

The Influence of Psychological Safety, Collectivism, and Power Distance on Innovation Performance Mediated by Organizational Commitment And Performance Management Context Among Employees of XYZ School

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ABSTRACT

This study examines the effects of psychological safety, collectivism, and power distance on innovation performance, with organizational commitment and performance management context posited as mediators, at XYZ School. The sample comprised 47 employees (teachers and staff). Data were collected via questionnaires and tested using path analysis. The results indicate that collectivism has a positive and significant effect on organizational commitment ($\beta = 0.665$; $t = 4.629$; $p = 0.000$), thus supporting H2. Collectivism also significantly and positively affects performance management context ($\beta = 0.533$; $t = 2.937$; $p = 0.003$), supporting H5. Regarding the final outcomes, organizational commitment does not significantly influence innovation performance ($\beta = 0.051$; $t = 0.244$; $p = 0.807$) — H7 rejected — whereas performance management context has a significant positive effect on innovation performance ($\beta = 0.473$; $t = 2.113$; $p = 0.035$) H8 accepted. In sum, a collectivist organizational culture strengthens organizational commitment and fosters a supportive performance management context, and it is the latter (performance management context) that significantly drives innovation performance. Psychological safety and power distance did not show direct significant impacts in this sample. The findings imply that school management should prioritize strengthening collective values and improving performance management practices to stimulate innovation.

Keywords: psychological safety; collectivism; power distance; organizational commitment; performance management context.

INTRODUCTION

In an era of increasing global competition and rapid technological change, the ability to innovate has become a critical determinant of organizational competitiveness and sustainability. Organizations across all sectors must continuously adapt, create, and implement new ideas to remain relevant in dynamic market environments (Zollo, Bettinazzi, Neumann, & Snoeren, 2016). Without the capacity for innovation, organizations risk losing their competitive advantage and falling behind more responsive competitors. Innovation is no longer viewed merely as the development of new products or services, but encompasses improvements in processes, strategies, and business models that can deliver added value to customers and stakeholders. This broader conceptualization of innovation highlights its strategic importance for long-term organizational success (Farahmand, 2019).

Innovation performance understood as ability organization in create as well as implementing new ideas in a way effective, good in operational and business strategies. Achievements performance This No let go from role strategic source Power human, where

experience work, skills, motivation, and management knowledge become factor the main driving force success innovation (Cabrilo & Dahms, 2018).

Innovation performance reflects ability organization For generate and implement new ideas in a way effective, which has an impact on value pluses and advantages compete (Chen & Kim, 2023). The development of Innovation Performance in Indonesia can be seen in the results Global Innovation Index report 2024.

Organization push innovation with optimize human resource capabilities through allocation budget, team innovation, and development programs skills. Innovation functioning No only as creator mark add, but also as instrument strategies that strengthen Power compete and direct organization on vision term long (O'Reilly III & Tushman, 2021).

XYZ School is part from network schools under the Pelita Harapan Group. School This face challenge in the adaptation process organizations, especially related development culture innovation and management source Power human beings, as impact from existence displacement employee from other school units with characteristics system different work.

Since Founded in 1995, XYZ School is present more beginning compared to school units other in the same network and in a consistent confirm his mission For build 100 schools throughout Indonesia as form commitment in present quality education. In addition, XYZ School is also known as schools that have culture Work based deadline time (deadline-oriented), where planning, implementation, and reporting activity directed at clear and measurable time targets. Although be under shade the same foundation, each school unit apply system management that is not fully uniform (Ali et al., 2020).

XYZ School is known own system relative management structured and disciplined, characterized with procedure clear operational mechanisms consistent supervision, as well evaluation performance carried out in a way periodically. Condition This contribute positive to quality of the learning process, teacher and staff performance, and push emergence practices innovative in the environment school (Ariyani & Zuhaery, 2021).

On the other hand, school units origin part employee previously apply system better management loose with approach centralization, where many decisions and functions supervision centralized. Situation the impact on less he said firmly limitation roles and responsibilities answer individual. As a result, the pattern work of teachers and staff Not yet fully show optimal effectiveness, which is reflected from the administrative process which tends to slow, discipline time that has not yet come consistent, and implementation tasks that are still need mentoring recurring. Condition this is the end limit room for development initiatives and innovations at the level individual and organization (Voegtlin & Scherer, 2017).

Source Power human resources (HR) are element key in success management and development management at XYZ School. Educational institution requires qualified and adequate teachers and staff For reach objective as well as realize vision and mission. On the other hand, limitations HR competencies can hinder achievement of strategic targets.

Research conducted by Hui Wang, Xueshuang Chen, & Hui Wang, et al. (2022) shows that behavior innovative own influence significant to welfare in place work. Support leadership to innovation No only create environment positive work, but also has an impact directly on the increase performance employees. This is confirm that create culture supportive

work innovation at XYZ School becomes key important, so that teachers and staff can adapt with system new management at a time contribute optimally in support success and sustainability school (Pane, Rumeser, Siallagan, & Tampubolon, 2018).

