

Enhancing Operational Performance through Psychological Safety and Followership: A Case Study of Casual Workers at CV. Adik Wijaya

Bernadine Charis Adika Purna
Institut Teknologi Bandung, Indonesia
Email: charisadika@gmail.co.id

Keywords:

Informal Employment,
Psychological Safety,
Followership, SME, Relational
Governance, Operational
Integrity.

Abstract

The Indonesian labor market is characterized by a significant informal sector, where approximately 60% of the workforce operates without formal contracts, particularly in the SME sector. This study addresses a "Human Capital Paradox" at CV. Adik Wijaya Rice Mill, a family-owned SME in Subang, where a reliance on casual workers often leads to operational integrity issues, such as data falsification and defensive silence due to a lack of psychological safety. Using a qualitative case study approach with the "Five Whys" methodology and Kelley's Followership Model, the research investigated how behavioral interventions can transform "Passive" or "Pragmatic" followers into "Exemplary" partners. Findings indicate that current operational inconsistencies are driven by a rational fear of punitive management rather than technical incompetence. The implementation of coaching-based leadership and structured daily check-ins successfully reduced the interpersonal cost of speaking up, fostering a "Safe-Learning" environment. Results show that when relational governance replaces rigid command-and-control tactics, informal workers exhibit higher loyalty, proactive engagement, and improved data transparency. This research provides a scalable blueprint for Indonesian SMEs to optimize their informal workforce by prioritizing psychological contracts over formal legal agreements to achieve sustainable operational excellence.

PENDAHULUAN

The contemporary human resource management (HRM) landscape, particularly within Small and Medium-sized Enterprises (SMEs), has undergone a significant paradigm shift. While traditional management discourse has predominantly focused on leadership capabilities as the primary driver of organizational success, emerging empirical evidence suggests that organizational outcomes are equally dependent on the quality of followership (Fontoura & Coelho, 2020; Matshoba-Ramuedzisi et al., 2022; Ndonge, 2022). This "Followership Effect" posits that employee commitment, operational integrity, and overall performance are not merely products of top-down leadership directives but are co-created through the proactive behaviors, independent critical thinking, and psychological engagement of the followers (Northouse, 2021).

In the specific context of Indonesia, the labor market exhibits a unique structural dualism characterized by a massive informal sector (Dharmawan et al., 2024; Yulianti & Fitriansyah, 2024). Based on recent longitudinal data from the Indonesian Central Bureau of Statistics (BPS) for the period of 2021-2025, the proportion of informal workers consistently dominates the workforce, holding a steady share of approximately 59% to 60%, whereas formal employment only accounts for roughly 40% (Badan Pusat Statistik, 2025). In absolute figures, this translates to over 84.75 million individuals working as casual laborers, seasonal workers, or daily-wage earners without the protection of formal legal contracts. This phenomenon is not

merely a statistical anomaly but a structural reality that provides a "social safety net" and operational flexibility for SMEs, yet it presents a monumental challenge for HR development.

Informal employment in Indonesia constitutes a significant segment of the national labor market and reflects structural dualism within the economy, where formal and informal sectors coexist with markedly different conditions. Informal workers typically operate without formal contracts, social security protections, or regulated working conditions, which makes them vulnerable to economic shocks, income instability, and lack of legal protection under labor legislation (Dewantoro, 2024). This dualism stems from limited formal job creation, regulatory barriers, and segmented labor markets that push a substantial share of the workforce especially in agriculture, services, and micro-enterprises into informal and precarious roles (Dewantoro, 2024). Such conditions reflect broader patterns of employment flexibility and vulnerability found across developing economies, where informal work absorbs labor that formal sectors cannot effectively employ due to institutional constraints and economic pressures.

Beyond economic and structural features, informal employment also has profound psychological ramifications for workers. Scholars studying informal and precarious work more broadly show that the absence of formal contracts and protections often undermines job security, reduces access to benefits, and negatively affects workers' psychological well-being (Zhou et al., 2024; Silva-Peñaherrera et al., 2022). Without formal social safety nets or institutional guarantees, informal workers must rely increasingly on social relationships, informal norms, and interpersonal trust to negotiate stability and support within their work contexts. In organizational literature, this aligns with research on psychological safety, which posits that individuals who feel secure in their relationships and interactions where they can express concerns, take interpersonal risks, and engage without fear of punitive consequences are more likely to participate, adapt, and sustain engagement, even in uncertain environments (Frazier et al., 2017). In the absence of formal contract security, such relational dynamics can substitute for formal guarantees by providing workers with a sense of trust, belonging, and mutual obligation that shapes their work behavior and commitment.

These relational dynamics are further captured in the concept of followership, which emphasizes how trustful and supportive relationships between leaders and followers help sustain engagement and motivation in contexts where formal structures are weak or absent (Mayfield & Mayfield, 2021). When legal protections and contractual assurances are missing, workers often depend on interpersonal cues, leader inclusiveness, and social exchange processes to generate stability and predictability in their roles. Psychological safety and effective followership interactions thus act as informal substitutes for formal contracts by enabling workers to articulate needs, adapt to ambiguous expectations, and engage collaboratively with colleagues and supervisors (Nurlyna & Ermalina, 2026). This phenomenon—where relational bonds and psychological climates shape work experiences in lieu of formal contract security—is also observable in the case under study, where informal workers leverage interpersonal trust and relational support to manage risk, coordinate work, and sustain involvement despite precarious employment conditions.

CV. Adik Wijaya Rice Mill, a family-owned SME located in Subang, West Java, serves as a quintessential micro-representation of this national labor dynamic. The company's operational backbone consists almost entirely of casual workers (non-formal followers) who are essential for managing the volatile cycles of the rice milling industry. However, these

workers often manifest a "Human Capital Paradox." While their flexibility allows the company to maintain low fixed costs, the lack of formal organizational binding often leads to "defensive behaviors," most notably the manipulation of production yield data and a lack of proactive honesty. These behaviors are often a rational response to a perceived lack of psychological safety within a traditional command-and-control leadership environment.

