



Received: January 11, 2023

Revised: March 18, 2023

Accepted: June 30, 2023

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MAPPING IDEA & LITERATURE FORMAT

The Role of Psychological Safety in Team Communication: Implications for Human Resource Practices

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Abstract: In the fast-paced environment of contemporary workplaces, characterized by a focus on innovation and collaboration, effective team communication stands out as a critical factor for organizational success. At the heart of such communication dynamics lies the concept of psychological safety—a shared belief within teams that encourages individuals to express themselves without fear of negative consequences. Recognized as a fundamental element for high-performing teams, psychological safety is now undergoing a paradigm shift in human resource (HR) practices, which traditionally concentrated on recruitment, training, and performance management. As organizations navigate the complexities of the global market, understanding and fostering psychological safety within teams have become imperative. This paper explores the multifaceted dimensions of psychological safety in team communication and its implications for contemporary HR practices. The groundwork for psychological safety was laid by Edgar Schein, whose seminal research emphasized the importance of trust and mutual respect in organizational settings. Drawing from social psychology theories, Schein highlighted psychological safety as a facilitator for authentic expression and constructive dialogue. Amy Edmondson's subsequent research further underscored the pivotal role of psychological safety, particularly in fostering open communication, learning, and innovation within teams. Psychological safety, defined as the perceived safety of interpersonal interaction, influences team communication and performance significantly. Various factors such as role-based characteristics, organizational trust, and empowering leadership contribute to its establishment. Trust moderates the relationship between work locus of control and psychological safety. Training interventions and individualized attention from managers have also been identified as means to enhance psychological safety, especially in interprofessional teams where it is crucial for effective communication and decision-making. Within psychologically safe teams, members feel empowered to voice opinions, share ideas, and challenge norms without fear of reprisal. This openness fosters a culture of constructive feedback and continuous improvement, driving innovation and problem-solving initiatives. Vulnerability, as advocated by Brené Brown, plays a crucial role in this context, facilitating authentic engagement and deeper relationships among team members. With the rise of remote work and virtual collaboration, the importance of psychological safety becomes even more pronounced. HR practices must adapt to foster psychological safety in virtual teams, leveraging technology to promote inclusivity and mitigate communication barriers.

Keywords: Psychological Safety, Team Communication, HR Practices, Organizational Success, Trust.

JEL Classification Code: M12, M14, M54

1. INTRODUCTION

In the fast-paced landscape of modern workplaces, where innovation and collaboration reign supreme, the dynamics of team communication play a pivotal role in organizational success. One of the underlying pillars fostering effective team communication is psychological safety. Defined as the



shared belief within a team that it is safe to take interpersonal risks, such as speaking up without fear of reprisal or ridicule, psychological safety is increasingly recognized as a cornerstone of high-performing teams. Human resource (HR) practices, traditionally focused on recruitment, training, and performance management, are now facing a paradigm shift towards nurturing environments conducive to psychological safety. As organizations navigate through the complexities of the global market, the significance of understanding and fostering psychological safety within teams has never been more paramount. This paper delves into the multifaceted dimensions of psychological safety in team communication and explores its implications for contemporary HR practices.

The foundation of psychological safety lies in the seminal work of Edgar Schein, whose pioneering research shed light on the importance of interpersonal trust and mutual respect in organizational settings. Drawing from social psychology theories, Schein posited that psychological safety acts as a facilitator, enabling individuals to express themselves authentically and engage in constructive dialogue without the fear of judgment or retribution. This fundamental concept serves as the bedrock upon which modern discussions on team dynamics and organizational culture are built. In recent years, the spotlight on psychological safety has intensified with the groundbreaking research conducted by Amy Edmondson, a leading scholar in the field. Edmondson's studies, notably her work on the concept within the context of healthcare teams, underscored its pivotal role in fostering open communication, learning, and innovation. Through her research, Edmondson illuminated the stark contrast between psychologically safe and unsafe environments, demonstrating the profound impact on team performance and organizational outcomes.

