

# Pengaruh Transformational Leadership dan Proactive Personality terhadap Employee Voice Behavior dengan Psychological Safety sebagai Mediator = The Effect of Transformational leadership and Proactive personality to Employee Voice behavior through Psychological Safety as Mediator

Miftah Ramadhan Taufani, author

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## Abstrak

Dengan perkembangan tren pasar yang dapat bergerutu cepat berubah, perusahaan membutuhkan karyawan yang dapat menunjukkan perilaku bersuara untuk menjaga stabilitas, menginisiasi perubahan di perusahaan serta memperbaiki kekurangan mereka untuk dapat tetap kompetitif dengan para pesaingnya. Untuk itu, studi ini mengusulkan bahwa transformational leadership sebagai faktor eksternal dan proactive personality sebagai faktor internal yang mungkin dapat mempengaruhi praktik employee voice behavior dalam perusahaan dengan dimediasi psychological safety. Data dikumpulkan dari 302 karyawan yang bekerja di perusahaan yang bergerak di bidang penyedia layanan akomodasi serta makanan dan minuman. Dampak langsung, tidak langsung, dan total pengaruh dari transformational leadership dan proactive personality yang dimediasi oleh psychological safety diuji dengan structural equation modeling. Hasil penelitian menunjukkan bahwa transformational leadership dan proactive personality memiliki dampak langsung dan tidak langsung yang signifikan melalui psychological safety terhadap employee voice behavior. Saran implikasi termasuk mengintegrasikan dimensi transformational leadership, pembentukan karakter karyawan serta menciptakan lingkungan kerja yang aman bagi psikologis karyawan.

.....With the market development trends that can change so quickly, companies need employees who can demonstrate voice behavior to maintain stability, initiate changes in the company and improve their deficiencies to be able to stay competitive with their competitors. For this reason, this study proposes that transformational leadership as an external factor and proactive personality as an internal factor may influence the practice of employee voice behavior in companies mediated by psychological safety. Data was collected from 302 employees who work in companies engaged in providing accommodation and food and beverage services. The direct, indirect, and total effects of transformational leadership and proactive personality mediated by psychological safety were tested using structural equation modeling. The results of the study show that transformational leadership and proactive personality have significant direct and indirect impacts through psychological safety on employee voice behavior. The suggested implications include integrating the dimensions of transformational leadership, building employee character and creating a safe work environment for employees' psychology.