeMarree, 2022). As a vital job resource, it enhances employees’ ability to cope with job demands, fostering a positive self-image, as well as organizational identification (Kim, 2019), thereby increasing OBSE. Moreover, given that job resources including organizational support and empowering leadership, are positively correlated with OBSE (Ferris et al., 2009; Kim and Beehr, 2018), it is reasonable to assert that psychological safety may also increase employees’ OBSE. Therefore, the following hypothesis is proposed:

**H<sub>2</sub>:** Psychological safety is significantly and positively related to OBSE.

OBSE is a work-related attitude, representing the extent to which employees experience a sense of meaning, effectiveness, and appreciation at work (Pierce and Gardner, 2004). In line with this conceptualization, the JD-R model (Bakker et al., 2011) and the research by Gordon and Hood (2021) suggest that a high level of OBSE functions as a personal resource that motivates employees in achieving organizational goals. With increased OBSE, individuals perceive themselves as vital, competent, and appreciated within their workplace, making them more inclined to take ownership and feel accountable for their tasks and the organization’s success (Gardner et al., 2004; Lane et al., 2004). This is supported by various studies indicating that OBSE positively predicts desirable outcomes (Park, 2021; Wang et al., 2022; Shabeer et al., 2023; Bani-Melhem et al., 2023; Wang et al., 2024), enhances organizational citizenship and reduces deviant behaviors (Kim and Beehr, 2018). Additionally, OBSE is linked with higher job satisfaction, organizational commitment, and lower rates of absenteeism and intention to quit (Gardner and Pierce, 2013). Collectively, these studies indicate that higher OBSE levels in employees are associated with positive work behaviors and achieve improved performance outcomes. This theorizing highlights the critical role that OBSE plays as a personal resource, enhancing employee productivity. Accordingly, the following hypothesis is derived:

**H<sub>3</sub>:** OBSE is significantly and positively related to job performance.

Research has also shown that OBSE serves as a critical mediating variable linking psychological safety to work engagement and job burnout (Yuan et al., 2024), leader-member exchange relationship and organizational support to organizational deviance (Ferris et al., 2009), organizational support to affective commitment (Lee and Peccei, 2007), and empowering leadership to constructive deviance (Wang, 2022). These findings collectively suggest that OBSE, as a personal resource, acts as a lens through which employees perceive and react to various workplace stimuli, such as psychological safety. This enables OBSE to



transmit the effects of these stimuli onto other variables, including job performance. Supporting this notion, research indicates that psychological safety leads to increased employee performance through the mediating impact of job crafting, thriving at work, efficacy, learning behavior, and intrapreneurial behavior (Kim et al., 2020; Lee, 2022; Mahmoud et al., 2022). These studies suggest that by reducing fear and uncertainty, psychological safety encourages employees to engage in initiative-driven and adaptive behaviors that enhance both individual and organizational outcomes. Research also provides evidence that when employees sense that the organization values them and recognizes their efforts, their organization-based self-esteem increases, leading to higher job performance (Gardner et al., 2004). Furthermore, in a psychologically safe environment, the organization signals that employees are trusted and respected, and as a result they feel “*confident that they can speak up, and won’t be humiliated, ignored or blamed*” (Edmondson, 2018, p.xvi). Overall, these insights imply that the impact of psychological safety on job performance may be mediated by employees’ level of OBSE. Put differently, psychological safety may boost OBSE, which, in turn, may improve job performance. Thus, the following hypothesis is proposed:

**H4:** Psychological safety is significantly and positively related to job performance indirectly through the mediation of OBSE.

### 2.3. Self-Efficacy as a Boundary Condition

Social cognitive theory (SCT), developed by Bandura (1989), asserts that human behavior driven by a continuous interaction among personal factors, (such as cognitive and emotional states, personality traits), behavior, and environmental influences. The theory views human agency as a dynamic process where individuals are capable of controlling over their behavior and environment through cognitive, social, and self-regulatory processes (Bandura, 1989). As Stajkovic and Luthans (1998b) state, “*employees are at the same time both products and producers of their personality, their behaviors, and their respective environments*” (p.64).

