

Efectos de un clima psicológico seguro en el desempeño de los empleados

Autora: Libertad Gómez Rojas
Tutor: Jonathan Peñalver González

RESUMEN

Diversos son los estudios que han demostrado los efectos positivos y la importancia de un clima organizacional en la salud mental de los empleados. Con el continuo de estudio surgen nuevos aspectos dentro de este clima que pueden ayudar a profundizar más en los beneficios que trae consigo trabajar en un entorno psicológico saludable. Un concepto prácticamente nuevo es el clima de seguridad psicológico, también conocido como PSC. La tendencia de su estudio ha ido en aumento con los últimos años, pero tras la pandemia de 2020 el interés por estudiar el PSC se ha disparado, debido a los infortunios provocados en la salud mental de los trabajadores. Además, también se ha intentado relacionar con ciertas variables presentes en el contexto laboral, con el fin de conocer los efectos que puede provocar en ellas. Como se ha podido conocer en este trabajo, el constructo más relacionado hasta la fecha con el PSC es el desempeño. Por todo esto, se infiere la necesidad de analizar si trabajar en un clima psicológico seguro aumenta el desempeño y si esta relación es directa o indirecta. Para ello, en esta revisión sistemática se ha realizado una búsqueda de la literatura actual bajo el método PRISMA, utilizando como principales fuentes de datos las bases PubMed y PsycNet. Tras una exhaustiva selección y posterior elección de los artículos, se ha realizado una síntesis de los resultados de cada uno de ellos. Estos muestran que trabajar en un PCS aumenta el desempeño laboral, siendo también un predictor de futuro de este y que la relación es indirecta, en su mayoría, ya que existen variables mediadoras. Se concluye pues, que es necesario aplicar medidas en las organizaciones que promuevan la adopción de un PSC para aumentar el desempeño y cuidar la salud psicológica de sus trabajadores.

Palabras clave: *clima psicológico seguro, desempeño, trabajadores, salud mental.*

ABSTRACT

Several studies have demonstrated the positive effects and importance of an organizational climate on the mental health of employees. As the study continues, new aspects of this climate are emerging that can help to further deepen the benefits of working in a healthy psychological environment. A practically new concept is the psychological safety climate, also known as PSC. The trend of its study has been increasing over the last few years, but after the 2020 pandemic, interest in studying PSC has skyrocketed, due to the misfortunes caused to the mental health of workers. In addition, there has also been an attempt to relate it to certain variables present in the work context, in order to know the effects

that it can cause in them. As this work has shown, the construct most closely related to date to PSC is performance. Therefore, it is necessary to analyze whether working in a safe psychological climate increases performance and whether this relationship is direct or indirect. To this end, in this systematic review we have carried out a search of the current literature under the PRISMA method, using PubMed and PsycNet as the main data sources. After an exhaustive selection and subsequent election of the articles, a synthesis of the results of each of them was made. These show that working in a PSC increases work performance, being also a predictor of future performance and that the relationship is mostly indirect, since there are mediating variables. It is therefore concluded that it is necessary to implement measures in organizations that promote the adoption of a PSC to increase performance and care for the psychological health of their workers.

Keywords: *psychological safety climate, performance, employees, mental health*

The effects of a psychological safety climate on employee performance

Author: Libertad Gómez Rojas
Tutor: Jonathan Peñalver González

INTRODUCTION

Over the years, specific aspects of the organizational climate have been studied due to their importance in the performance of organizations and the impact it has on employee mental health. One of these aspects is the psychological safety climate (PSC).

This construct is very recent and the trend of studies has been increasing during the last decade, due to its effects on certain variables present in the work context

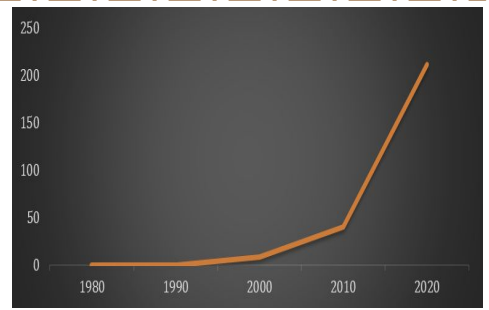
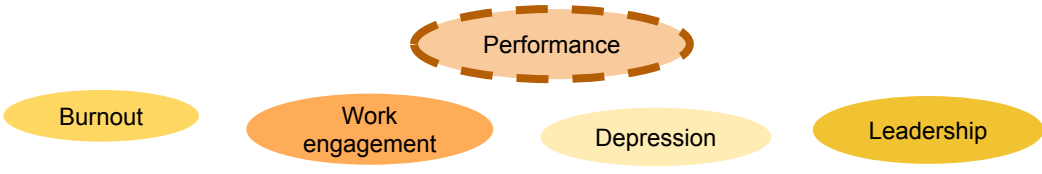


Figure 1. PSC study trend



The objective of this systematic review is to analyze the relationship between the safe psychological climate and performance in order to know if working in PSC improves the performance of its employees and if the PSC-performance relationship is direct or indirect.

METHODOLOGY

- INCLUSION CRITERIA:**
- Articles published in English or Spanish
 - Date of publication in the last 10 years
 - Empirical studies that include the variables of interest

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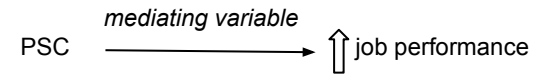
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      C --> D[Articles included in review (n=5)]
      
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      B --> F[Excluded by title or abstract n=(71)]
      C --> G[Records excluded by full text (n= 20)]
  
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KEYWORDS: Psychological safety climate, performance

RESULTS

AUTHOR	SAMPLE	INSTR. PSC	INSTR. PERFORMANCE	RELATIONS VARIABLES
1- Zadow et al., (2023)	N=29 (90% males)	PSC-12 Scale (0.96 alpha)	William and Anderson Job Performance Questionnaire (1991) (0,85-9,94 alfa)	PSC predicts future job performance and leads to better job performance
2- Sasaki et al., (2023)	N= 400 (55% males)	Escala Liang et al., (2012)	1 item Japanese version HPQ	The scale showed significant associations with high job performance.
3-Sandrin et al.,(2022)	N=2004 (56% males)	PSC- 12 scale, only 4 items (0.90 alpha)	"During the past week, how would you rate your job performance on a scale of 0 to 100%?" (Kessler et al., 2003).	PSC has an indirect and positive influence on perceived performance. Psychological distress as a <u>mediating variable</u> .
4-Manapragada et al., (2018)	N=146, totally female	Safety Climate and Safety Performance Scale (Griffin & Neal, 2000).	Safety Climate and Safety Performance Scale (Griffin & Neal, 2000).	Elements of the PSC had significant positive relationships. Psychosocial risks as a <u>moderating variable</u> .
5- Idris et al., (2015)	N= 427 (50,6% males)	PSC-12 Scale (0,81-0,89 alpha)	2 questions from the HPQ	PSC was positively related to performance, as well as predictive of motivational outcomes. Work engagement and learning opportunities as a <u>mediating variable</u> .

DISCUSSION



For future studies, promote the need to continue studying the relationship of PSC with performance due to the positive results of the scientific evidence, using mixed design studies. Also the creation of future psychological safety models and health promotion tools in the work context to improve employee performance.

Limitations: few studies, very varied instruments used in each study, lack of longitudinal studies.

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