

Mediator Role Of Professional Self – Efficacy Belief Between Psychological Safety And Self – Reported Personal Initiative

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Keywords

Psychological safety, self – efficacy belief, personal initiative, occupational safety

Abstract

The object of this study was to research the mediator role of professional self – efficacy belief between psychological safety and self – reported personal initiative. Additionally, self – reported personal initiative scale was adapted to Turkish. Firstly, pilot study was conducted to 100 occupational safety specialists to test psychometrics of self – reported personal initiative scale. Then, psychological safety, professional self – efficacy belief of occupational safety specialists and self – reported personal initiative scales were sent to occupational safety specialists with anonymous link. Similiar with pilot study, convenience method was used. Of 443 responses, 111 responses were disregarded because of the missing data and remaining 332 responses data was used for this study. According to correlation analysis results, there are significant relationships amongst psychological safety, professional self-efficacy belief and self-reported personal initiative. Regression analysis showed that professional self – efficacy belief has mediator role between psychological safety and self – reported personal initiative. Additionally, psychometrics results of self - reported personal initiative showed that adapted scale was valid and reliable for Turkish sample.

Mesleki Öz – Yeterlilik İnancının Psikolojik Güvenlik ve Beyana Dayalı Kişisel İnisiatif Arasındaki Aracı Rolü

Öz

Bu çalışmanın amacı psikolojik güvenlik ve beyana dayalı kişisel inisiyatif arasında mesleki öz-yeterlilik inancının aracı rolünü araştırmaktır. Ayrıca, beyana dayalı kişisel inisiyatif ölçeği Türkçeye uyarlanmıştır. Öncelikle, beyana dayalı kişisel inisiyatif ölçeğinin psikometrik özelliklerini test etmek için 100 iş güvenliği üzerinde bir pilot çalışma gerçekleştirilmiştir. Sonrasında, psikolojik güvenlik, mesleki öz-yeterlilik inancı ve beyana dayalı kişisel inisiyatif ölçekleri katılımcılara anonim bir link aracılığıyla gönderilmiştir. Pilot çalışmada olduğu gibi, kolayda örnekleme yöntemi kullanılmıştır. Eksik veriden dolayı 443 yanıtta 111'i elenmiş ve kalan 332 katılımcı üzerinden veri analiz edilmiştir. Korelasyon analizi sonuçları psikolojik güvenlik, mesleki öz-yeterlilik inancı ve beyana dayalı kişisel inisiyatif arasında anlamlı ilişkiler olduğunu göstermektedir. Regresyon analizleri sonucunda mesleki öz-yeterlilik inancının psikolojik güvenlik ve beyana dayalı kişisel inisiyatif arasında aracı rolü olduğu bulunmuştur. Ayrıca, uyarlanan beyana dayalı kişisel inisiyatif ölçeğinin psikometrik özelliklerinin Türk örnekleminde uygulanabilecek geçerli ve güvenilir bir ölçek olduğu ortaya konulmuştur.

Anahtar kelimeler

Psikolojik güvenlik, öz-yeterlilik inancı, kişisel inisiyatif, iş güvenliği

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Owing to technological and structural advancements, organizations experience a number of challenges and changes which is needed to be adapted to its organizations to retain continuity. In order to deal with these challenges and rapid changes, individuals play crucial role in adaptation processes. Global competitive trade market requires employees not solely to follow instruction and to comply with the rules but also to display better performance that is previously expected for organizational mission. Due to this organizational changes in the trade market, organizations push employees forward to be proactive. Studies on proactivity examine why an individual undertakes to alter situations or external environment and also the outcomes of proactivity for organizations, teams and individuals. Although occupational safety specialists have to work independently, it is obvious that they are forced by considerable duties and responsibilities with limited authorization attributed from 6331 no. Law (ÇSGB & ILO, 2017). Therefore, it is considerable to investigate psychological safety perception of occupational safety specialists at organizational level in terms of whether they take interpersonal risks regardless of thinking to be penalized, embarrassed, punished or considered as uneducated towards employees and employers with high level of responsibilities and duties with limited authority. Besides, there is no sector specific occupational safety specialists qualification system in Turkey. They are qualified to work any sector they desire providing that to have occupational safety specialist certificate though they were graduated from different field. Additionally, proactive approach in occupational health and safety (OHS) aims to prevent undesired situations before they occurred. It is critical for occupational safety specialists to forecast probable risks and hazards because they are expected as an actor of sector to guide in ensuring safety of employees, organization and workplace and to audit practices of OHS legislation (Akboğa Kale et al., 2018). One of the major necessity is to make risk assessment in OHS. Making risk assessment is one of the duty of occupational safety specialists stated in legislation. Within risk assessment, occupational safety specialists are expected to proactively foresee health and safety related danger before turning into risk for employees or workplace. In order to implement other job requirements properly and prevent problems caused by employees, employers, organizations or legislation, occupational safety specialists need to show personal initiative, as a form of proactive work behavior. Thus, it is important to investigate whether occupational safety specialist show personal initiative as a proactive work behavior of across employer, employees and legislative pressure.