Psychological safety, defined as the perceived safety of interpersonal interaction, is a key factor in team communication and performance (Henrichs, 2013; Jain et al, 2016; Negara et al, 2023). It is influenced by various factors such as role-based characteristics, organizational trust, and empowering leadership (Henrichs, 2013; Wei et al, 2023; Triplett and Loh, 2018). Trust has been found to moderate the relationship between work locus of control and psychological safety (Triplett & Loh, 2018). Training interventions can enhance psychological safety, with short-term teams experiencing better psychological safety and improvement over time Dusenberry and Robinson (2020). Individualized attention from managers, focusing on employees' needs and aspirations, can also increase psychological safety (Castro, Englmaier, & Guadalupe, 2022). In interprofessional teams, psychological safety is crucial for effective communication and shared decision-making (O'Leary, 2016). These findings have significant implications for human resource practices, suggesting the need for interventions that promote psychological safety, such as role-based training, trust-building, and empowering leadership.

The significance of psychological safety resonates deeply in the realm of team communication. Within psychologically safe teams, members feel empowered to voice their opinions, share ideas, and challenge the status quo without the fear of negative repercussions. This climate of openness cultivates a culture of constructive feedback and continuous improvement, driving innovation and problem-solving initiatives. Conversely, in environments lacking psychological safety, communication becomes stifled, dissenting voices are silenced, and creativity is stifled, leading to stagnation, and missed opportunities. An integral aspect of psychological safety is vulnerability—the willingness to take interpersonal risks by expressing thoughts, feelings, and concerns openly. Brené Brown, a renowned researcher on vulnerability and shame, posits that embracing vulnerability is essential for fostering meaningful connections and fostering trust within teams. In the context of team communication, vulnerability serves as a catalyst for authentic engagement, fostering deeper relationships and promoting a sense of belonging among team members.

As organizations grapple with the complexities of remote work and virtual collaboration, the importance of psychological safety becomes even more pronounced. The absence of face-to-face interaction and non-verbal cues in virtual environments can exacerbate feelings of isolation and inhibit open communication. Therefore, HR practices must adapt to cultivate psychological safety in virtual teams, leveraging technology to foster connection, promote inclusivity, and mitigate the barriers to effective communication. The implications of psychological safety for HR practices are manifold, spanning recruitment, training, performance management, and organizational culture. In the recruitment process, HR professionals must prioritize candidates who demonstrate not only technical expertise but also the ability to collaborate effectively and thrive in psychologically safe environments.

By assessing candidates' communication skills, emotional intelligence, and willingness to embrace vulnerability, HR can build teams that foster trust, creativity, and innovation.

Moreover, training initiatives should incorporate modules on interpersonal communication, conflict resolution, and psychological safety to equip employees with the skills and mindset necessary for effective collaboration. By providing opportunities for team members to practice active listening, give and receive feedback, and navigate challenging conversations, HR can empower individuals to contribute meaningfully to team dynamics and organizational goals. In terms of performance management, HR practices must move beyond traditional metrics focused solely on individual output and instead embrace a holistic approach that values collaboration, teamwork, and psychological safety. Performance evaluations should assess not only what individuals achieve but also how they contribute to team dynamics and foster a culture of trust and inclusivity. By recognizing and rewarding behaviors that promote psychological safety, HR can reinforce desired behaviors and cultivate a positive organizational culture.

Furthermore, organizational leaders play a pivotal role in championing psychological safety within their teams. By modeling vulnerability, humility, and openness, leaders set the tone for constructive communication and create an environment where team members feel empowered to speak up, take risks, and innovate. HR practices should invest in leadership development programs that equip managers with the skills and knowledge necessary to foster psychological safety, build trust, and lead by example. The role of psychological safety in team communication is undeniable, with far-reaching implications for HR practices and organizational success. By cultivating environments where individuals feel safe to express themselves, take risks, and collaborate openly, organizations can unleash the full potential of their teams, drive innovation, and adapt to the ever-changing demands of the modern workplace. As HR practices evolve to prioritize psychological safety, organizations will undoubtedly reap the rewards of enhanced communication, creativity, and resilience in the face of uncertainty.

