

## Cultivating Psychological Safety: A Narrative Review of PSC Implementation and Workplace Mental Health

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**ABSTRACT:** Psychological safety (PS) has gained increasing recognition as a critical determinant of workplace well-being and performance. This narrative review aims to synthesize empirical evidence on the impact of psychosocial safety climate (PSC) on employee mental health, job satisfaction, and organizational functioning. Utilizing a thematic analysis of peer-reviewed studies, this review explores how leadership, organizational culture, and national policy environments influence the implementation of PSC. Findings indicate that high levels of PSC correlate with reduced stress and burnout, enhanced employee engagement, and greater openness in communication. Inclusive leadership styles and participatory organizational structures were identified as key facilitators, while stigma, policy fragmentation, and hierarchical systems emerged as persistent barriers. The discussion integrates systemic factors with existing theoretical models and proposes comprehensive solutions, including leadership training, policy reform, and digital intervention tools. This review emphasizes the need for culturally responsive strategies and long-term evaluation mechanisms to ensure sustainable psychological safety. Overall, the study highlights PSC as an essential component of organizational health and advocates for coordinated, evidence-based approaches to overcome the structural and social impediments to its implementation. These insights offer valuable guidance for researchers, practitioners, and policymakers striving to create psychologically secure and high-performing workplaces.

**Keywords:** Psychological Safety, Psychosocial Safety Climate, Workplace Well-Being, Inclusive Leadership, Organizational Culture, Mental Health Policy, Employee Engagement.



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## INTRODUCTION

Psychological safety has emerged as a cornerstone concept in organizational behavior and occupational health research, particularly in understanding the dynamics of interpersonal trust, team functioning, and employee well-being. Rooted in the foundational work of Edmondson (1999), psychological safety refers to an individual's perception of the consequences of taking

interpersonal risks in a particular context, such as speaking up with ideas or concerns without fear of negative repercussions. Recent literature has expanded this conceptualization, portraying psychological safety not merely as an individual psychological state but as a collective construct embedded in organizational culture and leadership dynamics (Sasaki et al., 2022). As work environments continue to evolve with increasing complexity, especially under conditions such as remote work and hybrid structures, the salience of psychological safety in supporting employee mental health has gained renewed attention (Ulusoy et al., 2016).

Over the past decade, psychological safety has transitioned from a theoretical concept to a practical imperative for high-performing organizations. Empirical evidence demonstrates that a high degree of psychological safety enhances not only individual well-being but also team learning behavior, innovation, and adaptive performance. Sasaki et al. (2022) identify psychological safety as a mediator between leadership behavior and collective resilience, while Shankar & Tewari, (2021) emphasize its importance in fostering inclusive, emotionally intelligent teams. This paradigm shift has led scholars and practitioners to frame psychological safety as a critical condition for sustainable organizational development and mental health promotion (Hammer et al., 2015).

Multiple studies have confirmed the substantial impact of psychological safety on employee mental health outcomes. Amoadu et al. (2024) found that workplaces characterized by high psychological safety report significantly lower levels of burnout, stress, and psychological distress. Bonde et al. (2023) highlighted how mindfulness-based organizational interventions can enhance social capital and promote psychological safety, resulting in improved employee morale and emotional stability. These findings align with broader psychological theories suggesting that social support, open communication, and trust within the workplace act as buffers against occupational stressors, thereby reinforcing mental health (Joyce et al., 2018).

Evidence also suggests that psychological safety is especially critical in high-stakes or high-pressure environments such as healthcare and manufacturing. For example, during the COVID-19 pandemic, healthcare organizations with robust safety climates experienced higher team cohesion and lower emotional exhaustion among staff (Amoadu et al., 2024). Similarly, Li and Peng (2022) illustrated that psychological safety mitigates cognitive fatigue and error rates in manufacturing settings, underscoring the cross-sector applicability of this construct. These findings indicate the broader organizational and economic value of fostering environments where employees feel psychologically secure.

Despite growing consensus on the benefits of psychological safety, its implementation remains challenged by several methodological and contextual barriers. One major challenge lies in measuring psychological safety reliably across diverse organizational and cultural contexts. Sasaki et al. (2022) point out that most psychological safety scales, while validated, may not fully account for cultural nuances that shape interpersonal dynamics in the workplace. Subjective reporting bias and variations in leadership interpretation further complicate efforts to operationalize psychological safety in empirical research (Shankar & Tewari, 2021).