Despite these challenges, a unique phenomenon is observed at *CV. Adik Wijaya*: a core group of approximately 24 casual workers exhibits remarkable long-term loyalty, with many remaining for over a decade despite the absence of formal contracts. These workers demonstrate a "hidden" form of dedication, often working diligently without constant supervision and maintaining the mill's operations through grueling harvest cycles. This low voluntary turnover and organic work ethic suggest that a deep-seated relational bond exists between the workers and the firm, transcending the precarious nature of their informal status.

This condition is likely driven by an informal application of Psychological Safety and Reciprocal Followership. Over years of interaction, a "Safe-Learning" environment has emerged where workers feel a sense of belonging and mutual obligation toward the family-owned business. Because they feel respected and "seen" by the management, they reciprocate with loyalty and self-directed labor. This case proves that when an organization prioritizes socio-emotional dealing over rigid command-and-control, informal followers can evolve into reliable partners who sustain the company's operational backbone.

The significance of this research extends beyond the operational confines of a single rice mill in Subang. By addressing the followership dynamics at *CV. Adik Wijaya*, this study establishes a high degree of External Validity. The solutions and HR frameworks developed in this research specifically the integration of Kelley's Followership Model and Psychological Safety are designed to be scalable and transferable. They offer a strategic blueprint for managing the 84 million informal workers across Indonesia, providing a methodology to transform "Passive" or "Pragmatic" followers into "Exemplary" partners without necessitating the immediate or forced formalization of employment contracts.

Previous studies have shown that psychological safety contributes positively to employee learning, voice behavior, and team effectiveness. Frazier et al. (2017), through a meta-analytic review, found that psychological safety is consistently associated with higher engagement, better information sharing, and greater performance-related behavior. Edmondson and Bransby (2023) similarly highlight that psychologically safe environments enable workers to admit mistakes and contribute ideas without fear, which is particularly important in complex operational settings. In the context of SMEs, Newman et al. (2018) demonstrate that relational and socially responsible management practices can strengthen employees' identification and constructive work behavior. These findings indicate that relational climates matter substantially, yet most of this literature has been developed in relatively formal organizational contexts and has not sufficiently addressed how psychological safety operates among casual or informal workers (Gupta et al., 2022).

Although this study is situated within a rice milling enterprise, the observed dynamics are not unique to this organizational context. Informal employment remains dominant across Indonesian micro, small, and medium-sized enterprises (SMEs), particularly in agriculture, trade, and family-owned manufacturing sectors, where labor arrangements often rely on verbal agreements and relational trust rather than formal contracts. Structural constraints such as

regulatory costs, administrative burdens, and fluctuating demand make full formalization difficult for many SMEs, resulting in continued dependence on casual or informal workers. Consequently, the challenge of maintaining worker stability, loyalty, and performance without formal contractual safeguards is widely shared among Indonesian SMEs. The relational mechanisms identified in this study namely psychological safety and constructive followership therefore reflect organizational processes that may be applicable beyond the rice milling industry and across similar labor-intensive informal settings.

From a broader human resource management (HRM) perspective, this study contributes to the understanding of how socio-emotional and relational governance mechanisms can complement or partially substitute formal control systems in small enterprises. Research in SME contexts indicates that leadership style, interpersonal trust, and perceived fairness play a central role in shaping employee commitment where formal HR structures are limited (Newman et al., 2018). By demonstrating how psychological safety and reciprocal social exchange foster disciplined and self-directed behavior among informal workers, this study offers a practical relational model that SMEs can replicate: cultivating inclusive leadership, open communication, and mutual respect as strategic HR practices. In the Indonesian context, where informality remains structurally embedded in the labor market, such relational approaches provide a realistic and scalable pathway for strengthening workforce stability and engagement without requiring immediate structural formalization. Thus, the findings extend beyond a single firm and contribute to broader discussions on adaptive HRM practices in emerging economy SMEs.

This research examines the relationship between human behavior and operational performance at *CV. Adik Wijaya* by investigating how Psychological Safety influences the motivation of casual workers to report operational data honestly, how different followership styles based on Kelley's Model affect proactive commitment in the absence of formal contracts, what behavioral HR interventions can foster both Psychological Safety and Exemplary Followership, and how a human-centric strategy integrating coaching and safe-learning protocols can be institutionalized to improve yield accuracy and operational integrity. The study aims to identify the current state of Psychological Safety among casual workers, analyze prevailing followership styles within the informal workforce, design a behavioral Human Resource Development framework centered on coaching and safe-learning principles, and formulate a strategic intervention to institutionalize integrity and proactive communication. The research scope is confined to the internal human resource dynamics of a family-owned rice mill in Subang, Indonesia, focusing specifically on social-emotional dealings and followership behaviors of casual laborers, rather than broader HR functions such as recruitment, payroll, or industrial relations. Geographically limited to the mill's operational site and temporally focused on the initial phase of intervention, the study evaluates immediate behavioral shifts and operational stability, particularly yield consistency and reporting integrity. As a qualitative and context-specific study, it emphasizes analytical depth over statistical generalization, utilizing a small sample to explore Psychological Contract and Social Exchange mechanisms in a non-contractual work setting. The findings may not be directly generalizable to large-scale formal manufacturing sectors, and the reliance on self-reported data and observations introduces potential subjectivity and social desirability bias. Moreover, the research prioritizes intrinsic motivators such as respect, safety, and coaching, without

accounting for external economic variables like wage fluctuations or rice market volatility; nevertheless, this qualitative focus is essential to uncover the psychological engagement and behavioral integrity underlying operational performance in Indonesia's informal sector.

METHOD

1. Type of Research

This study employed a qualitative-descriptive research design grounded in a pragmatic epistemological stance (Creswell & Poth, 2024). The approach is project-oriented and aims to explore complex social and psychological phenomena within *CV. Adik Wijaya Rice Mill*, particularly related to psychological safety, followership styles, and operational yield inconsistency. Rather than emphasizing statistical generalization, the research prioritizes interpretive depth to uncover latent social contracts, informal norms, and behavioral mechanisms influencing production integrity. The design follows a sequential structure, beginning with business issue identification, continuing through systematic data collection and multi-layered analysis, and culminating in evidence-based organizational interventions supported by before-after evaluation.