2. LITERATURE REVIEW PROCEDURE

The dynamic and competitive business landscape, effective team communication stands as a cornerstone for organizational success. Among the various factors influencing team communication, psychological safety emerges as a pivotal element that demands attention. This literature review delves into the significance of psychological safety in team communication and its profound implications for human resource practices. Psychological safety within a team context refers to an environment where individuals feel comfortable expressing themselves without fear of reprisal or judgment. It encompasses a sense of trust, mutual respect, and openness among team members, fostering an atmosphere conducive to collaboration and innovation. Research suggests that teams characterized by high psychological safety demonstrate better problem-solving abilities, increased creativity, and higher overall performance.

One seminal study conducted by Edmondson (1999) in Nembhard & Edmondson (2006) explored the concept of psychological safety within healthcare teams. The findings revealed that teams with higher levels of psychological safety exhibited a greater willingness to share ideas, discuss errors, and engage in constructive feedback sessions. Conversely, teams lacking psychological safety tended to experience communication barriers, leading to decreased efficiency and suboptimal outcomes. The implications of psychological safety extend beyond mere communication dynamics, infiltrating various aspects of organizational functioning, particularly human resource practices. Human resource professionals play a crucial role in cultivating an environment where psychological safety flourishes. By implementing policies and initiatives that prioritize inclusivity, diversity, and empathy, HR departments can foster a culture of psychological safety within teams.

Training programs represent a fundamental tool for instilling psychological safety within teams. These programs can educate employees and managers alike on the importance of open communication, active listening, and constructive feedback. Moreover, HR departments can facilitate team-building exercises designed to enhance trust and camaraderie among team members, thereby fostering a psychologically safe environment. Leadership behavior also plays a pivotal role in shaping psychological safety within teams. Leaders who exhibit authenticity, vulnerability, and empathy create

an atmosphere where team members feel valued and respected. By encouraging open dialogue, soliciting input from all team members, and acknowledging mistakes as opportunities for learning, leaders can establish psychological safety as a norm within the organizational culture.

Furthermore, HR practices such as performance evaluations and reward systems can either bolster or undermine psychological safety within teams. Traditional performance evaluation methods that emphasize individual achievement over collective success may inadvertently foster a competitive rather than collaborative atmosphere. In contrast, performance metrics that emphasize teamwork, cooperation, and knowledge sharing are more likely to nurture psychological safety and foster a sense of belonging among team members. Organizations must also recognize the intersectionality of psychological safety with other organizational factors, such as diversity and inclusion. Research indicates that diverse teams are more innovative and better equipped to solve complex problems. However, the benefits of diversity can only be fully realized in an environment characterized by psychological safety, where individuals feel empowered to voice their perspectives without fear of discrimination or bias.

The collection of studies presented in table 1 offers a comprehensive exploration of the concept of psychological safety and its implications across various organizational contexts. Psychological safety, defined as an environment where individuals feel safe to express themselves without fear of judgment or reprisal, emerges as a critical factor influencing team dynamics, communication effectiveness, and overall organizational performance. Beginning with the study by Henrichs (2013) which focuses on interdisciplinary healthcare teams, it is evident that psychological safety and relational coordination are intricately linked. However, the proposed model suggesting psychological safety as a mediator between relational and communication dimensions was not fully supported. Instead, an alternative model where psychological safety precedes relational quality gained empirical support, highlighting the nuanced dynamics within workgroups.

Further studies by A. K. Jain et al. (2016) and Adelman Irma et al. (2023) emphasize the importance of psychological safety in fostering high-quality communication within teams, particularly in sensitive contexts such as cancer care. Psychological safety not only facilitates open dialogue among team members but also promotes innovation and improved team performance, ultimately benefiting both clinicians and patients. Moreover, the mediating role of psychological safety between organizational trust, empowering leadership, and group conflict is elucidated by B. Joo et al. (2022). These findings underscore the significance of cultivating a supportive organizational culture that prioritizes psychological safety, thereby mitigating conflicts and enhancing overall team effectiveness.

