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**Psychological Safety in Creating Organisational
Success: Perspective of HR Experts**

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ABSTRACT:

Psychological safety enables the expression of genuine thoughts and feelings in the work community without fear of judgment or negative consequences for one's views or ideas. Through this, psychological safety facilitates enhanced performance, learning, and innovation, which are crucial factors in organisational success today when changes are rapid and competition is intense. Previous studies have identified psychological safety as a significant contributor to organisational success, but the perspectives of human resource professionals on its relationship have not been investigated. This research examines how HR experts perceive the impact of psychological safety on organisational success.

In this qualitative study, the effect of psychological safety on organisational success is investigated by combining previous research and literature with empirical data collected through semi-structured interviews with six HR experts from different organisations. The research was examined through established models of psychological safety, including those of Kahn (1990) and Edmondson (2003). These models emphasize how relationships, leadership, and organisational practices construct psychological safety in work communities.

The research findings complement existing literature by providing insights into how HR professionals view the impact of psychological safety on organisational success and the methods by which it can be promoted in organisations. The results demonstrate that psychological safety promotes open communication, knowledge sharing, and the admission and learning from mistakes, which are essential for employee and organisational development. HR experts emphasized the significance of leadership and culture in building a psychologically safe environment, as participative and empathetic leadership and culture can foster psychological safety, while a hierarchical approach may silence employee perspectives. Psychological safety influences employees' willingness to express their genuine thoughts and feelings, which in turn significantly affect their work engagement, motivation, and performance. The study identified factors that may challenge the promotion of psychological safety, such as the reduced sense of community due to remote work, generational differences in people management perspectives, and demonstrating the business value impact of psychological safety. Additionally, the research offers practical solutions for management and HR experts to improve psychological safety in organisations and thereby leverage its effects on organisational success, including developing an open communication culture, implementing inclusive change management practices, and creating regular one-on-one interaction opportunities.

KEYWORDS: Psychological Safety, Organisational Success, HR experts, leadership

Contents

1	Introduction	5
1.1	Background of the Research	5
1.2	Research Objective and Research Question	6
1.3	Structure of the Research	6
2	Psychological Safety	8
2.1	Models of Psychological Safety	9
2.2	Role of Psychological Safety in Organisations Success	12
2.3	Role of HR in Psychological Safety	15
3	Research Methodologies	18
3.1	Research Methodology	18
3.2	Data Collection	19
3.3	Data Analysis	20
4	Research Findings	23
4.1	Perspectives of HR Experts on Psychological Safety	23
4.2	The Impact of Psychological Safety on Organisational Success	24
4.3	Opportunities and Challenges from HR Perspective	27
4.4	Summary of the Research Findings	33
5	Conclusion and Discussion	37
5.1	Comparison of Results with Previous Studies	37
5.2	Practical Recommendations for Companies	40
5.3	Reliability, Validity, and the Ethics of the Research	45
5.4	Limitations of the Study and Suggestions for Further Research	47
	References	49

Figures and Tables

Figure 1. Kahn's model of Psychological Safety (Kahn, 1990).	9
Figure 2. Model of Antecedents and Consequences of Team Psychological Safety (Edmondson, 2003a).	11
Figure 3. Theoretical framework of the Thesis.	17
Table 1. Details of the interviews	20
Figure 4. Phases of the Analysis Process	21
Figure 5. Updated theoretical framework	36
Table 2. Practical recommendations to promote psychological safety	41

1 Introduction

1.1 Background of the Research

One central theme in the study of leadership is psychological safety and its effects on organisations. Numerous studies have identified psychological safety as a key factor in promoting an organisation's ability to learn, grow, and innovate. In a psychologically safe environment, employees dare to express their thoughts and feelings without fear of the negative consequences. Therefore, psychologically safe teams are more committed to open communication, knowledge sharing, and learning from mistakes (A. Edmondson, 1999; A. C. Edmondson, 2003b.; A. C. Edmondson & Bransby, 2023.; Javed et al., 2019).

In today's rapidly changing business environment, companies constantly face new challenges, creating a continuous demand for new innovative ideas. The emergence of innovation requires committed and motivated employees who are willing to share their thoughts and develop both their own and the organisation's operations. Poor leadership and atmosphere may cause uncertainty among employees, making them hesitant to express differing opinions or new ideas. In such cases, organisations may encounter challenges with employee motivation, performance, commitment, and innovation. However, these challenges can be mitigated through psychological safety, where a safe atmosphere prevails in teams, inclusion is valued, and personal opinions and thoughts can be freely expressed (Anyaegbunam et al., 2021; A. C. Edmondson & Bransby, 2023; Kahn, 1990).

Thus, psychological safety is a central factor that influences employee productivity and innovation, enabling open communication, knowledge sharing, and learning from mistakes (A. Edmondson, 1999) which are essential factors for organisational growth and innovation. Psychological safety plays a crucial role in successful organisational change.

When employees perceive the environment as safe, they are more likely to commit to it and participate in its development in a constructive manner. (Jabbar et al., 2023)

Human Resource (HR) practices play a significant role in constructing a psychologically safe environment within an organisation (Rabiul et al., 2023; Zhao et al., 2023). However, HR experts' perspectives on the importance of psychological safety for organisational success have not been sufficiently studied. As HR has a considerable impact on psychological safety, this research gap can be considered significant.

1.2 Research Objective and Research Question

The objective of this study is to investigate how psychological safety impacts organisational success. This study examines the perspectives of HR experts on the significance of psychological safety, as their work plays a central role in building psychologically safe work communities. The objective is to understand HR experts' views on the relationship between psychological safety and organisational success and to develop more effective practices for creating a safe and innovative work environment.

The goal of this study is to answer the following research question:

How do Human Resources experts perceive the impact of psychological safety on the success of organisations?

1.3 Structure of the Research

This research will be conducted as a qualitative study, focusing on understanding the effects of psychological safety on organisational success. Data collection will involve interviews with representatives of HR experts who have implemented HR policies and practices.

Semi-structured questions will be used in the interviews, allowing space for open responses and follow-up questions in addition to the prepared questions. The interviews will focus on experiences of psychological safety and organisational success and the connections between these two topics. The interview material will be thematized in the data analysis to identify key themes and their sub-themes. Additionally, the experiences and practices of different organisations are compared in terms of psychological safety and organisational success.

Interviews with people from multiple companies will ensure the validity and reliability of the results. Interviewees will be asked to review the analysis results to ensure their accuracy and interpretative validity.

This study contributes to the literature in three ways. First, it expands the current literature on psychological safety and organisational success by combining these two research areas. Second, it offers practical contributions through actionable recommendations and best practices. Finally, it provides empirical data on how psychological safety affects organisational success, which can help identify the key factors and challenges for implementing psychological safety in organisations.

This thesis is divided into five sections. The introduction revisits the background and purpose of the study and outlines the research questions and structure. The second section delves into the existing literature on psychological safety and organisational success. The third section focuses on the data collection and analysis methods, and the fourth section presents the key findings and analyses of the results. Finally, a summary of the key findings and recommendations for future research and practical applications are presented.

2 Psychological Safety

This section provides a deeper understanding of psychological safety. First, the background and purpose of psychological safety are clarified. Second, the significance of psychological safety is described using various models, focusing on its role in an organisation's success. Finally, the impact of HR functions on psychological safety is described.

Psychological safety is critical in today's business world as it becomes increasingly competitive, where innovation and continuous improvement are imperative for success. Companies are responding to this challenge by developing a psychologically safe environment, which contributes to employee engagement, performance, innovation, and the ability to learn (Edmondson, 2003b; Kahn, 1990). Edmondson (1999) defined psychological safety as "a shared belief that the team is safe for interpersonal risk-taking. In psychological safety, teams are confident, respectful to each other, and have the trust to speak up, with no need to fear embarrassment or rejection (Edmondson, 1999).