Self-efficacy, an outgrowth of SCT, refers to the *I can do this* belief, where individuals feel confident in their capacity to manage circumstances, solve problems, and overcome challenges (Gardner and Pierce, 1998). Self-efficacy beliefs influence not only a person's actions but also their thoughts and emotions. Specifically, if someone believes they can succeed at a task, their positive mentality and confidence will guide their behavior, increasing the likelihood of success; conversely, if someone doubts their abilities, those negative thoughts and emotions (such as anxiety or fear of failure) may lead to reduced effort or avoidance, making failure more likely (Niu, 2010). Therefore, high self-efficacy, as a motivational factor, promotes persistence and effort, even in adverse situations, leading to success, whereas low self-efficacy results in reduced effort and a higher possibility of failure (Stajkovic and Luthans, 1998b). These insights are supported by studies demonstrating the positive association of self-efficacy with resilience (Baluszek et al., 2023), creativity (Haase et al., 2018), career commitment (Syabarrudin et al.,



2020), and job performance (Stajkovic and Luthans, 1998a; Hardy III, 2014; Tims et al., 2014; Hadi, 2023).

Drawing on this empirical research and social cognitive theory, it is reasonable to expect that employees who have high self-efficacy—firm trust in their own abilities and skills—are likely to recognize and use their strengths effectively in the workplace. As they feel confident in their capabilities, they are more inclined to take the initiative to take on duties, look for challenges, and engage actively in their work (Uzoaru, 2018). This confidence may enable employees to convert their positive perception of themselves as members of the organization into concrete actions. Consistent with this prediction, studies show that self-efficacy is associated with positive attitudes towards the organization and work tasks (Busch, 1998; Adewale and Ghavifekr, 2019), as well as one's positive self-evaluations, such as self-esteem (Chen et al., 2004b; Lane et al., 2004; Lightsey Jr et al., 2006; Laguna, 2013; Ouyang et al., 2020), self-respect (Lee, 2017), and OBSE (Bantha and Sahni, 2021). Therefore, employees' sense of confidence in their competence may enable them to convert their positive perception of themselves as valuable members of the organization into concrete, actionable behaviors. Employees with strong self-efficacy are more likely to form positive attitudes towards work-related factors, which may contribute to an increase in their OBSE. Specifically, employees who hold an *I can do this* belief may develop a sense of *I feel valued in this organization* as a result of the positive attitude fostered by self-confidence. They ultimately use this sense of worth and pride as motivation to commit to job tasks and help achieve organizational goals. Based on this reasoning, the following hypothesis is formulated:

**H<sub>5</sub>:** Self-efficacy moderates the relationship between OBSE and job performance, such that it amplifies the positive impact of OBSE on performance.

Following the above discussion and the theoretical basis of SCT, self-efficacy can be considered as a key factor that may influence how psychological safety leads to improved job performance through OBSE. Specifically, self-efficacy may strengthen the positive impact of psychological safety transmitted by OBSE onto performance. When individuals work in a psychologically safer workplace, they are more likely to report higher OBSE (Bantha and Sahni, 2021), which, in turn, may boost their job performance. However, the strength of this relationship may depend on their level of self-efficacy since OBSE refers to an individual's self-assessment of their own worth within the organizational context (Chung and Yang, 2017) and is associated more with affective states while self-efficacy is related to motivational states (Chen et al., 2004b). Therefore, individuals with higher self-efficacy are expected to enhance their OBSE in a psychologically safe environment because they have faith in their abilities, address challenges effectively, and take a more active role in organizational activities (Schwarzer and Luszczynska, 2022). This confidence leads to a feeling of pride and self-importance within the organization (Lane et al., 2004; Lightsey Jr et al., 2006; Laguna, 2013; Ouyang et al., 2020), boosting their OBSE (Bantha and Sahni, 2021), and subsequently their performance (Judge and Bono, 2001; Gardner et al., 2004; Bowling et al., 2010). However, those with lower self-