Studies showed that psychologically safe climates promote proactive behaviors. According to Parker et al. (2010) supportive environment that encourages employees to try alternative solutions in their work without concerning about potential risks is likely to streamline proactivity. People who expressed to be supported by or satisfied with their work group are more likely to show proactive behaviors (LePine & Van Dyne, 1998). Similarly, employees who percept support from the organization (Ashford et al., 1998), showing more proactive behaviors at work. Parker and colleagues (2006) suggested that trust in coworkers would raises the degree of self-reported proactivity at work, through widening perception of employees regarding their role. Individuals who work in psychologically unsafe work groups are less probable to be proactive due to lack of risk taking. Thus, psychological safety emerges as having substantial role in facilitating decision of employees to act on proactive goals. Frese and Fay (2001) also pointed out that support for personal initiative is associated with personal initiative. They claimed that perceived supervisor support for personal initiative haven't occurred as a crucial variable. Frese and Fay (2001) assumed that the culture and general climate of a organization would be much more considerable to show personal initiative.

H₁: Psychological safety is positively correlated with self-reported personal initiative.

The evidences from existing literature have suggested that higher the self-efficacy, the higher the confidence in the ability to make decisions and complete a task successfully will be (Mensah, Lebbaeus, 2013; Xie, Chu, Zhang, Huang, 2014). Similarly, the rationale behind psychological safety is that organizational members believe that failures are a part of learning and speaking up, as well as inquiring about anything is not subject to any form of repercussion from their leaders or other members (Walumbwa et al., 2011). Additionally, employees having higher self-efficacy believe that they make a positive contribution to the teams and organizations in comparison to those having low self-efficacy, as they can better express their ideas and overcome fears through their voice behavior as part of psychological safety (Kish-Gephart et al., 2009). It was also found that by targeting role modeling behaviors, the leaders can increase the self-efficacy of their followers (Walumbwa et al., 2011; Gong, Huang, Farh, 2009) and by creating such supportive environment for employees. Rousson et al. (2018) found that learners with greater occupational self-efficacy were more likely to speak up with faculty members to clarify a learning point. Employees who feel psychological safe behaviorally tend to be more likely open to communicate, voice their worries and, seek feedback and speak up (Pearsall & Ellis, 2011). Accordingly, we generate hypothesis below.

H₂: Psychological safety is positively correlated with professional self-efficacy belief.