Another challenge pertains to the limited scope of interventions that seek to foster psychological safety. Many organizational efforts remain focused on micro-level changes such as individual coaching or leadership training, often neglecting systemic factors such as hierarchical rigidity, bureaucratic norms, and inconsistent managerial support (Ahmed et al., 2020). These structural limitations hinder the scalability and sustainability of psychological safety initiatives. Moreover, few studies have examined the long-term efficacy of such interventions, pointing to the need for longitudinal assessments (Bommakanti et al., 2024).

The literature reveals a persistent gap in understanding how psychological safety functions as a collective, culturally situated construct rather than an individualized experience. For instance, Afsharian et al. (2018) highlight the lack of integrative models that accommodate both top-down leadership strategies and bottom-up employee feedback mechanisms. Similarly, studies by Bailey et al. (2015) and Crispin et al., (2023) argue that global variations in labor policy and management philosophy create inconsistencies in how psychological safety is perceived and applied across regions.

Given these theoretical and practical gaps, this narrative review aims to synthesize current knowledge on the interplay between psychological safety and employee mental health across different industrial sectors and geographic contexts. Specifically, this review examines the structural, cultural, and leadership factors that influence the implementation of psychological safety, evaluates the effectiveness of organizational interventions, and proposes directions for future research and policy development. By consolidating insights from multidisciplinary sources, the review seeks to build a more holistic understanding of psychological safety as a key determinant of workplace mental health.

The scope of this review includes empirical and theoretical studies published over the last decade, with a focus on diverse organizational settings including healthcare, technology, manufacturing, and public administration. Special attention is given to comparative studies that explore how psychological safety is enacted across different cultural and regulatory environments, such as North America, Europe, and Asia. This approach allows for a nuanced analysis of contextual variations and the identification of best practices adaptable to various organizational cultures (Fosso Wamba et al., 2024; Shah et al., 2021).

In doing so, this review contributes to the evolving discourse on occupational mental health by highlighting the necessity of integrating psychological safety into organizational policy and practice. It also underscores the importance of leadership that not only espouses psychological safety rhetorically but also reinforces it through consistent, inclusive, and transparent behaviors. The findings are intended to inform managers, human resource professionals, and policymakers seeking to enhance workplace well-being and organizational effectiveness in a globally interconnected world (Iswarya et al., 2024).

## METHOD

In order to conduct a comprehensive narrative review on psychological safety and employee well-being, a systematic literature search was undertaken utilizing multiple well-established academic databases. These included Scopus, Web of Science, PubMed, and Google Scholar, each selected for their respective strengths in covering multidisciplinary, peer-reviewed literature. Scopus and Web of Science provided access to a wide range of journals in organizational behavior, management, and occupational health, while PubMed offered detailed insights into mental and occupational health from clinical and biomedical perspectives. Google Scholar complemented these sources by identifying gray literature, conference proceedings, and unpublished reports, enabling an inclusive search strategy. This multichannel approach was essential in ensuring the comprehensiveness and credibility of the literature collected for review.

The literature search incorporated several key terms, identified based on existing definitions and conceptual frameworks from the relevant body of knowledge. Terms included "psychological safety," "psychosocial safety climate," "employee well-being," "mental health," "health workplace," "occupational stress," and "kesejahteraan kerja." These keywords were carefully selected to capture the breadth of relevant studies across different disciplines, including psychology, human resource management, and occupational health. Boolean operators such as AND, OR, and NOT were applied to construct complex search queries. For example, combinations such as ("psychological safety" OR "psychosocial safety climate") AND ("employee well-being" OR "mental health") AND ("occupational stress" OR "health workplace") were used to ensure comprehensive retrieval of articles relevant to the review's objectives.

Search filters were applied to limit the results to peer-reviewed journal articles, published within the past 10 years, and written in English. Where applicable, non-English articles with English abstracts were also considered to ensure broader geographic representation. The review process also incorporated snowballing, wherein references from key articles were examined to identify additional studies not captured in the initial search. This technique enabled the identification of seminal works and ensured saturation in the literature coverage.

The inclusion criteria for article selection required that studies explicitly investigate the relationship between psychological safety and employee well-being, workplace mental health outcomes, or interventions aimed at improving these variables. Studies included both qualitative and quantitative designs, such as randomized controlled trials, cohort studies, case studies, and cross-sectional surveys. Articles that did not provide empirical data, were not published in academic journals, or focused on non-organizational settings (e.g., purely clinical contexts without workplace framing) were excluded.