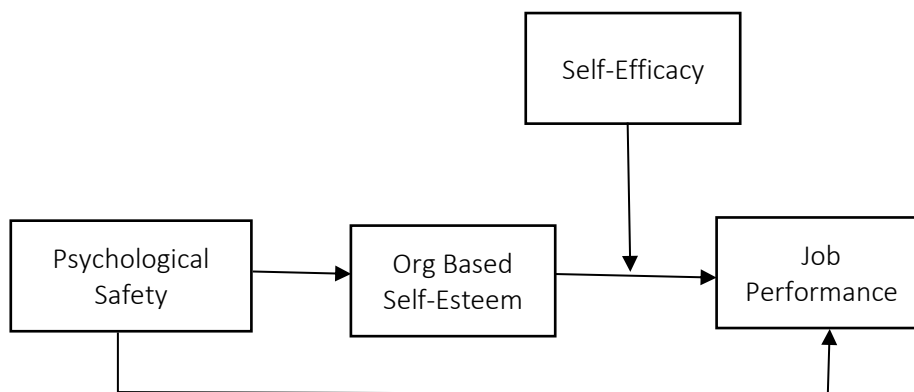
efficacy might not experience the same benefits as they may struggle to fully utilize a psychologically safe environment because their lack of confidence (Ng and Lovibond, 2020), and fear of challenges prevent them from actively participating and growing their OBSE, which limits improvements in job performance. Thus, self-efficacy may act as a moderator, amplifying the positive impact of psychological safety on job performance through the mediating mechanism of OBSE, consistent with SCT's view of human agency and self-regulation in influencing outcomes. Building on these insights, H<sub>6</sub> was proposed as follows:

**H<sub>6</sub>:** Self-efficacy moderates the indirect relationship between psychological safety and job performance through OBSE, such that it strengthens the positive impact of psychological safety on job performance via OBSE.

### 3. RESEARCH METHOD

Drawing on the JD-R model, social cognitive theory, and previous research, the moderated-mediation model was developed in this study that corresponds with its hypotheses and aims, as presented in Figure 1. To assess the proposed model and to test the hypotheses, quantitative research design was implemented with a cross-sectional approach and structural equation modelling.

Figure 1. Hypothesized model



#### 3.1. Participants and Procedures

This study employed a convenience sampling method to gather the data collected from 387 participants working in an industrial iron casting company. Ethics Committee Approval for this research was obtained from Başkent University with the decision dated October 14, 2024, and numbered 17162298.600-225. After the approval, surveys, both face-to-face and online, were distributed to 491 potential participants, of which 387 provided responses. The population of the study consists of individuals working at an industrial-iron casting company in Eskişehir. The industrial iron casting sector is an ideal context for examining the relationship between the research variables due to its unique characteristics. This sector is known for its physically demanding, high-risk nature, which makes employee well-being, motivation, and safety critical



factors for operational success. In such an environment, psychological safety is critical as it allows employees to focus on tasks with confidence, express concerns, and collaborate effectively, thereby enhancing job performance. Moreover, the sector often operates under hierarchical management structures, which may inhibit open communication and innovation. By focusing on psychological safety, this study seeks to understand how a shift towards a more supportive and open workplace culture can improve employee motivation, self-efficacy, and performance. Given these factors, the iron casting sector offers a meaningful context for testing the proposed model.

Considering the total number of employees in this sector across five companies in Eskişehir, a sample size of 387 participants is deemed sufficient (Özdamar, 2003). Regarding the demographic distribution, 41% of the participants are female and 59% are male. 40% of the participants have completed primary or middle school, 35% have a high school diploma, 20% hold a bachelor's degree, and 10% have completed graduate education. The majority of participants are aged between 22 and 40, are married, and have 3 to 8 years of work experience.

The study's internal consistency, validity, effect size, and moderation analyses were conducted using Smart PLS 4 software. Additionally, using SPSS 26 software, frequency analyses of the participants' demographic variables and correlation analyses were performed to examine the relationships between the research constructs.

### **3.2. Measures**

In this study, four different scales in a 5-point Likert format were employed. To measure employees' perceptions of psychological safety, Psychological Safety Scale, created by Liang et al. (2012) and later adapted into Turkish by Soyalm (2019), was utilized. The scale is unidimensional and includes 5 items.

To assess employees' job performance, the Job Performance Scale was used including two different sub-scales. The first is In-Role Performance sub-scale, designed by Sigler and Pearson (2000), expanded by Kirkman and Rosen (1999), and adapted into Turkish by Çelebi (2019). The scale includes 4 items. Second sub-scale is Extra-Role Performance, developed by Fox and Spector (2009) and adapted into Turkish context by Çelebi (2019). Extra-Role Performance sub-scale consists of 10 items.

To access the level of employees' OBSE, The OBSE scale, created by Pierce et al. (1989) and adapted into Turkish by Güner Kibaroglu and Basım (2023), was utilized. The one-dimensional instrument comprises 10 items. To measure employees' self-efficacy, the scale created by Chen et al. (2001) and adapted into Turkish culture by Güner Kibaroglu et al. (2023) was employed. The one-dimensional self-efficacy scale includes 8 items.