Morrison and Phelps (1999) - they used the concept of “taking charge” that is very similar to personal initiative- found that self efficacy was associated with personal initiative. Therefore, beliefs on personal efficacy could guide the effort that would be exerted in the case of barriers and could directly affect the activities individuals select to involve in. Besides, according to Frese and Fay (2001), complexity and control ensure people to gain mastery experiences. Bandura (1997) argued that mastery experiences generates higher level of self-efficacy. According to Frese and Fay (2001), there is correlational association between personal initiative and control and complexity. They argue that personal initiative in turn, causes to higher level of complexity and control. Parker et al. (2006) showed that the behaviors related with proactive personality could potentially be malleable with the mediation effect of self-efficacy. They demonstrated support for the suggestion that engaging in proactive behaviors includes making decision on whether an performance would be successful. The consideration of self-efficacy in the proactive perspective encourages the importance of creating employees’ perceptions of their own competencies (Parker et al., 2006). According to Mensah and Lebbaeus (2013) in difficult conditions, people with higher level of self-efficacy are more likely to deal with the situation properly than the ones with lower degree of self-efficacy, as the latter will try with reduced efforts or will eventually give up. Also, Heuven et al. (2006) concluded that people who have strong beliefs about their ability to perform tasks successfully set difficult objectives for themselves, try harder, invest more, and deal with situations better than their counterparts. They also make better use of their resources and skills to deliver output to the challenging tasks assigned to them. As such, all these attributes indicate that people with high self-efficacy exhibit more inclination for completing their tasks perfectly (Xue, 2020). According to literature mentioned, we generated hypothesis below.

H₃: Professional self-efficacy belief is positively correlated with self-reported personal initiative.

Even studies have shown that there is positive correlation between psychological safety and proactivity, this study focuses on whether personal initiative as a proactive work behavior enhanced when psychological safety increased in any case or this relationship effected by self-efficacy. The object of this study was to test the mediator role of professional self – efficacy belief between psychological safety and self – reported personal initiative. Additionally, self – reported personal initiative scale was adapted to Turkish. Accordingly, we generated hypothesis below. Hypothesized mediation model could be seen in the Figure 1.

H₄: Professional self-efficacy belief have mediating role between psychological safety and self-reported personal initiative.

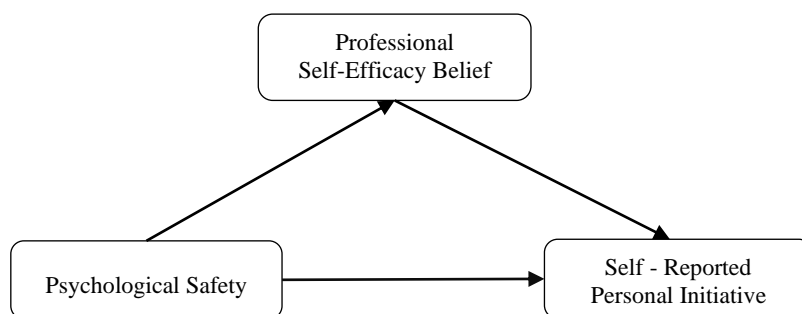


Figure 1. Hypothesized Mediation Model

Method

Participants

Data have been collected from occupational safety specialists who work in private sector including consultants. Public sector occupational safety specialists excluded from this research since the obligation of employing occupational safety specialist in public sector has been suspended to 2020. 332 occupational safety specialists participated to this study by using convenience sampling method. The mean age of the participants is 35,6 years in range of 21 years and 69 years. Participants consists of 72 A class (21.7%), 149 B class (44.9%) and 111 C class (33.4%) occupational safety specialist over 20 years 209 males (63%) and 123 females (37%), at least associate degree graduated. Participants service about 27 workplaces in the mean divided by low dangerous, dangerous, high dangerous. 202 of participant employed by Public Health and Safety Unit (60.8%), 122 participant working subject to an employer in company (33.7%) and 18 participants work as individual consultant (5.4%). 126 (38%) participants have additional duty apart from OHS. Social Security Pension of 158 (47.6%) participants are deposited by minimum salary.

Measures

Demographic Information Form: Demographic variables consist of gender, age, education status, service type, speciality class, number of workplace, danger classes, weekly average working hours, total employee number. Participants also asked whether they have liability insurance, additional duty apart from OHS and how social security institution pension is deposited.

Psychological Safety Scale: Psychological safety perception of occupational safety specialists was measured with seven-item scale which has been developed by Edmondson (1999). Yener (2015) adapted psychological safety scale into Turkish sample by conducting psychometric analysis. The Cronbach alpha internal consistency coefficient of original scale was found .80 and adapted Turkish psychological safety scale is observed as .81. Adapted psychological safety scale has two sub - dimension as tolerance which are reversed items of 1, 3 and 5 and initiative which are items of 2, 4, 6 and 7. Followings would be given as examples of items; 'Members of this organization are able to bring up problems and tough issues', 'No one in this organization would deliberately act in a way that undermines my efforts'.

