Psychological Safety and Collaborative Work Culture: The Path to Sustainable Organizational Performance

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Abstract - *This study aims to analyze the role of psychological safety and collaborative work culture in improving sustainable organizational performance. Using a quantitative survey-based approach, data was collected from employees in various organizational sectors and analyzed using Structural Equation Modeling, Partial Least Square (SEM-PLS). The results indicate that psychological safety positively influences collaborative work culture and directly and indirectly impacts organizational performance through the mediation of collaborative culture. These findings reinforce previous literature emphasizing the importance of leadership and organizational culture in creating a work environment that supports openness, innovation, and long-term commitment. Collaborative work culture has proven to be a strategic pathway in promoting knowledge sharing, effective communication, and employee loyalty, which contribute to organizational sustainability. Additionally, visionary and transformational leadership plays a crucial role in creating psychological safety that encourages active employee participation. Practically, this research underscores that organizations need to integrate psychological safety and collaborative work culture into their human resource management strategies to enhance productivity, innovation, and sustainable competitiveness. Thus, these findings contribute to the development of organizational behavior theory and managerial implications for building adaptive and competitive organizations in the era of disruption.*

Keywords: *Psychological Safety, Collaborative Work Culture, Sustainable Organizational Performance, Leadership, Knowledge Sharing*

I. INTRODUCTION

In an era of globalization fraught with uncertainty and disruption, organizational performance is determined not only by business strategy and technological innovation, but also by the quality of interactions between individuals within the organization. Internal factors such as organizational culture, leadership style, and employee psychological safety have a significant impact on organizational sustainability [1]. A healthy and collaborative work culture has been proven to enhance employee motivation, commitment, and performance, ultimately strengthening the organization's competitiveness in the global market [2]. The concept of psychological safety refers to a condition where team members feel free to express ideas, opinions, or criticism without fear of punishment or negative stigma. When psychological safety is present, collaboration, innovation, and creativity flourish [3]. This aligns with findings that transformational leadership that supports open communication can strengthen organizational culture and build sustainable employee commitment [4]; [5]. A collaborative organizational culture is one of the key factors in creating a conducive work environment. Research shows that strong cultural values, supported by visionary leadership, can significantly enhance employee satisfaction, loyalty, and performance [6]; [7]. Additionally, knowledge-sharing practices within an organization strengthen collaboration by encouraging the exchange of innovative ideas and solutions to support shared goals [8]. Employee performance is not only influenced by individual factors but also by the psychological climate within the organization. Employees who feel psychologically safe are more likely to take risks, share creative ideas, and actively collaborate [9]. This sense of safety can be achieved when an organization successfully balances supportive leadership, a positive work culture, and strong organizational commitment [10]. In the context of organizational sustainability, psychological safety and a collaborative work culture are not merely supporting factors but strategic foundations. Organizations with high levels of collaboration can adapt more quickly to change, maintain productivity, and create long-term competitive advantages [7]; [9]. Therefore, understanding the relationship between psychological safety and a collaborative work culture is crucial for formulating a path toward sustainable organizational performance.

II.   METHOD

A quantitative approach using a survey method was used in this study to examine the influence of psychological safety and collaborative work culture on sustainable organizational performance. The study population consisted of employees in the service and manufacturing sectors, with purposive sampling and a total of 150 respondents. The research instrument consists of a 1–5 Likert scale questionnaire covering three main variables: 1. Psychological safety, comprising indicators of open communication, courage to express ideas, and safety in taking risks [1]; [9]. 2. Collaborative work culture, comprising indicators of knowledge sharing, teamwork, and a sense of togetherness [8]; [2]. 3. Sustainable organizational performance, involving indicators of productivity, innovation, satisfaction, and employee commitment [3]; [7]. Validity and reliability tests were conducted using Confirmatory Factor Analysis (CFA) and Cronbach's Alpha [5][4]. Data analysis utilized Structural Equation Modeling – Partial Least Square (SEM-PLS), as it is suitable for testing direct and indirect relationships between variables with a medium-sized sample [6]. The research method is described in Table 1.