In the environment education, especially in schools, innovation performance becomes element crucial in effort increase quality source Power humans below management management school. For optimizing employee innovation performance is required role strategic from various factors, one of which is is creation culture positive organization. Culture supporting organizations marked with values collaboration, innovation, and mutual respect believe in between member team (Lam, Nguyen, Le, & Tran, 2021). Culture like This push emergence creativity and initiative, so that employee pushed For generate new ideas that can increase productivity at a time quality work. Besides culture organization, commitment high work also becomes element important. Commitment This reflected through dedication, responsibility responsibility and strong motivation in reach objective together (Wahlin & Winston, 2023).

Psychological safety defined as belief that individual can show self and behavior without Afraid will consequence negative to image self, status, or career they. This means that inside team, members feel safe For share ideas, express opinion, and take interpersonal risks without worry will evaluation bad from colleagues they. Sense of security This important For push communication open and innovative in place work (Rebecca Kechen Dong et al., 2024).

Psychological safety at XYZ School is visible from brave teachers and staff share ideas, propose innovation, and deliver problem without Afraid criticized, so that push collaboration, and creativity. However, some teachers and staff Still reluctant express opinion Because worry touch on leadership or colleague Work.

In the research of Bing Hu et al. (2024), it was stated that that Collectivism can understood as method thinking where someone places great importance his group and felt each other connected One each other. Collectivism can understood as orientation in which the individual prioritize needs and goals group or the community above interest personal They (Datu, Yuen, & Chen, 2018). At XYZ School, Collectivism is reflected in the behavior of teachers and staff who are always prioritize togetherness and mutual support. Teachers and staff tend be careful in convey criticism and more choose reach agreement together than behave individualistic (Brookfield, 2015). Although matter This sometimes limit expression of personal ideas, this Collectivism culture precisely strengthen Work the same, building a sense of mutual believe, and create environment safe work in a way psychological, where every teacher and staff feel appreciated and comfortable For contribute.

Power distance explained as the extent to which people accept and expect existence difference power between individual in A organization or group. In other words, this describe how much big somebody feel comfortable when superior own more control big and subordinate only follow direction. In culture or organization with high power distance, people tend to accept inequality power as a normal thing, while in low power distance, more people expect equality and two- way communication (Aminuddin & Mustaffa, 2023; Okoliko, 2023). According to Zhu, Bahadur, & Ali (2023), power distance is explained as to what extent

people in A group or organization accept that power and authority No shared in a way evenly. This means that the more the higher the power distance, the more big reception to differences in status, position, or power between superiors and subordinates. On the other hand, when power distance is low, people tend to want deeper relationship equality and better communication open with leader or superior they.

At XYZ School, power distance is reflected through difference position, role, and authority between leadership with teachers and staff. Some teachers and staff show trend For honor decision leadership as well as follow directions given without Lots questioning. This pattern reflect reception to structure hierarchies that apply in the environment school. However Likewise, there are also teachers and staff who show it attitude more critical and assertive, especially individuals who previously Once occupy position leaders in school units origin and time This undergo role as a teacher or staff. Group This tend questioning various considerations, decisions, and the rules set, even though in a way general they has understand context and purpose policy the as old employees. Difference pattern attitude the create variation experience related power distance level at XYZ School. Although Thus, the existence of responsive, open leadership towards dialogue, as well as push two- way communication potential reduce distance perceived power, at the same time facilitate teachers and staff in convey ideas, criticism, and input in a way constructive.

Management effective schools hold role strategic in increase quality education, responding various challenges, as well as push occurrence change positive in the world education. Through good management, school capable designing a harmonized program with need participant educate, strengthen collaboration between stakeholders interests, as well as grow culture innovations that support the learning process.

However however, still Lots schools that face constraint significant in build culture conducive organization. Obstacles the generally sourced from limitations support, good in aspect policy and funding, as well as Not yet optimally availability source adequate power. Condition This impact straight to the bottom level performance innovation in management school. Absence sustainable innovation make things difficult school For adapt to development technology, dynamics social, as well as demands need education in the modern era. As a result, efforts improvement quality education and achievement objective institutions in a way overall become hampered (bukusekolah.id).

Therefore that, school need build system inclusive management by involving all over stakeholders in the process of taking decision, at the same time ensure allocation source Power done in a way effective and priority - oriented strategic (Murugi & Mugwe, 2023). In addition, investment in development source Power man through training, mentoring and coaching sustainable become step important For increase capacity managerial school as well as push growth innovation in practice education (Fusarelli, Fusarelli, & Riddick, 2018).

Innovational performance (IP) is very important For continuity life and development something company, because Innovational performance reflects results from behavior innovation company (Tobias D. Herbst, J. Piet Hausberg, 2024). Company or organization need facilitate employee For demonstrates Innovational performance as part from management strategy source Power man.

The urgency of this research stems from several factors. First, as educational institutions face increasing pressure to innovate, understanding the drivers of innovation performance becomes critical for school leaders and policymakers. Second, the integration of employees from different organizational cultures within the same school network presents challenges that require empirical investigation to inform effective management strategies. Third, the Indonesian government's focus on improving education quality through various initiatives necessitates evidence-based approaches to fostering innovation in schools. Fourth, as schools invest in professional development and organizational change programs, understanding which factors most strongly influence innovation outcomes can guide resource allocation and intervention design.