Professional Self – Efficacy Belief of Occupational Safety Specialists Scale: In order to measure how much occupational safety specialists believe in conducting their work efficiently, seven items professional self – efficacy belief of occupational safety specialists scale was used which was developed by Aksoy (2019). Cronbach’s alpha value of professional self-efficacy belief scale was found .85. Followings would be given as example of items: ‘*I exactly implement duties and responsibilities that my job requires*’, ‘*I believe I do efficient works that support safety and health of employees*’ and ‘*I believe I use communication channels efficiently when implementing my duties and responsibilities*’.

Self - Reported Personal Initiative Scale: Self – reported personal initiative was measured with seven-item self-reported personal initiative scale which has been developed by Frese et al. (1996). The Cronbach alpha internal consistency coefficient of self-reported personal initiative scale is observed as .81 in German sample and was found .85 in this study. Followings would be given as example of items; ‘*I actively attack problems*’, ‘*I use opportunities quickly in order to attain my goal*’ and ‘*Usually I do more than I am asked to do*’.

Procedure

In order to test mediator role of professional self – efficacy belief, PROCESS macro (Model 4) was used (Hayes, 2013). Indirect effect and bootstrapping results was used to test mediator role of professional self – efficacy belief between psychological safety initiative. Also, reliability and validity results of adapted self – reported personal initiative scale were given. In the first phase of this research, the confirmation of the ethics board committee of Bilgi University was received to get to study. At the first stage of this study, self-reported personal initiative scale was adapted to Turkish. For this, pilot study was conducted to 100 occupational safety specialists to test psychometrics specifics of self – reported personal initiative scale. Three Turkish - English bilingual experts who are working in Sakarya University as academicians were asked to review adapted items. After getting approval of experts, scale was sent five occupational safety specialists to evaluate the comprehension of items. Then, the adaptation permission of self-reported personal initiative scale was taken from Prof. Dr. Michael Frese. At the last stage, scale was sent to one occupational safety specialists to get general information about items and 7 items was prepared for implementation. In the pilot study, convenience sampling method was used for data collection. Anonymous link were sent to occupational safety specialists via e-mail in the contact list of researchers of this study. Then, occupational safety specialists were asked to send this anonymous link to their contacts /friends / colleagues to fulfill.

After psychometrics specifics of self – reported personal initiative were tested in pilot study, psychological safety, professional self – efficacy belief of occupational safety specialists and self – reported personal initiative scales were sent to occupational safety specialists with anonymous link. Similiar with pilot study, convenience sampling method was used. Of 443 responses, 111 responses were disregarded because of the missing data and remaining 332 responses data was used for this study. Thus, %74 of response rate was reached in a period of 2 weeks. Participants were asked to rate items on 6 point Likert-type (1 - totally disagree and 6 - totally agree) scale.

Results

The object of this study was to research the mediator role of professional self – efficacy belief between psychological safety and self – reported personal initiative. Additionally, self – reported personal initiative scale was adapted to Turkish. Firstly, self – reported personal initiative scale was adapted into Turkish. Then, regression analysis conducted to test mediator role professional self – efficacy belief between psychological safety and self – reported personal initiative.

Reliability and Validity of Self – Reported Personal Initiative Scale

Self – reported personal initiative scale was implemented to 100 occupational safety specialists to test psychometric specifics in the pilot study. Factorability of 7 items of self – reported personal initiative scale was examined. The Bartlett Sphericity value of 7 items self – reported personal initiative scale was significant ($p=.00 < .05$) and KMO value is .87 which is very high. Direct oblimin rotation method was used for factor analysis of self – reported personal initiative scale. Only one eigenvalue of factor recorded as above one. Initial eigenvalue results showed that first factor explained %56.1 of the variance. All factor loadings met the minimum criterions so no items were changed. Cronbach's Alpha value of self – reported personal initiative scale was calculated so as to measure internal consistency of scale. Self – reported personal initiative has a .86 Cronbach's alpha value, which represents high level of internal consistency. Psychometrics results of self – reported personal initiative showed that adapted scale was valid and reliable for Turkish sample. Turkish version of self – reported personal initiative scale could be seen in Appendix 1.