2. Population and Sample

The population of this study consists of internal stakeholders at *CV. Adik Wijaya Rice Mill*, including both management personnel and casual workers (*pekerja harian lepas*). The sample was selected purposively to capture key organizational roles directly involved in operational processes and decision-making. A total of 19 participants were interviewed, comprising management representatives (such as Project Manager, Factory Manager, Business Analyst, and other operational coordinators) and casual workers (including production operators and truck drivers). This purposive sampling strategy ensures in-depth insights into psychological safety, followership dynamics, and operational reporting practices within the informal labor structure.

3. Data Collection Techniques

Data were collected using primary and secondary sources to ensure methodological triangulation. Primary data were obtained through semi-structured in-depth interviews and systematic field observations. Interviews allowed flexible yet structured exploration of participants' perceptions regarding operational bottlenecks, psychological safety, and transparency issues, while field observations captured real-time behavioral evidence on the production floor, including reporting practices and interpersonal dynamics. Secondary data included operational records (yield/*rendemen* data, incident logs), administrative documents (attendance and informal payroll records), and internal guidelines. This combination strengthens credibility by cross-validating subjective narratives with objective operational evidence.

4. Data Analysis Techniques

The study applies multiple complementary analytical methods aligned with the research questions. First, the Five Whys Analysis is used to identify root behavioral and psychological causes of yield inconsistency. Second, the Golden Circle Framework guides the design of strategic human resource interventions. Third, Manual Thematic Analysis is conducted to interpret interview data systematically, identifying key psychological and organizational themes such as fear, reluctance, and sense of belonging. Finally, a Before-After Comparison

method evaluates intervention effectiveness by examining changes in operational performance indicators and psychological conditions. The integration of these analytical techniques ensures both diagnostic rigor and practical relevance for sustainable organizational improvement.

RESULT AND DISCUSSION

Strategic Alignment and Intervention Design: Leveraging the Golden Circle to Foster Psychological Safety and Exemplary Followership

This section addresses Research Question 2, focusing on how a Human Resource strategy centered on Psychological Safety (PS) and Coaching can foster a mutually beneficial social exchange within *CV. Adik Wijaya's* informal structure. By utilizing Sinek's Golden Circle, the research translates the root causes identified in section 4.1 into a strategic operational roadmap.

A. Strategic Alignment via the Golden Circle Framework

The strategic formulation of the intervention for *CV. Adik Wijaya* is structured using Simon Sinek's Golden Circle framework, which ensures that operational changes are deeply rooted in a clear organizational purpose. This approach is designed to transition the workforce from a state of "Defensive Silence" to "Exemplary Followership" by aligning the internal motivations of the casual workers with the firm's operational goals.

1. The "WHY": Institutionalizing Trust as Governance

The core purpose (WHY) is to move from a culture of surveillance to a culture of trust. By making Inclusion Safety the foundation of governance, *CV. Adik Wijaya* recognizes that operational integrity is a byproduct of how workers feel. The goal is to make every worker feel that "their honesty is more valuable than a perfect report."

2. The "HOW": Transitioning to Coaching-Based Leadership

The "How" involves a fundamental shift in operational principles, moving away from a traditional command-and-control style toward a Coaching-Based Leadership approach. Analysis of the internal management interviews indicated that top-down pressure often leads to information asymmetry, where technical bottlenecks remain hidden from leaders. Under the new protocol, leaders act as facilitators rather than mere supervisors; their role is to assist workers in identifying and resolving technical issues on the floor rather than just demanding final "yield" results. To facilitate this, the strategy introduces the IBYM (I Believe You Man) philosophy as a Psychological Safety Enabler. This 'No-Blame' policy transforms the leader's presence from a threat into a Social Signal of support. Following Song et al. (2025), this approach leverages Social Information Processing, where workers 'scan' the leader's calm response to errors and conclude that honesty is no longer a high-risk behavior, effectively eliminating the information asymmetry that previously masked operational leaks. As evidenced by the feedback from respondents such as Dedi and Soleh, when workers know that an immediate report of a mistake will be met with guidance and problem-solving rather than a reprimand, the interpersonal risk of speaking up is significantly reduced, thereby fostering transparency.

3. The "WHAT": Operationalizing the Daily Check-In Protocol

The "What" serves as the tangible manifestation of the strategy through the implementation of the Daily Human and Operational Check-In. This 10-to-15 minute ritual, conducted every morning before production begins, is designed specifically to bridge the social-emotional and communication gaps identified in the 5 Whys analysis. By standardizing this

brief interaction, the company moves trust from an abstract concept into a daily operational reality. The findings from the worker interviews suggest that such consistent touchpoints are crucial for sustaining motivation in an informal setting. This protocol does not merely focus on output targets; it integrates a "Human Check" to validate the social-emotional bond between the leader and the follower. This daily ritual ensures that "Voice" and "Participation" are institutionalized, transforming the morning briefing into a safe space for learning and operational alignment, which ultimately leads to the accurate reporting required for the firm's strategic stability.

4. Implementation Considerations and Cultural Adaptation

The successful execution of the Golden Circle framework at *CV. Adik Wijaya* requires a meticulous alignment between strategic objectives and the socio-cultural fabric of the informal workforce. Translating the foundational "WHY" into a tangible "WHAT" necessitates addressing specific leadership transitions and local cultural nuances that govern worker behavior. Central to this implementation is the transformation of the internal management team's role from traditional authority figures to organizational enablers. As the root cause analysis in Section 4.1 identified a history of "Command-and-Control" dynamics, the transition to Coaching-Based Leadership demands a significant mindset shift. Managers must consistently demonstrate their role as facilitators who resolve technical bottlenecks rather than supervisors who merely penalize yield failures. This behavioral shift is critical; as highlighted by Respondent Eko (Factory Manager), management must maintain a visible and supportive presence on the production floor to validate that the "No-Blame" policy is a functional reality rather than an abstract promise.

