



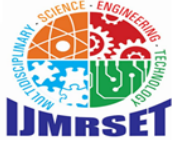
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Psychological Safety at the Workplace and Employee Voice Behavior

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ABSTRACT: Psychological safety in the workplace refers to employees feeling comfortable and confident to share their ideas, opinions, and concerns without fear of criticism or punishment. When employees feel safe, they are more likely to speak openly and participate in discussions that help improve the organization. Employee voice behaviour means expressing suggestions, feedback, or concerns that can contribute to better decision-making and problem-solving at work. This study examines the relationship between psychological safety and employee voice behaviour. The findings show that when employees feel respected, supported, and valued by their managers and colleagues, they are more willing to share their thoughts and ideas. Therefore, creating a supportive and positive work environment helps organizations improve communication, teamwork, and overall performance.

KEYWORDS: Psychological Safety, Employee Voice Behaviour, Workplace Environment, Organizational Support, employee Engagement, Communication Climate.

I. INTRODUCTION

Psychological safety is an important concept in the workplace. It means that employees feel safe to express their ideas, opinions, and concerns without fear of being criticized, embarrassed, or punished. When employees feel psychologically safe, they are more comfortable sharing their thoughts and participating in discussions.

In many organizations, employees may hesitate to speak up because they are afraid of negative reactions from managers or colleagues. This fear can reduce creativity, teamwork, and problem-solving. A workplace that encourages open communication helps employees feel valued and respected.

Employee voice behaviour refers to the willingness of employees to share suggestions, feedback, or concerns that can improve the organization. When employees actively express their ideas, it can lead to better decision-making and innovation. However, employee voice is strongly influenced by the level of psychological safety in the organization.

Therefore, understanding psychological safety and its impact on employee voice behaviour is very important for organizations. Creating a supportive and positive work environment can improve communication, strengthen teamwork, and enhance overall organizational performance.

II. REVIEW OF LITERATURE

1. Singh and Verma(2024). “psychological safety improves employee participation and trust in organizations”. The study highlighted that when employees feel safe to express themselves without fear of negative consequences, they are more willing to participate in discussions and decision-making processes. Psychological safety also strengthens trust between employees and management, leading to better communication and stronger workplace relationships.
2. Saxena and Tomar(2021). “The psychological safety enhances innovation and idea sharing in Indian IT firms”. Their study showed that when employees feel safe to express ideas without fear of criticism or punishment, they are more willing to share creative solutions and suggest new approaches. This environment supports collaboration, learning, and experimentation, which increases innovation and improves overall performance in IT organizations.
3. Singh and Rangnekar(2019). “High power distance in Indian workplaces can limit employee voice behavior”. Their study explained that in organizations where hierarchy is strongly respected and authority is rarely questioned,



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employees often feel hesitant to share ideas or raise concerns. This cultural and organizational structure increases fear of negative reactions, criticism, or punishment, which reduces psychological safety.

4. Frazier et al.(2017). A meta-analysis that psychological safety is positively related to employee voice behavior and overall performance. Their findings showed that when employees feel safe to express themselves without fear of negative consequences, they are more likely to share ideas, suggestions, and concerns that contribute to improvement.

III. OBJECTIVES OF THE STUDY

- To study the level of psychological safety perceived by employees in the workplace.
- To assess the extent of employee's voice behavior in the organization.
- To identify the organizational factors that influence Learning and Growth among employees.
- To examine the relationship between psychological safety and employee voice behavior
- To analyze the impact of psychological safety on employee willingness to express idea, opinions and concerns.

IV. LIMITATIONS OF THE STUDY

1. The study is limited to a small sample size and a specific organization, so the results cannot be generalized to all workplaces.
2. The research depends on self-reported data collected through questionnaires, which may include biased or socially desirable responses.
3. The study is conducted within a short time period and follows a cross-sectional design, so it does not measure long-term changes in psychological safety and employee voice behavior.