#### 4. RESULTS

In this study, validity and internal consistency analyses were conducted for job performance, psychological safety, OBSE, and self-efficacy scales. The results indicated that the Cronbach's Alpha values, which demonstrate internal consistency, were 0.70 or above, the factor loadings of the scale items were 0.40 or higher, the data consistency coefficient exceeded 0.70, and the convergent validity was above 0.70. However, the Average Variance Extracted (AVE) for the psychological safety scale was below 50%. To address this issue, two items from the psychological safety scale were removed. As observed in Table 1, the removal of two items from the psychological safety scale has led to the internal consistency coefficients (Cronbach's Alpha, Factor Loadings, rho-A, Average Variance Extracted (AVE), and Composite Reliability (CR) reaching acceptable levels (Fornell and Larcker, 1981; Hair et al., 2017; Henseler et al., 2015). Moreover, when examining the validity coefficients specified in Table 1, it is noted that the Variance Inflation Factor is below 5, the goodness of fit value is less than 0.08, there is no significant difference between the model's correlation coefficients, and the normed fit index is above 95%. These values are noted as being within acceptable levels in literature (Dijkstra and Henseler, 2015; Hair et al., 2017).

**Table 1.** Validity and reliability results of the scales

Variables	$\alpha$	rho_A	CR	AVE	VIF	SRMR	d_ULS	d_G	NFI	
JP	IRP	.873	.811	.802	.511	1.128- 2.912	.072	1.451 p>0.05	1.890 p>0.05	.957
	ERP	.833	.810	.801	.555	1.341- 1.989				
PS		.893	.804	.789	.528	1.315- 3.922				
OBSE		.824	.815	.809	.516	1.513- 4.912				
SE		.854	.812	.805	.502	1.111- 3.450				

**Notes:** JP: Job Performance; IRP: In-Role Performance; ERP: Extra Role Performance; PS: Psychological Safety; OSBE: Organization-Based Self-Esteem; SE: Self-Efficacy

Building on these results, a more advanced analysis was carried out to determine the degree to which the variables used in the study were distinct from other factors. The analysis results given in Table 2 confirm that the scales have discriminant validity, meaning each construct is measured accurately and separately. When comparing the correlation coefficients of the job performance, psychological safety, OBSE, and self-efficacy scales with the square roots of their Average Variance Extracted (AVE) values in Table 2, it is observed that these variables are differentiated from one another (Fornell and Larcker, 1981) as the square roots of the AVE values exceed the inter-factor correlation coefficients. This result is considered a significant indicator supporting the validity of the measurement instruments used in the study.

**Table 2.** Correlation and discriminant validity results

Variables		(1)	(2)	(3)	(4)	(5)
Geometric Job	In-Role	(.714)	.512**	.450**	.482**	.612**
Performance	Extra-Role		(.744)	.508**	.452**	.514**
Geometric Psychological Safety				(.726)	.418**	.502**
Geometric OBSE					(.718)	.421**
Geometric Self-Efficacy						(.708)

**Note:** The values in parentheses represent the square root of the Average Variance Extracted (AVE); \*\* The correlations in the table are significant at  $p < 0.05$ .

Moreover, the analysis in Table 2 thoroughly examines the relationships between the variables of job performance, psychological safety, OBSE, and self-efficacy. First, the geometric mean of each construct was calculated, and then a comparison with the correlation results was made. The findings reveal significant relationships between the research variables. When evaluated based on Cohen's (1988) criteria for the strength of relationships, these interactions are found to be strong between the variables, indicating robust relationships. Additionally, the explanatory power ( $R^2$ ) of the variables was assessed to test the research hypotheses. The effect size ( $f^2$ ) and predictive relevance ( $Q^2$ ) were also analyzed to provide further insights about the validity of the current research model (Hair et al., 2017).

As shown in Table 3, the  $R^2$  values quantify the proportion of variance in the dependent variables accounted for by the independent variables. For in-role performance, the  $R^2$  value is 0.412, meaning that the model explains 41.2% of the variance in in-role performance. Similarly, for extra-role performance, the  $R^2$  value is 0.423, indicating that the model explains 42.3% of the observed variance in contextual performance. Additionally, the  $f^2$  values represent the effect size of each independent variable on the  $R^2$  values. For psychological safety, the  $f^2$  values range from 0.003 to 0.050. This finding suggests that its effect size is very small or negligible. In contrast, the effect of OBSE on job performance is moderate, with an  $f^2$  value of 0.215, indicating a meaningful impact. Self-efficacy also contributes moderately to job performance, with an  $f^2$  value of 0.131. Moreover, the  $Q^2$  values, also presented in Table 3, assess the model's predictive relevance. For in-role and extra-role performance, the  $Q^2$  values are 0.415 and 0.423, respectively, which demonstrates that the model has strong predictive power for these constructs. However, the  $Q^2$  value for psychological safety is 0.004, and for OBSE, it is 0.005. This finding indicates that the model's predictive relevance for these variables is quite weak. Similarly, for self-efficacy, the  $Q^2$  value is 0.002, suggesting a low predictive strength for this variable as well (Hair et al., 2017; Henseler et al., 2015).



