



PSYCHOLOGICAL SAFETY AND NURSES' BURNOUT: A MODERATED MEDIATION MODEL OF PROMOTIVE VOICE AND COLLECTIVISM

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INTRODUCTION

- Psychological safety describes the positive belief that they will not be punished for asking questions or expressing ideas. Hence, psychological safety may increase promotive voice and reduce burnout.
- Promotive voice refers to expressing individual ideas for organizational functioning (Liang et al., 2012). It may alleviate burnout by giving opportunities for self-expression and improvement (Sherf et al., 2021).
- South Korea belongs to a collectivist culture in which group harmony and hierarchy are highly valued (Lee & Yang, 2019).
- Hence, South Korea is the apt place to explore the effect of collectivism on the relationship between psychological safety, promotive voice, and burnout.

AIM

- This study aimed to investigate
 - The relationship between nurses' psychological safety and burnout.
 - The mediating effect of promotive voice on the relationship between psychological safety and burnout.
 - The moderating effect of collectivism on the relationship between psychological safety and promotive voice.
 - The moderated mediation model in which collectivism moderates the mediating effect of promotive voice on the relationship between psychological safety and burnout.
- By verifying these aims, this study intended to examine the organizational and individual antecedents of nurses' burnout.

METHOD

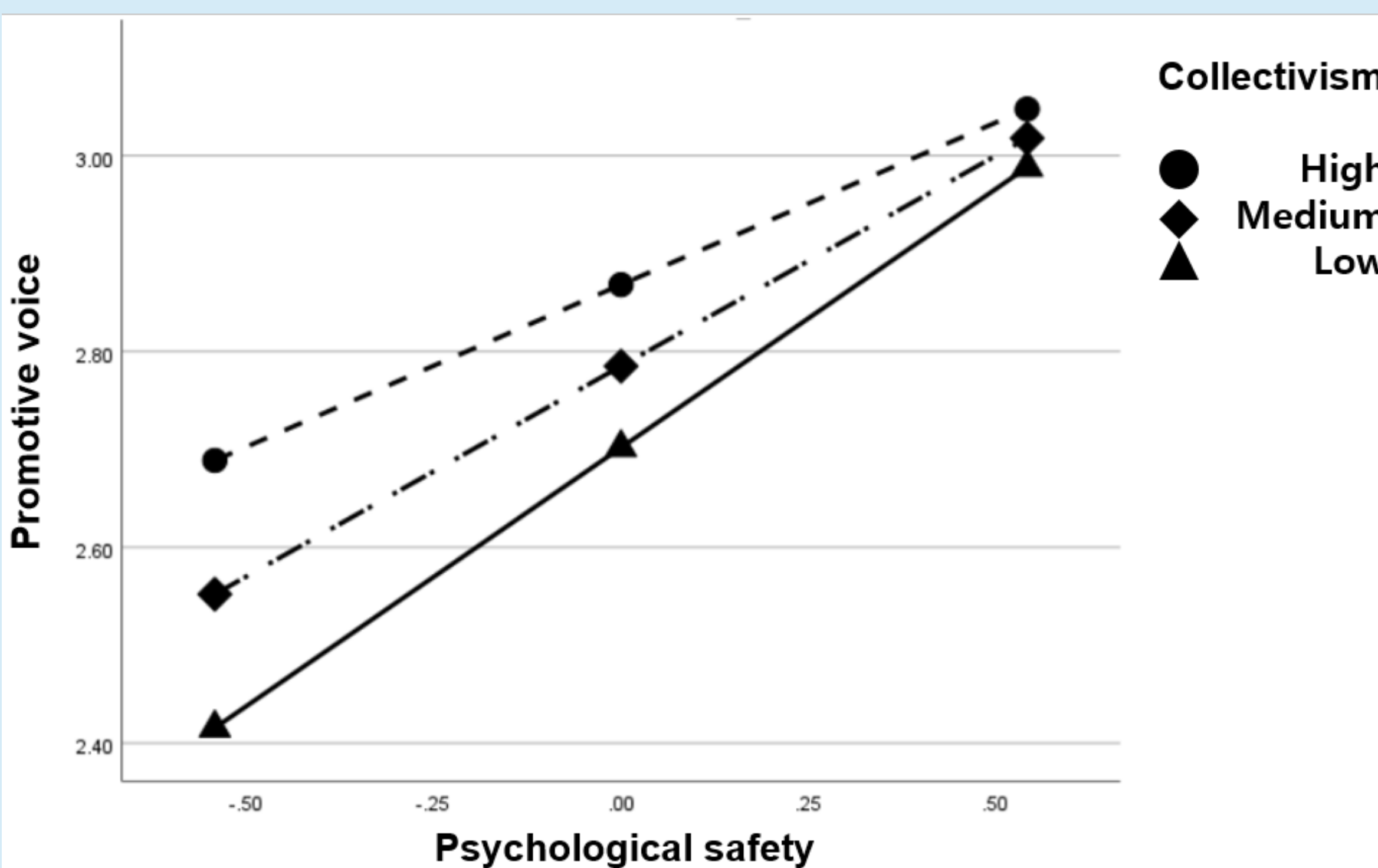
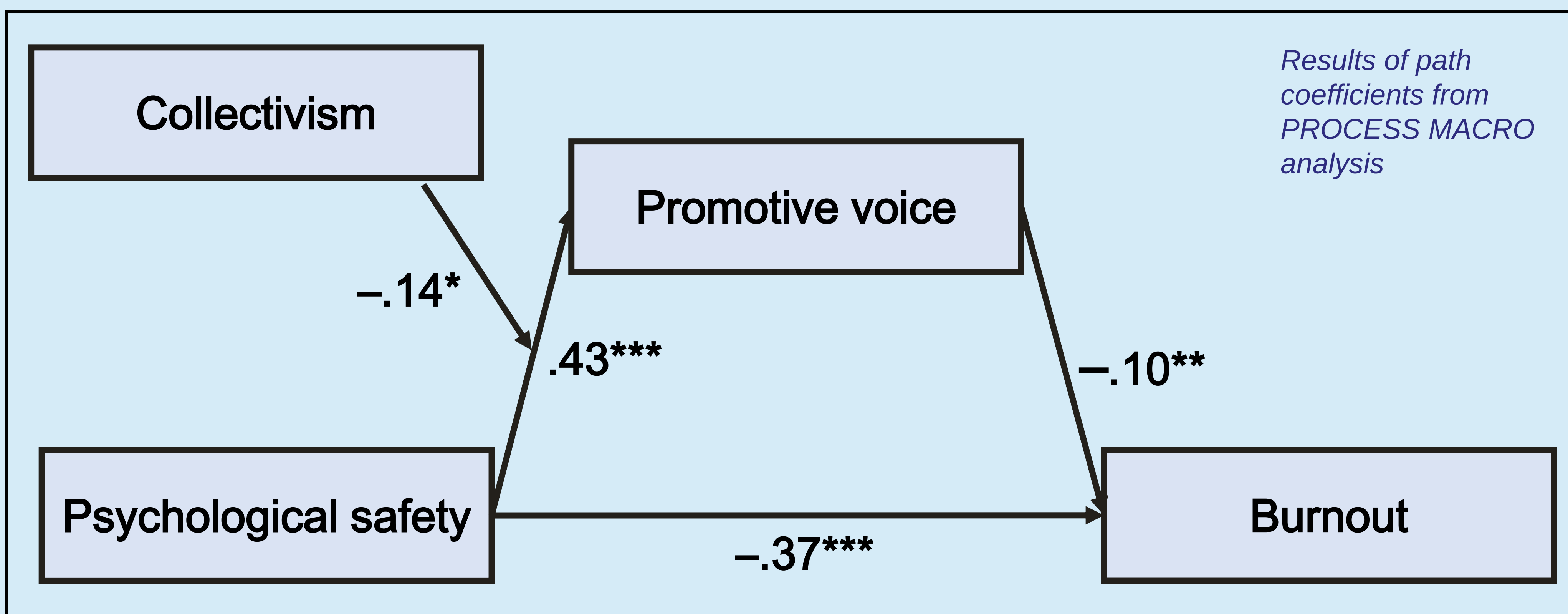
- Design and setting: This study was conducted with cross-sectional online survey data from 1,255 staff nurses in 34 conveniently selected Korean hospitals.
- Data analysis: The PROCESS SPSS macro (Model 7) was performed with 10,000 bootstraps to examine the mediating role of promotive voice, the moderating role of collectivism, and the final moderated mediation hypothesis.
- Control variables: Age and gender

