

THE INFLUENCE OF PSYCHOLOGICAL WORK ENVIRONMENT AND SOCIAL SUPPORT ON EMPLOYEES' PSYCHOLOGICAL SAFETY

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Abstract. *This study aims to analyze the influence of the psychological work environment and social support on employees' psychological safety. Psychological safety refers to a condition where employees feel safe to express ideas, opinions, and mistakes without fear of negative consequences. In many organizations, employees still hesitate to speak up due to workplace pressure, fear of negative evaluation, and lack of interpersonal trust and support. This condition may hinder effective communication, reduce employee engagement, and limit organizational innovation. This study employ a quantitative approach. Data were collected through surveys distributed to approximately 100 employees from various organizational sectors in Tangerang Selatan, selected via purposive sampling. Prior to analysis, instrument validity and reliability will be tested. Data will be analyzed using multiple linear regression to examine the influence of psychological work environment and social support on psychological safety. Drawing on Edmondson's (1999) psychological safety framework and social support theory, it is hypothesized that: (1) a positive psychological work environment characterized by openness, trust, and mutual respect will significantly influence employees' psychological safety; and (2) strong social support from supervisors and colleagues will significantly influence employees' psychological safety. These findings are expected to provide actionable insights for organizations aiming to foster inclusive and high-performing work cultures.*

Keywords: *Employee; Psychological Safety; Psychological Work Environment; Social Support; Workplace*

I. INTRODUCTION

1.1 Background

In the era of global competition and increasingly dynamic work environments, organizations are required to create workplaces that not only support performance but also pay attention to employees' psychological aspects. One important concept that has gained increasing attention is psychological safety. This concept refers to a condition in which employees feel safe to express their opinions, voice ideas, and take interpersonal risks without fear of negative consequences.

According to Amy Edmondson (1999), psychological safety is an important factor in enhancing team learning, open communication, and innovation in the workplace. Employees who feel psychologically safe tend to participate more actively and contribute to the organization.

However, in practice, not all organizations are able to create such conditions. Many employees still feel reluctant to express their opinions due to fear of criticism, blame, or negative consequences. This indicates that psychological safety has not been fully realized in many workplaces.

One factor that is assumed to influence psychological safety is the psychological work environment. A supportive, open, and conducive work environment can encourage employees to feel comfortable in interacting. In addition, social support from supervisors and coworkers also plays an important role in shaping psychological safety. The theory proposed by William A. Kahn states that individuals' psychological conditions at work are strongly influenced by a supportive work environment. Meanwhile, the concept of social support developed by Robert

Eisenberger emphasizes the importance of employees' perceptions of organizational support in improving well-being and work attitudes. Based on previous studies, most research has examined the influence of work environment and social support on performance, job satisfaction, or employee well-being. However, studies that specifically integrate the variables of psychological work environment and social support simultaneously toward employees' psychological safety remain very limited, particularly in the context of organizations in Indonesia. Dong et al. (2024), in their bibliometric review, affirm that a significant conceptual gap still exists in understanding the substantive impact of psychological safety on organizations, particularly in studies that combine multiple antecedents within a single research model.

Furthermore, the majority of existing research tends to focus on high-risk sectors such as healthcare and public safety (Ip et al., 2025), while the general organizational context — especially in developing countries — remains underrepresented in the literature. Fenner et al. (2025) also highlight that the mechanism of social support as an antecedent of psychological safety has not been sufficiently explored, particularly in collectivist work environments. In the specific context of Indonesia, Wiliam et al. (2025) identify that research on psychological safety still faces critical gaps, including the scarcity of studies that integrate local values and the unique characteristics of Indonesian organizations.

Moreover, Newman et al. (2023) emphasize the need for further empirical research to better understand how psychological safety develops and influences employees' work outcomes across various organizational levels. Based on these gaps, this study is important to analyze the influence of the psychological work environment and social support on employees' psychological safety, particularly within the organizational context of Tangerang Selatan, Indonesia.

1.1 Research Questions

Based on the background above, the research questions are as follows:

1. Does the psychological work environment influence employees' psychological safety?
2. Does social support influence employees' psychological safety?
3. Do the psychological work environment and social support simultaneously influence employees' psychological safety?