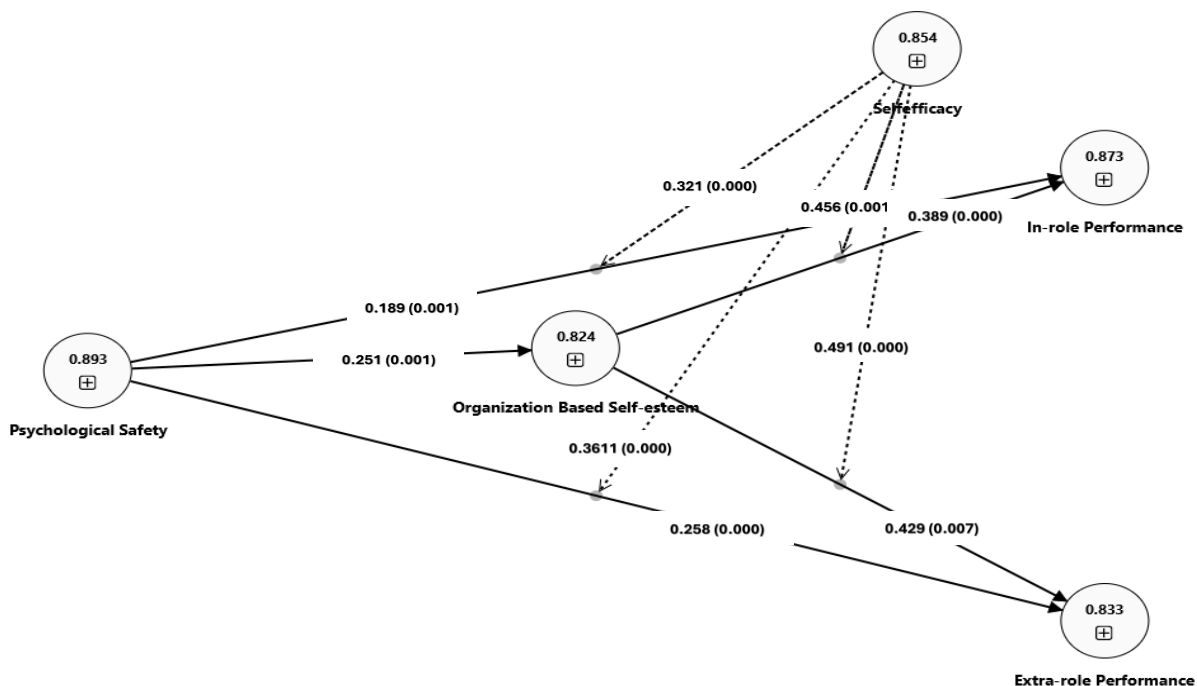
**Table 3.** R<sup>2</sup>, f<sup>2</sup>, and Q<sup>2</sup> statistics for model validity

Variables	R <sup>2</sup>	f <sup>2</sup>			Q <sup>2</sup>
		PS	OBSE	SE	
JP	IRP	.412			.415
	ERP	.423			
PS			.050	.003	.004
OBSE		.215		.131	.005
SE		.001	.212		.002

**Notes:** JP: Job Performance; IRP: In-Role Performance; ERP: Extra Role Performance; PS: Psychological Safety; OSBE: Organization-Based Self-Esteem; SE: Self-Efficacy

