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The Determination of Psychological Safety, Resilience, and Transformational Leadership on Employee Performance Travel Company

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Abstract: The Influence of Psychological Safety, Resilience, and Transformational Leadership on Employee Performance is a literature study article within the scope of the field of human resource management. This article aims to build a hypothesis of influence between variables that will be used in further research. Research objects in online libraries, Research Gate, Elsevier, Google Scholar, Mendeley, and other academic online media. The research library method comes from e-books and open-access e-journals. The results of this article: 1) Psychological Safety influences Employee Performance; 2) Resilience influences Employee Performance; 3) Transformational Leadership influences Employee Performance.

Keywords: Psychological Safety, Resilience, Transformational Leadership, Employee Performance, Travel Company

INTRODUCTION

Travel companies in Indonesia have experienced rapid development in recent years. This is driven by several factors, including: Increasing people's income, more and more Indonesians have disposable income which allows them to take vacations. The growing middle class in Indonesia continues to grow, and they are the main target market for travel companies. Technological developments have made the travel booking process easier and more convenient. Tourism promotion The Indonesian government has increased tourism promotion efforts to attract domestic and international tourists. Changes in travel trends continue to develop, and travel companies must adapt to these trends to remain competitive. Travel companies in Indonesia must continue to adapt to changing trends and customer needs to remain competitive. By offering innovative and personalized services, travel companies can attract more customers and increase profitability. In line with previous research that is relevant to the research studied (Nicholson & Hmeljak, 2020), (Choi et al., 2022), (Yeh et al., 2016), In

Employee performance is one of the main determining factors for company success. Employees who have good performance will produce quality products and services, thereby

increasing customer satisfaction and increasing company profitability. There are several factors that can influence employee performance, including: Motivation employees will work harder and be more productive. Skills and knowledge employees who have adequate skills and knowledge will be more effective in completing their tasks. Job satisfaction employees who are satisfied with their work will be more motivated and productive. Work environment a positive and conducive work environment will improve employee performance. Leadership effective and inspiring leadership will encourage better employee performance. Strategies to Improve Employee Performance There are several strategies that can be implemented to improve employee performance, Increase motivation can be increased by providing rewards and recognition for good performance, creating career development opportunities, and providing challenging and meaningful work. Develop skills and knowledge employee skills and knowledge can be developed by providing quality training and development. Employee performance is one of the main determining factors for company success. By implementing strategies to improve employee performance, companies can increase productivity, increase customer satisfaction, and increase profitability. In line with previous research that is relevant to the research studied (H. Y. Ali et al., 2020), (Özcan et al., 2012), (Poretti et al., 2024), (Hu et al., 2024), (Hamad et al., 2024).

Strategies for Overcoming Decreased Performance. Here are some strategies that can be implemented to overcome performance degradation: Identify the cause the first step is to identify the cause of the decline in performance, this can be done by talking to the employee concerned, his superiors and co-workers. Provide training and development if the decline in performance is caused by a lack of skills and knowledge, training and development needs to be provided to improve employee abilities. Increase motivation can be increased by providing rewards and recognition for good performance, creating career development opportunities, and providing challenging and meaningful work. Increase job satisfaction employee job satisfaction can be increased by creating a positive and conducive work environment, providing competitive salaries and benefits, and providing a good work-life balance. Help employees overcome personal problems if the decline in performance is caused by personal problems, the company can help employees overcome these problems by providing counseling or other assistance. Provide constructive feedback constructive feedback can help employees understand their strengths and weaknesses, so they can improve their performance. Provide opportunities to participate in decision making providing opportunities to participate in decision making can help employees feel more valued and involved in the company, so they can increase their motivation and performance. In line with previous research that is relevant to the research studied (Turek et al., 2023), (Siraj & Hågen, 2023), (Li et al., 2022), (Srimulyani et al., 2023), (Prentice et al., 2023).