1.2 Research Objectives

The objectives of this study are:

- 1.2.1 To determine the effect of the psychological work environment on employees' psychological safety.
- 1.2.2 To determine the effect of social support on employees' psychological safety
- 1.2.3 To determine the simultaneous effect of the psychological work environment and social support on employees' psychological safety.

1.3 Significance of the Study

1.3.1 Theoretical Significance

This study is expected to contribute to the development of human resource management knowledge, particularly related to psychological safety.

1.3.2 Practical Significance

This study is expected to serve as a reference for organizations in creating a supportive and psychologically safe work environment.

2. LITERATURE REVIEW

1.3.2.1 Theoretical Framework

1.3.2.1.1 Psychological Safety

Psychological safety is a condition in which individuals feel safe to take interpersonal risks

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without fear of negative consequences to self-image, status, or career. According to Amy Edmondson, psychological safety enables employees to actively participate, express ideas, and learn from mistakes. Indicators of psychological safety include:

- 1.3.2.1.1.1 Feeling safe to express opinions*
- 1.3.2.1.1.2 Not being afraid to make mistakes*
- 1.3.2.1.1.3 Trust among team members*
- 1.3.2.1.1.4 Open communication*

1.3.2.1.2 Psychological Work Environment

The psychological work environment refers to workplace conditions that influence employees' feelings, perceptions, and psychological comfort at work. According to William A. Kahn, a supportive work environment enhances employee engagement and comfort. Indicators of the psychological work environment include:

- 1.3.2.1.2.1 Comfortable work atmosphere*
- 1.3.2.1.2.2 Harmonious working relationships*
- 1.3.2.1.2.3 Open communication*
- 1.3.2.1.2.4 Support from supervisors*

1.3.2.1.3 Social Support

Social support refers to assistance or attention received by individuals from their social environment, including supervisors, coworkers, and the organization. According to Robert Eisenberger, social support can improve employee well-being and commitment. Indicators of social support include:

- 1.3.2.1.3.1 Emotional support*
- 1.3.2.1.3.2 Instrumental support*
- 1.3.2.1.3.3 Informational support*
- 1.3.2.1.3.4 Appraisal support*

1.3.2.2 Previous Studies

Previous studies indicate that psychological safety plays an important role in improving employee performance, creativity, and engagement. In addition, the work environment and social support have been shown to influence various aspects of work behavior. However, there are still limitations in studies that integrate these three variables into a single research model, particularly in the context of employees in Indonesia.

1.3.2.3 Conceptual Framework

Based on the theories and previous studies, the conceptual framework can be described as follows: Psychological work environment → influences psychological safety Social support → influences psychological safety. Thus, the research model is:

- X1 (Psychological Work Environment)
- X2 (Social Support)
- Y (Psychological Safety)

1.3.2.4 Research Hypotheses

The hypotheses in this study are:

- H1: The psychological work environment has a positive effect on employees' psychological safety*
- H2: Social support has a positive effect on employees' psychological safety*
- H3: The psychological work environment and social support simultaneously have a positive effect on employees' psychological safety*

3. RESEARCH METHODS

3.1 Research Design

This study uses a quantitative research approach with a survey method. The quantitative approach is chosen because this research aims to analyze the relationship and influence between variables, namely psychological work environment, social support, and psychological safety. Data is collected through structured questionnaires distributed to respondents.

3.2 Population and Sample

The population of this study consists of employees working in various organizations. The sample used in this study is 100 employees, selected using a convenience sampling technique, where respondents are chosen based on their availability and willingness to participate.