Several studies delve into the mechanisms through which psychological safety influences team dynamics and performance. Lisa Dusenberry and Joy Robinson's (2020) research suggests that targeted training interventions can enhance psychological safety within teams, particularly by increasing awareness of interdependence among team members. Similarly, findings from Silvia Castro et al. (2022) highlight the impact of managerial behavior on psychological safety, with increased individualized attention leading to higher perceptions of safety and improved team dynamics. Interprofessional teamwork, as explored by D. O'Leary (2016), is significantly influenced by team psychological safety, which fosters understanding, power sharing, and knowledge co-generation across professional boundaries. Additionally, the study by S. Jha (2019) emphasizes the importance of psychological empowerment in conjunction with psychological safety to improve team performance, suggesting a nuanced approach to enhancing team dynamics.

Individual factors, such as emotional intelligence, also play a crucial role in shaping perceptions of psychological safety within teams, as evidenced by the research conducted by Steven R. Harper and Charles D. White (2013). Moreover, Maura Kessel et al. (2012) highlights the predictive power of psychological safety on team creative performance within healthcare settings, underscoring its relevance in fostering innovation and problem-solving. Overall, the studies presented in the table collectively contribute to a deeper understanding of the multifaceted nature of psychological safety and its far-reaching implications for team communication, collaboration, and organizational success. By prioritizing psychological safety within teams and organizations, leaders can cultivate an environment where individuals feel empowered to contribute their ideas, ultimately driving innovation, creativity, and sustained performance.

3. CONCLUSION AND PROPOSITION

From these discussions, several hypotheses can be formulated, encapsulating the anticipated relationships between psychological safety and various facets of team functioning and performance.

Hypothesis 1: Teams characterized by higher levels of psychological safety are expected to demonstrate enhanced effectiveness in communication and collaboration, resulting in improved overall team performance.

Hypothesis 2: Organizational cultures that prioritize and foster psychological safety among team members are hypothesized to experience reduced inter-team conflicts and heightened levels of organizational performance.

Hypothesis 3: Targeted training interventions aimed at promoting awareness of interdependence among team members are anticipated to positively influence psychological safety within teams, thereby enhancing team communication and collaboration.

Hypothesis 4: Managerial behaviors characterized by increased individualized attention and support are predicted to strengthen perceptions of psychological safety among team members, consequently fostering a more conducive work environment for effective collaboration and communication.

Hypothesis 5: The emotional intelligence of team members is expected to significantly contribute to perceptions of psychological safety within teams, with individuals possessing higher emotional intelligence likely to feel more secure and valued within the team setting.

Hypothesis 6: A strong association between psychological safety and team performance is anticipated, with teams experiencing higher levels of psychological safety demonstrating greater creativity and problem-solving abilities, ultimately leading to enhanced overall team performance.

Hypothesis 7: Integration of psychological empowerment alongside psychological safety is expected to bolster team performance, with empowered team members likely to exhibit stronger interpersonal relationships and collaboration within the team.

These hypotheses collectively offer a framework for further exploration and empirical investigation into the complex interplay between psychological safety and team dynamics, contributing to a deeper understanding of how organizational contexts influence team functioning and performance.