Psychological safety plays a crucial role in promoting innovation and collaboration within teams (A. Edmondson, 1999; Javed et al., 2019). Expressing development ideas and challenging existing operational models always require individuals to take risks. In a psychologically safe environment, the threshold for taking such risks is lowered because individuals do not have to fear the negative consequences of expressing their views. In such an environment, individuals dare to bring issues to light because they do not fear personal repercussions. It enhances the willingness of team members to share ideas and engage in cooperation, which is a prerequisite for a company to discover new methods and innovations (Edmondson, 1999; Newman, Donohue & Eva, 2017)

From an HR perspective, developing strategies and practices that foster psychological safety can be a key factor in an organisation's success, as an environment where employees are engaged and feel secure can help a company thrive and stand out from

its competitors. HR experts can promote the realization of psychological safety through open communication, inclusive leadership culture, and other transparent practices (Zhao et al., 2023).

2.1 Models of Psychological Safety

Kahn's (1990) article addresses the psychological conditions that influence employee engagement and identifies four factors that affect the experience of psychological safety.

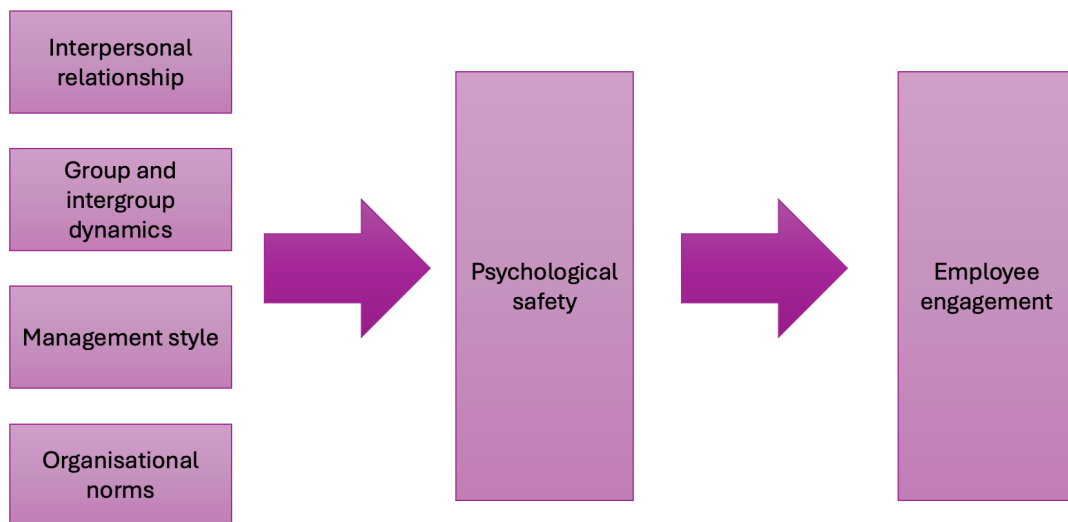


Figure 1. Kahn's model of Psychological Safety (Kahn, 1990).

Interpersonal relationships are the first factor that promotes psychological safety. These relationships should be confidential and flexible, allowing individuals to experiment safely and even fail without fear of repercussions. The experience of safety is strengthened when individuals know each other and feel a sense of community and openness. Establishing connections with representatives from different hierarchical levels can be more challenging, which may lead to avoiding expressing conflicts and differing opinions with leaders (Kahn, 1990).

The second factors are group and intergroup dynamics, in which informal roles and group dynamics influence how safe individuals feel expressing themselves and their identities. For example, these groups and roles may form out of a sense of connection where individuals perceive similarities with others, such as those who have worked in the same workplace for a longer period or those representing the same professional group. Within these groups, the experience of psychological safety is higher compared to those outside the group. The experience of psychological safety is also enhanced by external expressions of appreciation, and groups that perceive they receive varying levels of appreciation may suppress their thoughts and allow dominant groups to control the organisation (Kahn, 1990).

Management style and process are the third factors. Leadership style influences the experience of psychological safety, and a supportive leadership style is encouraging, flexible, and clear, fostering open behavior among team members and allowing for experimentation and failures without fear of negative consequences. The increase in employee empowerment and autonomy enhances the experience of psychological safety, whereas a controlling, unpredictable, and inconsistent supervisor signals distrust and uncertainty to employees, making it difficult for them to commit and diminish their sense of safety. (Kahn, 1990).

The fourth factor is organisational norms, which refer to typical ways of performing within an organisation. When individuals operate within these norms, they tend to feel safer, whereas deviating from these norms can feel insecure. This may lead to becoming entrenched in the same practices, especially if there is a strong culture of 'this is how it has always been done' within the environment. (Kahn, 1990).

Edmondson (2003a) states that psychological safety is formed by the shared beliefs of an organisation, which are enabled by five conditions that facilitate team's learning behavior.

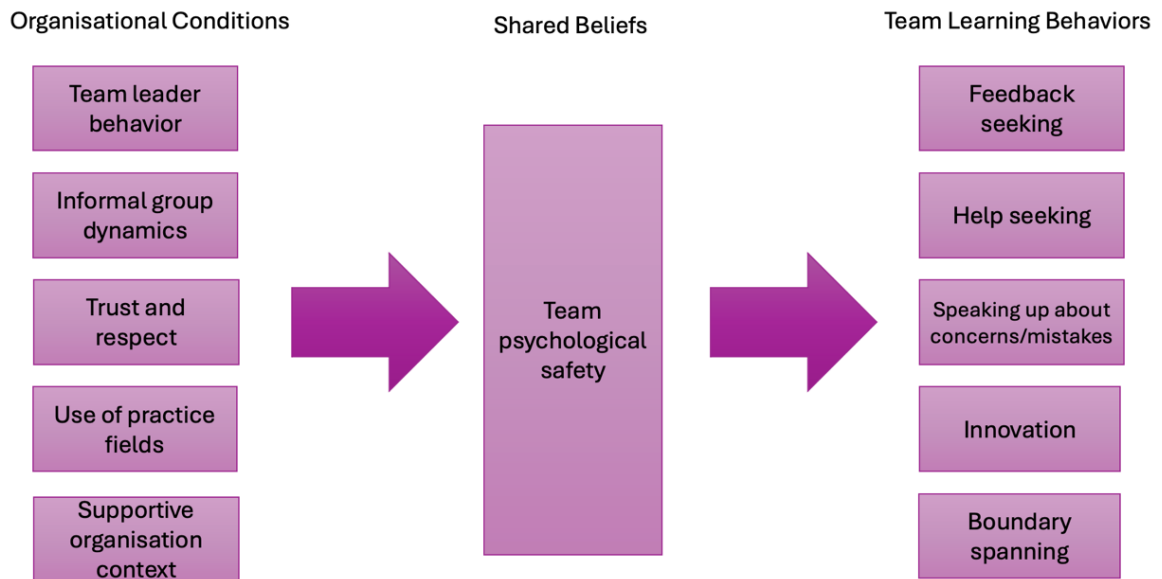


Figure 2. Model of Antecedents and Consequences of Team Psychological Safety (Edmondson, 2003a).

The first condition is leader behavior. Approachability and accessibility, encouragement, inclusion, and the promotion of openness in a leader's actions foster psychological safety, as the leader's behavior sets an example of the behaviors and practices accepted within the organisation (Edmondson, 2003a). These practices promote a culture where assistance is sought, feedback is provided, and ideas are brought to higher hierarchical levels.

Edmondson (2003a) has identified informal group dynamics as the second condition. As Kahn (1990) demonstrated, group members unconsciously or consciously adopt certain roles, which in turn categorize individuals into specific groups. The experience of psychological safety is shaped by one's role within these groups.

The third condition is a trusting and respectful interpersonal relationship, as demonstrated in Kahn's (1990) study (Edmondson, 2003a). In relationships characterized by trust and respect, information and ideas are shared because any potential criticism is understood to be constructive rather than demeaning (Edmondson, 2003a).

The fourth condition that has been highlighted to be influential is 'Practice fields,' which describe training environments where the effectiveness of strategies is tested in practice within a safe setting before actual implementation. These can include informal meetings where potential errors can be identified and their harmful consequences addressed (Edmondson, 2003a).

The fifth condition that promotes psychological safety is organisational context support, which refers to the idea that the structural features of team design and equitable distribution of resources can enhance team effectiveness (Edmondson, 2003a).

