STUDY OF THE RELATIONCHIPS BETWEEN LEADERSHIP AND PSYCHOLOGICAL SAFETY: NA INTEGRATIVE REVIEW

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ESTUDO DAS RELAÇÕES ENTRE LIDERANÇA E SEGURANÇA PSICOLOÓGICA: UMA REVISÃO INTEGRATIVA

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RESUMO

A liderança é um fator essencial e indispensável nas organizações e possui ligação direta com eficácia organizacional. Quando há conexão entre colaborador e liderança é possível gerar segurança psicológica, que permite a expressão livre de julgamentos e favorece a produtividade dos colaboradores, que conseguem ser mais criativos por estarem mais disponíveis à expressão e ao aprendizado. Para a elaboração deste artigo foi realizada uma revisão integrativa da literatura, utilizando o método proposto por Whittemore e Knafl (2005), tendo como problema de pesquisa: qual a influência da liderança na segurança psicológica nas organizações? Os achados da revisão retratam a importância da segurança psicológica como mediadora entre o papel do líder e comportamentos da equipe, sendo que o estilo de liderança transformacional favorece a segurança psicológica nas organizações.
Palavras-chave: Liderança; Organizações; Segurança Psicológica

ABSTRACT

Leadership is an essential and indispensable factor in organizations and has a direct connection with organizational effectiveness. When there is a connection between employees and leadership, it is possible to generate psychological safety, which allows free expression of judgments and favors the productivity of employees, who can be more creative because they are more available for expression and learning. For the preparation of this article, an integrative literature review was carried out, using the method proposed by

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Whittemore and Knafl (2005), with the research problem: what is the influence of leadership on psychological safety in organizations? The review findings portray the importance of psychological safety as a mediator between the leader's role and the team's behaviors, and the transformational leadership style favors psychological safety in organizations.
Keywords: Leadership; Organizations; Psychological Safety.

1 INTRODUCTION

The influence of leadership on employee well-being and performance is widely recognized. According to Zacharatos et al. (2005), trust in management is a determining factor for high performance, and the leadership style adopted is closely linked to a positive organizational climate.

The importance of psychological safety is highlighted by Edmondson (1999) as an essential pillar for a healthy team environment, where people can interact freely, without fear of reprisal or judgment. This safety is characterized by a "team environment grounded in trust and mutual respect, in which people feel comfortable being their authentic selves" (Edmondson, 1999).

The notion of Psychological Safety goes beyond the simple search for productivity and performance; it translates into ensuring a positive experience for people within organizations. Amid notable technological advances, it is crucial to remember that behind each application or service are individuals (Martins et al., 2021).

Collaboration is a fundamental pillar for the progress of groups, and Edmondson and Roloff (2009) emphasize that psychological safety is the impetus for effective collaboration. In this scenario, leadership plays a vital role in creating conditions conducive to a safe organizational environment. Dreu and Weingart (2003) maintain that an environment with psychological safety results in less conflict and greater productivity.

Therefore, a psychologically safe environment transcends the mere search for performance; it encompasses the freedom to form teams where individuals feel free to express themselves, explore their ideas, and admit mistakes, all in a collaborative, dynamic context focused on problem-solving (Martins et al., 2021).

In this context, this research aims to collect data on leadership and psychological safety to understand the connections between these two elements. Furthermore, the research aims to investigate the existence of solid studies on this topic, explore how this interconnection occurs, and identify the factors that influence leadership and the psychological safety of individuals.

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Psychological issues in the organizational context will also be explored, focusing on the following research question: To what extent can a leader promote psychological safety in the organizational environment?

2   THEORETICAL REFERENCE

The theoretical reference presents important definitions of leadership and psychological safety in the organizational context, highlighting the voice of the bond between leader and team.

2.1 leadership and psychological safety

Leadership is an essential factor in organizations, directly influencing organizational effectiveness, employee behavior, the work environment, and learning behaviors (Liu, 2014). In this context, Almada and Policarpo (2016) describe leadership as a process of influence, where the leader seeks to guide individual or group activities to achieve specific objectives, adapting to the particularities of each situation.

The bond created between leaders and enthusiasts is crucial and can generate positive or negative effects. Wang and Shi (2020) emphasize that when employees identify with leadership, work development, and results are more effective. The quality of protected relationships with the team, therefore, is a determining factor for leadership effectiveness.

Different leadership styles can directly influence team results. Almada and Policarpo (2016) state that leaders who inspire the behavior of followers through variables such as power, influence, situation, communication and goals to be achieved, have their role highlighted in the group as influencers, and their power of influence can vary according to the group context.