Based on background back and restrictions problems that have been described, research This formulate a number of question primarily focused on relationships intervariable in context XYZ School (Kuo & Hou, 2017; Sanchez, 2024). In general special, research This aim For analyze Do psychological safety, collectivism, and power distance have an influence? towards organizational commitment. In addition, research this also tests whether third variables the influential towards the performance management context. At this stage next, research This examine Do organizational commitment and performance management context have an influence? on innovation performance.

In line with formulation problem said, the purpose study This is For test and analyze in a way empirical The influence of psychological safety, collectivism, and power distance on organizational commitment at XYZ School. Research this also aims For test and analyze influence third variables the towards the performance management context. More further research This aim For analyze the influence of organizational commitment on innovation performance and the influence of performance management context on innovation performance at XYZ School (Nawal, Shoaib, Rehman, & Zámečník, 2021). With Thus, research This make an effort give comprehensive understanding about factors psychological and cultural organizations that influence performance innovation through mechanism commitment organization and context management performance.

METHOD

Based on the purpose research, type study This including in study verification (verificate research) with approach in a way quantitative used For research The Influence of Psychological Safety, Collectivism, and Power Distance on Innovation Performance as Mediated by Organizational Commitment and Performance Management Context. According to Sugiyono (2019:11) method study verification is something research aimed at For test theory and try produce method scientific namely the hypothesis status in the form of a conclusion, whether something hypothesis accepted or rejected. The verification method used in study This For produce a conclusion whether There is influence independent variables on dependen.

In the research this is the data that has been collected Then processed and analyzed in form numbers with method mathematics and statistics in a way quantitative. Testing

hypothesis done For confirm influence between variables with gather evidence in the form of data for get solution from problems in research This.

Population and Sample Type of Research

Population , according to Sekaran (2006), refers to the entire group of people, events, or things you want investigated by researchers. Sugiyono (2016) describes population as a generalization area consisting of from object or subjects who have characteristics certain conditions determined by the researcher For researched and drawn In conclusion, Sukmadinata and Nana (2011) stated that population is group large and the area that becomes scope study we, and are all the data that becomes attention in something time and space scope that has been determined. According to Arikunto (2002), population covers all over subject research, with characteristics certain things that can amount to limited or No limited. In research this, which becomes population is all over There are 47 employees (teachers and staff) working at XYZ School.

According to Sugiyono (2016), sample is part from the number and characteristics of the population. In research This using probability sampling, namely purposive random sampling. Researchers select " sample" aim " because Already understand that required information can obtained from respondents certain that meet established criteria and have desired information.

Method of collecting data

Data collection was carried out with distribution questionnaire to appropriate respondents with characteristics samples that have been explained previously that is with using primary data. Primary data is data obtained in a way direct from answer respondents through data collection instruments in the form of questionnaires distributed to respondents with characteristics samples that have been explained. Filling questionnaire implemented in place respondents be at the moment given questionnaire (Iwaniec, 2019). After filling questionnaire said, respondents return questionnaire that has been filled and then will selected by the researcher. The selected questionnaire is a truly comprehensive questionnaire filled with complete and appropriate with instruction filling. After selection, questionnaire selected will processed more carry on.

After data collection is complete, results evaluation respondents will summarized through data tabulation. Then, the research model will tested using SMART Pls. Questionnaire shared into two parts, where the part First containing question For gather information general about self respondents, and sections second containing statements that evaluate The influence of organizational culture on innovation performance; management context perspective at XYZ School. Likert scale used. For evaluate statement, where the answer given with intervals from very to very agree (STS) to strongly agree (SS). Scale 1 is used to very much not agree (STS), scale 2 for No agree (TS), scale 3 for neutral (N), scale 4 for agree (S), and a scale of 5 for strongly agree (SS). These values used For get interval data.

Definition Operations and Measurement Variables

In the research There is as many as 6 variables that will be studied, including Psychological Safety, Collectivism, Power Distance which are included into the independent variable, while that Innovation Performance is the dependent variable, more carry on the last variable namely Organizational Commitment, Performance Management Context is an intervening variable. The following variables along with explanation conceptual and operational aspects that will be explained in table following :