Employee Performance is the Basis for Giving Rewards, giving rewards to employees is one way to increase their motivation and performance. Rewards can be in the form of money, promotions, or other forms of appreciation. The following are several employee performance criteria that can be used as a basis for giving rewards: Target achievement employees who achieve the set targets, both individually and as a team, deserve to be rewarded. Quality of work employees who produce work of high quality and meet established standards deserve to be rewarded. Innovation and creativity employees who show innovative and creative ideas that are beneficial to the company deserve to be rewarded. Attitude and behavior employees who demonstrate positive attitudes and behavior, such as discipline, cooperation and integrity, deserve to be rewarded. Contribution to the company employees who make significant contributions to the company, whether in terms of ideas, time or energy, deserve to be rewarded. Giving rewards is one way to increase employee motivation and performance. Rewards must be given based on clear and measurable criteria, and given fairly and transparently. By providing appropriate rewards, companies can improve employee

performance and achieve their goals. In line with previous research that is relevant to the research studied (Aima et al., 2017), (Wicaksono et al., 2022), (Nimran et al., 2022), (Putra et al., 2023), (Wahdiniawati et al., 2023).

LITERATURE REVIEW

Psychological Safety

A leader's job, whether at the very top of an organization, somewhere in the middle or leading a frontline team, is to create a culture where people can do their best work. Culture is the responsibility of leadership. Now, today, one of the most important aspects of culture is that it is psychologically safe. Psychological safety is defined as an environment where people believe that candor is acceptable. They believe they can speak to work-relevant thoughts of all kinds, questions, concerns, mistakes, you name it. When psychological safety is lacking, you are at risk of not innovating, employees are at risk of people leaving, not being able to retain your talented employees, and, of course, employees are also at risk of losing something very important. Psychological safety is simply an environment where learning can occur, where evolving, confronting, challenging, open conversations can occur, and it is one of the most important jobs for leaders today. In line with previous research that is relevant to the research studied (Wang et al., 2024), (Fukami, 2023), (McElroy et al., 2024), (Quansah et al., 2023), (Rabiul et al., 2023).

Psychological safety emerged in the 1960s. A Harvard professor, Amy Edmondson, said that psychological safety means that someone will not be punished or embarrassed if they ask questions, have opinions, worry or make mistakes. The concept of psychological safety is being implemented more intensively considering that the Covid 19 pandemic has changed employee behavior. Adapting to working remotely is a challenge faced by companies. This psychological safety helps employees balance the challenges of life during a pandemic so that productivity and performance are not disrupted. By implementing psychological safety in a virtual work environment, there will be many benefits, including solid team work, teams being active at work, increasing job satisfaction, and employee health and well-being. With such a working atmosphere, employees will definitely easily provide input and bright ideas to encourage innovation and productivity at work. To increase the comfort of working virtually, it is a good idea for leaders to ask for suggestions and input from employees. This can be done by distributing questionnaires to collect data about what employees want to increase psychological safety. Conduct training to increase employee capacity and employee or team appreciation In line with previous research that is relevant to the research studied (Edmondson & Lei, 2014), (Susanto et al., 2023), (Frazier et al., 2017), (Carmeli & Gittell, 2009), (Edmondson, 2004).

Resilience

Employee resilience is as important as the skills needed for work. This refers to the process of adapting to difficult or challenging life experiences. In a career or job, resilience can be applied to an employee's ability to manage anything from a heavy workload to their surrounding environment. Employee resilience helps employees protect and discover their best potential at work. At some point, it protects them from problems such as psychological stress, emotional exhaustion, and exhaustion. Employee resilience is about how well employees adapt to things like change, challenges and pressure on the job. In line with previous research that is relevant to the research studied (Zong & Tsaur, 2023), (Rabiul et al., 2022), (Xie et al., 2023), (Saad & Elshaer, 2020), (Aguilar-Quintana et al., 2021), (R. Saputra, 2023a).

Employee resilience refers to an employee's ability to adapt and recover from difficult or stressful situations in the workplace. Resilient employees are able to deal with stress, change and challenges in a positive and productive way. There are several ways to increase employee

resilience, including: Provide training and development: Training and development can help employees to develop skills and strategies to deal with stress and challenges. Create a positive work environment: A positive and supportive work environment can help employees feel more comfortable and safe. Provide support to employees: Providing support to employees when they are experiencing difficulties can help them to recover more quickly. Encourages work-life balance: A good work-life balance can help employees reduce stress and increase their resilience.

Employee resilience is an important factor for companies that want to increase productivity, reduce stress, and increase employee retention. By implementing strategies to increase employee resilience, companies can create a positive and supportive work culture, and ultimately achieve their goals more effectively and efficiently. In line with previous research that is relevant to the research studied (Susanto et al., 2023), (Mulyono et al., 2023), (Apriawal, 2022), (Tampombebu & Wijono, 2022) (R. Saputra, 2023b).