Another important aspect is the leader's courage in facing challenges, joint training necessary to perform tasks, and creating a safe work environment. Hirak et al (2011) emphasize that a safe work environment improves the performance, quality of work, and productivity of employees.

Psychological safety is defined by Gong et al (2019) as the perception that the employee's expression will not result in punishment, allowing for a judgment-free organizational environment. An organizational climate favorable to expression and learning enables greater productivity and

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creativity among employees, with the leader's influence being an essential requirement for innovation and creativity (Liu, 2014).

Chaudhary and Panda (2018) point out that the exchange of knowledge and the empowerment of employees to develop new skills drive innovation, creativity, and motivation. On the other hand, Wang and Shi (2020) emphasize that criticism of behavior imprisons motivation, while effectiveness in the organizational environment improves productivity.

Ratzke (2021) highlights four aspects that permeate psychological safety: safety in expressing oneself, safety in interacting, safety in learning, and safety in belonging. When individuals feel safe about these aspects, they are more tolerant of delivering their best to the organization, resulting in an open environment for different ideas and a greater connection between employees and leadership, allowing the growth and development of everyone involved.

3   METHODOLOGY

A literature review aims to obtain a view of the studies carried out on a given topic in the scientific community, therefore the integrative review method, proposed by Whittemore and Knafl (2005), allows a more extensive view of the topic to be researched. The integrative review aims to define concepts, review theories and evidence, and analyze methodological issues.

This article uses the integrative review method to allow for a greater breadth of research carried out on the relationship between Psychological Safety and leadership. To reach this objective, the methodology uses 5 stages: 1- Identification of the problem; 2- Literature research; 3- Data evaluation; 4- Data analysis; and 5- Writing (Whittemore & Knafl, 2005).

Based on the methodology of Whittemore and Knafl (2005), the research problem was initially identified (stage 1), being What is the relationship between leadership and psychological safety? Subsequently, research was carried out in the literature of scientific articles (stage 2) using the keywords: Leadership and psychological safety, through the following descriptors, leader* AND "psychological safety". The adoption of the term leader* occurred to try to encompass a greater number of research related to leadership, including leader and leadership. The search was carried out using the descriptors present in the title and keywords, in the following databases: Web of Science, Scopus, and Scielo. The databases were selected because they are well-known and reputable academic databases, widely used by researchers and scholars in various areas.

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The research delimitation criteria were defined as those articles published in the last 10 years, that is, the period between 2011 and 2021, and as inclusion criteria the themes of Business, Management, Multidisciplinary Psychology, Multidisciplinary Social Science, and also as inclusion criteria, articles published in journals qualified with Qualis A1. In this way, the literature search reached the results as shown in the table below:

Table 1 - Database search results

| Database	Result with Delimiter: date, theme	Articles aligned to the research question	Elimination of duplicate articles	Delimitation of Qualis A1 and A2 Periodicals
Scopus	125	43	30	12
Web of Science	82	41	34	15
Scielo	3	3	3	0
TOTAL	210	87	67	27

Source: From the authors (2021)

After using the delimiters, a total of 210 articles was reached, the summaries of which were read to verify alignment with the research theme, totaling 87 aligned articles, of which there were 20 duplicate articles, therefore reaching a total of 67 articles, it was also verified which articles were published in journals with Qualis A1 and A2, totaling 27 that constitute the sample of this work (step 3). After defining the work sample, all articles were read and analyzed using a synthesis matrix (step 4), for subsequent writing of the article (step 5).

Therefore, data collection took place through a literature review using the integrative review method, the process of organizing the raw data took place through the use of Excel spreadsheets, creating a resulting database for the researchers. Data cleaning was done by excluding repeated, very old, and out-of-scope results. The qualitative analysis made it possible to analyze and identify significant results, the interpretation of the results took place through the use of a synthesis matrix and finally, the article was written.

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4   RESULTS

The database search, as demonstrated above, resulted in 27 articles that were read and analyzed to understand the relationships between leadership and psychological safety. It was found that 55.55% of the articles were published between 2018 and 2020 (15 articles), with 2020 being the year with the highest number of publications (6), thus noticing an increase in publications related to Leadership and Psychological Safety in this period, as in other years publications in journals with Qualis A1 and A2 remained between 1 and 2 articles.