Table 1. Definition Conceptual and Operational Variables

Variables Latent Independent: <i>Psychological Safety</i> (X1)			
Conceptual Definition	Operational Definition	Indicator Variables	Reference
<i>Psychological safety</i> is a psychological condition when employees feel safe. safe to take interpersonal risks, such as expressing opinions, asking questions, admitting mistakes, or trying new ideas, without fear of facing the consequences negative impact on their self-image, status, or career (Kyambade <i>et al.</i> (2024).	Measuring the psychological condition of employees in the work environment based on their experiences and perceptions of feeling safe to express opinions, ask questions, admit mistakes, and try new ideas, without fear of consequences negative towards image self, status, and career development within the organization.	PS1: Error team members are often considered as matter Which negative (blamed). PS2: Difference of opinion often not accepted by team members . PS3: I find it difficult to request assistance to member team others when experiencing problems.	Wen Zhang, Xiaoshuang Zeng, Huigang Liang <i>et.al</i> , (2023) Scale Likert (1- 5)
Latent Variables Independent: <i>Collectivism</i> (X2)			
Conceptual Definition	Operational Definition	Indicator Variables	Reference
<i>Collectivism</i> is a way of thinking in which a person feels very attached to his group and considers himself as part of it. group This means that they	Measuring individual thinking in the work environment based on their level of attachment to group, which is reflected in the extent to which individuals view themselves as part of a group and prioritize goals, interests, and	CO1: Work The same between team members in the company we feels tight (compact). CO2: Loyalty to colleague work within the company feels high in our environment.	Wen Zhang, Xiaoshuang Zeng, Huigang Liang <i>et.al</i> , (2023) Scale Likert (1- 5)

Data Analysis Methods

1. Statistical Analysis Descriptive

Quantitative data analysis is method data processing in the form of numeric, done with use technique statistics derived from from results answer questionnaire respondents. Score or value obtained Then analyzed using Smart PLS 3 software for evaluate and prove existence correlation between variables in studies the.

2. Structural Equation Modeling (SEM) Analysis

Study This apply Structural Equation Modeling (SEM) techniques for evaluate How variables independent influence variables the specified dependents. After determine variables said, researchers use Partial Least Square (PLS) method using SmartPLS 3 software for testing. PLS or Partial Least Squares is method statistics multivariate used For analyze existence connection between several independent and dependent variables (Hair et al., 2017).

In the research conducted, researchers decide For using SmartPLS 3 software because based on several reasons. Such as SmartPLS provide effective approach without need various assumptions statistics. Then, this software efficient in confirm theory and explain connection between variables. And finally, SmartPLS need amount more samples small and the data is not required For normally distributed. Testing This will done with outer model and also inner model.

3. Outer Model

For see tool the measurement used is valid and reliable , then must done outer model analysis (Hair et al., 2017). This outer model analysis describe connection between latent variables with related indicators. In other words, the relationship between every indicators and the latent variables they represent depicted in the outer model. In outer model analysis, there are two types data testing , namely reliability testing and validity testing.

a. Validity Test

Validity is degrees accuracy between the data that occurs in the object study with power that can reported by researchers. With Thus valid data is data "which is not differences " between the data reported by researchers with real data occurs in objects research (Sugiyono, 2019). Validity instrument tested using SmartPLS 3 testing software validity done using construct validity with notice AVE (Average Variance Extracted) value, as well as discriminant validity with test mark Heterotrait-Monotrait Ratio (HTMT). Instrument considered valid if outer loading value > 0.7 and AVE > 0.5 . Meanwhile for HTML is considered valid if the value is below 0.9 (Hair et al., 2022).

b. Reliability Test

Reliability test is method For measure functional questionnaire as indicator from A variables or construct. Questionnaire considered reliable If answer somebody to the statement in it consistent or stable from time to time (Ghozali & Kusumadewi, 2021). Meanwhile according to Sugiyono (2019) reliability is degrees data consistency and stability or findings in research . In research quantitative, reliable data is consistent data when measured repeatedly in same conditions. Reliability show to what extent are the results something measurement can reliable. Reliability test instrument done

with using SmartPLS software 3. Reliability test This done with criteria Partial Least Square (PLS) assessment through composite reliability value. Instrument considered valid if higher composite reliability value from 0.7 and the value Cronbach's alpha is higher of 0.6 (Hair et al., 2022). After testing the done so study can to be continued with test the inner model in step next.

4. Inner Model

According to Ghozali & Kusumadewi (2021) stated that that the inner model is built based on the core theory and establish connection correlational between latent variable. Inner of this model intended for For ensure connection because the consequences between latent variables. With inspect proportion variance explained by R2 (R-Square) is used For evaluate size coefficient track structural in the PLS model. R2 measures how much big variations caused by variables independent to variables dependent. The more tall R2 value, then ability For predict the proposed model the more Good. Initial steps taken is with test collinearity For ensure that No bias occurs in the results regression. For test it using the Variance Inflation Factor (VIF). $VIF \geq 5$ indicates collinearity serious, VIF between 3-5 indicates possibility There is happen collinearity and $VIF < 3$ means No There is problem collinearity. Next, evaluate strength predictive power model with coefficient determination or R-square (R2). The R2 value is between 0 and 1, the greater big R2 value, the more tall accuracy model prediction (Sarstedt et al., 2021).

Furthermore is perform (predictive relevance) with Q-Square (Q2). The higher Q2 value tall show ability more predictions good. Q2 value > 0 means the model can accepted, with $Q2 > 0.50$ indicating large prediction, $Q2 = 0.25-0.50$ indicates prediction medium, $Q2 = 0-0.25$ shows prediction small and $Q2 < 0$ means the model is not yet accepted (Hair et al., 2022). Then, carry out an effect size or F2 test, which shows how much big variables independent support variables dependent. F2 value > 0.35 means influence large, $F2 > 0.15$ influence moderate, and $F2 > 0.02$ influence small. If $F2 \leq 0.02$, the variable independent No influence on variables dependent (Hair et al., 2022).