V. RESEARCH METHODOLOGY

Research methodology refers to the systematic and scientific procedure adopted to collect, analyze, and interpret data to achieve the objectives of the study. It explains the overall research design, sources of data, sampling techniques, tools used, and methods of data collection. A well-structured methodology ensures the reliability and validity of the findings. The present study follows a descriptive research approach to analyze the factors contributing to the Psychological safety at the workplace and employee voice behavior.

VI. SAMPLE DESIGN

The study adopts a descriptive research design to examine the level of psychological safety, employee voice behavior, and learning and growth among employees. This design helps in describing the characteristics of the respondents and analyzing the relationship between the variables.

SAMPLE SIZE

The sample size of the study comprises 122 employees selected from the organization. This number of respondents is considered sufficient to effectively analyse the level of psychological safety, employee voice behavior, and learning and growth factors among employees. The sample includes participants from various departments, job designations, age groups, and experience levels, ensuring diversity and representation. Such a structured selection enhances the reliability, validity, and accuracy of the study findings.

SOURCES OF DATA

Sources of data refer to the means through which information required for the study is obtained. The study is based on both primary and secondary sources of data.

PRIMARY DATA

Primary data was collected directly from employees of the organization through a structured questionnaire. The questionnaire included questions related to psychological safety, employee voice behaviour, and learning and growth factors. This helped in gathering firsthand information about employees' perceptions, opinions, and experiences in the workplace.



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SECONDARY DATA

Secondary data was collected from various existing sources such as books on organizational behavior and human resource management, research journals, published articles, company reports, and reliable online sources. These materials provided theoretical support and background information for the study and helped in understanding previous research conducted in the area of psychological safety and employee voice behavior.

VII. TOOLS UESD FOR THE STUDY

The data collected from respondents were analyzed using statistical tools to understand the safety at the workplace and employee voice behavior. Tools used in study are

1. Simple Percentage
2. Weighted Average
3. Ranking Analysis

SIMPLE PERCENTAGE

Table No.2.1

DEMOGRAPHIC PROFILE OF THE STUDY

Variable	Particulars	Frequency	Percentage
Gender	Male	63	51.6
	Female	59	48.4
Total		122	100
Age Group	21-25	61	50
	26-30	44	31.6
	31-35	15	12.3
	35 & above	2	1.6
Total		122	100
Educational Qualification	Under Graduate	42	34.4
	Post Graduate	54	44.3
	Professional Qualification	24	19.7
	Diploma	2	1.6
Total		122	100
Years of Experience	Less than one Year	49	40.2
	1-5 Years	64	52.5
	6-10 Years	9	7.4
Total		122	100
Safe at the Workplace	Safe	92	75.4
	Not safe	30	24.6
Total		122	100
New ideas or concerns	Positive Way	51	41.8
	Negative Way	51	41.8
	None of the them	20	16.4
Total		122	100
Roles and Responsibilities	Excellent	17	13.9
	Good	74	67.7
	Average	30	24.6
	Poor	1	0.8
Total		122	100



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INTREPRETATION: The majority of respondents are young, well-educated employees with 1–5 years of experience and moderate income levels. Most feel safe at the workplace, though many experience moderate fear of negative consequences, and perceptions about handling new ideas are equally divided.

WEIGHTED AVERAGE MEAN

Weighted Mean Formula $X = \frac{\sum (F \times W)}{\sum F}$

F = Frequency W = Weight

$\sum F$ = Total Number of respondents

Table No.2.1

FACTORS RELATED TO LEARNING AND GROWTH

COMMON STRATEGIES	5	4	3	2	1	WEIGHTED MEAN	RANK
I get opportunities to learn new skills at work	52	48	15	7	3	4.16	2
Training programs help me improve my performance	50	50	14	8	3	4.14	3
I feel encouraged to take up new challenges	55	45	12	8	5	4.18	1
My workplace supports continuous learning	48	52	13	9	3	4.12	4
Lack of growth opportunities affects my motivation	45	50	15	10	5	4.00	5

INTERPRETATION: The table shows that employees feel encouraged to take up new challenges, which ranked first. They also get opportunities to learn new skills and benefit from training programs. The workplace generally supports continuous learning. However, lack of growth opportunities still affects some employees' motivation.