The screening process followed a multilevel strategy. Initially, search results were screened by title and abstract to assess relevance. This step was carried out independently by two researchers to ensure inter-rater reliability, with discrepancies resolved through discussion or adjudication by a third senior reviewer. Articles passing this phase underwent full-text review to confirm compliance with the inclusion criteria. Duplicates were removed using reference management software such

as EndNote and Zotero, which also facilitated organization and categorization of references by themes and relevance.

During the full-text review phase, each study was coded according to thematic relevance, geographical coverage, methodological design, and theoretical frameworks used. Studies were then categorized under broad thematic areas such as leadership and psychological safety, organizational climate, cross-sectoral differences, and intervention outcomes. This thematic organization allowed for effective synthesis during the subsequent analysis phase.

To enhance the methodological rigor of the search process, a systematic mapping technique was integrated. This enabled the visualization of research trends and identification of knowledge gaps by grouping studies according to their methodological orientation, conceptual focus, and sectoral application. The mapping informed the analytical structure of the review and served as a foundation for identifying areas requiring further empirical attention.

Quality assessment of the selected studies was conducted using established criteria tailored to the study design. For qualitative studies, aspects such as credibility, transferability, and confirmability were considered. For quantitative studies, indicators such as sampling adequacy, measurement validity, and analytical rigor were evaluated. This ensured that only studies meeting high methodological standards were incorporated into the narrative synthesis, thereby enhancing the review's validity.

Throughout the review process, the research team held regular calibration meetings to discuss the screening progress, coding consistency, and evolving themes. These discussions allowed for iterative refinement of the coding schema and ensured alignment between the research questions and the literature included. Moreover, feedback from subject matter experts in organizational psychology and occupational health was sought to validate interpretations and confirm thematic categorizations.

The methodological approach employed in this narrative review reflects a commitment to transparency, reproducibility, and academic rigor. Every step, from database selection to synthesis, was documented in detail, including dates of searches, search strings, and inclusion/exclusion decisions. The combined use of structured queries, Boolean logic, and manual screening allowed for a nuanced and comprehensive literature review, capturing diverse perspectives on psychological safety and employee well-being across sectors and regions.

In summary, the methodological framework of this narrative review combines systematic search strategies, transparent documentation, and critical appraisal to ensure a thorough and valid synthesis of the literature. By incorporating multiple databases, applying logical and adaptable search strings, and integrating cross-disciplinary insights, this methodology lays the groundwork for a robust analysis of how psychological safety influences employee mental health. The findings derived from this methodologically rigorous process will inform theoretical advancements and practical interventions aimed at promoting healthier, more inclusive, and psychologically safe workplaces.

## **RESULT AND DISCUSSION**

The synthesis of empirical studies and theoretical reviews reveals compelling evidence that psychological safety plays a significant role in promoting mental health and organizational well-being. Numerous empirical studies, including Li and Peng (2022), have confirmed that high levels of psychological safety within workplace environments are inversely correlated with emotional exhaustion and burnout. Using confirmatory factor analysis, Li and Peng validated a model demonstrating that psychologically safe environments reduce stress and burnout among employees. These findings underscore the vital function of psychological safety as a buffer against workplace mental strain.

Bailey et al. (2015) provide further empirical support by demonstrating that organizations implementing psychosocial safety climate (PSC) standards report reduced job strain and depressive symptoms. Their findings, based on a national standard implementation framework, indicate that organizations scoring high in PSC exhibit lower rates of psychological distress. These results align with broader research literature advocating for the institutionalization of psychosocial safety as a preventive organizational health strategy.

Bommakanti et al. (2024) have also illustrated that a robust safety climate correlates with increased job satisfaction and employee engagement. Their cross-sectoral analysis revealed that transparent communication, leadership support, and trust within teams contribute to sustained organizational performance. The study's statistical findings support the integration of PSC with human resource development strategies, emphasizing its universal relevance across industries.

Amodu et al. (2024) further extend these findings, asserting that organizations with well-established PSC frameworks experience both reductions in employee burnout and boosts in innovation and creativity. Their comprehensive cross-study analysis demonstrates that psychological protection fosters collective decision-making and enhances mental well-being. These claims are supported by rigorous statistical validation, positioning PSC as a strategic organizational investment.

