

## Hubungan traditionality dan psychological safety dengan employee silence = The relationships between traditionality psychological safety and employee silence

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### Abstrak

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Employee silence banyak terjadi di Indonesia dan menyebabkan banyak kerugian pada karyawan dan organisasi. Sayangnya, hingga saat ini masih terdapat gap pengetahuan tentang apa saja yang memengaruhi employee silence. Penelitian ini bertujuan untuk menguji apakah traditionality dan psychological safety memiliki hubungan dengan acquiescent silence dan defensive silence. Penelitian dilakukan terhadap 276 karyawan di sebuah institusi pemerintahan Indonesia dengan metode survei menggunakan kuesioner. Hasil analisis multiple-regression menunjukkan bahwa psychological safety memiliki hubungan negatif dengan acquiescent silence ( $\beta = -.88; p < 0,1$ ) dan defensive silence ( $\beta = -.88; p < 0,1$ ). Selain itu, traditionality tidak memiliki hubungan dengan acquiescent silence dan defensive silence. Implikasi terhadap penelitian mengenai employee silence dan cara meminimalisasi employee silence pada organisasi didiskusikan lebih lanjut.

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<b>ABSTRACT</b><br>

Employee silence causes harms to both employees and organization. This harmful phenomenon happens a lot in Indonesia. Unfortunately, there is still a gap about what factors that can influence this behavior. This study reveals the relationships among acquiescent silence, defensive silence, traditionality, and psychological safety. The data was gathered from 276 public employees of Indonesia's government institution by survey method. Multiple-regression analysis shows that psychological safety has negative relationships with both acquiescent silence ( $\beta = -.88; p < 0,1$ ) and defensive silence ( $\beta = -.88; p < 0,1$ ). There is no relationship between traditionality and acquiescent silence and also between traditionality and defensive silence. Implications for research on employee silence and means to reduce employee silence in organizations are discussed.

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