The analysis of the hypotheses in the current research was performed by examining the model's effect size coefficients, as illustrated in Figure 2, which presents the overall results of the structural equation modeling (SEM) analysis. These coefficients serve as a fundamental indicator for assessing the validity of the hypotheses. Hypothesis testing was performed systematically to enhance the understanding of the interactions and relationships between the variables. The SEM results provide insights into the direct and indirect effects, further validating the proposed relationships within the model. The finding shown in Figure 2 indicates that psychological safety has a significant and positive effect on job performance ( $\beta=0.189$ ;  $\beta=0.258$ ,  $p<0.05$ ), which supports H<sub>1</sub> of the study. Hence, an increase in psychological safety leads to enhanced job performance. Furthermore, psychological safety positively influences the OBSE variable ( $\beta=0.251$ ,  $p<0.05$ ), supporting H<sub>2</sub>. The impact of OBSE on job performance is also positive and significant ( $\beta=0.389$ ;  $\beta=0.429$ ,  $p<0.05$ ), which validates H<sub>3</sub> of the study, and shows that as OBSE increases, employees' job performance significantly improves.

**Figure 2.** SEM analysis results





To reveal the effect of the mediating variable in the research model, Variance Accounted For (VAF) values were calculated. As indicated in Table 4, OBSE plays a partial mediating role in the impact of psychological safety on job performance (VAF=0.640; 0.706,  $20\% \leq \text{VAF} \leq 80\%$ ). This finding supports H<sub>4</sub> of the study, highlighting that OBSE functions as a significant mediating variable in the relationship between psychological safety and job performance. In other words, psychological safety positively influences employees' performance by increasing their OBSE level.

**Table 4.** Mediation effects

Mediator Model	Indirect Effect	Total Effect	VAF
PS -> OSBE -> JP 1 (IRP)	.389	.608	.640
PS -> OSBE -> JP 2 (ERP)	.429	.608	.706

**Notes:** JP: Job Performance; IRP: In-Role Performance; ERP: Extra Role Performance; PS: Psychological Safety; OSBE: Organization-Based Self-Esteem; SE: Self-Efficacy

Furthermore, as illustrated in Figure 2 above, self-efficacy has been identified as a moderating factor in the relationship between OBSE and job performance ( $\beta=0.456$ ;  $\beta=0.491$ ,  $p<0.05$ ). Specifically, according to the research findings, the effect of OBSE on job performance varies based on employees' levels of self-efficacy. This means that employees' self-efficacy levels determine how much their OBSE impacts their job performance, thus supporting H<sub>5</sub> of the study. The results also support H<sub>6</sub> of the study. As previously mentioned, psychological safety has a significant and positive influence on job performance ( $\beta=0.189$ ;  $\beta=0.258$ ,  $p<0.05$ ). Further analysis reveals that psychological safety exerts a strong indirect effect on job performance through OBSE. Specifically, this indirect effect is observed with a path coefficient of  $\beta=0.389$  and  $\beta=0.429$  (for in-role performance and for extra-role performance, respectively). Moreover, when self-efficacy is added as a moderating variable in the model, the strength of these indirect effects increases. With the inclusion of self-efficacy, the psychological safety  $\rightarrow$  OBSE  $\rightarrow$  in-role performance path coefficient rises to  $\beta=0.456$ , while the psychological safety  $\rightarrow$  OBSE  $\rightarrow$  extra-role performance path increases to  $\beta=0.491$ . Accordingly, self-efficacy is identified a moderating variable, strengthening the indirect influence of psychological safety on job performance through OBSE.

## 5. DISCUSSION

### 5.1. Theoretical Contributions

The results of this study validate the proposed research model and support all hypotheses, suggesting that psychological safety, OBSE, and self-efficacy are critical factors influencing employee performance. First, the study's results show a positive association between psychological safety and job performance. This aligns with prior research, demonstrating this positive correlation at the individual, team, and organizational levels (Andersson et al., 2020; Kim, 2020; Obrenovic et al., 2020; Chughtai, 2022; Mahmoud et al., 2022). As a contextual variable, psychological safety emerges as a critical factor that creates a work environment conducive to high performance. By promoting a culture of trust and openness, it supports



employees in advancing their job performance. In relation to the JD-R model, psychological safety contributes by acting as a key job resource that buffers the impact of job demands, such as stress and workload, on employee performance.

Furthermore, the study reveals a positive and significant association between psychological safety and OBSE, suggesting that when employees feel psychologically safe, their self-esteem and self-worth due to being an employee in their organization increases. This result is in agreement with Yuan et al. (2024), who reported that psychological safety directly impacts OBSE. Additionally, the present results partially in line with the work of Vincent et al. (2022), which found that OBSE moderates the relationship between psychological safety and workplace behavior.