3.3 Data Collection Method

The data used in this study is primary data collected through a questionnaire. The questionnaire is distributed directly to 100 employees and consists of statements related to:

- Psychological Work Environment
- Social Support
- Psychological Safety

Each statement is measured using a Likert scale (1–5):

- 1 = Strongly Disagree
- 2 = Disagree
- 3 = Neutral
- 4 = Agree
- 5 = Strongly Agree

3.4 Research Variables

This study consists of two independent variables and one dependent variable: Independent Variables (X):

X1 = Psychological Work Environment

X2 = Social Support

Dependent Variable (Y):

Y = Psychological Safety

3.5 Operational Definition of Variables

a). Psychological Work Environment (X1)

Refers to employees' perceptions of workplace conditions that affect their psychological comfort, including workload, organizational policies, and work atmosphere.

b). Social Support (X2)

Refers to support received by employees from supervisors and coworkers, including emotional, informational, and practical support.

c). Psychological Safety (Y)

Refers to employees' perception of feeling safe to express ideas, ask questions, and make mistakes without fear of negative consequences.

3.6 Data Analysis Technique

The data in this study are analyzed using multiple linear regression analysis to determine the effect of independent variables on the dependent variable. The analysis is conducted using Statistical Package for the Social Sciences (SPSS).

Multiple linear regression is used to examine how Psychological Work Environment

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(X1) and Social Support (X2) influence Psychological Safety (Y). The regression model in this study is formulated as follows:

Where:

Y = Psychological Safety

X1 = Psychological Work Environment

X2 = Social Support

a = Constant

b1, b2 = Regression coefficients

e = Error term

3.7 Validity and Reliability Test

To ensure the quality of the research instrument, validity and reliability tests are conducted using SPSS. Validity Test is used to measure whether the questionnaire items are valid. The test is conducted using Pearson correlation.

The criteria are:

If $r\text{-count} > r\text{-table}$, the item is valid If Sig.

< 0.05 , the item is valid

3.8 Hypothesis Testing

Hypothesis testing is conducted using:

t-test → to test the partial effect of each independent variable

F-test → to test the simultaneous effect of independent variables

Coefficient of Determination (R^2) → to measure how much influence the independent variables have on the dependent variable.

4. RESULTS AND DISCUSSION

4.1 Respondent t Characteristics

Table 1. Respondent Characteristics by Gender

Gender					
Frequency			Percent	Valid Percent	Cumulative Percent
Valid	Male	46	46.0	46.0	46.0
	Female	54	54.0	54.0	100.0
	Total	100	100.0	100.0	

Based on Table 1 above, the characteristics of respondents by gender show that out of 100 respondents, there are 46 males (46.0%) and 54 females (54.0%).

Table 2. Respondent Characteristics Based on Length of Employment Length of Employment

Frequency			Percent	Valid Percent	Cumulative Percent
Valid	< 1 Year	47	47.0	47.0	47.0
	3 - 7 Year	51	51.0	51.0	98.0
	> 10 Year	2	2.0	2.0	100.0
	Total	100	100.0	100.0	

Based on Table 2 above, it shows that the characteristics of respondents based on length of employment indicate that out of 100 respondents, 47 respondents have worked for less than 1

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year (47.0%), 51 respondents have worked for 3–7 years (51.0%), and 2 respondents have worked for more than 10 years (2.0%).

4.2 Validity Test

The validity test is used to determine the extent to which a measurement instrument can accurately capture the concept of the phenomenon being measured. Construct validity is obtained by calculating the correlation between each item and the total score, referring to the corrected item-total correlation value in the SPSS 27 program. In this study, the sample size is 100 respondents, so the degree of freedom (df) is calculated as $100 - 2 = 98$. The r-table value for $df = 98$ is 0.196.

Table 3. Summary of Validity Test Results

Variabel	R value	R table	Significance	Description
Psychological Work Environment (X1)				
X1.1	0,767	0,196	0,000	Valid
X1.2	0,746	0,196	0,000	Valid
X1.3	0,844	0,196	0,000	Valid
X1.4	0,817	0,196	0,000	Valid
X1.5	0,786	0,196	0,000	Valid
X1.6	0,755	0,196	0,000	Valid
Social Support (X2)				
X2.1	0,744	0,196	0,000	Valid
X2.2	0,780	0,196	0,000	Valid
X2.3	0,808	0,196	0,000	Valid
X2.4	0,790	0,196	0,000	Valid
X2.5	0,776	0,196	0,000	Valid
X2.6	0,637	0,196	0,000	Valid
Psychological Safety (Y)				
Y1	0,850	0,196	0,000	Valid
Y2	0,888	0,196	0,000	Valid
Y3	0,897	0,196	0,000	Valid
Y4	0,829	0,196	0,000	Valid
Y5	0,868	0,196	0,000	Valid
Y6	0,832	0,196	0,000	Valid

Based on Table 3 above, it shows that each item for the variables Psychological Work Environment, Social Support, and Psychological Safety has an r-value (Pearson correlation) greater than the r-table value of 0.196. Therefore, it can be concluded that the variables Psychological Work Environment, Social Support, and Psychological Safety are valid.