Mediator Role of Professional Self – Efficacy Belief Between Psychological Safety and Self-Reported Personal Initiative

In the second stage of this study, mediator role of professional self – efficacy belief between psychological safety and self – reported personal initiative was examined. Firstly, correlations between demographics, psychological safety, professional self – efficacy belief of occupational safety specialists, self – reported personal initiative were tested. Correlation analysis results between variables could be seen in Table 1. Then, regression analysis were conducted to test the mediator role of professional self – efficacy belief between psychological safety and self – reported personal initiative.

According to the correlation analysis results, professional self-efficacy belief was positively correlated with social security institution pension ($r= .17, p<.01$) indicating that occupational safety specialists whom social security pension of them deposited from their salary are tended to have higher professional self-efficacy belief. There was negative correlation between professional self-efficacy belief and number of workplace ($r= -.13, p< .05$). So, professional self-efficacy belief of occupational safety specialists is reduced when number of workplaces they service are increased. There was negative correlation between psychological safety and number of workplace ($r= -.15, p < .01$). This result pointed out that occupational safety specialists who service less number of workplace are psychologically safer. Psychological safety was also positively correlated with service type ($r=.17, p<.01$). There was negative correlation between self-reported personal initiative and additional duty ($r= -.12, p < .05$). This result points out that self-reported personal initiative is reduced when occupational safety specialists are exposed to more additional duty.

Psychological safety was also positively correlated with self-reported personal initiative ($r= .19, p < .05$), suggesting that occupational safety specialists show more self-reported personal initiative in psychologically safer organization. This results showed that H_1 was supported. There was positive correlation between psychological safety and professional self-efficacy belief ($r= .13, p < .05$). According to this result, H_2 was supported. This result reveals that occupational safety specialists show higher professional self-efficacy belief in psychologically safer organization. Professional self-efficacy belief was also positively correlated with self-reported personal initiative ($r= .43, p < .01$). Accordingly, H_3 was supported. This result suggested that occupational safety specialists who have higher degree of professional self-efficacy belief tended to show more self-reported personal initiative.

Table 1
Results of the Correlation Analysis

Spearman's rho	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15
1.Sex	1														
2.Age	.15**	1													
3.Education Status	-.04	.03	1												
4.Service Type	.05	.10	-.017	1											
5.Speciality Class	-.04	-.55**	-.22**	-.03	1										
6.Danger Class	-.03	-.01	.06	-.30**	-.12*	1									
7.Number of Workplace	-.06	.11*	.01	-.45**	-.08	.43**	1								
8.Weekly Average Work Time	.07	-.02	.06	-.05	.10	-.03	.02	1							
9.Total Employee Number	.07	.03	-.03	-.22**	.01	.21**	.28**	.07	1						
10.Occupational Liability Insurance	-.02	.13*	.01	.04	-.06	-.01	.02	.03	.05	1					
Spearman's rho (Continued)	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15
11.Additional Duty	-.04	.03	-.11	-.22**	-.01	.001	.05	-.07	.02	-.03	1				
12.Social Security Institution Pension	.07	-.02	.02	.42**	-.03	-.09	-.25**	-.24**	-.02	-.05	-.08	1			
13.Self - Reported Personal Initiative	.06	.09	.07	.03	.03	-.01	-.03	.04	-.01	-.07	-.12*	.01	1		
14.Professional Self-Efficacy Belief	-.01	-.08	.04	.05	.01	-.04	-.13*	-.06	-.07	-.07	-.03	.17**	.43**	1	
15.Psychological Safety	.11	.07	-.00	.17**	-.03	-.06	-.15**	.00	-.11	.01	.04	.08	.12*	.13*	1

Note 1: **. Correlation is significant at the .01 level (2-tailed).

Note 2: *. Correlation is significant at the .05 level (2-tailed).