The research presented here also points to a positive association between OBSE and job performance, which implies that employees tend to perform better in environments where they perceive their organizational roles and contributions are accepted and valued. This result contributes to the existing research on the positive outcomes linked to OBSE (e.g., Park, 2021; Wang et al., 2022; Shabeer et al., 2023; Bani-Melhem et al., 2023; Wang et al., 2024). Overall, in environments that foster a sense of worth and respect employees tend to exhibit higher levels of effort, commitment, and engagement, resulting in improved job performance.

Moreover, the present study indicate that psychological safety creates an organizational context to increase job performance via OBSE. Specifically, when employees are psychologically safe, they perceive themselves as worthy and competent, which, in turn, increases their job performance. This process reflects a self-evaluation pathway, where the supportive context influences employees' self-perception, by shaping attitude, which in turn result in improved behavioral outcomes. This dynamic can also be understood through the lens of Charles Cooley's concept of the *looking-glass self* (1902), psychological safety creates a flexible workplace atmosphere where employees feel important and respected, which influences how they perceive others view them. This positive reflection positively impacts their OBSE, leading to a greater sense of value, pride and self-esteem within the organization. Consequently, this increased OBSE motivates employees to engage more fully in their work and to improve their job performance. These results partially align with Yuan et al. (2024), who found that OBSE mediates the positive impact of psychological safety on work engagement. The mediating role of OBSE between other organizational variables and employee behavior and attitudes is also supported by other scholars, such as Ferris et al. (2009), Lee and Peccei (2007), and Wang (2022). Similarly, the current study supports the studies focusing on mediating mechanisms between psychological safety and employee performance, such as job crafting, thriving at work, efficacy, learning behavior, intrapreneurial behavior (Kim et al., 2020; Lee, 2022; Mahmoud et al., 2022). Collectively, these studies in the literature provide evidence that psychological safety serves as not only a key determinant of performance but also an important factor in contributing OBSE and other favourable employee outcomes that may lead to overall job performance.



The current study also identifies self-efficacy as a moderator between OBSE and job performance, extending prior research that has revealed a positive self-efficacy - OBSE link (Chen et al., 2004a; Bowling et al., 2010). In addition, the analysis results are partially consistent with studies indicating a positive association between self-esteem and self-efficacy (Yang et al., 2019; Usán Supervía et al., 2023; Akbari et al., 2024). At this point, it is essential to recognize that self-esteem and OBSE are distinct yet related constructs. Overall, the results suggest that individuals with higher self-efficacy tend to rely on their OBSE more effectively and efficiently to boost their job performance. Specifically, self-efficacy amplifies the positive influences of OBSE on job performance. This result may stem from the fact that self-efficacious employees are more likely to be proactive, to attain challenging goals, and persist despite setbacks and failures. Therefore, when employees believe in their capabilities, it is highly likely that they can better utilize their self-worth and significance stemming from OBSE, hence, leading to improved performance outcomes.

The current study provides initial evidence that self-efficacy strengthens the indirect positive impact of psychological safety on job performance through OBSE. In other words, for highly self-efficacious employees, the positive impact of psychological safety on their job performance via OBSE is relatively stronger. Conversely, employees with lower efficacy may tend to perceive their work environment as less supportive or may not believe in their own competence, and have less self-worth. Ultimately, this may diminish the positive influences of psychological safety on their job performance. This finding is partially in parallel with previous research on role of psychological safety in increasing performance, particularly through mediating variables such as teams's efficacy (Kim et al., 2020) and on the link between psychological safety and self-efficacy (Byeon et al., 2022). Furthermore, the current research supports findings of studies on positive association between self-efficacy and performance (Stajkovic and Luthans, 1998a; Hardy III, 2014; Tims et al., 2014; Hadi, 2023). However, the current research contradicts with those reporting negative correlation between self-efficacy and performance (Vancouver et al., 2002; Vancouver and Kendall, 2006). Additionally, our findings align with various studies that have identified self-efficacy as a moderator (Brown et al., 2001; Prati et al., 2010; Chen et al., 2016; Hans and Gupta, 2018; Ng and Lovibond, 2020; Wibawa and Takahashi, 2021; Zia et al., 2022; Opolot et al., 2024). The current study, by underscoring the the role of self-efficacy in a moderated mediation model, study indicates that employees with high self-efficacy are likely to be aware of the benefits of psychological safety, translating these benefits into enhanced job performance through OBSE. On the other hand, employees with lower self-efficacy may struggle to utilize the supportive environment created by psychological safety, leading to a decreased capacity to improve their job performance via OBSE.