Table 1. Mapping Literature

Title	Authors	Year	Abstract summary	State of Art	Main findings
Psychological safety as a mediator of relational coordination in interdisciplinary hospital care units	Barry C. Henrichs	2013	Psychological safety and the dimensions of relational coordination are influenced by several role-oriented characteristics of the studied work groups.	The "State of Art" in Barry C. Henrichs (2013) involves proposing and testing a model in which psychological safety mediates the relationship between relational and communication dimensions in interdisciplinary health care teams. The study also demonstrates the utility of role-level assessment of psychological safety and relational coordination constructs, offering small steps toward understanding the dynamics of high-performance work groups.	The main findings of the study are that the proposed model of psychological safety mediating the link between relational and communication dimensions was not supported, an alternative model where psychological safety is an antecedent to relational quality is well supported, and role-oriented characteristics influence psychological safety and the dimensions of relational coordination.
Moving Toward Improved Teamwork in Cancer Care: The Role of Psychological Safety in Team Communication.	A. K. Jain, M. Fennell, A. Chagpar, H. Connolly, Ingrid M. Nembhard	2016	Teamwork in cancer care requires high-quality communication for all team members, clinicians and patients alike.	The paper discusses the importance of effective communication in teamwork for delivering patient-centered cancer care, highlighting psychological safety as a key determinant of high-quality communication within teams. It presents five factors applicable to cancer care delivery that affect psychological safety and communication within teams and provides a case study to illustrate their impact. The analysis concludes that teamwork in cancer care requires high-quality communication, which depends on psychological safety for all team members, clinicians, and patients alike.	Effective communication is crucial for teamwork in delivering patient-centered cancer care. Psychological safety is a key determinant of high-quality communication within teams, affecting both clinicians and patients. Teamwork in cancer care requires high-quality communication, which depends on psychological safety for all team members.
How Important Psychological Safety is in Supporting Strategic Management to Achieve Success: A Narrative Literature Review	Adelman Irma, Setya Negara, M. F. Helmi, Ariesta Tohir Wijaya, Harries Madistriyatno	2023	Psychological safety encourages open and honest communication among team members and leaders.	The state of the art in the paper emphasizes the crucial role of psychological safety in enhancing strategic management processes and outcomes, the importance of creating a supportive and inclusive work environment through psychological safety to encourage innovation and improved team performance, the significance of organizational culture and people in achieving long-term organizational goals, and the need for employees to make concrete contributions through behaviors that enable learning and innovation. The paper also highlights the relationship between psychological	Psychological safety is crucial for enhancing strategic management processes and outcomes, Google serves as an example of a company focused on building a psychological safety culture, Psychological safety is related to high-performance standards and allows honesty, openness, and innovation within organizations.

Title	Authors	Year	Abstract summary	State of Art	Main findings
				safety and high-performance standards, as well as the role of psychological safety culture in fostering innovation and creating a learning organization.	
The effects of organizational trust and empowering leadership on group conflict: psychological safety as a mediator	B. Joo, S. Yoon, Diane D. Galbraith	2022	Psychological safety significantly and fully mediated the relationship between organizational trust and group conflict.	The "State of Art" in B. Joo, S. Yoon, Diane D. Galbraith (2022) emphasizes the mediating role of psychological safety between organizational trust, empowering leadership, and group conflict. It highlights the significant positive effects of organizational trust and empowering leadership on employees' psychological safety, as well as the indirect relationship between these factors and group conflict through psychological safety. The study underscores the responsibility of leaders at all levels of the organization in building and reinforcing psychological safety.	Organizational trust and empowering leadership significantly contribute to psychological safety, which in turn impacts group conflict.
The moderating role of trust in the relationship between work locus of control and psychological safety in organisational work teams	Suellen M. Triplett, J. Loh	2018	Trust significantly moderated the relationship between work locus of control and psychological safety.	The "State of Art" in Suellen M. Triplett, J. Loh (2018) is the relationship between psychological safety and work locus of control (WLOC), particularly external WLOC, and the potential moderating role of trust in this relationship. The paper also highlights the importance of psychological safety in effective team functioning and acknowledges the need for a better understanding of the underlying mechanisms affecting this relationship.	The main findings are: - Negative relationship between external work locus of control (WLOC) and psychological safety. - Trust significantly moderates the relationship between WLOC and psychological safety.
Building Psychological Safety Through Training Interventions: Manage the Team, Not Just the Project	Lisa Dusenberry, Joy Robinson	2020	Targeted training may facilitate building a personal awareness of interdependence among team members.	The "State of Art" in Lisa Dusenberry, Joy Robinson (2020) is the importance of psychological safety in successful team collaborations, the influence of psychological safety on task performance, and the potential for improvement through targeted training interventions. It also emphasizes the differences in psychological safety across team lifecycles and professions, as well as the potential for team-specific	The main findings are: - The specific training intervention did not have a significant impact on psychological safety, but targeted training might still increase it. - Short-term teams experienced significantly better psychological safety over long-term teams, and psychological safety improved the more time members spent in teams.