According to Edmondson's (2003a) model, a team's psychological safety promotes learning behaviors, such as seeking help and feedback, discussing mistakes and concerns, fostering innovation, and engaging in interactions across team boundaries.

2.2 Role of Psychological Safety in Organisations Success

This section focuses on the effects of psychological safety on organisational success. As discussed in Chapter 2.1, psychological safety has been shown to influence employee commitment, performance, learning, and innovation within organisations, ultimately contributing to their success. When employees feel that they are in a psychologically safe environment, they dare to ask for feedback, speak up, and innovate.

Psychologically safe environments have been shown to play a crucial role in employee engagement and commitment, and, consequently, in work performance (Javed et al., 2019). Edmondson and Brandby (2023) argue that psychological safety significantly

impacts performance by facilitating communication and coordination across all levels of an organisation. Additionally, several studies have demonstrated that psychological safety promotes job commitment (Edmondson & Bransby, 2023). Lee (2022) did not find a significant direct relationship between psychological safety and performance in his study; rather, the effect occurred indirectly through employee engagement. This is because when employees feel psychologically safe, they are more motivated and proactive toward their work and organisational goals, adopting a proactive attitude (Quansah et al., 2023). Personal relationships in the workplace influence the experience of psychological safety, and it has been recognized that social relationships impact work performance and job development (Lee, 2022). When employees experience social support, trust, and confidence, their motivation to perform and engage in extra-role activities increases (Lee, 2022).

Edmondson (2003b) proposes that psychologically safe teams are more committed to learning and developing their skills than teams with low psychological safety. When employees experience trust, empathy, and open communication within their work community, they feel secure in requesting and providing feedback and accepting their mistakes, leading to improved learning behaviors (Anyaeqbunam et al., 2021; Edmondson & Bransby, 2023). Psychological safety also influences learning behavior through the handling of errors, as in a psychologically safe environment, mistakes can be acknowledged and viewed as opportunities for learning rather than as threats or negative occurrences. Psychological safety reduces the fear of making mistakes and enhances work motivation (Edmondson & Bransby, 2023).

Edmondson and Bransby (2023) argue that psychological safety creates favorable conditions for creativity and innovation, as in a psychologically safe environment, the threshold for taking risks is lowered, and there is no fear of criticism or rejection of one's opinions. Edmondson (2003a) states that psychological safety fosters an environment where individuals dare present new ideas and innovations, even if they encounter disagreements. The increased interaction and communication facilitated by

psychological safety lead to the sharing and refining ideas, which is crucial for discovering the best ideas (Edmondson, 2003a).

Psychological safety has been identified to be associated with improved performance and enhanced work meaningfulness, as well as reduced exhaustion during remote work (Sjöblom et al., 2022; Juutinen et al., 2023). Remote work has also been identified to present challenges, as it can reduce psychological safety through decreased communication and a sense of community, which can lead to intensified experiences of stress and burnout in remote work (Tkalich et al, 2024; Van Zoonen & Sivunen, 2022; Juutinen et al., 2023). Among remote workers, there has even been identified a risk of developing mental health issues stemming from a lack of community support and insufficient communication (Van Zoonen & Sivunen, 2022). Hybrid work has been found to positively influence well-being and job satisfaction, thus offering a balanced way of working that provides both the flexibility of remote work and a sense of community offered by on-site work (Fan & Moen, 2023).

A dynamic work environment and change may undermine employees' trust and sense of security; in these situations, psychological safety and measures that help to maintain it can improve employees' commitment to change, well-being, and performance (Albrecht et al., 2023). Edmondson and Brandby (2023) observed in their research that psychologically safe environments can benefit during times of change from their courage to try new approaches and provide open feedback. This can support companies' risk management because employees dare to raise their concerns, allowing the organisation to respond to problems during the change phase. Research also demonstrates that, in a psychologically safe environment, employees adapt more quickly to the stress that changes can cause, and in psychologically safe environments, team performance and collaboration are better (Edmondson & Brandby, 2023; Khaw et al., 2023).

Psychological safety creates a secure atmosphere where all opinions are valued, regardless of personal characteristics, such as age, gender, or nationality. High

psychological safety positively impacts the performance of diverse teams, whereas low experience of psychological safety negatively affects their performance. One explanation for this effect may be that a sense of belonging influences the quantity and quality of shared knowledge within the work community, which can be enhanced through psychological safety (Newman et al., 2017; Woods et al., 2024).

Employee well-being is vital for organisational success. It positively affects employee performance and reduces absences, illness, and employee turnover, thereby contributing to organisational success (Zhang & Song, 2020; Clarke et al., 2024). Research demonstrates that employees who experience psychological safety exhibit higher levels of well-being and job satisfaction, thereby decreasing their risk of burnout (Clarke et al., 2024; Hasan & Kashif, 2020).

Psychological safety promotes organisational success by enhancing employee engagement, performance, learning behavior, and innovation. Employees who experience psychological safety are more likely to share their knowledge even in diverse teams and express suggestions for improving organisational operations, thus enhancing the organisation's ability to grow, innovate, and succeed. Psychological safety assists organisations in addressing challenging situations, such as the risk of burnout caused by remote work and change management scenarios, by enhancing employee engagement, performance, and the courage to question management decisions. Furthermore, improved well-being has been found to correlate with psychological safety, through which organisations can reduce sick leave absences and turnover while enhancing employee performance.

2.3 Role of HR in Psychological Safety

Organisational HR practices can positively influence the development of employees' experience of psychological safety by fostering an atmosphere of trust and openness as well as reducing employees' risk avoidance. Employees view investment in HR practices

as a demonstration of trust, for example, through an inclusive leadership culture and autonomy. Supporting HR practices, such as clear roles and objectives, rewarding, training and development, and information sharing, enhances employees' psychological safety, leading to improved commitment, performance, learning, and innovation (Anyaeibunam et al., 2021; Jabbar et al., 2023; Zhao et al., 2023).

Rabiul et al. (2023) have found that HR practices significantly affect employees' psychological safety. They identified a link between psychological safety and commitment at both the organisational and task levels. When an organisation's HR practices support work, employees perceive it positively regarding their growth and development. The study also found that these practices reduce employees' anxiety and uncertainty (Rabiul et al., 2023).

HR and its practices are crucial in promoting psychological safety by enhancing trust, autonomy, and support in the organisation's leadership styles and culture. A psychologically safe environment enables innovative behavior among employees, and consequently, the success of the organisation (Clarke et al., 2024; Rabiul et al., 2023). Rabiul et al. (2023) also observed that psychological safety reduces turnover, improves financial performance, and enhances employees' psychological well-being.

This chapter examines the literature's perspective on the role of psychological safety in organisational success. Based on the theory, a theoretical framework has been developed that comprehensively helps to understand the factors affecting psychological safety and organisational success.

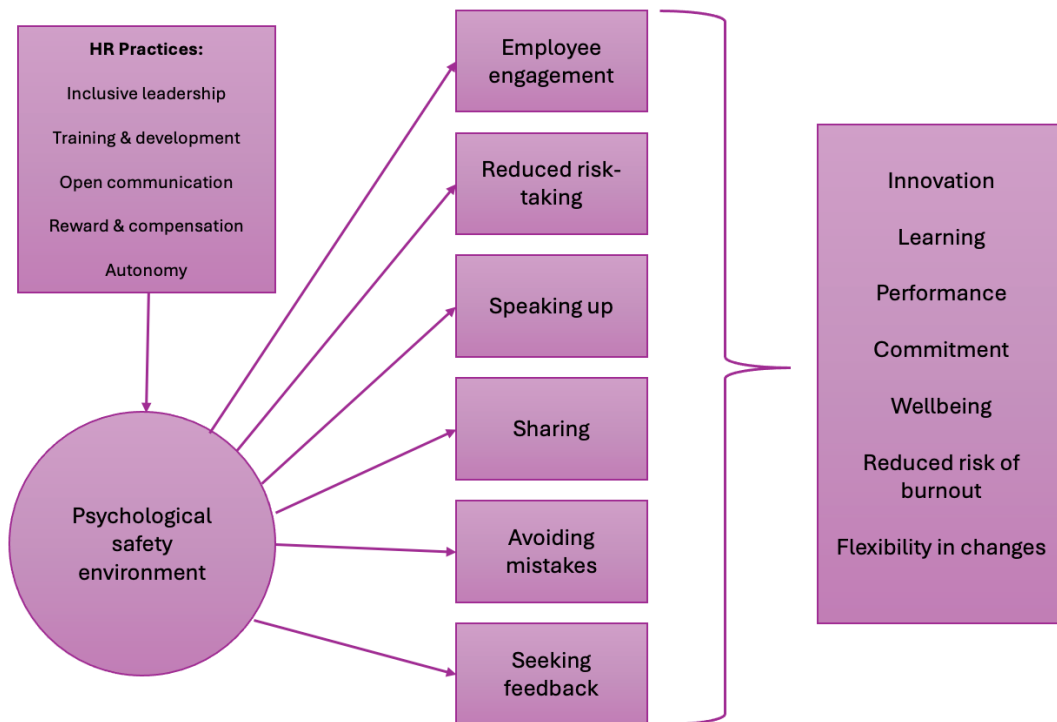


Figure 3. Theoretical framework of the Thesis.