Next steps is conduct a significance test using one-tailed bootstrapping to compare T-statistic value with T-table. If the T-statistic value is greater than big than T-table value, then Can it is said influence variables significant. In addition, an analysis was also carried out path analysis is performed For evaluate ability mediation from variables mediation with notice specific indirect effect value (Hair et al., 2022).

final step that must be taken done is do analysis

Importance-Performance Map Analysis (IPMA). IPMA is a tool used in Partial Least Squares Structural Equation Modeling (PLS-SEM) data analysis.

IPMA combines analysis importance and performance of various construct For give outlook more strategic in-depth. IPMA aims For give richer insights compared to only see coefficient track only. With map the importance and performance of each construct, managers or researchers can identify areas in need improvements and areas that have been performing Good but Possible No too important (Sarstedt et al., 2021).

RESULTS AND DISCUSSION

In study this, a number of 47 respondents participate And data obtained from they used For analyzed by researchers. Data collection was carried out through questionnaire *online* distribution use *Google Form*. Respondents in study This are teachers and staff who have employee status is still (No apprenticeship or contract term short), has work at least 6 (six) months in the company to understand culture , structure , and dynamics work . Profile Respondents can seen in table 2.

Table 2. Profile Demographics Respondents

Description	Category	Amount	Percentage
Type	Man	10	21.3%
Sex	Woman	37	78.7%
Age	23-25 year	8	17.0%
	25-30 year	16	34.0%
	31-35 year	9	19.1%
	36-40 year	7	14.9%
	41-49 year	7	14.9%
Position	Teacher	39	83.0%
	Staff	8	17.0%
Time Work	> 6 month	47	100%
	< 6 month	0	0%

Source : Results processed study (2025)

As seen in the table that in the research This own respondents totaling 47 people, of which 78.7 % were of the same sex sex women and the remaining 21.3% are men. It can be concluded that majority respondents is woman. If you look at from age, in dominance by respondents aged 25-30 year as much as 34%, to be continued with age 31-35 year as much as 19.1%, then 23-25 years as much as 17%, 36-40 years as much as 14.9%, and the remainder 41-49 years as much as 14.7%. Meanwhile For position with majority are teachers as much as 83% and the rest is staff amounting to 17%. Meanwhile for the period of work with majority are teachers and staff > 6 months as much as 100%.

Analysis Statistics Descriptive

Statistical analysis descriptive own objective For know influence from every variables. In statistics descriptive use *mean, standard, deviation, minimum, and maximum* (Sekaran & Bougie, 2016). Research This use scale Likert 1-5 Which where range scale For determine mark *mean* based on category scale Likert.

Table 3. Scale Statistics Descriptive

Scale	Category
1.00 – 1.80	Very No Agree
1.81 – 2.60	No Agree
2.61 – 3.40	Neutral
3.41 – 4.20	Agree
4.21 – 5.00	Very Agree

Source : Results Calculation Interval (2025)

Category answer such that stated on table 3 becomes reference in evaluation mark *mean* of results stuffing respondents.

Statistics Descriptive *Psychological Safety*

Following is results from analysis descriptive to 3 indicator from *psychological variables Safety*.

Table 4. Description Variables *Psychological Safety*

Variables	Item	Indicator	Min	Max	Mean	Category	
<i>Psychological Safety</i>	PS1	Error	2	4	2,979	Neutral	
		member team					
			often				
			considered				
			as a matter of fact				
			Which negative (blamed)				
	PS2	Difference opinion		2	5	2,872	Neutral
			often No				
			accepted by member team				
	PS3	I feel difficult For request help to member team other moment experience constraint		2	4	2,979	Neutral
Total					2,943	Neutral	

Source : Results processed study (2025)

Result of descriptive on variables *Psychological Safety* can seen that mark minimum 2 And mark maximum 5 there are 3 indicators that there is. Value the *mean* obtained on the variable This is amounting to 2,943 in scale 1-5. So, it can concluded that respondents most neutral with statement on each indicator in *Psychological Safety*. Indicators that have mark highest *mean* of 2,979 are PS1 and PS3 “Error member team often considered as matter Which negative (blamed) And I feel difficult For request help to member other teams at the moment experience obstacles”. Meanwhile indicators that have mark lowest *mean* as big as 2,872 is PS2 with statement " Differences opinion often No accepted by members team ”.

Statistics Descriptive *Collectivism*

Following is results from analysis descriptive against 3 indicators from variables *Collectivism*.

Table 5. Description Variables *Collectivism*.

Variables	Item	Indicator	Min	Max	Mean	Category
<i>Collectivism</i>	CO1	Work The same between member team in company we felt close (compact).	3	5	3,894	Agree
	CO2	Loyalty to colleague Work in company felt tall in environment we.	3	5	3,894	Agree
	CO3	Method Work team we felt each other depends (cooperative).	3	5	3,766	Agree
Total					3,851	Agree

Source : Results processed study (2025)

In table 5 the values highest *mean* with value 3.894 with the indicators are CO1 and CO2, “work The same between member the team in our company feels close (compact) and loyalty to colleague Work in company felt high in our environment”. Meanwhile mark the lowest *mean* of 3,766 , namely CO3, "How it works our team feels each other dependent (cooperative)”. Value total *mean* obtained on the variable This amounting to 3,851 in scale 1-5. It can be concluded that respondents most strongly agree with statement on each indicators.