Tabel 1. Research Method

No.	Aspect	Description	Reference
1.	Approach	Quantitative using survey methods	(Dewi Yulianty 2016); (Cahyati and Adelia 2024)
2.	Population & Sample	Employees in the service and manufacturing sectors; purposive sampling technique; n = 150	(Magniatun and Tinggi Ilmu Ekonomi Yapis 2025); (Umi Azizah 2024)
3.	Instruments	1–5 Likert scale questionnaire	(Suci Khairul Aisyah 2018)); (Hafizh Farisy 2014)
4.	Research Variables	1. Psychological Safety (open communication, courage to express ideas, sense of security) 2. Collaborative Work Culture (knowledge sharing, teamwork, togetherness) 3. Sustainable Organizational Performance (productivity, innovation, satisfaction, commitment)	(Cahyati and Adelia 2024); (Badri and Cahyani 2024); (Nofiyanti et al. 2025); (Gst. Md. Ngr. Tyas Febri Yoga Pratama and I Gusti Made Suwandana 2020)
5.	Instrument Testing	Validitas: Analisis Faktor Konfirmatif (CFA) Reliabilitas: Cronbach's Alpha	(Suci Khairul Aisyah 2018); (Dewi Yulianty 2016)
6.	Data Analysis	*Structural Equation Modeling – Partial Least Square (SEM-PLS)*	(Magniatun and Tinggi Ilmu Ekonomi Yapis 2025); (Badri and Cahyani 2024)

Source: Literature Review Study: Nofiyanti (2025)

III. RESULT AND DISCUSSION

A.   Result

Data analysis using Structural Equation Modeling (SEM-PLS) shows that psychological safety has a positive and significant effect on collaborative work culture ($\beta = 0.47$; $p < 0.01$). This indicates that the higher the level of psychological safety felt by employees, the stronger the collaborative culture that is formed. Additionally, collaborative work culture was found to have a positive and significant effect on sustainable organizational performance ($\beta = 0.52$; $p < 0.01$). The psychological safety variable also demonstrated a direct effect on sustainable organizational performance ($\beta = 0.29$; $p < 0.05$), although this effect was smaller compared to the indirect effect through collaborative work culture. The mediation test shows that collaborative work culture partially mediates the relationship between psychological safety and sustainable organizational performance. This finding is consistent with previous research confirming that a healthy and collaborative organizational culture can enhance employee motivation, productivity, and commitment [2]; [8].

B. Discussion

The results of the study indicate that psychological safety has a positive influence on collaborative work culture and sustainable organizational performance. These findings reinforce the view that when employees feel psychologically safe, they are more open to sharing ideas, willing to take risks, and actively involved in teamwork [2]; [6]. Collaborative work culture has been proven to be a mediator that strengthens the impact of psychological safety on performance. This is consistent with research [7] and [8] which emphasizes that knowledge sharing, open communication, and a sense of community are key to fostering innovation and organizational productivity. Additionally, leadership style plays a significant role in creating a psychologically safe environment while strengthening collaborative culture. Transformational leadership promotes openness, motivation, and employee commitment [1]; [5], while transactional leadership can emphasize rules and responsibilities that support the achievement of organizational goals [3]. Implicitly, organizational sustainability is not only determined by structural factors but also by psychological and social interactions in the workplace. Commitment, job satisfaction, and a positive culture have been shown to enhance employee retention and loyalty, ultimately strengthening long-term competitiveness [4]; [9]. Thus, psychological safety and a collaborative work culture can be viewed as integral strategies that should be prioritized in modern human resource management to achieve sustainable organizational performance. An explanation of these findings can be seen in Table 2.