3 Research Methodologies

This chapter introduces the research methodology employed in the study, which has been carefully selected to meet the research objectives and to understand the phenomenon thoroughly. Furthermore, the chapter introduces the interviewees, who remain anonymous in the report. Finally, this section examines the data collection process, and the methods and analytical procedures used in the data analysis.

3.1 Research Methodology

This research was conducted as a qualitative study, as the objective was to gain a deep understanding of the impact of psychological safety on organisational success. When selecting a research method, the research objectives guide which method should be employed (Hirsjärvi & Hurme, 2022, Chapter 2.4.3). While quantitative research could provide statistically generalizable information, it would not serve this study's objective of deeply understanding the dynamics between psychological safety and organisational success. A qualitative approach was chosen as the research method for this thesis, as it is particularly suitable for studies that seek to understand social and cultural phenomena (Eriksson & Kovalainen, 2008, Chapter 5-6). Psychological safety is largely based on experiences and is constructed through people and human interaction.

Semi-structured interviews were selected as the research method, as interviewing is a flexible method suitable for various research purposes (Hirsjärvi & Hurme, 2022, Chapter 3.1). In semi-structured interviews, while the viewpoint and theme are clearly defined, the questions and their sequences may vary. Semi-structured interviews enable participants to freely express their own interpretations and experiences, as responses are not confined to predetermined answer options (Hirsjärvi & Hurme, 2022; Chapter 4.2.3; Tuomi & Sarajärvi, 2008; Chapter 3:1). This approach was expected to yield multifaceted responses for this study, allowing for deeper exploration and clarification through follow-up questions. This method was also chosen because it enables the

observation of non-verbal cues, which can enhance understanding (Hirsjärvi & Hurme, 2022, Chapter 3.1). The observation of non-verbal cues is particularly crucial in studying psychological safety, as it emphasizes interpersonal relationships and interactions.

3.2 Data Collection

The research data was collected by interviewing six HR professionals from different organisations, as the objective was to gain a deep understanding of the phenomenon rather than a broad perspective of the phenomenon and to avoid data saturation where the material begins to repeat itself (Hammarberg et al., 2016; Tuomi & Sarajärvi, 2008: 3:4). The interviewees and the interviews are presented in Table 1. Both individuals and organisations remain anonymous in the study. The interviewees were carefully selected, emphasizing their diverse experiences and knowledge of the investigated phenomenon (Tuomi & Sarajärvi, 2008, Chapter 3:4). The selection of interviewees was also influenced by the researcher's personal relationships with the participants, which facilitated data accessibility and free expression in the responses (Eriksson & Kovalainen, 2008: 5). The interviews were conducted between September 26 and October 7, 2024, lasting approximately 30-60 minutes, and were carried out via Microsoft Teams application. All interviews were recorded with the consent of the participants and were transcribed for analysis.

Interview no.	Company's industry	Company's employee number	Length of the interview
Interview 1	Health care	4 000	39 min
Interview 2	Consulting	2 000	37 min
Interview 3	Consulting	70	31 min
Interview 4	Health care and commerce	1 500	48 min
Interview 5	Sales	500	32 min
Interview 6	Finance	500	23 min

Table 1. Details of the interviews

The themes of the interview framework were constructed based on previous research. They addressed the manifestation of psychological safety in organisations, the effects of psychological safety on organisational success, and HR's role as a promoter of psychological safety in organisations. Each interview covered the same themes, facilitating the analysis, although the questions were presented in varying order and form. The interviewees were given the opportunity to familiarize themselves with the interview themes and questions in advance to obtain the most comprehensive and highest-quality information possible about the phenomenon (Tuomi & Sarajärvi, 2018: 3:1).

3.3 Data Analysis

In data analysis, it is crucial to describe and understand the phenomenon under investigation. The aim is to create a comprehensive and high-quality interpretation of the studied phenomenon and draw conclusions through analysis (Puusa & Juuti, 2020, Chapter 5). The analysis process consists of multiple phases, including the selection of the analysis method, data transcription, familiarization with the data, thematic analysis of the data, and data interpretation. These phases may occur simultaneously during the

analysis process, and the transition between phases is not always formulaic (Puusa & Juuti, 2020, Chapter 9).

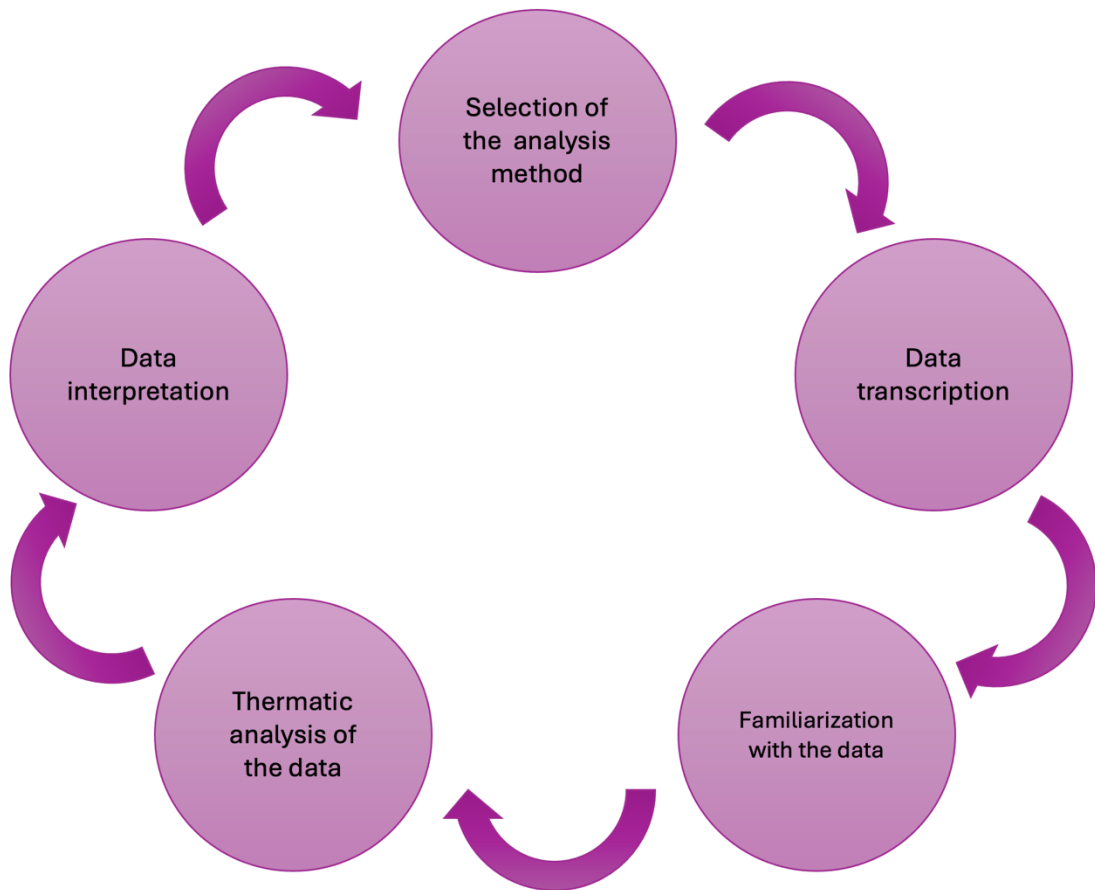


Figure 4. Phases of the Analysis Process

The data analysis began with the selection of an analytical method. The research's data analysis was conducted using the content analysis method, which aimed to create a theoretical framework from the data to describe what psychological safety means as a phenomenon in organisational success. In content analysis, knowledge from previous research does not guide the analysis; instead, the analysis is based on the data of a specific study (Tuomi & Sarajärvi, 2018, Chapter 4.2). Content analysis can structure empirical data into an easily interpretable form, as it helps organize the data into a concise and clear format, thereby increasing the information value of the data because

extensive data may be too fragmented to draw conclusions (Puusa & Juuti, 2020, Chapter 9).