Furthermore, the strategy must navigate the specific Indonesian cultural context of "Pakewuh" and high power distance, which are prevalent in rural business environments like Subang. This cultural hesitancy often creates a barrier to honest communication, as subordinates may perceive reporting operational problems as a sign of disrespect or personal failure. To mitigate this, the Daily Check-In Protocol is adapted to remain conversational and informal, lowering the psychological cost of participation. By integrating a "Human Check"—such as inquiring about family welfare or health, a practice appreciated by Respondent Samsul—management can effectively dissolve these rigid hierarchical barriers. This approach makes it culturally acceptable for workers to share operational truths, ensuring that the flow of information is not obstructed by social politeness or fear of confrontation.

The implementation also strategically leverages the indigenous principle of "Kekeluargaan" (familialism) to reinforce the informal psychological contract. The research findings suggest that workers often perceive the business owner as a paternal figure who provides a vital social safety net, including emergency financial assistance. The proposed strategy capitalizes on this by framing operational integrity as a reciprocal act of loyalty within a "work family" context. When management fulfills its obligation to provide psychological and financial security, it triggers a culturally rooted sense of responsibility among workers to protect the firm's interests through accurate reporting. Consequently, yield consistency is transformed from a detached performance metric into a shared moral commitment to the collective survival of the enterprise.

Finally, the sustainability of this intervention depends on the institutionalization of the Daily Check-In as a sacred organizational ritual. In an environment devoid of formal legal

contracts, consistency serves as the primary currency for building and maintaining long-term credibility. Any deviation from the protocol, especially during high-pressure production seasons, risks collapsing the newly established psychological safety back into a state of "Defensive Silence." Therefore, the protocol must be executed with unwavering regularity, serving as a daily re-negotiation of the social exchange between management and followers. This consistency ensures that the "WHY" of the organization—trust as a governance mechanism is reinforced through every morning interaction, ultimately securing the factual transparency required for long-term strategic stability.

B. The Daily Check-In Protocol: Flowchart and Behavioral Mechanism

The protocol is designed to address both the "Technical Gap" (operational) and the "Relational Gap" (psychological).

Table 1. The Daily Check-In Protocol Structure

Phase	Component	Objective	Behavioral Trigger
I: Human Check	Personal Pulse	To validate the "Social-Emotional Exchange."	"How is everyone today? Any family/health issues we should know?"
II: Learning Check	Yesterday's Lesson	To normalize errors as data.	"What was the biggest challenge yesterday? How did we fix it?"
III: Operational	Daily Target	To align on yield and quality.	"What is our target today? Is the machine/grain ready?"
IV: Safety Anchor	Open Floor	To encourage "Voice."	"Is there anything that might stop us from being honest today?"

Source: Primary data processed, 2025

The Behavioral Mechanism: This protocol works by reducing the "Interpersonal Cost" of speaking up. By making communication a daily ritual, it removes the "closeness" barrier between management and casual workers. As evidenced by Respondent Agus (CW9), the briefing becomes a "Safe Space" for sharing obstacles rather than a "Scolding Session."

Thematic-Operational Analysis: Evaluating the Strategic Impact of Psychological Safety on Employee Engagement and Yield Stability

This section addresses Research Question 3, which examines the extent to which the implementation of psychological safety-oriented managerial practices improves employee engagement, dedication, and production yield stability at *CV. Adik Wijaya Rice Mill*. The findings indicate that the implementation produced a clear positive effect across all three dimensions. Employee engagement increased as casual workers demonstrated greater willingness to communicate openly, report operational issues, and participate proactively in daily production activities. Dedication deepened as workers exhibited stronger personal responsibility toward work outcomes, reflected in heightened attention to process accuracy and reduced defensive behavior. These behavioral improvements were accompanied by greater yield stability, as more accurate information flow and timely problem disclosure enabled management to address production inefficiencies more effectively. Collectively, the findings suggest that the intervention did not merely enhance psychological comfort but translated into observable behavioral and operational improvements, confirming that psychological safety

functions as a practical managerial lever for improving both human commitment and production reliability in an informal employment context.

To evaluate the extent of improvement resulting from the implementation, this study applies a before–after comparison methodology that examines conditions prior to and following the introduction of psychological safety–based managerial practices. The “before” condition reflects the operational and behavioral state in which engagement and commitment were present but largely informal, unstructured, and accompanied by defensive behaviors such as information withholding and error concealment. The “after” condition represents the post-intervention environment, characterized by clearer communication norms, consistent leadership responses, and explicit encouragement of honest reporting. Comparison is conducted by analyzing changes in employee narratives, observed work behaviors, and operational outcomes related to yield consistency. This approach enables the study to isolate the effects of the intervention by directly contrasting behavioral patterns and performance indicators across time, thereby providing a practical and managerially relevant assessment of whether and how the implementation contributed to improvements in engagement, dedication, and yield stability.

The assessment of implementation effectiveness integrates qualitative behavioral evidence with quantitative operational indicators to provide a comprehensive evaluation of outcomes. Qualitative data from interviews and field observations capture changes in employee engagement, dedication, and followership behavior, particularly in terms of openness, responsibility, and willingness to report operational issues. These behavioral shifts are then linked to quantitative indicators observed after the intervention, including improved yield stability and reduced variability in production outcomes. The integration of these two data types enables triangulation, whereby behavioral explanations derived from qualitative findings account for observed changes in operational performance. This combined approach strengthens the validity of the analysis by demonstrating that improvements in yield stability are not coincidental but are supported by corresponding changes in employee behavior and information flow. From a managerial perspective, this integration confirms that psychological safety–based interventions generate measurable business value by translating human behavioral improvements into tangible operational results.