Transformational Leadership

Transformational leadership is a form of leadership that is very effective in bringing a company forward with a clear vision. Transformational leaders will try to stimulate creativity and guide everyone in exploring new ideas. Not just orders, but transformational leaders will also provide clear direction about the direction everyone should take. Therefore, generally transformational leaders can communicate effectively and build strong relationships with employees. Everyone who is under transformational leadership will definitely feel that they are appreciated and supported in their work. It is not surprising that transformational leaders are ultimately able to improve performance and accelerate company growth. Transformational leaders will inspire employees by telling success stories or providing positive role models. This can motivate employees to continue trying to achieve goals and provide the best results. In the business world, transformational leadership is something that is really needed to achieve success. A transformational leader is able to bring positive change and motivate employees to achieve higher goals. In line with previous research that is relevant to the research studied (Nguyen et al., 2023), (Hidayat-ur-Rehman & Alsolamy, 2023), (Lee et al., 2023), (Xin & Wang, 2023), (Lin, 2023) .

Transformational Leadership is a strong and innovative leadership approach, which emphasizes the positive and inspirational influence of a leader on his followers. This leadership style focuses on creating significant change in an organization or group, as well as inspiring and helping team members reach their best potential. Leaders who apply transformational leadership have the ability to move the hearts and minds of their followers, create a compelling vision, and motivate them to work hard to achieve common goals. They not only focus on routine tasks, but also drive innovation, creativity and meaningful change. Transformational leadership has been proven to be an influential and innovative leadership approach. By taking unusual steps, this leadership style is able to create significant change in an organization or company and drive meaningful growth. In line with previous research that is relevant to the research studied (Susanto et al., 2023), (Widiyanto et al., 2023), (Siagian et al., 2023), (Susanto et al., 2023), (Susanto et al., 2023).

Employee Performance

Employee performance is a description of the abilities, skills and work results demonstrated by an employee in carrying out his duties and responsibilities at work. This performance can be measured based on the achievement of predetermined targets, level of productivity, quality of work results, and ability to collaborate within a team. As a benchmark, employee performance is a reflection of their dedication and contribution to achieving company goals. It is important for management to understand and appreciate employee

performance in order to provide appropriate rewards and further development for mutual success. Employee performance is one aspect that must be considered in a company. The reason is, if the performance of employees in the company is not good, it will affect the development and progress of the company itself. There are a number of factors that influence the good and bad performance of a company employee. In line with previous research that is relevant to the research studied (Susanto et al., 2023), (Susanto, Sawitri, Ali, & Suroso, Sugeng Istianingsih, 2023), (Susanto, Sawitri, & Suroso, 2023), (Susanto et al., 2023).

Employee performance is an important factor in driving the success of a company. A team with productive members can help a company achieve its goals more efficiently. In an effort to improve employee and overall company performance, proper employee performance measurement is key. High employee performance has a positive impact on productivity, product and service quality, employee loyalty, company image, innovation, operational efficiency and work environment. To measure performance effectively, it is important to determine relevant Key Performance Indicators (KPI), conduct 360-degree evaluations, and provide comprehensive feedback. In line with previous research that is relevant to the research studied (Liu et al., 2024), (Susanto, Sawitri, Ali, & Rony, 2023), (R. Saputra, 2022), (Susanto, Setiawan, et al., 2024), (Susanto et al., 2023), (Han et al., 2022), (Litwin et al., 2022).

RESEARCH METHODS

The method for writing Literature Review articles is the Library Research and Systematic Literature Review (SLR) methods, analyzed qualitatively, sourced from the online application Google Scholar, Mendeley and other online academic applications (Mahanum, 2021). Systematic Literature Review (SLR) is defined as the process of identifying, appraising and interpreting all available research evidence with the aim of providing answers to specific research questions (Cruz-Benito, 2016). In qualitative analysis, literature reviews must be used consistently with methodological assumptions. One of the reasons for conducting qualitative analysis is that the research is exploratory in nature (H. Ali & Limakrisna, 2013).

