

ABSTRACT

The primary objective of this investigation is to examine the impact of psychological safety and emotional intelligence on employee performance, while simultaneously investigating the mediating function of work engagement (A Study on the Employees of PT. XYZ). This study is contextualized by the phenomenon of elevated employee absenteeism, which suggests potential underlying performance deficiencies. The proposed model tests psychological safety conceptualized as a job resource and emotional intelligence as a personal resource, both of which are hypothesized to drive performance improvements via work engagement.

Employing a quantitative methodology, this study utilized a sample comprised of 130 permanent employees from PT. XYZ. Data collection was executed through the administration of questionnaires, with subsequent analysis conducted using Structural Equation Modeling (SEM) via the AMOS software to validate the seven advanced hypotheses.

Findings from the analysis reveal that both psychological safety and emotional intelligence positively and significantly predict work engagement. Work engagement, in turn, emerged as the most potent predictor, exerting a significant positive influence on employee performance. A critical finding pertains to the direct paths: the direct link from psychological safety to employee performance was found to be statistically non-significant, whereas the direct path from emotional intelligence to employee performance was confirmed as significant. The mediation analysis further substantiated that work engagement serves as a full mediator for the psychological safety–employee performance relationship and as a partial mediator for the emotional intelligence–employee performance relationship.

Keywords: *Psychological Safety, Emotional Intelligence, Work Engagement, Employee Performance*