4.2.1 Uji Reliabilitas

Table 4. Reliability Test Results

Variable	Cronbach's Alpha	Standard Cronbach's Alpha	Description
Psychological Work Environment (X1)	0,876	0,60	Reliabel

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Social Support (X2)	0,846	0,60	<i>Reliabel</i>
Psychological Safety (X3)	0,929	0,60	<i>Reliabel</i>

Based on Table 4 above, the reliability test results show that all variables have values greater than the standard Cronbach's Alpha of 0.60. Therefore, it can be concluded that all questionnaire items are reliable.

4.3 Classical Assumption Tests

a. Kolmogorov-Smirnov Normality Test

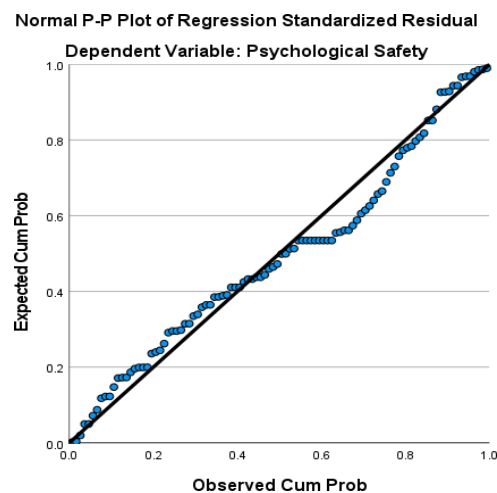


Figure 1. Normality Test Results Using the Normal P–P Plot

Based on Figure 1 above, the Normal Probability Plot shows that the data points are randomly distributed around the diagonal line and follow its pattern. This indicates that the data used in this study are normally distributed. A good regression model is one that is normally distributed or close to normal. The normality test is designed to determine whether the residuals under study are normally distributed. The method used to test normality is the Kolmogorov-Smirnov test. If the significance value of the Kolmogorov-Smirnov test is > 0.05 , then the data are normally distributed; otherwise, they are not normally distributed.

Table 5. Kolmogorov-Smirnov Normality Test Results

One-Sample Kolmogorov-Smirnov Test

Unstandardized Residual

N		100
Normal Parameters ^{a,b}	Mean	.0000000
	Std. Deviation	3.85643960
Most Extreme Differences	Absolute	.108
	Positive	.108

Negative	-.059
Test Statistic	.108
Asymp. Sig. (2-tailed) ^c	.206

In Table 5, the Kolmogorov-Smirnov value is 0.108 with a significance value of 0.206. The residual data are normally distributed if the significance value is greater than $\alpha = 0.05$. Based on the test results, the significance value of 0.206 is greater than 0.05; therefore, it can be concluded that the residual data in this study are normally distributed.

b. Multicollinearity Test

Table 6. Multicollinearity Test Results

Coefficients^a

Model	Collinearity Statistics	
	Tolerance	VIF
1 (Constant)		
Psychological Work Environment	.648	1.543
Social Support	.648	1.543

a. Dependent Variable: Psychological Safety

Based on Table 6 above, the results of the multicollinearity test can be concluded as follows: the tolerance value for the Psychological Work Environment variable is $0.648 > 0.1$ and the VIF value is 1.543. The tolerance value for the Social Support variable is $0.648 > 0.1$ and the VIF value is 1.534. Therefore, it can be concluded that all variables have tolerance values > 0.1 and VIF values within acceptable limits, indicating that no multicollinearity occurs.