The role of inclusive leadership is particularly highlighted in Li & Peng, (2022), who found that emotionally supportive leaders significantly reduce employee emotional exhaustion by cultivating psychological safety. Their data show that open communication and trust-driven environments facilitate the safe expression of ideas and concerns, decreasing mental burdens. Employees under such leadership report greater organizational commitment and higher levels of work engagement.

These findings are corroborated by Bommakanti et al. (2024), who report that safety climates characterized by proactive risk management and communicative openness are associated with lower stress levels and improved work-life balance. Bailey et al. (2015) reinforce this conclusion, indicating that systemic implementation of PSC standards can act as a psychosocial buffer, mitigating depressive symptoms and emotional strain. The evidence collectively supports the integration of PSC principles into psychosocial risk management frameworks.

Research has also demonstrated that psychological safety significantly enhances employee motivation and engagement. Bommakanti et al. (2024) found that safe work environments foster a sense of ownership and loyalty among employees. Structural equation modeling in their study



confirmed that strong PSC correlates positively with opportunities for innovation and collaboration, enhancing both productivity and job satisfaction.

Yang et al., (2023) affirm that leadership promoting PSC contributes to organizational citizenship behavior (OCB), further reinforcing collaborative dynamics and team performance. Their path analysis indicates that managerial support not only enhances employee participation but also strengthens inter-team communication. These findings validate the critical role of leadership in establishing psychological safety as an organizational norm.

The relationship between psychological safety and job satisfaction is further evidenced by Bommakanti et al. (2024), who show that employees in supportive environments report significantly lower burnout and greater job satisfaction. Their multidimensional analysis, encompassing supervisory support, team trust, and communicative transparency, provides robust evidence of the positive impact of PSC.

Leadership's role in cultivating psychological safety is central across numerous studies. Li and Peng (2022) emphasize that inclusive leadership, fostering bilateral communication, directly improves psychological safety. Their empirical findings highlight that leaders who actively listen and provide emotional support foster trust and reduce perceived threats. These dynamics promote a healthier mental climate in the workplace.

Supportive and empowering leadership styles are also linked to decreased burnout and heightened engagement. Yang et al. (2023) report that values-based leadership elevates OCB and enhances organizational functioning. Their study underlines that proactive leadership not only influences organizational policies but also shapes interpersonal dynamics.

Cultural aspects within organizations profoundly impact the implementation of psychological safety. Kiaos (2024) introduces the concept of "cultural blind spots," which hinder risk recognition and impede equitable perceptions of psychological safety. Their findings show that cultures promoting openness and inclusivity reduce stigma and emotional barriers, fostering healthier environments.

Comparative data indicate that organizations with inclusive cultures report significantly lower stress and higher job satisfaction (Kiaos, 2024). Their mixed-methods study reveals that collaborative and participatory values positively impact mental well-being, while authoritarian cultures often correlate with higher burnout and reduced productivity.

Bommakanti et al. (2024) further confirm that effective safety climates, reinforced by transparent policies and top-level commitment, significantly enhance employee well-being. Their study indicates that consistent organizational values, aligned with managerial behaviors, yield lower job stress and higher performance outcomes.

The synergy between leadership and organizational culture is critical. Li and Peng (2022) and Yang et al. (2023) collectively argue that leaders who model open and inclusive behavior shape group norms that support psychological safety. Their evidence suggests that team trust and shared values mitigate emotional fatigue and enhance innovation.

Kiaos (2024) supports these findings, emphasizing that aligned cultural values and managerial consistency are key to sustaining safety climates. They argue that cultural transformation must be holistic, involving policy adjustments and behavioral modeling to be effective.

Cross-national comparisons provide additional insights into how psychological safety is interpreted and operationalized globally. Studies like Kunyk et al. (2016) reveal that high-income countries often feature more comprehensive workplace mental health policies and technological support. Their research indicates that digital interventions and structured training programs are more prevalent in these contexts.

In contrast, Asare-Doku et al. (2020) report that middle-income countries rely more on community-based and participatory interventions due to resource constraints. Their findings underscore the importance of contextual adaptation in designing and implementing effective PSC strategies.

Global comparisons also highlight variations in employee expectations and perceptions regarding workplace safety. Cultural norms and regulatory frameworks shape how psychological safety is understood and practiced. Kunyk et al. (2016) advocate for international frameworks that balance standardization with cultural sensitivity.