Lastly, this study advances theoretical understanding by examining how psychological safety, OBSE, and self-efficacy interact to influence job performance. By drawing on social cognitive theory and the JD-R model, this research constructs an integrated framework that explains how environmental conditions, attitudes, and beliefs converge to shape employee outcomes. By incorporating self-efficacy as a moderating factor, this study suggests that the extent to which





OBSE influences performance depends on an employee's confidence in their own abilities. This approach provides a more detailed understanding of self-efficacy's role, addressing inconsistencies in prior findings that have shown both self-efficacy's positive and negative effects on performance (Hardy III, 2014; Vancouver et al., 2002).

## 5.2. Practical Contributions

The study's results offer practical insights for organizations aiming to improve employee performance through psychologically safer working conditions. The positive link between psychological safety and OBSE highlights the importance of fostering a flexible, trusting, and encouraging work environment. To achieve this, leaders must model open, transparent communication and demonstrate integrity by acknowledging their own mistakes, setting the tone for psychological safety at all levels. Hence, organizations should design their structure and culture to provide employees with participation opportunities, create open communication channels, encourage feedback, and reduce fear of negative judgment. Establishing regular feedback mechanisms, such as anonymous surveys and open forums, can help managers gauge the workplace climate and address concerns proactively. These efforts will not only cause employees to positively evaluate their efforts and commitment, but also lead to increased job performance. Additionally, organizations can further increase OBSE by paying more attention to the recognition of employee contributions by implementing fair and transparent performance appraisals or recognition programs. Organizations should also allocate resources to training, skill development, and mentorship programs to increase employees' self-efficacy levels.

## 5.3. Limitations and Directions for Future Research

There are some potential limitations concerning the results of this study. One key limitation is that AVE and VIF values of certain scales used in the research are quite close to the threshold. These near-threshold values suggest potential issues with their validity and reliability. As a result, careful consideration is needed when interpreting the results, since these limitations may impact the precision of the results. For future research, addressing these limitations is recommended to strengthen the validity of the findings. Researchers should consider utilizing alternative measurement instruments with higher AVE values to better capture the constructs studied in this research.

Another key limitation is the reliance on a cross-sectional design for data collection, which creates a limitation for causal relationships between the variables. Although the study identified significant relationships between the variables examined, the study's cross-sectional methodology means that the direction of these relationships cannot be conclusively determined. The interactions between variables may be bidirectional, and the current research design does not allow for a clear verification of causality. To address this limitation, future research could adopt longitudinal or experimental designs to better establish the causal pathways between these constructs.



In addition to addressing measurement and design limitations, future studies could employ larger and more diverse samples for higher generalizability. The current study was conducted within a single industrial setting, which may limit the applicability of results to other organizational contexts, industries, or cultural environments. Expanding the sample to include different sectors (e.g., healthcare, education, technology) and geographic regions would allow for the examination of whether these relationships hold across various organizational environments. Cross-cultural studies could also provide valuable insights into how cultural norms and values influence the interaction among psychological safety, OBSE, and self-efficacy. For instance, in collectivist cultures, where collective unity is prioritized, the role of psychological safety or OBSE may differ compared to individualist cultures that emphasize individual success and autonomy.

Moreover, future research could explore additional moderators and mediators to gain a more detailed understanding of the complex relationship between the variables examined in this research. Variables such as organizational culture, leadership styles, and team characteristics could influence these relationships. For example, transformational leadership might amplify the effects of psychological safety by fostering a more open and trusting environment, while authoritarian leadership might suppress these effects. Similarly, the quality of leader-member exchange relationships could serve as a mediator, where high-quality relationships transmit the positive impact of psychological safety onto OBSE and performance. Investigating these variables could uncover boundary conditions that clarify when and for whom psychological safety and OBSE are most effective in driving performance.

## 6. CONCLUSION

This study highlights the significant role of psychological safety, OBSE, and self-efficacy in improving job performance. Based on the results, employees who feel psychologically safe are more likely to perceive themselves as valued members of the organization, which leads to greater sense of OBSE and drives better performance. Furthermore, individuals with higher self-efficacy are more likely to rely on OBSE to achieve favourable job outcomes, demonstrating that personal variables amplify the benefits of a supportive work environment. By integrating social cognitive theory and the JD-R model, this research offers a comprehensive understanding of how context, attitude, and motivation interact to influence performance.

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