Statistics Inferential

Study This use software processing data *SmartPLS 3* which can give results statistics inferential data analysis use *PLS-SEM*. In determining validity and reliability model indicators, analysis statistics inferential do study *outer model*.

Model Measurement (Outer Model)

Model measurement do test *outer model* can ensure the model reliable and reliable. In test *outer model* There are 2, namely the test validity and reliability. Test Validity and reliability used For evaluate and test whether indicator valid and capable used for measure variables latent with Good.

Testing Validity

On test validity will see mark *outer loading* and *average variance extracted (AVE)*. The *outer loading* value must be >0.7 (Ghozali , 2014), however according to Chin (1988) if *outer loading* has a *minimum* value of 0.5 then can it is said Enough adequate. A indicator is reflective or one of them reflection something variables latent Alone as well as fulfil *convergent validity*, reflected from mark *AVE* must be >0.5 for can it is said fulfil conditions. The following is results actual model measurement.

Table 6. Results Convergent Validity

Variables	Indicator	Loading factor	AVE	Information
PS	PS1	0.552	0.263	Valid
	PS2	0.674		Valid
	PS3	- 0.175		No valid
CO	CO1	0.886	0.548	Valid
	CO2	0.320		No Valid
	CO3	0.869		Valid
PD	PD1	0.707	0.649	Valid
	PD2	0.738		Valid
	PD3	0.949		Valid
OC	OC1	0.742	0.519	Valid
	OC2	0.765		Valid
	OC3	0.813		Valid
	OC4	0.783		Valid
	OC5	0.764		Valid
	OC6	0.646		Valid
	OC7	0.603		Valid
	OC8	0.616		Valid

PMC	PMC1	0.704	0.601	Valid
	PMC2	0.815		Valid
	PMC3	0.681		Valid
	PMC4	0.905		Valid
	PMC5	0.751		Valid
IP	IP1	0.754	0.601	Valid
	IP2	0.886		Valid
	IP3	0.672		Valid

In table 6 it can be seen that a number of indicator Still own mark *loading factor* < 0.5 which reflects little influence to variables latent and must removed For analysis more carry on as well as Re -testing process is carried out.

With existence a number of indicators that are not worthy For done data processing, then 2 indicators the removed. The following is results evaluation *outer model* after testing process return :

Table 7. Results Convergent Validity

Variables	Indicator	Loading (>0.7)	AVE (>0.5)
PS	PS2	1,000	1,000
CO	CO1	0.898	0.791
	CO3	0.880	
PD	PD1	0.704	0.649
	PD2	0.741	
	PD3	0.949	
OC	OC1	0.741	0.520
	OC2	0.771	
	OC3	0.814	
	OC4	0.784	
	OC5	0.760	
	OC6	0.651	
	OC7	0.594	
	OC8	0.620	
PMC	PMC1	0.714	0.601
	PMC2	0.823	
	PMC3	0.676	
	PMC4	0.908	
	PMC5	0.732	
IP	IP1	0.759	0.601
	IP2	0.885	
	IP3	0.667	

In table 7 it can be seen that results *AVE* on variables own results above 0.5. So, it can concluded that all variables fulfil terms and conditions investigated more Next. Next For *outer loading* is still below 0.7. According to Chin (1988), if *outer loading* has a *minimum* value of 0.5 then can it is said Enough adequate . A indicator is reflective or

one of them reflection something variables latent Alone as well as fulfil *convergent validity*.

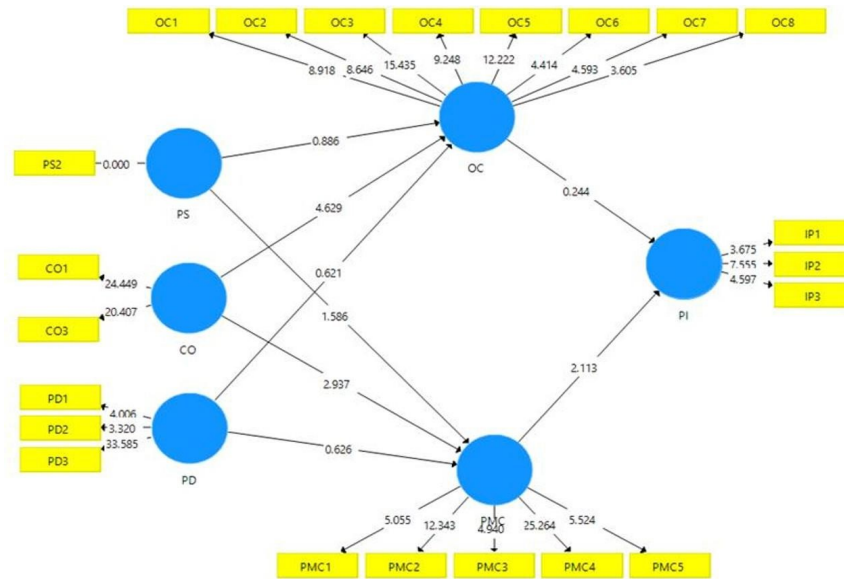


Figure 1 Connection measurement current mode

Source : Processed data research (2025)

Next process in validity testing is a *valid discriminant* test where with see results from ratio *heterotrait-monotrait (HTMT ratio)*. According to Hair *et al.* (2019) the value ratio *HTML* more appropriate when compared to with mark discriminant from Fornell Larcker. Discriminant value can is said to be valid if ratio *HTML* less from 0.9. Here is results from ratio *HTML*.