1. Qualitative Evidence: Manual Thematic Analysis of Engagement and Dedication Shifts

The qualitative evidence presented in this subsection is derived through manual thematic analysis, applied to semi-structured interview data collected from casual workers and management before and after the implementation. The analysis followed a systematic, inductive process in which interview transcripts were reviewed repeatedly to identify meaningful statements related to psychological safety, leadership behavior, engagement, and work commitment. Initial open coding was conducted to capture recurring ideas and behavioral cues, which were then grouped into broader categories through pattern recognition and constant comparison. These categories were subsequently refined into dominant themes that reflect shifts in employee perceptions and behaviors across the pre- and post-intervention periods. By manually linking verbatim responses to thematic constructs, this approach ensures analytical transparency and allows behavioral change to be interpreted within the organizational and operational context of *CV. Adik Wijaya Rice Mill*.

The first dominant theme emerging from the manual thematic analysis is a transformation in how casual workers perceive psychological safety following the implementation. Prior to the intervention, workers generally felt safe in terms of job continuity and interpersonal familiarity, but this sense of safety was limited to remaining employed rather than openly expressing concerns or admitting operational errors. Interview responses indicate that workers often managed interpersonal risk by remaining silent or selectively reporting information, particularly when mistakes could invite emotional reactions from supervisors. After the intervention, perceptions of psychological safety expanded beyond mere employment security to include safety in communication and problem disclosure. Workers reported greater confidence in speaking honestly, explaining mistakes, and raising operational issues without fear of negative consequences. This shift reflects a movement from passive psychological safety, centered on staying in the organization, toward active psychological safety that supports voice behavior, learning, and transparency, thereby strengthening engagement and operational integrity.

This transformation in perception confirms that for casual workers, honesty is a 'Voluntary Choice' (Mayfield & Mayfield, 2021). By reducing the 'Interpersonal Cost' of speaking up, the intervention converts 'Pragmatic Survivors' (who hide data) into 'Exemplary Followers' (who guard the mill's integrity as their own).

The second theme highlights an improvement in perceived organizational support as a result of the implementation. Before the intervention, workers perceived support as informal and highly dependent on individual supervisors, with assistance often interpreted as personal goodwill rather than an organizational commitment. This led workers to view fairness and protection as uncertain and situational. Post-intervention interview findings indicate a shift in perception, where management actions such as listening to explanations, providing guidance instead of blame, and responding calmly to errors were increasingly interpreted as signals that the organization valued workers' contributions and well-being. This enhanced perception of support strengthened emotional attachment and increased workers' willingness to invest effort and attention in their tasks. As a result, engagement became more stable and less contingent on individual relationships, suggesting that organizational support evolved from a personal favor into a shared expectation embedded within daily managerial practices.

The third theme reflects the restoration of reciprocal norms between casual workers and management, leading to deeper work commitment following the implementation. Prior to the intervention, reciprocity existed but was imbalanced; workers demonstrated loyalty through long tenure and consistent attendance, while simultaneously engaging in defensive behaviors such as withholding information to protect themselves from potential negative reactions. After the intervention, interview data reveals a rebalancing of this exchange relationship. Workers increasingly expressed a sense of moral obligation to perform tasks accurately, maintain production integrity, and report issues promptly as a response to fair and respectful treatment by management. This shift indicates that commitment moved beyond economic necessity toward responsibility-driven followership, where workers voluntarily aligned their behavior with organizational goals. The deepening of commitment suggests that improved psychological safety not only sustained retention but also activated reciprocal dedication, reinforcing engagement and contributing to more reliable operational outcomes.

2. Synthesis of the New "Social Exchange": Facilitating Win-Win Mechanisms

The post-implementation condition at *CV. Adik Wijaya Rice Mill* can be interpreted through the lens of Social Exchange Theory, which posits that workplace relationships are sustained through reciprocal exchanges of valued resources rather than purely contractual obligations. In the context of informal employment, where formal safeguards are limited, the exchange relationship is primarily psychological and relational. The findings indicate that the implementation reshaped this exchange by clarifying expectations and strengthening reciprocal trust between management and casual workers. Management's consistent non-punitive responses, openness to dialogue, and recognition of effort functioned as social resources that signaled fairness and respect. In return, workers reciprocated through increased honesty, engagement, and commitment to production accuracy. This reciprocal dynamic illustrates how psychological safety operates as a core exchange currency, transforming informal employment from a fragile dependency into a mutually reinforcing relationship that supports both behavioral integrity and operational performance.

From the perspective of casual workers, the new social exchange structure provides several tangible and psychological benefits. Workers gain increased psychological safety, particularly in relation to communication and error disclosure, reducing the perceived interpersonal risk associated with honest behavior. This safety strengthens their sense of inclusion and belonging, which enhances emotional attachment to the organization despite the absence of formal employment contracts. Additionally, clearer managerial responses and consistent treatment improve perceived fairness and predictability, allowing workers to focus more fully on task execution rather than self-protection. As a result, workers experience greater confidence, reduced anxiety, and a stronger sense of dignity at work, enabling them to engage more actively and responsibly in daily operations.

From the organizational perspective, the restructured social exchange yields clear operational and managerial benefits. Improved psychological safety encourages more accurate and timely information sharing, reducing data distortion and enabling management to identify and address production issues more effectively. Increased employee engagement and dedication contribute to greater consistency in task execution, supporting improved yield stability and overall production reliability. The organization also benefits from stronger workforce commitment without relying on formal contractual enforcement, lowering administrative complexity and potential labor turnover. Collectively, these outcomes enhance operational control and efficiency, demonstrating that psychological safety-based management practices can deliver measurable business value in informal employment settings.

The win-win mechanism operates through a reciprocal reinforcement process between managerial behavior and employee response. When management consistently demonstrates fairness, emotional control, and openness to dialogue, workers interpret these actions as credible signals of respect and protection. This perception reduces the need for defensive behavior and encourages workers to reciprocate through honesty, increased effort, and adherence to production standards. As workers respond with greater transparency and responsibility, management gains more reliable information and operational stability, further reinforcing supportive leadership behavior. This feedback loop transforms psychological safety from a passive condition into an active performance mechanism, aligning individual worker interests with organizational objectives. The result is a mutually beneficial exchange in which

workers secure dignity and security, while the organization achieves improved engagement, dedication, and yield stability.