c. Heteroscedasticity Test

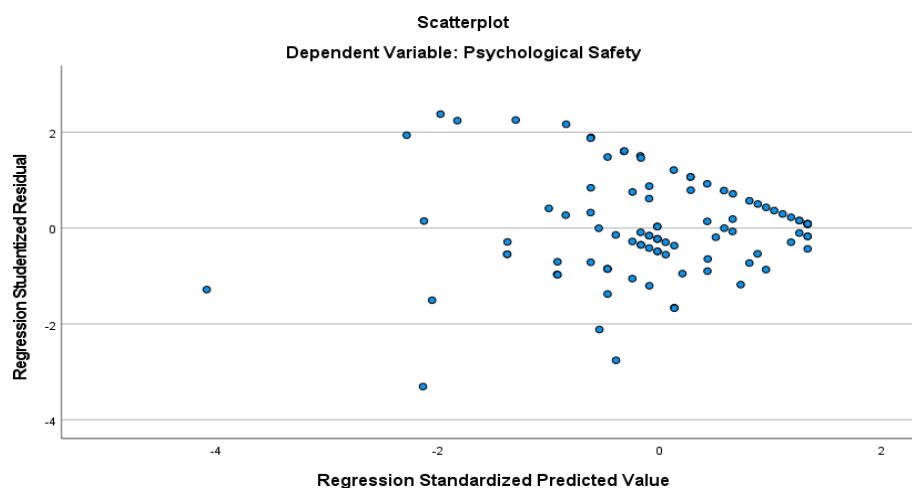


Figure 2. Heteroscedasticity Test Results (Scatterplot Graph)

Based on Figure 2 above, there is no clear pattern and the data points are scattered above and below zero on the Y-axis. Therefore, it can be concluded that there is no heteroscedasticity in this study.

4.4 Multiple Linear Regression Analysis

Table 7. Multiple Linear Regression Analysis Results

Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients Beta	t	Sig.
	B	Std. Error			
1 (Constant)	5.743	2.169		2.648	.009
Psychological Work Environment	.264	.089	.277	2.981	.004
Social Support	.533	.105	.473	5.087	.000

a. Dependent Variable: Psychological Safety

The multiple linear regression equation can be explained as follows:

$$Y = a + b_1X_1 + b_2X_2 + e$$

$$Y = 5.743 + 0.264X_1 + 0.533X_2 + e$$

- The constant value of 5.743 indicates that if the independent variables remain constant, the value of Psychological Safety is 5.743.
- The regression coefficient of the Psychological Work Environment variable is 0.264, meaning that if other independent variables remain constant and Psychological Work Environment increases by one unit, Psychological Safety will increase by 0.264.
- The regression coefficient of the Social Support variable is 0.533, meaning that if other independent variables remain constant and Social Support increases by one unit, Psychological Safety will increase by 0.533.

4.5. Uji Hipotesis

a. Coefficient of Determination Test (R^2)

Table 8. Coefficient of Determination (R^2) Test Results

Model Summary^b

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.675 ^a	.456	.445	3.896

a. Predictors: (Constant), Social Support, Psychological Work Environment

b. Dependent Variable: Psychological Safety

Based on Table 8, the results of the coefficient of determination test show that the R-square value in the regression model is 0.456. This indicates that the independent variables used in this study explain 45.6% of the variation in Psychological Safety, while the remaining 54.4% is influenced by other factors not included in this regression model.

c. *Partial Test (T)*

Table 9. Partial Test (t-test) Results

Model	Coefficients ^a		Standardized Coefficients Beta	t	Sig.
	Unstandardized Coefficients	Std. Error			
1 (Constant)	5.743	2.169		2.648	.009
Psychological Work Environment	.264	.089	.277	2.981	.004
Social Support	.533	.105	.473	5.087	.000

a. Dependent Variable: Psychological Safety

Based on Table 9 above, the results of the partial test (t-test) are as follows:

To determine the t-table value, the probability method with the degree of freedom (df) is used, where the probability is 0.05 and the df value is calculated using $n - k$, where n is the number of observations and k is the total number of variables.