Table No.2.1

FACTORS RELATED TO OPEN COMMUNICATION

COMMON STRATEGIES	5	4	3	2	1	WEIGHTED MEAN	RANK
Team members listen to each other politely	42	55	18	7	3	4.08	3
Mistakes are seen as a chance to learn, not to blame	45	50	15	10	5	4.00	4
I feel comfortable in talking about problems	48	52	14	8	3	4.18	2
Supervisors encourage speaking openly	50	47	13	10	5	4.04	5
I can share my ideas freely at workplace	55	45	12	8	5	4.20	1



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INTERPRETATION: The weighted mean analysis indicates that “they can share their ideas freely at workplace” (4.20) ranks first, showing that employees strongly feel they have the freedom to express their ideas. “They feel comfortable in talking about problems” (4.18) ranks second, reflecting a positive level of psychological safety within the organization.

“Team members listen to each other politely” (4.08) ranks third, suggesting healthy communication among colleagues. “Mistakes are seen as a chance to learn, not to blame” (4.00) and “Supervisors encourage speaking openly” (4.04) rank fourth and fifth respectively, indicating that while support exists, there is still room for improvement in managerial encouragement and learning culture.

RANKING ANALYSIS

Table No.3.1

VOICE BEHAVIOR AT THE WORKPLACE

SOURCES	TOTAL	AVERAGE	RANK
Team members feel encouraged to share new ideas	78	3.90	2
Actively participate in discussions	72	3.60	1
Team members speak up about issues affecting work quality	80	4.00	5
Team members offer suggestions to make work easier or more efficient	70	3.50	5
Opinions are considered in decision-making	74	3.70	3
Unsafe or unethical practices are reported	65	3.25	7
Feedback is provided to improve processes	68	3.40	6
Suggestions are made to benefit the team or organization	71	3.55	5
Team members take initiative to highlight potential problems	64	3.20	8

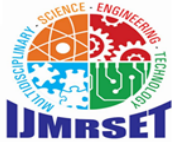
INTERPRETATION: The ranking analysis shows that employees mostly participate actively in discussions, which secured the first rank. They also feel encouraged to share new ideas and believe their opinions are considered in decision-making. This indicates a positive level of voice behavior in general workplace activities.

However, lower ranks are given to reporting unsafe or unethical practices and highlighting potential problems. This suggests that employees may hesitate to raise sensitive or serious issues. Overall, voice behavior is present but can be further improved in critical areas.

It can be inferred that employees are comfortable participating in general discussions and sharing ideas, but they are less confident in reporting problems or unethical practices. Strengthening psychological safety may further improve open communication and proactive voice behavior in the organization.

VIII. FINDINGS

1. The majority of respondents are young, well-qualified employees with 1–5 years of experience and moderate income levels.
2. Most employees feel safe at the workplace, but many experience a moderate level of fear regarding negative consequences.
3. Employees receive good learning and growth opportunities, including training programs and encouragement to take new challenges.
4. While employees actively participate in discussions and share ideas, they hesitate to report unsafe or unethical practices.



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IX. SUGGESTIONS

- The organization should strengthen psychological safety by reducing fear of negative consequences through supportive leadership practices.
- Management should encourage employees to report unsafe or unethical practices without fear of punishment.
- More structured career growth opportunities and development programs can be introduced to improve motivation.
- Supervisors should actively promote open communication and regularly seek feedback to enhance employee voice behavior.

X. CONCLUSION

The study concludes that psychological safety plays an important role in promoting employee voice behavior in the workplace. Most employees feel safe and actively participate in discussions and idea sharing. However, there is some hesitation in reporting sensitive issues and highlighting problems. Therefore, organizations must focus on creating a supportive and trusting work environment to improve communication, employee engagement, and overall organizational performance.

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