Table 8. Results Discriminant Validity

Variables	CO	OC	PD	IP	PMC	PS
<i>Collectivism</i>						
<i>Organizational Commitment</i>	0.770					
<i>Power Distance</i>	0.527	0.283				
<i>Innovation Performance</i>	0.428	0.496	0.359			
<i>Performance Management Context</i>	0.733	0.822	0.390	0.635		
<i>Psychological Safety</i>	0.094	0.166	0.238	0.226	0.124	

Source : Results processed study (2025)

Visible data in Table 8 shows that results ratio *HTML* own mark in lower 0.9. Can concluded that all over indicator from every variables in the model research study This Already discriminated against with true. Result the show that every indicator most appropriate used For measure the construction alone. Can be interpreted as that indicators in a way specific capable For measure the construction each. So, in conclusion that all variables in study This passed the validity test.

Testing Reliability

At the stage This is a reliability test with see mark *construct reliability*. *Construct reliability* used For see level consistency on tool measure that can be measure the same research or give instruction related consistency if done measurement more from 2 times. Outer model analysis stage second This done with see mark from *Cronbach's alpha* And *composite reliability*. Variable can it is said reliable if mark *Cronbach's alpha* and *composite reliability* are above 0.7 . is results from mark *construct reliability*.

Table 8. Results Construct Reliability

Variables	<i>Cronbach's Alpha</i> >0.7	<i>Composite Reliability</i> >0.7
<i>Psychological Safety</i>	1,000	1,000
<i>Collectivism</i>	0.736	0.895
<i>Power</i>	0.732	0.845
<i>Distance</i>		
<i>Organizational</i>	0.866	0.895
<i>Commitment</i>		
<i>Performance Management</i>	0.831	0.882
<i>Context</i>		
<i>Innovation Performance</i>	0.774	0.817

Source : Results processed study (2025)

In table 8 we can seen that mark from *Cronbach's alpha* and *composite reliability* are above 0.7. So, you can concluded that all over variables in study This passes the reliability test. So, from variables used in the research model This passed the validity test and the reliability test.

Model structural (inner model)

Inner model is the test used For see connection between latent variables with show direction relation between latent variables. Testing This done with see mark R^2 and *Variance Inflation Factor (VIF)*.

Testing Hypothesis

Stage furthermore after doing outer model and inner model is with see influence between One variables with variables other in a way significant. Significance test done with use how to bootstrap with using re-sampling and then processed with SmartPLS (Memon et al., 2021). Direction of influence hypothesis Already stated in form positive or negative, then the appropriate statistical test is one-tailed. The results of the hypothesis accepted or significant if T-statistic value > T-table. Significance level in the research model This is 5%, then the T-table used of 1,645. If T-statistic results < T-table, then the result is hypothesis rejected or No significant . The following is path coefficient results.

Result of study This discuss about The influence of psychological safety, collectivism, and power distance on innovation performance mediated by organizational commitment and performance management context at XYZ School. In chapter This will discuss interpretation from results research through comparison hypothesis with results relevant research.

The Influence of Psychological Safety on Organizational Commitment.

Based on results analysis that psychological safety variables have connection negative and significant to organizational commitment variables. With thus hypothesis first. With thus The hypothesis that psychological safety increases organizational commitment was rejected. The original sample value was 0.099 with a p -value of 0.376. This show that the psychological safety felt by teachers and staff Not yet Of course influential directly on their organizational commitment to school.

Research result This in line with findings of Zhang & Song (2023), which explains that psychological safety tends to influence on behavior innovative and collaborative, but No always own impact straight to commitment affective employees. This means that even though individual feel safe For convey opinion and not Afraid do error, condition the No automatic increase attachment emotional them in the organization. Research by Yazid et al. (2025) which examined lecturers and staff educators in Indonesia also found that psychological safety is only influential significant when supported by culture strong and ambidexterous organization. If the environment Work Not yet fully support learning, openness, and empowerment, then the effect of psychological safety on commitment organization will weakened. Condition This allows happened to teachers and staff XYZ School that might feel safe in work, but Not yet see connectedness term long with mark organization.

The Influence of Collectivism on Organizational Commitment

Analysis results show that collectivism has influence positive and significant towards organizational commitment, with The original sample value is 0.665, the t-statistic is 4.629 (> 1.645), and the p-value is 0.000 (< 0.05). With thus The hypothesis “Collectivism increases Organizational Commitment” is accepted.