The interviews were recorded and transcribed during the interviews, and the next phase in the analysis involved reviewing the transcriptions using the recordings to facilitate data analysis. In the transcription process, not every pause, sigh, and intonation were meticulously and thoroughly documented, as the focus of the analysis was on the emerging content matter (Hirsijärvi & Hurme, 2022, Chapter 7.2.1). The interviews were conducted in Finnish, and following transcription, the author carefully translated the results into English.

The data had already been partially familiarized during the transcription phase; however, prior to thematic analysis, the materials were read multiple times to comprehend them entirely. This was followed by thematic analysis of the data, during which common themes and their subordinate themes were identified. The responses from all interviewees pertaining to the same thematic area were compiled into a single document while conducting thorough screening for essential information. Thematic analysis aimed to identify the most fundamental elements in the data to understand the phenomenon under investigation.

In the final interpretation phase, themes were identified from the results, utilizing a comprehensive understanding of how HR professionals perceive the role of psychological safety in organisational success. Direct quotations from the interviews supported the analysis and maintained process transparency. Through the constructed analysis, a description of the research phenomenon was created, and the theory and conclusions were reflected against previous research findings while ensuring the preservation of the original data in the material.

4 Research Findings

This research focuses on the significance of psychological safety in organisational success. The analysis results are based on interviews with six HR experts. The results can be divided into three categories: the perspective of HR experts on psychological safety, the impact of psychological safety on organisational success, and the opportunities and challenges from the HR perspective. The results are analyzed by category and supported by interview quotations.

4.1 Perspectives of HR Experts on Psychological Safety

Psychological safety is perceived to enable the expression of genuine emotions and thoughts in the workplace in good faith without fear of judgment or adverse reactions. The interviewees emphasized that psychological safety is an integral part of organisational culture and shared ways of working. In a psychologically safe culture, employees can come to work as their authentic selves and feel that they are valued and trusted. In such an environment, they feel empowered to freely express their thoughts, seek assistance, and provide feedback, even in situations of disagreement, regardless of their roles or personal characteristics.

Psychological safety means that you have this open interactional communication connection at your workplace (Interview, 2).

Psychological safety is when [...] employees in the company feel that they have the permission and opportunity to be themselves [...] and that they have the possibility to bring forth their own opinions and views (Interview 5)

Like-mindedness [in the work community] might at first feel like it is a good thing [...], but I personally think that in that case, psychological

safety actually might not be so good if [...] seemingly everyone agrees with everything all the time (Interview, 4).

The experience of psychological safety varied between different teams within the interviewees' organisations, with some teams exhibiting higher levels of psychological safety than others. This variation may be attributed to the leadership style of the team management or internal group dynamics. In large organisations, standardizing the experience of psychological safety was perceived as particularly challenging, as the microcultures between teams can differ significantly

The way [psychological safety] is realized with us is very team-specific, [...] in some teams it works really well, and we get feedback that there psychological safety exists [...] But I know that it's not like a complete cross-section of how things are done across the whole organisation (Interview, 2).

I also see teams in our organisation where you can be completely yourself and can goof around and throw ideas around, that [...] in some parts the experience of psychological safety is better than in others, [it's affected by the fact] that we're such a huge corporation (Interview, 1).

4.2 The Impact of Psychological Safety on Organisational Success

A psychologically safe environment enhances courage to express opinions and constructive feedback. The interviewees emphasized that such openness creates opportunities for the emergence and development of innovations within organisations. When employees feel valued and trusted, they are more willing to participate in work development, as a lack of trust is believed to generate a sense of fear, causing them to hesitate in proposing bold ideas or questioning existing processes because of concerns

about negative consequences. According to the interviewees, this can prevent organisations from reaching their full potential, as employees may not fully utilize their capabilities due to underlying fears and constraints.

In an unsafe environment, people don't dare to speak up, they don't dare to develop operations, they don't dare to throw out crazy ideas, and when that courage is missing, [operations] kind of stagnate [...] and then people's full potential remains untapped because certain inhibitions and fears are partially holding them back. (Interview 1).

If there's an atmosphere where people don't want to, for example, throw out any unfinished thoughts [...] then maybe that potential often remains untapped and then in a way things are done in the usual manner, but perhaps we don't get to address those development points or more challenging discussions (Interview, 6).

The interviewees perceived that psychological safety influences employee well-being, commitment, and motivation. When employees feel safe and valued, they are likely to perform better in their work and remain committed to the organisation. The interviewees also felt that a psychologically safe environment improves productivity by increasing employees' confidence in their professional capabilities. Lack of psychological safety may increase turnover and absenteeism if employees feel that they are not valued and cannot influence their own work.

[Psychological safety] increases work productivity and positively affects revenue through people feeling that they are valued and competent in their work (Interview, 3).

When there is psychological safety, it makes people sort of strive towards the company's goals and team objectives, and in my opinion, it creates that commitment to the company (Interview 4).

When appreciation, trust, and safety are in good order, then usually people stay, and when they stay, they become more skilled, and profitability increases (Interview, 5).

[The lack of psychological safety] may hinder growth, because we also lose those good talents if they feel that they cannot utilize their expertise (Interview, 2).

The interviewees highlighted the importance of psychological safety during times of change and change management. It is seen as helping employees endure challenging periods within the organisation. A lack of psychological safety may weaken trust in management and the organisation, potentially leading to employee resistance to changes implemented by management. Employees who feel safe are likely to be more flexible when the work situation requires it.

[When change comes] forced and a bit out of the blue [...] and if these kinds of things happen frequently, it sort of erodes that kind of trust in the organisation [...]. [It can] paralyze people and their work, and you definitely won't get that [full] work contribution from people [...]. In my opinion, it affects the success because things might not progress as quickly, people don't do their work as well [...] or then there are absences. (Interview, 4).

Mental health-related absences are increasing across Finland [...], and since people are whole beings, if they feel well at work, [then

they] might be able to handle those everyday life bumps better too (Interview, 1).

4.3 Opportunities and Challenges from HR Perspective

The interviewers particularly emphasized the role of management in promoting psychological safety. Specifically, participative leadership, in which leaders are approachable, was identified to significantly improve the psychological safety. Management can build trust by being present and visible, for example, by visiting work sites and arranging regular one-on-one meetings with employees.

Regular one-on-one conversations [are important] because that's where psychological safety is built, when you consider the person as a whole [...] if you never have time alone together, and you don't know the person, how can any kind of relationship develop? (Interview, 1)

We have done it so that leaders go just to chat and ask how people are doing; they systematically visit the ground sites [...] This kind of behavior increases the feeling of safety or [the experience that] they [leaders] too are just human beings (Interview, 1)

In [psychological safety] as in other cultural matters, leadership [...] is absolutely central, in the way that they show the direction and work as role-models (Interview, 3).

Leaders are expected to demonstrate authenticity, empathy, and humanity, all of which promote cohesion and trust. Leaders should acknowledge their mistakes and use them as learning opportunities. This creates an open atmosphere in which employees dare to be themselves without the fear of making mistakes.

[Admitting mistakes] has quite a significant impact and is perhaps an underutilized resource, also in the sense that when leadership admits that they might not know exactly what to say or that they have made a mistake in something (Interview, 6).