Graph 1: Number of articles per year
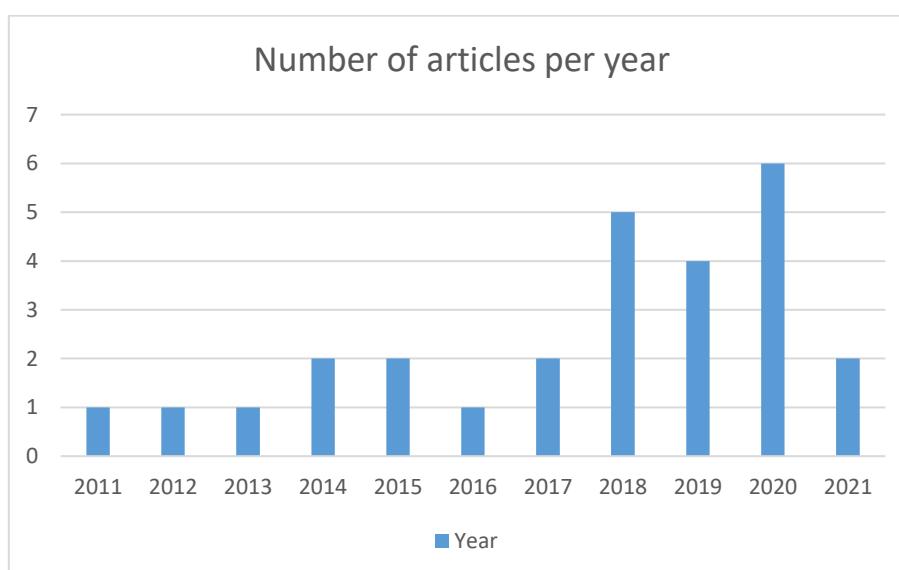
Source: From the authors (2021)

When evaluating the articles, which are the basis of this research, according to the question we sought to answer, we noticed a concentration in three categories, Psychological Safety, Relationship between leadership styles, and Psychological Safety (this category includes 3 subcategories - Transformational leadership, Ethical leadership and Leader behavior and Psychological Safety), and The impact of psychological safety on Innovation and Creativity behaviors. The articles related to each category are presented in Table 01.

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Table 01 - Categorization of articles

CATEGORIES	ARTICLES
Psychological Safety	(Rego & Melo, 2020); (Binyamin, Friedman &Carmeli, 2018); (bienefeld & Grote, 2014); (Iqbal et al, 2020); (Jha, 2019); (Hirak et al, 2012)
Relationship between leadership styles and psychological safety	(Carmeli et al, 2013); (Han et al, 2017); (Tu et al, 2018); (Liu, Liao & Wei, 2015); (Zeng, Zhao & Zhao, 2020); (Wang, Chen & Zhu, 2021); (Hoogh, Greer & Hartog, 2015); (Zhu, Xu & Zhang, 2020); (Chen, et al, 2019); (Men et al, 2018); (Wang & Shi, 2020); (Liu et al, 2014); (Gong et al, 2019); (Potipiroon & Ford, 2021)
The impact of psychological safety on innovation and creativity behaviors	(Palanski & Vogelgesang, 2011); (Liu et al 2016); (Wang,Liu & Zhu, 2018); (Chaudhary & Panda, 2018); (Zeb et al, 2019); (Lyman, Gunn & Mendon, 2020); (Gonçalves & Brandão, 2017)

Source: From the authors (2021)

Therefore, in this study we will discuss the relationships between leadership and psychological safety based on the following categories: i) Psychological Safety, seeking to emphasize how recent studies perceive its importance for contemporary organizations and its mediating role in different competencies; ii) Relationship between leadership styles and psychological safety, this category includes 3 subcategories that deal with the influence of the leadership styles most cited in research on psychological safety, the subcategories being - Transformational leadership, Ethical leadership and Leader behavior and psychological safety; iii) The impact of psychological safety on Innovation and Creativity behaviors, relating the role of psychological safety in the development of creativity and innovation in teams.

5   DISCUSSION

5.1 Psychological safety

When talking about the psychological safety of a team, the work environment is considered to be a facilitator of open communication, where individuals feel free to give their opinion and demonstrate how they are, without fear of reprisals, as there is a sense of trust among team members, this concept is brought by several researched authors, based on Edmonson's studies

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(Carmeli et al, 2013; Palanski & Vogelgesang, 2011; Wang, Liu & Zhu, 2018; Zeb et al, 2019; Potipiroon & Ford, 2021; Liu et al, 2014).

Polanski and Vogelgesang (2011) complement this concept by bringing the notion that well-defined patterns of actions, understood by everyone, favor the presence of psychological safety. However, these patterns must be supported by leadership through their behavioral integrity, as they, standards and leadership, reduce ambiguity through consistency and transparency of your actions.

Although leadership has one of the greatest impacts on psychological safety, being considered the most powerful force to regulate an employee's perception of their work environment (Iqbal, et al, 2016), the organization must seek to foster an inclusive climate, with work orientation measures, which provide support and also care to employees, to improve the perception of psychological safety in the team (Zeng, Zhao & Zhaoh, 2020; Wang & Shi, 2020.