Investment in employee well-being also differs markedly by region. Organizations in high-income countries allocate more resources toward developing psychological safety initiatives (Asare-Doku et al., 2020; Kunyk et al., 2016). Meanwhile, middle-income nations prioritize community engagement and flexible, locally resonant practices.

The comparative literature consistently affirms that while best practices may originate in high-resource environments, they require localization to succeed elsewhere. Thus, the synthesis of global evidence supports a hybrid model: one that draws from international standards but allows for culturally nuanced adaptations. This dual approach ensures that interventions are both effective and sustainable across different socio-economic settings.

In summary, the reviewed literature provides strong empirical support for the positive impact of psychological safety on employee mental health and organizational effectiveness. Interventions based on PSC principles, inclusive leadership, and culturally adaptive organizational cultures significantly mitigate burnout, enhance job satisfaction, and foster resilient workplaces. Cross-national evidence reinforces the need for flexible yet structured approaches to psychological safety, tailored to specific cultural and economic contexts.

The findings of this narrative review strongly align with the foundational theoretical models of psychological safety (PSC), particularly those emphasizing open communication, inclusive leadership, and supportive organizational culture (Afsharian et al., 2018). These results reinforce early propositions by Kahn and subsequent scholars that psychological safety is a critical climate feature enabling employees to express themselves without fear of negative consequences. Afsharian et al. (2018) empirically support this model, identifying managerial support and open communication as central predictors of PSC. However, variation across industries and cultures suggests the need for contextual sensitivity in applying these models, indicating potential moderator variables like organizational structure and local cultural norms.



Li and Peng (2022) offer compelling evidence on the role of inclusive leadership in enhancing PSC and reducing emotional exhaustion. Their model shows that leaders who actively foster ethical climates significantly influence employee well-being and workplace openness. This finding substantiates the theoretical stance that leadership is a pivotal mechanism for promoting psychological safety. Yet, challenges persist in translating these models universally, particularly when stigma around mental health inhibits open disclosure, even in environments deemed psychologically safe (Poddar & Chhajer, 2024). This contradiction reveals the limitations of theoretical assumptions that overlook interpersonal and sociocultural barriers to mental health discourse.

The research by Bailey et al. (2015) contributes further by positioning PSC as a buffer against job strain and depressive symptoms. Their longitudinal data show not only that PSC reduces perceived job stress but also that improvements in mental health positively reshape perceptions of PSC, suggesting a feedback loop. Such dynamic interactions imply that theoretical frameworks must evolve beyond linear assumptions to accommodate bidirectional relationships within organizational climates.

Systemic barriers remain a central impediment to the effective implementation of PSC. Studies by Ahmed et al. (2020) and Sheikh et al. (2018) underline how inflexible employment policies, hierarchical structures, and weak managerial commitment hinder the operationalization of psychological safety. Ahmed et al. (2020) highlight that rigid organizational hierarchies dampen employee voice, while Bonde et al. (2023) demonstrate how flatter, participatory structures correlate with improved PSC. Therefore, organizational restructuring toward decentralized decision-making emerges as a critical strategy.

Sociocultural dynamics also play a decisive role. Internal competition, distrust among coworkers, and power misuse dilute trust and collaboration, further obstructing psychological safety (Bailey et al., 2015). Addressing these dynamics requires more than structural adjustments; it calls for training in empathy, open communication, and conflict resolution. Likewise, Poddar and Chhajer (2024) emphasize how stigma around mental health, especially fear of discrimination, deters disclosure even under robust PSC frameworks. These findings argue for interventions that combine policy reform with cultural transformation.

Policy recommendations are increasingly leaning toward integrated interventions. Amoadu et al. (2024) advocate for multi-tiered approaches encompassing resilience training, inclusive leadership development, and employee-centered policy making. Jamieson & Tuckey, (2017) stress mindfulness-based interventions, which have been empirically validated to reduce stress and enhance resilience. However, the literature cautions that these interventions must be embedded within supportive cultures to yield sustained benefits (Bonde et al., 2023).

Ahmed et al. (2020) call for leadership training that includes modules on inclusive communication, stress management, and participatory decision-making. This aligns with the view that leadership is not merely about directive capability but also about shaping cultural norms and workplace climates. In addition, Sheikh et al.,(2018) recommend stringent policy enforcement and periodic evaluations to close the gap between formal standards and on-ground practices. Independent audits and inter-organizational benchmarking are presented as tools for increasing accountability.