FINDINGS AND DISCUSSION

Employee performance and company productivity have a close relationship. Good employee performance will increase company productivity, and conversely, high company productivity will encourage better employee performance. There are several factors that can improve employee performance, including: Motivation, motivated employees will work harder and be more productive. Skills and knowledge, employees who have adequate skills and knowledge will be more effective in completing their tasks. Job satisfaction, employees who are satisfied with their work will be more motivated and productive. A positive and conducive work environment will improve employee performance. Effective and inspiring leadership will encourage better employee performance. Strategies to Increase Company Productivity, there are several strategies that can be implemented to increase company productivity, including: Improving employee performance can be done by providing training, development and motivation. Utilizing technology can help companies to increase work efficiency and effectiveness. Creating more efficient work processes efficient work processes will help companies to complete tasks more quickly and cost effectively. Creating a positive work culture will increase employee morale and motivation. Building a solid team: A solid team will work together better and achieve more optimal results. By implementing these strategies, companies can improve employee performance and productivity, so that they can achieve their goals more effectively and efficiently. In line with previous research that is relevant to the research studied (Mulyanagara & Ali, 2023), (Noor et al., 2016), (Susanto, Sawitri, et al., 2024), (Harahap, 2021), (Iwan et al., 2022), (F. Saputra & Dwikotjo Sri Sumantyo, 2022), (AR, Muhammad Thamrin Saribanon et al., 2023), (R. Saputra, 2023b), (F. Saputra et al., 2023).

Conceptual Framework for Research

Based on the problem formulation, relevant research and discussion, a conceptual framework for this article has been developed as shown in Figure 1.

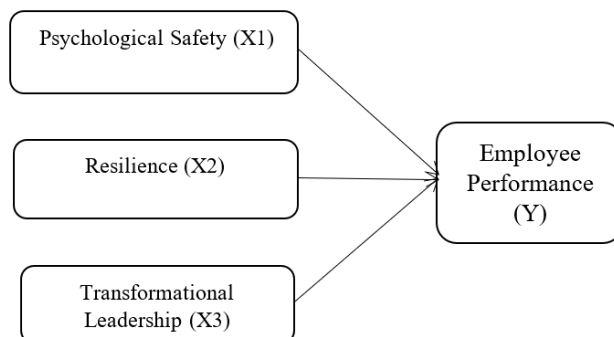


Figure 1: Conceptual Framework

Based on the conceptual framework above, Psychological Safety, Resilience, Transformational Leadership influence Employee Performance. Apart from the three exogenous variables that influence Employee Performance, there are many other variables, including:

- 1) Reward and Punishment: (Ikhsan, 2022), (Sofiati, 2021), (Gunawan et al., 2023), (Andy Pratama & Putri Handayani, 2022), (Latiep dkk, 2022), (Lamandasa et al., 2023).
- 2) Program Scholarship: (Turere, 2013), (Yusran & Sodik, 2018), (Siagian et al., 2023), (Sucipto et al., 2021), (F. Saputra & Dwikotjo Sri Sumantyo, 2022)
- 3) Motivation: (Apsari & Syarif, 2022), (Wibowo & Taofik, 2020), (Sobari et al., 2022), (Priyanto & Indriani, 2022), (Siahaan & Supriyadi, 2022), (Maharani & Saputra, 2021).
- 4) Communication: (Isdiyarti et al., 2022), (Ardiansyah, 2016), (Nisa et al., 2019), (Windhyastiti, 2020), (Lakoy et al., 2015).
- 5) Training: (Simaremare & Isyandi, 2019), (Khoirul Mustofa, 2022), (Ariningrum, 2021), (Safitri, 2019), (Akhmal & Safitri Y, 2017), (Supatmi et al., 2012).

CONCLUSION AND RECOMMENDATION

Based on the objectives, results and discussion, the conclusion of this article is to formulate a hypothesis for further research, namely: 1) Psychological Safety influences Employee Performance, There is a significant relationship between psychological safety and employee performance. Psychological safety can increase employee motivation to provide maximum contribution in their work and employees who feel psychologically safe are more likely to be actively involved in their tasks because they feel supported and appreciated; 2) Resilience influences Employee Performance, resilience has a positive effect on employee performance. Resilience is a person's ability to rise from challenges, pressure and failure, and remain productive and develop. The existence of resilience in employees has several positive impacts on their performance; 3) Transformational Leadership influences Employee Performance, Transformational leadership has been recognized as having a positive effect on employee performance. Transformational leadership tends to create intrinsic motivation among employees. Leaders who are able to communicate a compelling and inspiring vision can make employees feel emotionally connected to the organization's goals, which in turn can increase their motivation to work well;

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