Listening and considering people and that kind of general empathy [...] like really trying to understand people [...] and not just doing what you yourself see as best (Interview, 2).

Communicating through your own presence that we're all part of the same team and by no means placing yourself above others [...] I think it's really good that you can laugh at yourself and tell about your own blunders because they have a really big impact on psychological safety (Interview, 1).

A hierarchical and traditional leadership culture can significantly impede openness and psychological safety, diminishing employee motivation in organisations. In such an environment, changing the culture can be challenging, as more experienced employees may maintain their status, and junior employees may not dare to question it. Hierarchical culture and traditional leadership are also recognized to affect the quality of customer service.

The threshold to disagree with a senior-level colleague is really challenging for many juniors. Even though they would actually have a lot of new things to contribute (Interview, 2).

[Poor leadership] does come up among people who are leaving [the company], when there's no psychological safety present in the whole

setup, it definitely makes the client work more difficult as well (Interview, 2).

Old-fashioned and hierarchical thinking that somehow management would have the right to intervene or behave like this [...], if we could root that out, then surely the psychological safety would increase as well (Interview, 1)

The interviewees perceived that remote work and multilocality pose challenges to building psychological safety, as they reduce face-to-face interactions. The development of trust requires personal familiarity, which is more difficult to achieve in a virtual environment.

Remote work culture strongly challenges psychological safety, trust, and a sense of community. I don't mean that you can't achieve these through remote work, but it requires a lot of time and effort. I'm absolutely in favor of people meeting face-to-face too (Interview, 3).

The challenge is exactly that kind of multi-locality where we're spread all around Finland and it's not really possible then for like all people to be familiar with each other (Interview, 6).

Generational differences in thinking patterns can create challenges in promoting psychological safety. According to the interviewees, the management's lack of commitment or inability to recognize their mistakes or examine matters from the employee's perspective can undermine the culture of psychological safety.

If the upper management is not committed or does not operate in a psychologically safe manner, then the whole thing [psychological safety] is watered-down (Interview, 1).

Perhaps this is just these kinds of generational differences in thinking. Maybe about what is actually relevant and what is important [...], but somehow when the emphasis focuses on sales and customer relationships, then it also doesn't leave much room for [...] like cultural development (Interview, 2)

At the management level [...], there are occasional challenges in getting them to understand [...] that some of their [leadership] ways or styles might be such that it can weaken psychological safety (Interview, 4).

The interviewees perceived that management and supervisors' challenges in receiving feedback may lead to employees' being reluctant to express their concerns. This may, in turn, result in employees suppressing their thoughts, which can impede organisational development. In their organisations, the interviewees strive to develop a culture where receiving and giving feedback are continuous, ensuring that even critical feedback is not perceived negatively.

I have experienced that some leaders or supervisors have difficulties in receiving feedback [...] and then they kind of silence the team. Those who bring up concerns [...] are seen as sort of difficult people. [...] In a way, [raising issues] is good because it shows that people care (Interview, 4).

One-to-ones should be held regularly to build that relationship, so that one could then bring up those [issues] when giving feedback, so that the [feedback-giving ratio] would be 9 to 3. 9 positive [pieces of feedback] and then you could start getting the constructive feedback too (Interview, 1).

The interviewees emphasized that an organisational culture promoting psychological safety should be grounded in values and strategy and regularly present on management's agenda. Leaders must continuously strive to develop the organisational culture, which requires management to take responsibility for advancing and leading it and ensuring that it supports psychological safety within the organisation.

[Psychological safety] comes from the company's values and strategy; they actually guide whether psychological safety can be built or not - if the value is that we want to achieve x amount of revenue with this profitability and this customer satisfaction, then it doesn't guide towards that [...] if the company's sole purpose of existence is to make money (Interview, 5).

I think that these kinds of cultural matters should be discussed with the management team and board in general, as they are exactly these types of things [that should interest them] (Interview, 3).

The interviewees highlighted a significant challenge in promoting psychological safety; both employees and management do not always understand its added value, as it cannot be directly measured in monetary terms. Psychological safety is often viewed as the Human Resources department's "fluff" that is not perceived to have real significance for the organisation's competitiveness. This perception may prevent psychological safety from being seriously considered and integrated into the company's strategic objectives.

Unfortunately, too often people think that these are just some kind of HR exercises, [...] that don't really mean anything, that we need to like get people to understand the significance of these things and like what added value they produce (Interview, 2).

If I talk about psychological safety here [in my current company], it still becomes like this kind of HR fluff or is perceived as such that it's somehow not seen as a competitive factor yet at this point (Interview, 5).

Human Resources (HR) plays a pivotal role in fostering psychological safety by establishing structures that support open interaction and a sense of community. This encompasses organizing regular one-to-one discussions and developing a feedback-oriented culture. HR must also act as an educator and coach to ensure that organisational members understand the significance of psychological safety.

[The role of HR is] to act as a messenger and also to keep these matters visible, [...] it's about training, taking on a coaching role, meaning bringing these matters into awareness (Interview, 4).

The role of HR is to create the structures for how we conduct our discussions, for example. Whether they are one-to-one discussions, and whether they should have some specific content. Then of course, the development discussions, [HR is involved in deciding] what their content should be (Interview, 5).

The interviewees recognized that psychological safety is a vital component in the relationship between HR and business operations. HR is responsible for addressing challenging issues with the business while ensuring openness and honesty, even in challenging circumstances.

Between business units and HR, psychological safety is also extremely important; HR must have psychological safety, [...] because we are exactly the ones who should be able to raise difficult issues [into discussion] (Interview, 4).

The interviewees perceived that the role of HR will be strengthened in organisations in the future. This development is influenced by changes in working life and the expectations of new generations, which demand genuine change instead of mere rhetoric and empty promises. In the future, organisations will need HR expertise to build psychologically safe, diverse, and thriving work communities.

When people perhaps start to understand more about the added value from these and all other related things [...] like DEI and workplace well-being [...] when people really started to understand the added value [of those topics], then I feel that maybe HR's role can also change, when you get a bit more of that kind of credibility and understanding [from others outside of HR] (Interview, 2).

I think that [...] HR will be needed even more in the future, precisely because our Generation Z [...], they really demand [that there must be] psychological safety, and not just empty talk (Interview, 1).

4.4 Summary of the Research Findings

Based on the research data, psychological safety is observed to impact organisational success. The findings suggest that psychological safety enables the expression of direct and honest feelings and thoughts in the workplace without fear of negative consequences. According to the data, psychological safety is an essential component of organisational culture and shared operational practices. The results demonstrate that, in a psychologically safe culture, employees have the courage to be themselves at work and feel that they are valued exactly as they are and are trusted. Such an environment facilitates the expression of personal opinions, seeking assistance, and providing feedback regardless of work role or individual characteristics, which were found to enhance innovation generation and organisational development. Furthermore, according to the interviewees, experiences of appreciation and trust increase their

willingness to develop work practices as employees feel secure in proposing ideas and questioning existing procedures. If employees harbor fears that restrict the sharing of opinions and perspectives, the organisation may not be able to fully utilize the potential of its employees.

Psychological safety was perceived to influence employee well-being, commitment, and motivation, which were considered crucial for organisational success. The experience of openness and appreciation fostered by psychological safety was found to enhance employee performance, organisational commitment, and confidence in one's professional capabilities. The experience of being valued and having opportunities to influence was also perceived to reduce employee absenteeism and turnover within the organisation.

Psychological safety was found to have a positive impact on organisational change management by enhancing employee flexibility and tolerance for change. These positive effects were believed to arise from the experience of safety and trust promoted by transparent and participatory change management, which was facilitated by psychological safety.

When the opportunities and challenges of promoting psychological safety were discussed, the interviewees emphasized that leaders play a significant role in promoting psychological safety and can either enhance or diminish it. To improve psychological safety in organisations, leaders should commit to and recognize its added value for the organisation. Leaders can promote psychological safety by acting inclusively, being approachable, showing empathy, and acknowledging their uncertainties and mistakes. Hierarchical and authoritarian leadership weaken psychological safety, as employees do not dare to express their views because inequality creates a sense of insecurity. Additionally, the inability to receive feedback undermines psychological safety and may prevent employees from bringing up differing opinions and views as they fear negative consequences.