Thus, the df value is $100 - 3 = 97$. The calculation of the t-table is as follows: t-table = (probability; degree of freedom)

t-table = (0.05; 97)

t-table = 1.660

1. From the t-table value of 1.660 and the t-count value of the Psychological Work Environment variable, it is found that $t\text{-count} > t\text{-table}$ ($2.981 > 1.660$). Therefore, the hypothesis is accepted, indicating that the Psychological Work Environment variable has a positive and significant effect on Psychological Safety. The significance value of $0.004 < 0.05$ also shows that Psychological Work Environment has a positive and significant effect on Psychological Safety.
2. From the t-count value of the Social Support variable, it is found that $t\text{-count} > t\text{-table}$ ($5.087 > 1.660$). Therefore, the hypothesis is accepted, indicating that Social Support has a positive and significant effect on Psychological Safety. The significance value of $0.000 < 0.05$ also shows that Social Support has a positive and significant effect on Psychological Safety.

Table 10. Simultaneous Test (F-test) Results

ANOVA ^a					
Model	Sum of Squares	df	Mean Square	F	Sig.
1 Regression	1235.299	2	617.650	40.692	.000
Residual	1472.341	97	15.179		b
Total	2707.640	99			

a. Dependent Variable: Psychological Safety

b. Predictors: (Constant), Social Support, Psychological Work Environment

Based on Table 10 above, it shows that at a 5% significance level (0.05) with degrees of freedom $df_1 = 2$ and $df_2 = 97$, the F-table value is obtained as 3.09. Therefore, the F-table value is 3.09, and since the F-count is greater than the F-table value ($40.692 > 3.09$), the hypothesis is

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accepted. This indicates that Psychological Work Environment and Social Support have an effect on Psychological Safety. The significance value of $0.000 < 0.05$ also indicates that Psychological Work Environment and Social Support simultaneously have a positive and significant effect on Psychological Safety.

4.5 Discussion

The results of this study show that Psychological Work Environment and Social Support have a positive and significant effect on Psychological Safety. This means that employees who work in a supportive environment and receive good social support tend to feel safer in expressing opinions, sharing ideas, and communicating openly.

The Psychological Work Environment variable has a positive effect on Psychological Safety, as shown by the t-count value of 2.981 and significance value of 0.004. This finding indicates that a comfortable work atmosphere, open communication, and good relationships in the workplace can improve employees' psychological safety.

Social Support also has a positive and significant effect on Psychological Safety, with a t-count value of 5.087 and significance value of 0.000. Employees who receive support from supervisors and coworkers feel more confident and comfortable in the workplace.

Simultaneously, Psychological Work Environment and Social Support significantly influence Psychological Safety. The R-square value of 0.456 indicates that both variables explain 45.6% of the variation in Psychological Safety, while the remaining 54.4% is influenced by other factors.

Overall, the findings indicate that organizations need to create a supportive work environment and strengthen social support in order to improve employees' psychological safety.

CONCLUSION

Based on the results of this study, it can be concluded that the Psychological Work Environment and Social Support have a positive and significant influence on Employees' Psychological Safety. The findings indicate that a supportive psychological work environment, characterized by open communication, harmonious relationships, and support from supervisors, can increase employees' sense of safety in expressing ideas, opinions, and concerns in the workplace.

Furthermore, Social Support was found to have a stronger influence on Psychological Safety compared to the Psychological Work Environment. This means that emotional, informational, and practical support from supervisors and coworkers plays an important role in creating a workplace atmosphere where employees feel valued, trusted, and comfortable in taking interpersonal risks without fear of negative consequences.

The results of the partial test (t-test) show that both independent variables individually have a positive and significant effect on Psychological Safety. In addition, the simultaneous test (F-test) confirms that Psychological Work Environment and Social Support together significantly influence Employees' Psychological Safety. The coefficient of determination (R^2) value of 45.6% indicates that these two variables contribute substantially to Psychological Safety, while the remaining 54.4% is influenced by other factors outside this study.

Therefore, organizations are encouraged to create a more supportive psychological work environment and strengthen social support among employees and supervisors in order to improve Psychological Safety, employee engagement, communication, and organizational effectiveness.

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