Mindfulness programs, while effective, are not standalone solutions. Their integration with social support systems and structural reforms is essential for long-term impact (Bonde et al., 2023). The literature further suggests participatory approaches in intervention design, arguing that employee involvement increases ownership and contextual relevance (Amoadu et al., 2024). This participatory ethos is critical for tailoring interventions to diverse workplace cultures and needs.

Longitudinal evaluations are also critical. Dollard & Bailey, (2021) demonstrate that continuous monitoring of PSC programs using both quantitative and qualitative methods is crucial for maintaining their relevance. The sustainability of these programs relies on feedback mechanisms that allow for iterative improvements. Tools like the PSC-12 (Juutinen et al., 2023) have been recommended for consistent cross-organizational assessments, though adaptations are needed for multicultural contexts.

Global comparisons reveal stark contrasts between high-income and middle-income countries in PSC implementation. Kunyk et al. (2016) document how high-income nations benefit from advanced digital tools, integrated policies, and robust funding, while middle-income countries struggle with fragmented systems and limited resources. Nevertheless, with context-appropriate modifications, best practices from high-income countries can be successfully adapted to local conditions.

Bonde et al. (2023) and Kunyk et al. (2016) also advocate for digital integration in health programs, showing that digital communication platforms enhance transparency and participation. Mobile apps for mindfulness and stress management have shown promise in increasing employee engagement and reducing stigma. Technology thus emerges not only as an enabler of health interventions but also as a bridge across hierarchical divides.

Despite these advances, the literature highlights persistent gaps. Cultural resistance, resource scarcity, and inconsistent leadership commitment continue to challenge the translation of theory into practice (Poddar & Chhajer, 2024; Ahmed et al., 2020). Interventions must therefore be multi-level, combining micro-level (individual), meso-level (team), and macro-level (organizational) strategies (Amoadu et al., 2024). Integrating Employee Assistance Programs (EAPs) into PSC frameworks, as suggested by Bonde et al. (2023), provides additional support for employees while reinforcing organizational commitment to mental well-being.

Particularly relevant is the call for participatory evaluation methods that involve employees in designing, monitoring, and refining mental health interventions (Ahmed et al., 2020; Amoadu et al., 2024). This not only improves the cultural fit of these programs but also fosters a collective sense of responsibility and psychological ownership.

Benchmarking and international collaboration remain powerful tools for knowledge exchange. Comparing practices across countries and industries offers insights into scalable, adaptable solutions (Kunyk et al., 2016; Bonde et al., 2023). Finally, establishing measurable performance targets related to PSC, such as engagement rates and burnout reduction, offers a data-driven pathway to monitor intervention success (Loh et al., 2021).

In essence, while psychological safety is widely recognized as a key component of organizational health, its successful implementation hinges on overcoming systemic, cultural, and structural

barriers. Continued research is needed to refine theoretical models, especially to accommodate contextual variability and unintended consequences. Future studies might explore the interaction between digital tools, leadership behaviors, and employee perceptions of safety in hybrid and remote work environments. Such exploration will help shape next-generation interventions that are inclusive, evidence-based, and globally relevant.

## CONCLUSION

This narrative review highlights the pivotal role of psychological safety (PS) and psychosocial safety climate (PSC) in enhancing employee well-being and organizational effectiveness. Empirical findings consistently demonstrate that a high level of PSC is associated with reduced workplace stress, emotional exhaustion, and burnout, while promoting job satisfaction, engagement, and mental health. Inclusive leadership and supportive organizational cultures emerged as central to creating psychologically safe environments. However, the implementation of PSC faces systemic challenges, including rigid organizational hierarchies, stigmatization of mental health disclosure, and inconsistent employment policies. These structural and cultural barriers must be urgently addressed to unlock the full potential of PSC.

Policy recommendations include comprehensive leadership development programs focused on inclusive communication, the integration of mental health considerations into national labor regulations, and the redesign of organizational structures to facilitate transparency and participation. Furthermore, digital platforms and mindfulness-based interventions should be expanded as scalable strategies to support psychological safety. Future research should explore cross-cultural adaptations of PSC, longitudinal impacts of integrated interventions, and the development of dynamic measurement models that reflect real-time organizational changes. As a strategic imperative, enhancing PSC must be embedded across organizational layers to foster resilience, innovation, and sustainable workforce performance. The findings underscore the necessity of a holistic, participatory, and multi-level approach to promote psychological safety in diverse work environments globally.

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