Based on the data, HR plays a significant role alongside leaders in promoting psychological safety within organisations. HR establishes the frameworks through which psychological safety is promoted and maintained and brings to the leader's attention any deficiencies that may undermine psychological safety. The success of HR's work is dependent on the experience of psychological safety in the relationship between HR and business operations. Looking ahead, HR's role is expected to strengthen within organisations and as a promoter of psychological safety due to changes in working life and the expectations of new generations.

Examining the updated theoretical framework is beneficial for reviewing the results. Based on the research findings, the original theoretical framework has been expanded with the key factors identified from the data, which describe the impact of psychological safety on organisational success.

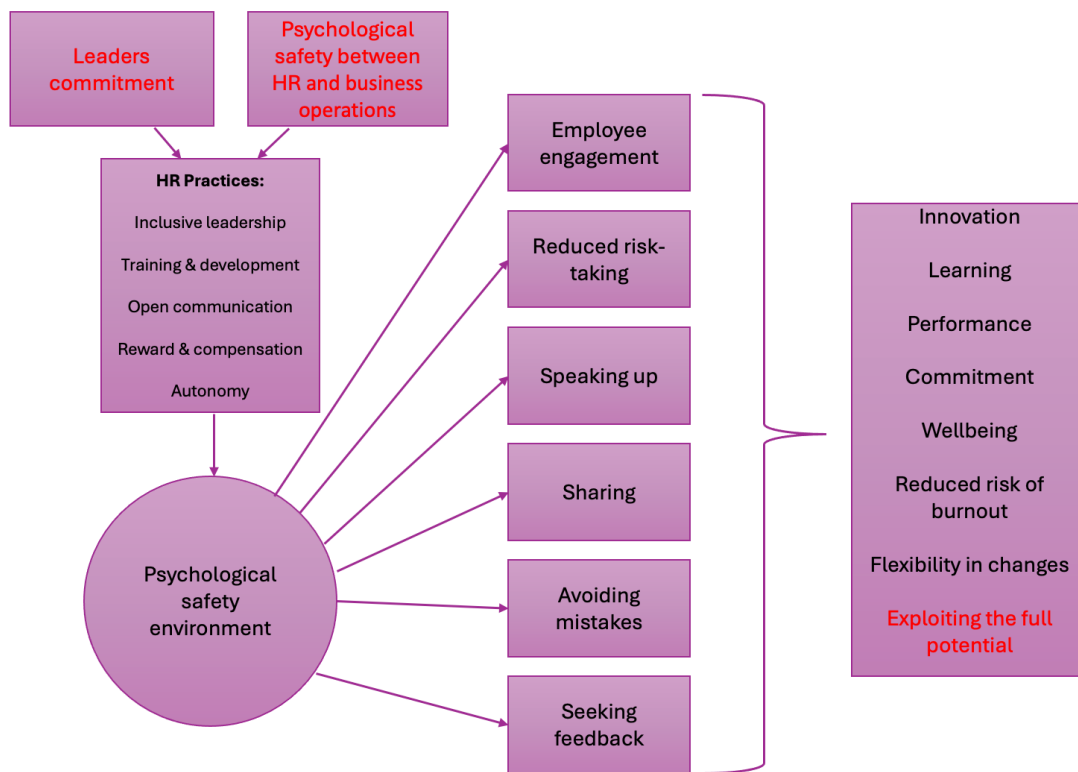


Figure 5. Updated theoretical framework

5 Conclusion and Discussion

This chapter addresses the conclusions and discussion of the study. The findings are compared with previous research and literature, examining whether they support or deviate from the prior studies. Subsequently, managerial implications are presented based on the results, which managers should consider and develop in their organisations to ensure psychological safety. The final section focuses on assessing the reliability, validity, ethics, and limitations of the study, as well as provides suggestions for future research.

5.1 Comparison of Results with Previous Studies

The results of this study support previous research in many aspects regarding the significance of psychological safety on employee performance, and consequently, organisational success. The findings particularly support prior research which has indicated that psychological safety has a positive impact on employee commitment, job satisfaction, and performance (Javed et al., 2019). The interviews revealed that, in a psychologically safe environment, employees are more motivated in their tasks, more committed to the organisation, and more willing to participate in operational development.

The findings also support Edmondson's (2003) model, which suggests that psychological safety is a prerequisite for employee learning. The interviewees perceived that a culture that allows people to make mistakes and open interactions about disagreements supports employees' courage to generate ideas and be creative, facilitates learning, and promotes organisational development.

The research also confirms previous theoretical observations that leaders have a significant impact on the creation of culture and that their actions have a substantial influence on the formation of psychological safety. The observations and prior research

emphasize the importance of an approachable and inclusive leadership style in promoting psychological safety, whereas a hierarchical leadership style diminishes it (Javed et al., 2019). The interviewees particularly emphasized the impact of one-on-one meetings on building trust. Additionally, leaders' humane and empathetic approaches, along with their willingness to admit their mistakes, were perceived as positively influencing factors. However, merely encouraging openness and humanity is not sufficient; workplaces need measures to dismantle hierarchical structures so that less-experienced employees also dare to express their opinions. Poor leadership is recognized to affect the quality of customer work and employee turnover, which, in turn, directly impacts the organisation's business operations.

Both theoretical and empirical findings demonstrate that remote work poses challenges for fostering psychological safety (Tklich et al., 2024). In remote work settings, the reduction in face-to-face interactions diminishes the sense of community, as virtual communication often remains purely task-oriented, leaving little room for personal connection and trust-building. This impedes the development of workplace community experience and the formation of relationships between team members. The theory also recognizes that, while remote work increases stress and burnout, it simultaneously enhances work engagement and job satisfaction. Consequently, from the perspective of both employee well-being and business success, hybrid work is considered the most balanced option (Fan & Moen, 2023).

In change situations and dynamic operating environments, theory and results recognize that psychological safety improves, among other things, employee well-being and adaptation to changes. It also promotes employee flexibility; however, a lack of psychological safety may exacerbate change-related resistance and paralysis (Edmondson & Brandby, 2022). The interviewee also highlighted the decline in employee motivation and increased absences when psychological safety was absent during changing situations. Thus, psychological safety is perceived to effectively prevent stress and anxiety caused by change, which enables better success in implementing change.

Furthermore, the research findings substantiate the theoretical perspective on psychological safety as a driver of employee well-being. The results suggest that a psychologically safe work environment may even serve as a supporting factor against other life challenges. Employee well-being is also perceived as a highly relevant and tangible challenge in modern work life, where mental health-related absences are particularly increasing. The theory also recognizes the impact of psychological safety on well-being through increased job satisfaction, and through reduced burnout risk and decreased absenteeism.

The research findings highlight the lack of recognition regarding the significance and added value of psychological safety in organisations. The interviewees perceived that the effects and importance of psychological safety often go unrecognized and are undermined. This undermining and failure to recognize the added value stems particularly from employees and management, who perceive it as superfluous HR nonsense. This may prevent organisations from integrating psychological safety and achieving its associated benefits. Some interviewees felt that the older generation in management still focuses more on traditional organisational operations, and cultural factors that are difficult to measure directly in monetary terms are less significant to them.

This study confirms the significant role of psychological safety in organisational success. The results and previous studies demonstrate that psychological safety promotes employee learning, work engagement, and innovative work behavior. An empathetic and inclusive leadership style is particularly crucial for fostering and maintaining psychological safety. Remote work and multilocation workplaces challenge the inclusion and development of commonality. In the future, organisations should focus on integrating psychological safety into their culture, as its effects are not yet fully recognized, although its multidimensional impacts on organisational success are evident.

5.2 Practical Recommendations for Companies

This research revealed several suggestions and practical solutions for management and HR to promote or maintain psychological safety. This section delves into key management recommendations from the research data for developing psychological safety in organisations.

