

The Role of the Leader in shaping Psychological Safety in the Organization: A Systematic Literature Review

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Abstract

The article presents a systematic review of the literature on the role of the leader in shaping psychological safety within organizations. Psychological safety is understood as a shared belief among team members that they can freely express their opinions, ask questions, share ideas, and admit mistakes without fear of negative interpersonal consequences such as criticism, rejection, or punishment. In contemporary organizations characterized by rapid change, knowledge sharing, and teamwork, psychological safety is increasingly recognized as an important element of effective collaboration and communication.

The study focuses on examining how leadership behaviors and managerial practices are discussed in the existing academic literature in relation to the concept of psychological safety. Based on a structured review of publications in the fields of management, leadership studies, and organizational behavior, the article identifies and organizes the main themes and perspectives present in previous research. Particular attention is given to how scholars conceptualize the role of leaders in shaping team climate and interpersonal relationships within organizations.

The paper also describes the methodological approach used to conduct the literature review, including the criteria for selecting sources, the databases used, and the process of analyzing and synthesizing the collected studies. By organizing the existing knowledge on this topic, the article aims to provide a clear overview of how the role of leaders in shaping psychological safety has been addressed in the academic literature and how this area of research has developed over time.

Keywords: psychological safety, leadership, leadership behavior, organizational climate, team dynamics, systematic literature review.