

## **Affect and Helping Behavior as Explanatory Account of the Relationship between Psychological Safety and Supervisor Satisfaction**

**Authors :** Mariam Musaddiq, Muhammad Ali Asadullah

**Abstract :** Psychological safety is referred as a 'nonthreatening' and 'predictable' work environment leading employees, particularly interested to contribute positively to the organization, to engage and express their true selves at work without suffering negative results. We posit that the employee who is feeling psychologically safe experiences positive emotions, feels happy and shows helping behavior towards his coworkers and supervisors. Particularly, the supervisor reciprocates this helping behavior in form of greater satisfaction to the employee showing helping behavior. We tested our hypothesis in light of Feedback system theory and functional motive theory. We collected data from 453 employees and their supervisor in Pakistani hotels and restaurants through survey method. Result showed that positive affect and helping behavior mediate the relationship between psychological safety and supervisor satisfaction. Cross sectional design of the study is a major limitation of the study. Moreover, we focused on psychological safety only that is one of three dimensions of psychological conditions.

**Keywords :** affect, helping behavior, psychological safety, supervisor, supervisor satisfaction

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