In the regression analysis, psychological safety included to analysis as independent variable, self – reported personal initiative included to analysis as dependent variable, and professional self – efficacy belief included analysis as mediator variable. Bootstrapping results and 95% confidence intervals of mediator role of professional self –efficacy belief between psychological safety and self-reported personal initiative illustrated in the Table 2. Researchers tested the significance of indirect effect using bootstrapping results. Indirect effects were calculated with 10.000 bootstrapped samples. The standardized indirect effect was $(.02)(.20) = .10$. Thus, the indirect effect of professional self – efficacy belief was statistically significant. As a result this analysis, mediator role of professional self – efficacy belief between psychological safety and self-reported personal initiative was found statistically significant. This result indicated that H_4 was supported.

Table 2
 Bootstrapping Results of the Mediator Role of Professional Self-Efficacy Belief Between Psychological Safety and Self-Reported Personal Initiative

	Effect	%95 Confidence Interval	
		Low Limit	Up Limit
Indirect Effect			
PS → PSEB → SRPI	.10	.02	.200
	Bootstrapping Coefficient	Low Limit	Up Limit
Direct Effects			
PS → PSEB	.26	.09	.43
PSEB → SRPI	.39	.07	.34
	R^2	.25	
	F	52.79	

As illustrated in the Figure 2, there was significant relationship between psychological safety and self-reported personal initiative without professional self – efficacy belief ($\beta=.21, p<.000$) and the β interaction value between psychological safety and self-reported personal initiative was reduced and p interaction significance value turned insignificant ($\beta=.10, p>.09$) when professional self – efficacy belief added to analysis as a mediator variable.

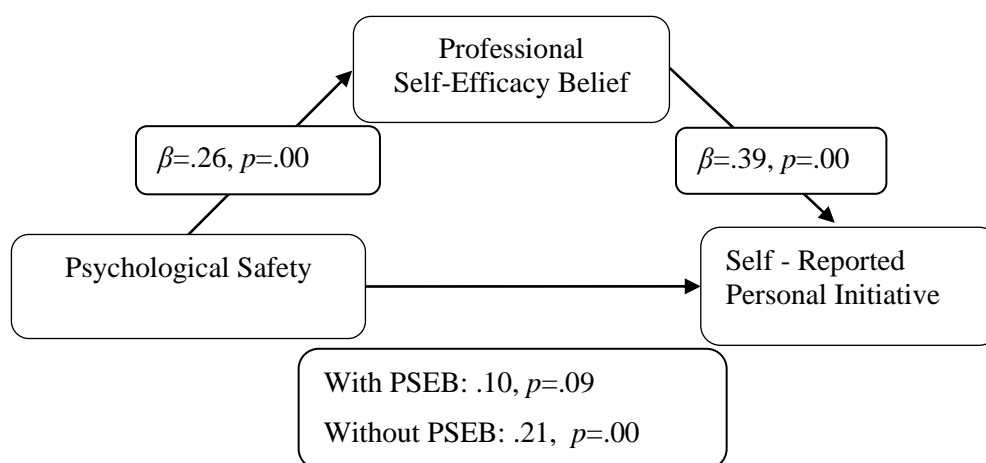


Figure 2. Model for Mediator Role of Professional Self –Efficacy Belief Between Psychological Safety and Self-Reported Personal Initiative

Discussion

The object of this study was to research the mediator role of professional self – efficacy belief between psychological safety and self – reported personal initiative. Additionally, self – reported personal initiative scale was adapted to Turkish. Professional self-efficacy belief was positively correlated with self-reported personal initiative. In light of this finding, it could be said that occupational safety specialists who believe to be successful in their tasks are more likely to show self-reported personal initiative. Occupational safety specialists are prominent at workplaces in that they are abided by their OHS related skills, abilities and knowledge in implementations and theory (such as technical or legislative). Morrison and Phelps (1999) - they used the concept of “taking charge” that is very similar to personal initiative- found that self-efficacy was associated with personal initiative. According to Bandura (1997), knowledge, skills, and abilities are sources in that they provides people to deal with the job requirements. They allow individual to mastery experience, and this in turn, provides people to improve self-efficacy. Besides, it could also be thought that professional self-efficacy belief of occupational safety specialists are stemmed from their OHS related knowledge, skills and abilities. Additionally, high level of ability, skills and knowledge are antecedents of personal initiative (Fay and Frese, 2001). Therefore, it could also said that when skills, knowledge and abilities enhanced, self – reported personal initiative of occupational safety specialists raised.