Title	Authors	Year	Abstract summary	State of Art	Main findings
				training to facilitate building personal awareness of interdependence among team members.	- Incorporating team-specific training may facilitate building a personal awareness of interdependence among team members.
Fostering Psychological Safety in Teams: Evidence from an RCT	Silvia Castro, Florian Englmaier, Maria Guadalupe	2022	Managers' behavior changed as they increased the number of meetings.	The "State of Art" in Silvia Castro, Florian Englmaier, Maria Guadalupe (2022) emphasizes the importance of psychological safety in driving teams' performance and the lack of causal evidence on how to increase it. It also presents the results of a randomized control trial evaluating the impact of individualized attention from managers on psychological safety.	The main findings of the paper are: - The behavior of managers changed as they increased the number of meetings. - Psychological safety (PsyS) increased, as did the relationship to and perceptions of the manager, particularly in the treatment arm that focused on the employees' individual needs.
Exploring the importance of team psychological safety in the development of two interprofessional teams	D. O'Leary	2016	Team psychological safety was an important catalyst in enhancing understanding and power sharing across professional boundaries and thus in the development of interprofessional teamwork.	The "State of Art" in D. O'Leary (2016) focuses on the characteristics of interprofessional teams, the concept of team psychological safety (TPS), and its role in fostering open communication, shared decision-making, and knowledge co-generation within interprofessional teams. It also discusses the impact of organizational norms and stability in team membership on TPS and the development of interprofessional teamwork.	- Team psychological safety (TPS) was found to be a crucial factor in enhancing understanding, power sharing, and knowledge co-generation across professional boundaries, leading to the development of interprofessional teamwork. - The development process of interprofessional teamwork was catalyzed and supported by TPS, creating an environment conducive to power sharing and knowledge co-generation. - Open communication and shared decision-making were identified as challenging within teams embedded in hierarchical organizations where shared decision-making is not the norm.
The Relationship between Psychological Safety and Management Team Effectiveness: The Mediating Role of Behavioral Integration	Emil Viduranga Mogård, Ole Bendik Rørstad, Henning Bang	2022	The more team members perceive the climate as safe in terms of speaking their mind without the fear of repercussions, the more they partake in mutual collaboration, information sharing, and experience ownership in the decisions being made.	-	- There is a significant indirect effect of psychological safety on management team effectiveness, mediated by behavioral integration. - Both psychological safety and behavioral integration are positively related to team effectiveness. - Behavioral integration is positively associated with task performance and individual satisfaction. - Psychological safety is positively related to task performance and individual satisfaction.