In numerous discussions, building an open interaction culture emerged as one of the most critical building blocks of psychological safety. Open dialogue provides freedom for everyone to express their opinions and perspectives. It also enables presentation of grievances and dissenting opinions. Management's example of openness and listening was considered significant, as leaders are typically seen as role models in cultural matters within organisations. Without open discussion, shortcomings may remain unnoticed or people may not dare to raise them at all.

The development of change management towards a more inclusive approach emerged as a concrete practice in the interviewees' responses. Change management should sufficiently involve employees to ensure that decisions do not come as a surprise to them or appear as top-down directives, which could compromise experiences of cohesion and trust. If change management is not conducted in a participatory manner, it may lead to negative consequences, such as increased absenteeism, decreased employee motivation, or reduced work performance.

The demonstration of appreciation towards employees emerged as a crucial factor in leadership behavior. When employees perceive that their work and expertise are valued, they become more confident in expressing their opinions, thereby enabling the organisation to benefit from diverse perspectives and the full potential of their workforce. Furthermore, employees who feel appreciated exhibit enhanced work commitment and increased motivation to achieve shared objectives, which is reflected in their job performance and organisational profitability.

Managers should foster the implementation of one-on-one interaction with their subordinates. One-to-one discussions were identified as a key factor in building psychological safety and trust-based relationships, as their development requires interaction.

Finally, building a feedback culture and allowing mistakes emerged as crucial factors for enabling psychological safety. Providing feedback requires trust and a secure atmosphere, and before giving critical feedback, the relationship between the feedback provider and recipient should be at a level where failures can be discussed. This can be promoted by regularly giving positive feedback, ensuring sufficiently regular one-to-one discussions, and openly discussing mistakes and failures.

Practical Recommendation	Description	A quote from the interview
Open interaction culture	Openness is perceived to promote psychological safety through an atmosphere where matters are discussed honestly and inclusively, without fear of negative consequences.	"At the workplace, there's this kind of open, interactive communication connection [...] where you dare to express your opinion and disagree and bring forward development ideas and be yourself"

Practical Recommendation	Description	A quote from the interview
Inclusive change management	Inclusive change management promotes psychological safety, as decisions are made transparently and do not decrease employees' experience of security.	"[Psychological safety is weakened by] the intense pace of change, where people haven't been, involved early enough and haven't been, in a way, included to influence certain things that strongly affect their work and daily routines"
Showing appreciation	Appreciating employees' expertise and work enhances their experience of psychological safety, as it creates a sense that they are trusted and can therefore freely express their views and opinions on matters.	"If you feel that these people aren't interested in what I'm trying to tell here, then your performance probably drops, because you don't feel that you're being listened to and that people are interested in you, that what you're saying has like meaning."

Practical Recommendation	Description	A quote from the interview
One-to-one conversations	In the development of psychological safety, trust plays a crucial role, and interaction is necessary to enable both trust and psychological safety. One-on-one conversations were perceived as significant for the development of trust and relationships.	“Regular one-to-one conversations, that's where psychological safety is created, when we take the whole person into account and ask about their news and well-being.”

Practical Recommendation	Description	A quote from the interview
Feedback culture	<p>To develop professionally, employees require feedback on their performance, yet interviewees perceived that giving critical feedback was infrequent and needs substantial encouragement in workplaces. The provision of critical feedback becomes easier when feedback is consistently given and received. Therefore, feedback culture needs to be consciously constructed, and discussing one's own mistakes reduces the taboo surrounding failure that prevents people from experimenting with new ideas.</p>	<p>"We have tried to change [the feedback culture] more towards a direction where asking for feedback would be continuous and it would be done throughout the year, and that it would be considered in people's objectives that they need to ask for feedback about their own work during the year as well."</p>

Table 2. Practical recommendations to promote psychological safety

5.3 Reliability, Validity, and the Ethics of the Research

It is essential to evaluate the reliability and validity of the conducted research as part of the process, as the research must strive to avoid errors (Tuomi & Sarajärvi, 2018, Chapter 6). Reliability refers to the justified use of appropriate approaches to solve a research problem at every stage of the research. Validity refers to the trust in the research data and results, and that the research data were collected and analyzed accurately. It is also important to examine adherence to ethical research principles, as good scientific practice forms the foundation for the reliability and validity of research and its results (Puusa & Juuti, 2020, Chapter 5).

Another study that yielded the same results can enhance the reliability of the research. However, evaluating the reliability and validity of qualitative research is difficult. Human behavior is context-dependent, and the results of two separate qualitative studies are rarely identical. Therefore, it is essential to thoroughly present the research's implementation and practices that were followed (Aaltio & Puusa, 2020, Chapter 11).

The research methods and processes are described in detail in the report to enable assessment of research validity. At the beginning of the report, the content and structure of the research are clearly presented, followed by a review of previous theoretical frameworks on the research topic to help readers understand the background and content of the phenomenon. Subsequently, the research methods are presented in detail, followed by the presentation of the research findings by theme. The results are presented in paragraphs and direct quotations, which reveal the data collected from the interviews.

The reliability of the data collection in this study was ensured by interviewing HR experts from several organisations to ensure that the research results would provide varied

perspectives, and thus, the data collected from multiple research subjects increases the reliability of the data (Aaltio & Puusa, 2020, Chapter 11). The interviewees were carefully selected, with emphasis on extensive experience and knowledge of HR practices and psychological safety. To ensure validity, the interviews were recorded and meticulously transcribed to facilitate clear and correct interpretation during the analysis. Furthermore, the interviewees verified the interview results to ensure accuracy. The data were carefully selected to address the research question. The study also included direct quotations from the material and described special factors such as the implementation method and period of the study, which may have influenced the research results (Aaltio & Puusa, 2020, Chapter 11).

Qualitative research does not aim to produce generalizable results (Aaltio & Puusa, 2020, Chapter 11). The objective of this study was to understand the investigated phenomenon rather than provide generalizable results. Therefore, the study involved a limited number of participants, and the interviewees were restricted to HR professionals. The findings of this study have been compared and integrated with previous theoretical knowledge, allowing some results to be generalized as part of a broader body of research.

In this study, careful attention was paid to the protection of the research subjects and collected data, which constitutes an essential component of ethical research. The participants had the opportunity to decline the interview and were informed of the study, its objectives, and methods at the time of the interview request. Their rights were safeguarded throughout the study, and they were protected through multiple measures, such as anonymity and by ensuring that the information obtained during the research was neither shared with external parties nor used for any other purpose. To ensure the ethical conduct of the research, the researcher adhered to all agreements made with the participants (Tuomi & Sarajärvi, 2018, luku 5.4).

5.4 Limitations of the Study and Suggestions for Further Research

Generalizable conclusions cannot be drawn from the research results, as a limited number of participants participated in the qualitative study. In this research, six different HR specialists were interviewed, and while the results provide diverse perspectives that reinforce the existing theory, these perspectives may not necessarily represent all viewpoints regarding the impact of psychological safety on organisational success.

The results of the study could have been different if the answers would have been collected from different organisational levels. While HR professionals possess valuable knowledge regarding the significance of psychological safety for organisational success, the perspectives of executives, employees, and supervisors could differ significantly from the HR professionals' views. This is because HR professionals have expertise in the subject matter and it is partly their responsibility to promote cultural factors, therefore their perspective may not be entirely objective on this topic.

The participants and companies in the study were located in Finland, which may limit the applicability of the results to other cultural contexts. Furthermore, the interviewees and the interviewer had prior acquaintance, which assisted the researcher in recruiting competent and experienced HR professionals as interviewees. Additionally, the respondents' answers may have been more honest than they would have been with an unfamiliar interviewer.

Based on previous research and the findings of this study, it can be concluded that psychological safety is crucial for organisational success, and thus, the topic should be researched even further in the future. Further research is needed to examine the impact of psychological safety on organisational performance metrics, which could be conducted through quantitative research methods. Additionally, a longitudinal study could provide valuable insights into how psychological safety develops and evolves within organisations over time.

Numerous studies on psychological safety have been conducted in the healthcare sector. Therefore, research that would focus on other industries or different types of teams, such as diverse teams or those working remotely, is needed. Additionally, studies focusing on various cultural contexts could provide insight into how highly traditional and conservative work cultures respond to a less hierarchical culture that promotes psychological safety.

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