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RESULTS

- Psychological safety significantly increased promotive voice ($\beta = .43$, $p < .001$).
- Both psychological safety and promotive voice significantly decreased burnout ($\beta = -.37$, $p < .001$; $\beta = -.10$, $p < .01$).
- Moderating and mediating effects: The mediating effect of promotive voice between psychological safety and burnout was significant ($\beta = -.04$, 95% CI = $[-.07, -.02]$). The moderating effect of collectivism between psychological safety and promotive voice was also significant ($\beta = -.14$; $p < .05$).



- Moderated mediation: The indirect paths (psychological safety – promotive voice – burnout) at low (M –1SD), medium (M), and high (M +1SD) levels of collectivism were significantly different (index of moderated mediation = .01, SE = .01, 95% CI = $[-.002, .027]$).
- High: $\beta = -.03$, 95% CI = $[-.05, -.01]$
- Medium: $\beta = -.04$, 95% CI = $[-.07, -.02]$
- Low: $\beta = -.05$, 95% CI = $[-.08, -.02]$

The moderating effect of collectivism on the relationship between psychological safety and promotive voice

CONCLUSIONS

- Nurses' psychological safety reduced their burnout directly, and also indirectly decreased burnout by increasing promotive voice.
- Promotive voice significantly decreased burnout.
- Therefore, it can be concluded that promotive voice does indeed help to alleviate burnout, as expected.
- The relationship between psychological safety and promotive voice weakened with increasing collectivism.
 - To be specific, nurses who displayed a high level of collectivism exhibited greater promotive voice than those with lower levels of collectivism, even when their psychological safety was low.
- Furthermore, the positive impact of psychological safety on promotive voice was more significant for nurses with lower levels of collectivism.
- Efforts by hospital management and supervisors to foster psychological safety will have a greater positive impact on nurses who perceive a low level of collectivism.

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