The sustainability of the newly established social exchange depends primarily on the consistency and credibility of managerial behavior. Because the exchange is grounded in psychological safety and reciprocal trust rather than formal contractual enforcement, any deviation in leadership response—such as inconsistent treatment, emotional reactions to errors, or perceived unfairness—could quickly weaken the exchange balance. However, when managerial practices remain stable and aligned with the principles of openness, fairness, and non-punitive learning, the system is highly sustainable, particularly in informal employment contexts where relational governance is dominant. The findings suggest that psychological safety-based management is scalable at low cost and adaptable to operational fluctuations, making it a viable long-term strategy for sustaining employee engagement, dedication, and yield stability. As such, the approach offers a context-appropriate and resilient alternative to formalized control mechanisms in environments where informal labor remains structurally significant.

Impact Evaluation and Strategic Synthesis: Assessing the "Before-vs.-After" Transformation of Relational Governance

This section provides a critical synthesis of the research outcomes by employing the "Before-vs.-After" evaluation framework as conceptualized by Gertler et al. (2022). The primary objective of this evaluation is to measure the strategic impact of the intervention by contrasting the initial state of operational instability with the post-implementation results. By integrating the findings from Research Questions 1 through 3, this analysis bridges the gap between the identified root causes—characterized by a punitive "Command-Control" environment—and the observed behavioral transformation toward exemplary followership.

The evaluation serves as a comprehensive assessment of how shifting from a contractual-based mindset to a relational governance model has effectively addressed the core problem of yield inconsistency. The strategic shift from a control-based approach to a relational governance model at *CV. Adik Wijaya* resulted in a profound behavioral transformation. Table 2 below synthesizes the thematic evolution observed across the workforce, highlighting the transition from defensive, transactional behaviors to proactive, effective followership.

Table 2. Qualitative Synthesis of Behavioral Transformation and Strategic Impact

Core Theme	Sub-Theme / Initial Code	Evidence (Representative Quotes)	Analytical Interpretation (Theoretical Linkage)
Psychological Safety	Defensive (Before)	"It is safer to report normal figures than to be interrogated about wet husks. I simply want to avoid conflict." (Respondent A)	Fear of Reprimand: Low psychological safety triggers data manipulation as a self-protection mechanism against punitive measures.
	Open Disclosure (After)	"Now, if there is an issue with the machinery or the grain, I disclose it immediately during the morning briefing. The owner does not reprimand us; instead, he helps us find a solution." (Respondent A)	Learner Safety: Transition toward a climate where technical errors are treated as learning data rather than grounds for sanctions (Edmondson, 1999).
Social-Emotional Dealing	Transactional View (Before)	"I am a daily worker; once the day is done, so am I. My relationship with the office is strictly about wages." (Respondent B)	Low-Quality Exchange: A purely transactional relationship (Economic Exchange) that fails to foster emotional commitment or dedication.
	Relational Loyalty (After)	"I feel valued because my voice is heard every morning. I would feel guilty doing a subpar job because the owner has placed his trust in me." (Respondent B)	Social Exchange Theory (SET): The emergence of reciprocity; perceived organizational support is reciprocated with voluntary dedication and loyalty.
Followership Behavior	Passive/Alienated (Before)	"I only execute what I am told. If something is wrong but I am not asked about it, I remain silent." (Respondent C)	Passive Followership: Lack of initiative (Kelley, 1992) as workers perceive themselves as mere objects of instruction rather than stakeholders.
	Effective Followership (After)	"Yesterday, I halted the machine briefly because it sounded unusual. I reported it immediately to prevent severe damage and maintain yield quality." (Respondent C)	Proactive Dedication: Workers demonstrate organizational ownership; a direct result of enhanced Self-Efficacy and Engagement.

Source: Primary data processed from interview and observation results, 2025

The following sub-sections (4.4.1 to 4.4.5) will detail the theoretical contributions, practical takeaways, and the overall synthesis of the Integrity-Based Yield Management (IBYM) model.

1. Social Exchange Theory and Psychological Safety Integration

This research demonstrates that in the informal employment sector, the 'Social-Emotional Exchange' functions as a more potent governance mechanism than formal legal contracts. By integrating Social Exchange Theory (SET) with Psychological Safety, the study reveals that worker integrity—specifically in reporting accurate yield data—acts as a critical 'currency' of reciprocity. When the leadership provides consistent psychological and emotional support, workers respond not with mere passive compliance, but with a genuine ethical alignment toward organizational goals.

The synthesis of findings highlights the 'Presence' Catalyst as the primary phenomenon; the leader's physical and psychological presence on the production floor acts as the anchor for this exchange. As evidenced by qualitative data (Q-IM-03, Eko), the leader's active involvement creates a 'Safe Harbor' that effectively deconstructs the need for defensive silence. This shift marks a transition From Survival to Integrity: whereas workers previously viewed resource manipulation as a necessary survival mechanism to avoid reprimand (Q-CW-05, Maman), the integration of psychological safety has redefined the exchange. Honesty is now perceived as a strategic way to maintain a valued relationship with the leader, proving that individual soft skills are developed through environmental safety rather than inherent traits.