Title	Authors	Year	Abstract summary	State of Art	Main findings
					<ul style="list-style-type: none"> - Psychological safety is positively associated with behavioral integration. - Behavioral integration mediates the relationship between psychological safety and task performance, as well as individual satisfaction.
Investigating the “Socio” in Socio-Technical Development: The Case for Psychological Safety in Agile Information Systems Development	Phil Hennel, Christoph Rosenkranz	2020	Social agile practices positively influence psychological safety, transparency, communication, and ultimately productivity.	The “State of Art” in Phil Hennel, Christoph Rosenkranz (2020) is the proposal of a model that combines research from organizational psychology and agile information systems development to understand the effects of psychological safety and social agile practices on team performance. The findings from case studies suggest that social agile practices positively influence psychological safety, transparency, communication, and productivity.	The main findings of the paper are: <ul style="list-style-type: none"> - Team processes, behavior, and agile practices are crucial for project success. - The proposed model combines organizational psychology and agile information systems development to understand team-level effects. - Social agile practices positively influence psychological safety, transparency, communication, and productivity.
Communicating in Medical Teams and Groups: Examining Psychological Safety and Simulation Training	K. Real, Leanna Hartsough, Lise Huddleston	2021	Team leadership promotes team psychological safety, voice, and relationship quality within medical teams.	The state of the art in K. Real, Leanna Hartsough, Lise Huddleston (2021) is the examination of group communication in medical teams through psychological safety and simulation training research. It emphasizes the challenges faced by medical teams, the impact of team leadership and hierarchy on psychological safety, and the facilitation of communication through simulation training. The paper suggests that developing psychological safety through simulation training can improve the quality of patient care.	The main findings are: <ul style="list-style-type: none"> - Team leadership promotes team psychological safety, voice, and relationship quality. - Status differences and hierarchy continue to affect psychological safety within medical teams. - Simulation training facilitates interprofessional relationships, attitudes toward teamwork, self-efficacy, and group communication. It also suggests that psychological safety may be developed through simulation training, leading to improved quality of patient care.
Team psychological safety and team performance	S. Jha	2019	Focusing on team psychological safety to improve team members' relationship, openness and comfort with each other will increase team performance.	The “State of Art” in S. Jha (2019) is the incorporation of learning orientation and psychological empowerment to redefine the relationship between psychological safety and team performance. It emphasizes the importance of fostering psychological empowerment and channelizing team psychological safety to improve team members' relationship, openness, and comfort with each other to increase team performance.	Higher psychological empowerment enhances the effect of psychological safety and learning orientation on team performance. The study supported the moderated mediation analysis of psychological empowerment. Focusing on improving team psychological safety can increase team performance.

Title	Authors	Year	Abstract summary	State of Art	Main findings
The Impact of Member Emotional Intelligence on Psychological Safety in Work Teams	Steven R. Harper, Charles D. White	2013	Having individuals on the team who have above average emotional perception and emotional management improves member perceptions of psychological safety.	The "State of Art" in Steven R. Harper, Charles D. White (2013) focuses on the interaction of individual team members' emotional intelligence in project teams and its influence on member perceptions of psychological safety, which is integral to team success, especially when the team's focus is on learning, innovation, and creativity. The study found support for a model of emotional intelligence in work teams that suggests teams need at least one member with a minimum level of skill in the emotional perception dimension and at least one member with a minimum level of skill in the emotional management dimension.	The main findings of the paper are that emotional intelligence, specifically emotional perception and emotional management, plays a crucial role in improving member perceptions of psychological safety in project teams. Additionally, the study suggests that having at least one team member with a minimum level of skill in emotional perception and emotional management is essential for recognizing and addressing emotional issues within the team.
Psychological Safety, Knowledge Sharing, and Creative Performance in Healthcare Teams	Maura Kessel, J. Kratzer, C. Schultz	2012	A high level of psychological safety within the team is a significant predictor of creative team performance.	The "State of Art" in Maura Kessel, J. Kratzer, C. Schultz (2012) is the examination of the relationship between psychological safety, knowledge-sharing processes, and team creative performance within patient-centered healthcare teams working on rare diseases. The study used survey data and confirmed that psychological safety significantly predicts creative team performance and is mediated by the sharing of information and know-how.	The main findings of the paper are: - The study used a multi-respondent design and survey data from 73 patient-centered healthcare teams working on rare diseases. - The research confirmed that a high level of psychological safety within the team significantly predicts creative team performance and is mediated by the sharing of information and know-how.
Examining the Influence of Power Distance on Psychological Safety Within Healthcare Teams	D. Krishnakumar, R. Caskey, A. Hughes	2021	Power distance and psychological safety were similar among leaders and their team members.	-	-
Towards an observational measure for team psychological safety	Jasper W. Hoenderdos	2013	A new, more objective measure for workplace teams can aid in observing psychological safety.	The paper presents a new, more objective measure for team psychological safety and identifies human behaviors representative of constructs correlated to psychological safety. It also emphasizes the need for further testing and validation of the observation scheme.	The main findings are: - The study found support for the newly developed observation scheme for measuring psychological safety and its correlated constructs. - The research provides a potentially fruitful approach to measuring psychological safety in a more objective manner compared to self-report surveys.

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