Findings This in line with Kim & Park (2021), which confirms that culture collective increase sense of belonging, loyalty and engagement emotional employee to organization. In the context of teachers and staff XYZ School, culture collective reflected in Work The same team, coordination inter -teacher, and solidarity staff in running school programs.

Descriptive data study This show that teachers and staff generally agree statement that emphasizes collaboration , mutual cooperation, and harmony objective organization. This is show that the more tall the value of collectivism, the more strong commitment they to school. Findings this is also in line with study Analysis culture organization and motivation Work to teacher commitment (Insight Journal), which states that collaboration and orientation team can increase attachment employee to organization.

The Influence of Power Distance on Organizational Commitment

Analysis results show that power distance has influence positive However No significant towards organizational commitment with The original sample value is 0.114, the t-statistic is 0.621 (< 1.645), and the p-value is 0.535 (> 0.05). The hypothesis “Power Distance affects Organizational Commitment” is rejected.

This matter show that teachers and staff XYZ School accepts structure existing hierarchy, but distance power No influence attachment emotional they to organization.

Hofstede et al. (2010) explains that in environment formal work, acceptance to distance power tend No influential direct to commitment. Teachers and staff more evaluate commitment based on interpersonal relationships, professionalism, and suitability mark with organization.

Psychological Safety has an impact on Performance Management Context

Analysis results show that psychological safety has direction negative and no significant to the Performance Management Context (PMC), with The original sample value is -0.144 , the t-statistic is 1.586 (<1.645), and the p-value is 0.113 (>0.05). The hypothesis “Psychological Safety increases PMC” is rejected .

Findings This in line with Frazier et al. (2019), which explains that psychological safety is more relate with interpersonal and collaborative behavior , not perception to system management formal performance. At XYZ School, although teachers and staff feel safe For convey opinion, assessment to management performance more determined by clarity indicators, procedures evaluation and feedback from leadership.

Collectivism is influential on Performance Management Context

Analysis results show that collectivism has an influence positive and significant to the performance management context, with The original sample value is 0.533 , the t-statistic is 2.937 (> 1.645), and the p-value is 0.003 (< 0.05). Hypothesis This accepted Chen & Aryee (2022) confirmed that collectivism increases perception positive to the performance management context because existence support social and alignment objective. At XYZ School, culture Work team, mutual cooperation, and communication effective make teachers and staff assess the performance management context as something that helps they reach objective together, not just mechanism supervision.

Power Distance has an effect on Performance Management Context

Analysis results show that power distance has influence negative However No significant to the performance management context, with The original sample value is -0.113 , the t-statistic is 0.626 (<1.645), and the p-value is 0.532 (>0.05). The hypothesis “Power Distance affects performance management context” is rejected.

This matter indicates that power distance is not influential significant to teacher and staff perceptions regarding the performance management context. Structure existing hierarchy accepted as matter normative, while perception towards performance management context more determined by transparency procedures, clarity of targets, and consistency evaluation, as explained Sharma (2021).

Organizational Commitment has an influence on Innovation Performance

Analysis results show that organizational commitment has influence positive but No significant towards innovation performance, with original sample value 0.051 , t-statistic 0.244 (< 1.645), and p-value 0.807 (> 0.05).

The hypothesis “Organizational Commitment increases Innovation Performance” is rejected.

According to Li et al. (2022) it is emphasized that innovation need support structural, training, autonomy, and culture experiment . Therefore that, although teachers and staff feel committed to school, things the No in a way automatic push innovation in method learning, administration, or activity school other.

Performance Management Context is influential towards Innovation Performance

Analysis results show that the performance management context has influence positive and significant towards innovation performance, with The original sample value is 0.473, the t-statistic is 2.113 (> 1.645), and the p-value is 0.035 (< 0.05). Hypothesis This accepted.

Zhang et al. (2023) and Bolat & Korkmaz (2021) explain that the performance management context is clear, feedback- based, and supportive development competence become driver main innovation. Teachers and staff who understand expectation performance and gain support evaluative more pushed For try method new, developing innovation learning, as well as increase quality administration school.

CONCLUSION

Study This aim For analyze The influence of psychological safety, collectivism, and power distance on innovation performance with organizational commitment and performance management context as variables mediation at XYZ School. Research quantitative This involving 47 teachers and staff as respondents, with data collection through digital questionnaire using Microsoft Form and data processing using SmartPLS 3 software. Based on results analysis, found that psychological safety has an influence negative on organizational commitment, while collectivism has an effect positive towards organizational commitment. On the other hand, power distance shows influence negative towards organizational commitment.

On track Next, psychological safety also has an influence negative on the performance management context, while collectivism has an influence positive to the performance management context. Power distance is back show influence negative towards the performance management context. More continue, results study show that organizational commitment has influence negative on innovation performance, while the performance management context has an influence positive towards innovation performance. In general overall, findings This indicates that factor culture collectivism play a role constructive in strengthen commitment and context management performance, while power distance tends to hinder it. In addition, innovation performance is more Lots driven by the quality of the performance management context rather than by organizational commitment as a whole direct.

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