Cultivating psychologically safe work environments has proven to be fundamental in organizations for several aspects, one of which would be the fact that employees tend to take on greater responsibilities by generating a feeling of ownership over tasks, thus increasing involvement, with a feeling of greater autonomy to make decisions, also increasing satisfaction and willingness to contribute to the organization (Jha, 2019).

This is important because the acquisition of psychological security occurs through the individual's interpretation of the environment and their relationships (Wang & Shi, 2020). Therefore, management that promotes social exchange between employees and the organization improves their performance, since the employee's perception of psychological safety influences the company's performance (Iqbal et al, 2020)

Hirak et al (2012), also emphasize that psychological safety also has important implications for organizational learning, since a psychologically safe environment facilitates learning from errors by promoting a culture of tolerance for them, as they are minimized in this way. failure costs and maximized learning experiences.

Another important aspect related to psychological safety and organizational learning is knowledge sharing, as high psychological safety motivates individuals to communicate and share knowledge and experiences, without fear of judgment (Men et al, 2018).

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5.2 Relationship between leadership styles and psychological safety

Some leadership styles favor the existence of psychological safety by allowing employees to feel free to use their creative potential, encouraging communication, and providing judgment-free environments. According to Zeng and Zhao (2020), psychological safety helps employees overcome their fears, providing positive results in the workplace.

One of the styles highlighted is transformational leadership, which is characterized by encouraging employees to evolve, and creating a favorable environment for expression and creativity. According to Carmeli et al (2013), transformational leaders offer support so that their employees can successfully perform their tasks, providing conditions for evolution and generating positive impacts. These leaders are inspiring and adaptive, ensuring that their employees are engaged and favoring the creation of a psychologically safe environment.

Another prominent style that is very beneficial for psychological safety is ethical leadership, which can be defined as a style of balanced conduct, with behaviors appropriate to the environment and clear rules regarding rewards and punishments. According to Gong et al (2019), ethical leadership positively influences psychological safety because it encourages employees to seek feedback, aiming to positively reinforce behaviors aligned with organizational culture and two-way communication.

Shared leadership, in turn, is a leadership style that is influenced by different team members, it allows the division of responsibilities and often happens implicitly. For Liu (2014), shared leadership allows interactions and allows team members to have a broader view of challenges in the work environment, favoring psychological safety by allowing expression and creativity to solve problems collectively.

Finally, inclusive leadership is a leadership style in which employees have an active voice, are valued, and are encouraged to interact. Wang and Shi (2020) consider that inclusive leadership has a positive impact, as it welcomes opinions in a peaceful and non-critical way, fostering a safe environment for expression and consequently generating psychological safety by not being afraid to show their authenticity.

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5.3 The impact of psychological safety on innovation and creativity behaviors

Innovative and creative behaviors are essential elements for obtaining results in organizational environments driven by knowledge. For Zhu et al (2020), the way the employee feels and the value they perceive to be attributed to them cognitively influence creativity levels, allowing them to present innovative ideas without feeling repressed.

Considering that psychological safety is related to freedom of expression in a safe and non-judgmental environment, it is possible to consider that the creativity of team members increases levels of psychological safety when it can be communicated and understood by leadership, not necessarily being accepted, but can be communicated spontaneously. Gonçalves and Brandão (2017) report that employees can implement creative and innovative ideas in organizations, generating organizational creativity, encouraging the expression of new ideas, and adding value to team members. For Zhu et al (2020), when employees are encouraged and accepted unconditionally, good relationships between team members emerge, allowing the feeling that creativity is not such a risky endeavor.

Therefore, emotionally safe environments allow employees to bring to light their ideas, points of view, and ways of seeing the world, contributing to organizational growth, promoting an environment of trust and improving individuals' concentration levels, improving performance. and consequently the results of the work.

6 CONCLUSION

The elaboration of the article revealed that the relationships between leadership and psychological safety tend to be positive when leaders enable employees to have freedom of expression, and mutual trust, stimulate creativity, and promote healthy interpersonal relationships.

It is plausible that a leader can establish psychological safety in individuals by leading the team assertively since the integrative review proves the influence of leadership on the emotional and psychological stability of employees.

A notable point was the perception of psychological safety as a possible mediating factor between the leader's behavior and employees' innovative and creative behaviors at the organizational level. Additionally, it has become clear that certain leadership styles can establish more effective relationships between leader and follower.

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However, it is crucial to mention that most of the research analyzed was conducted internationally, which highlights a gap in research in the Brazilian context. Given this finding, it is suggested that new studies be conducted to examine how leaders facilitate psychological safety in different organizational scenarios within Brazil.

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