Ultimately, this study contributes to the existing literature by proving that Inclusion Safety is the foundational stage required before any technical skill development can occur in informal settings. It challenges the traditional management assumption that casual workers are inherently difficult to develop, demonstrating instead that high-level, exemplary followership is achievable when the psychological contract is anchored in trust, accessibility, and a robust social-emotional dealing.

a. In-Depth Diagnosis: The Architecture of Psychological Safety

To address the diagnostic gap, this section elaborates on the specific stages of psychological safety observed during the intervention. Following Clark's (2020) Four Stages, the diagnosis reveals that the workforce has successfully transitioned from basic inclusion to active contribution:

- 1) Inclusion Safety (The Social Anchor): The diagnosis confirms that inclusion is primarily sustained through the "Social Safety Net." For instance, Q-CW-01 highlights that the absence of a formal contract is compensated by the owner's personal support for family needs (e.g., school fees). This creates a sense of belonging that is foundational for any subsequent behavioral change.
- 2) Learner Safety (Neutralizing Fear): A critical diagnosis in addressing the "Yield Gap" is the high level of Error Tolerance (Q-CW-10). Workers previously engaged in "Defensive Silence" due to a fear of reprimand. Post-intervention, the shift toward a "Learning Orientation" (Q-IM-01) has made it safe for workers to admit mistakes. This stage is where the information asymmetry begins to dissolve.
- 3) Contributor Safety (Operational Initiative): At this stage, workers feel empowered to add value. Q-IM-10 (Packaging Coordinator) demonstrated this by proactively suggesting changes to sack models to prevent leakage. This indicates that the diagnosis of

psychological safety is not just about "feeling good," but about the freedom to improve operational outcomes.

b. In-Depth Diagnosis: Followership Archetypes Transformation

The transformation of the informal workforce is further diagnosed using Kelley's (1992) Followership Model, categorizing behaviors based on Independent Critical Thinking and Active Engagement:

- 1) The "Pragmatic Survivor" (Baseline Condition): Before the intervention, the diagnosis suggests workers functioned as survivors—doing the minimum required to avoid trouble. Communication was transactional, and errors were concealed to mitigate risk.
- 2) The "Exemplary Follower" (Target Condition): Post-intervention, the diagnosis shows a shift toward exemplary followership. Evidence of Active Engagement is seen in Q-CW-02, where workers proactively report issues to "prevent larger operational losses." Furthermore, Independent Critical Thinking is evidenced by Q-CW-05, who voluntarily ceased solar fuel manipulation due to "Ethical Alignment" with the leader's trust. This transition proves that psychological safety acts as a catalyst for professional integrity.

2. Leadership Approach: Coaching vs. Command-Control:

Historically, *CV. Adik Wijaya* operated under a rigid 'Command-Control' hierarchy where management issued top-down directives and met operational errors with immediate sanctions. This created a pervasive 'Blaming Culture' that incentivized workers to hide grain spills or conceal subpar grain quality to avoid verbal reprimands, effectively isolating the leader from the operational reality on the ground. In an informal employment setting, this approach proved counterproductive as it prioritized short-term compliance over long-term data integrity.

The strategic shift toward a coaching-based leadership approach—characterized by a transition from asking 'Who made this mistake?' to 'What can I help you with?'—has fundamentally transformed the organizational power dynamic. This transition has produced a Benchmark Effect, where the leader is now perceived as a 'top-of-mind' partner for problem-solving rather than a source of threat. This consistent leadership 'Presence' ensures that when operational issues arise, the follower's primary instinct is immediate communication rather than concealment. Furthermore, the intervention has institutionalized 'Learner Safety,' allowing workers to feel secure even during periods of incompetence or learning. As evidenced by workers taking initiative in warehouse layout and machinery adjustments, this safety allows for proactive competence building without the fear of being suppressed by authority.

For family-run SMEs in Indonesia, the practical implication is clear: technical systems for yield management are destined to fail if the human element is governed by fear. Investing in the leader's 'Approachability' is not merely a soft-skill exercise; it is a strategic investment in Data Integrity. By fostering a coaching environment, family business owners can ensure that the flow of information remains transparent, enabling the firm to identify technical bottlenecks and optimize production yields through a collaborative and psychologically safe workforce.

3. Implications for Indonesian SMEs and Informal Employment

The findings from this research at *CV. Adik Wijaya* offer significant transferability to the broader Indonesian SME landscape, particularly within the agricultural and manufacturing sectors where casual, non-contractual labor is the norm. The Integrity-Based Yield Management (IBYM) model provides a replicable framework for any firm struggling with resource leakage and information asymmetry. However, the successful replication of this model

requires three fundamental prerequisites: first, a shift in Leadership Character where the owner transitions from an authoritative figure to a strategic partner; second, the institutionalization of 'Presence as Policy' through consistent daily check-ins; and third, the creation of a 'No-Blame Environment' where operational mistakes are treated as critical data points for learning rather than grounds for punitive action.

Ultimately, this study provides a broader insight for human resource management in Indonesia's massive informal sector: strategic success depends on prioritizing 'Relational Governance' over 'Contractual Governance.' In a context where legal contracts are absent, building a profound sense of belonging and psychological safety is the most effective mechanism to secure operational excellence, stabilize production yields, and ensure long-term worker retention. By engineering a culture of trust, SMEs can transform their informal workforce into a source of competitive advantage.

4. Research Limitations and Future Directions

As a qualitative case study focused exclusively on a single rice mill in Subang, this research prioritizes 'Depth' over 'Breadth,' providing an intensive understanding of informal labor dynamics that may not be directly generalizable to all SMEs. The subjective nature of the semi-structured interviews implies that the findings are inherently tied to the specific leadership style and cultural context present at *CV. Adik Wijaya*. Furthermore, the study acknowledges contextual limitations; the 'Informal' nature of the employment means that the followership dynamics observed here might differ significantly in formal corporate settings, where legal contracts and labor unions provide a different structural security than the social-emotional exchange found in this mill.

To build upon these findings, future research should explore the 'Gender Dynamics' of followership within rural SMEs to determine if social-emotional dealing manifests differently across gender lines. Additionally, longitudinal studies are recommended to evaluate the long-term sustainability of the 'IBYM' program, specifically to observe whether yield accuracy and integrity are maintained over several harvesting seasons without the constant physical presence of the owner. This would further validate the transition from leader-dependent compliance to institutionalized proactive followership.

5. Concluding Synthesis

This research successfully demonstrates that operational excellence in the informal sector is not a product of rigid technical control, but an outcome of a high-quality Social-Emotional Dealing. By treating casual workers through the lens of the Followership Effect, *CV. Adik Wijaya* has transformed a systemic operational risk—the "Defensive Silence" that led to yield data manipulation—into a strategic asset of integrity. The implementation of the IBYM (I Believe You Man) program proves that psychological safety is the missing link in SME scalability; it bridges the gap between the absence of formal contractual protections and the workers' voluntary dedication.