There was positive correlation between psychological safety and professional self- efficacy belief. This result supports the findings of some literature findings indicating that individuals show more professional self-efficacy belief in psychologically safer organizations (Walumbwa et al., 2011; Gong, Huang & Farh, 2009; Rousson et al., 2018). According to this finding, in psychologically safer organizations, occupational safety specialists are more encouraged and supported to show their capabilities. Thus, self – efficacy perceptions of individuals are enhanced on what individuals could do with their capabilities (Bandura, 1986). Psychological safety was also positively correlated with self-reported personal initiative, suggesting that occupational safety specialists show more self-reported personal initiative in psychologically safer organization. It was an expected finding in this research. Individuals who expressed to be supported by or satisfied with their work group are more likely to show proactive behaviors (LePine & Van Dyne, 1998). Similarly, employees who percept support from the organization (Ashford et al., 1998) or from their coworkers (Griffin et al., 2007), showing more proactive behaviors at work. This finding was important in that 6331 no. OHS law expect occupational safety specialists to be proactive that to provide interventions before risks and hazards occur. Thus, it could be said that occupational safety specialists who work in psychologically safer organizations work more properly by foreseeing probable risks and hazards. The main duty of occupational safety specialists are to provide services to workplaces in order to adapt them 6331 no. OHS Law. However, some occupational safety specialists have additional duty that most probably related to their background such as engineering, quality or other managerial duties. Results of this showed that occupational safety specialists who have less additional duty seek more alternative routes to overcome barriers before problems occur (Frese et al., 1996).

Professional self – efficacy belief was mediated the relationship between psychological safety and self-reported personal initiative. This finding showed that occupational safety specialists who work in psychologically safer organization with higher level professional self – efficacy belief show more self-reported initiative. Employees take more risks to seek feedback and propose solutions at workplaces that supportive organizational climate ensured (West, 1990). The feedback given to an individual could boost self-efficacy beliefs or diminish them (Bandura, 1997). According to this finding obtained in this study, in psychologically safer organizations, occupational safety specialists are more encouraged and supported to show their

capabilities. Thus, self – efficacy perceptions of individuals are enhanced on what s/he could do with their capabilities (Bandura, 1986). Mensah and Lebbaeus (2013) claimed that individuals with higher level of self-efficacy are more likely to deal with the situation properly. Additionally, Heuven et al. (2006) concluded that people who have strong beliefs about their ability to perform tasks successfully set difficult objectives for themselves, try harder, invest more, and deal with situations better than their counterparts. Bandura (1977) also claimed that, individuals incline to avoid conditions which they do not believe in that they could achieve, but become in and are pretentious in situation that they consider to be successful. In light of this finding, it could be said that occupational safety specialists who believe to be successful on their tasks in psychologically safer organization are more likely to show self-reported personal initiative.

As a conclusion, global competitive trade market requires employees not solely to follow instruction and to comply with the rules but also to display better performance that is previously expected for organizational mission. Specifically for occupational safety specialists, forecasting probable risks and hazards is critical. Thus, initiative studies should be increased for occupational safety specialists in the literature. This study measured personal initiative based upon self – report but other researchers could design experimental or observational studies. For managerial approaches, this study showed the importance of psychological safety and professional self – efficacy belief on self – reported personal initiative. Organizations could enhance personal initiative of occupational safety specialists by providing enough authority and create supportive organizational climate in that they take interpersonal risks regardless of thinking to be penalized, embarrassed, punished or considered as uneducated towards employees and employers. Organizations could also provide opportunities for occupational safety specialists to improve their professional knowledge, skills and experiences to enhance personal initiative. This study have some limitations as occupational safety specialists who work in public sector were excluded since employment obligation of occupational safety specialists was suspended to 2020. Additionally, personal initiative could have been measured by experimental methods not by an scale. Also, personality trait of occupational safety specialists haven't been involved in this study. Other researchers would consider the personality trait of participants.

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