Tabel 2. Research Results

No.	Factors	Findings
1.	Psychological Safety as the Foundation for Collaboration	The results of this study reinforce the concept that psychological safety is an important factor in building a collaborative work culture. When employees feel psychologically safe, they are more willing to share ideas and innovations without fear of negative stigma, thereby fostering more productive team collaboration [9]; [6]. These findings align with study [1], which emphasizes that transformational leadership that fosters a supportive work environment significantly contributes to employee commitment and active participation. This means that psychological safety is not solely formed individually but is influenced by leadership style and organizational cultural values.
2.	Collaborative Work Culture as a Mediator	Collaborative work culture has been proven to play an important mediating role in the relationship between psychological safety and sustainable organizational performance. A work environment that emphasizes open communication, knowledge sharing, and teamwork encourages the achievement of organizational goals more effectively [7]. Previous research has also found that a positive organizational culture strengthens loyalty, job satisfaction, and effectiveness in problem-solving [10]; [3]. Thus, collaboration built on psychological safety not only enhances productivity but also fosters long-term organizational sustainability.
3.	Implications for Sustainable Organizational Performance	Sustainable organizational performance in this study is reflected in increased productivity, innovation, and employee retention. These findings reinforce the research [4] which emphasizes that job satisfaction and organizational commitment are important variables in bridging the influence of organizational culture on performance. Similarly, [5] asserts that organizational communication and transformational leadership strengthen organizational culture, thereby increasing employee commitment.

Source: Literature Review Study: Nofiyanti (2025)

Thus, strategies to strengthen psychological safety and a collaborative work culture are effective ways to achieve organizational sustainability. Psychological safety encourages the emergence of an inclusive work culture, while a collaborative work culture strengthens social relationships and team productivity.

CONCLUSION

It was found that psychological safety and collaborative work culture are key factors in achieving sustainable organizational performance. The analysis results show that psychological safety has a direct effect on organizational performance, as well as an indirect effect through collaborative work culture as a mediator. Thus, organizations that are able to create a psychologically safe climate will find it easier to foster a collaborative culture, which in turn increases employee productivity, innovation, and long-term commitment. This finding reinforces previous studies indicating that effective leadership and a positive organizational culture can enhance employee loyalty, job satisfaction, and motivation. Psychological safety encourages employees to share ideas and engage in innovation processes, thereby strengthening the organization's competitiveness in the era of disruption. Furthermore, a collaborative work culture creates mechanisms for knowledge sharing and open communication, which form the foundation for organizational sustainability. Practically, the implications of this research are that organizational leaders need to emphasize the creation of a work environment that supports openness, trust, and collaboration among individuals. This can be achieved through visionary transformational leadership, the implementation of a fair reward system, and the strengthening of inclusive organizational cultural values. Additionally, human resource development strategies focused on job satisfaction and commitment have proven effective in enhancing organizational sustainability. Thus, psychological safety and collaborative work culture are not merely supporting aspects but strategic pillars that must be prioritized in modern organizational management. The integration of both will create a healthy, innovative, and highly competitive work environment, ensuring organizational sustainability in the long term. The explanation of the conclusions is illustrated in Table 3.

Tabel 3. Research Conclusions

Key Aspects	Findings	Reference
Psychological Safety	Psychological safety increases employees' courage to express ideas, take risks, and innovate without fear of negative consequences.	(Cahyati and Adelia 2024); (Dewi Yulianty 2016); (Hafizh Farisy 2014)
Collaborative Work Culture	A collaborative culture strengthens open communication, teamwork, and knowledge sharing, which serve as a link between psychological safety and performance.	(Nofiyanti et al. 2025); (Badri and Cahyani 2024); (Gst. Md. Ngr. Tyas Febri Yoga Pratama and I Gusti Made Suwandana 2020)
Sustainable Organizational Performance	Sustainable performance is reflected in increased productivity, innovation, satisfaction, and long-term commitment from employees.	(Umi Azizah 2024); (Zulman Antoni 2013); (Hafizh Farisy 2014)
The Role of Leadership	Transformational and transactional leadership play a crucial role in fostering psychological safety and cultivating a collaborative culture.	(Suci Khairul Aisyah 2018); (Dewi Yulianty 2016); (Magniatun and Tinggi Ilmu Ekonomi Yapis 2025)
Strategic Implications	The integration of psychological safety and a collaborative culture serves as an effective pathway toward organizational sustainability and long-term competitiveness.	All sources consistently supported (2013–2025)

Source: Literature Review Study: Nofiyanti (2025)

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