The primary takeaway for practitioners, particularly in the family-business context, is a fundamental paradigm shift: to fix the yield, one must first fix the trust. The Daily Check-In and the "No-Blame" mechanism are not merely administrative rituals, but are psychological interventions that foster Inclusion Safety. This research advances the understanding of Stages of Psychological Safety (Clark, 2020) by proving that for casual laborers, the feeling of "being valued" acts as a powerful substitute for formal benefits.

In conclusion, the transformation observed at *CV. Adik Wijaya* confirms that even in the most informal and non-contractual settings, the human spirit responds to respect, safety, and leadership presence. By investing in the psychological capital of the workforce, an organization secures its operational future. Integrity is not a trait to be hired; it is a culture to be engineered through consistent, safe, and meaningful social exchange.

1) The Morning "Lingkaran" (Daily Check-In): Deconstructing Hierarchical Barriers

The implementation of the Daily Check-In, or the "Morning Circle," serves as the primary ritual for institutionalizing psychological safety. Unlike formal corporate meetings, this ritual is purposefully designed to fit the informal, high-power-distance culture of a rural Indonesian rice mill.

- a. Physical Inclusivity and Symbolic Equality: By conducting the briefing in a standing circle on the production floor, the management removes physical symbols of authority (tables, offices). This creates Inclusion Safety, where workers feel that their presence is valued regardless of their informal status. As captured in Q-CW-09, this consistent routine has successfully established a "Voice Space" that was previously non-existent.
- b. The "Human Pulse" Inquiry: Every session begins with a non-work-related inquiry regarding the workers' family welfare or health (Q-IM-08). In the context of Indonesian *paguyuban* (community) culture, this "Human Check" acts as a powerful social-emotional catalyst. It reinforces the Relational Psychological Contract, making the workers feel that the leader cares for them as individuals, not just as production units.
- c. Normalizing "Bad News" as Data: The core of the intervention is the leader's reaction to negative reports. When a worker reports a grain spill or a mechanical defect, the leader responds with a problem-solving orientation rather than a punitive one (Q-IM-01). This reaction provides Learner Safety (Clark, 2020), where workers like Q-CW-10 perceive that the interpersonal risk of honesty is lower than the operational risk of silence.

2) "Turun Lantai" (Leadership Presence as a Trust Catalyst)

Leadership at *CV. Adik Wijaya* has transitioned from remote surveillance to Active Shop-Floor Engagement, a practice known locally as "Turun Lantai."

- a. Coaching-Based Interaction: When yield fluctuations are detected, the Factory Manager and the Owner engage in on-site dialogues with the operators (Q-IM-03). Instead of interrogation, the dialogue focuses on facilitation: "What bottlenecks are preventing you from reaching the target?" (Q-IM-05). This shift from a "Command-Control" to a "Coaching" style reduces Information Asymmetry because workers no longer feel the need to hide technical failures.
- b. Vulnerability as a Social Signal: By admitting their own limitations or seeking input from casual workers on machinery adjustments (Q-IM-10), leaders demonstrate "Vulnerability." According to Social Information Processing (SIP) theory, this behavior signals to the followers that the environment is safe for Challenger Safety, encouraging them to propose improvements to the warehouse layout or packing process without fear of overstepping.

3) Relational Governance: Reciprocity as a Contractual Substitute

In the absence of formal legal protections, *CV. Adik Wijaya* utilizes Relational Governance to secure integrity.

- a. The Informal Safety Net: The management provides immediate, non-contractual financial assistance (Kasbon) for urgent family needs, such as school fees (Q-CW-01). This "Social-Emotional Dealing" creates a deep sense of moral obligation (Balas Budi).
- b. Ethical Alignment and Internalized Integrity: The finding shows that psychological safety triggers a transformation from "Pragmatic Survival" to "Ethical Ownership." Respondent Q-CW-02 and Q-CW-05 admit that they now report solar fuel usage and grain yields with 100% accuracy not because they are monitored, but because they feel it would be "unethical" to betray the trust of a leader who has secured their psychological and social well-being.

4) Internal Enhancements for *CV. Adik Wijaya*

The transition from a "Command-Control" culture to one rooted in psychological safety requires more than just temporary interventions; it necessitates a structural embedding of these new behaviors into the organizational DNA. The following enhancements are designed to institutionalize the "Integrity-Based Yield Management" (IBYM) model, ensuring that the current gains in yield accuracy and employee dedication are not dependent solely on the owner's physical presence but are sustained through decentralized leadership and visual accountability. By formalizing the informal, the firm can stabilize its operational integrity even during high-pressure harvesting seasons.

- a. Institutionalizing the "No-Blame" Handbook: To prevent a regression into a "Blaming Culture" during future management transitions, *CV. Adik Wijaya* must document its communicative protocols. This handbook should outline specific coaching techniques, such as the shift from asking "Who made this mistake?" to "What technical bottleneck can we resolve together?" as evidenced by Q-IM-05.
- b. Developing Peer-Safety Champions: The diagnosis of followership suggests that certain workers have already reached the "Exemplary" stage. These individuals should be formally recognized as peer mentors. By empowering senior workers to facilitate the "Morning Circle" rituals, the firm ensures that Learner Safety is maintained at the grassroots level, even when top management is absent.
- c. Visual Transparency and Recognition Boards: To further reduce Information Asymmetry, the mill should implement simple visual boards that track "Operational Issues Resolved" rather than just output targets. Publicly acknowledging workers who proactively report defects (Q-CW-02) reinforces Contributor Safety and shifts the organizational incentive from hiding errors to solving them.

5) General Recommendations for Firms with Informal Workers

The findings from *CV. Adik Wijaya* offer a scalable blueprint for SMEs in the Indonesian agricultural and manufacturing sectors, where informal labor is the predominant workforce structure. The fundamental takeaway is that in the absence of formal legal contracts, "Relational Governance" acts as the most effective mechanism for securing data integrity and operational reliability. For firms operating under similar constraints, the following strategic recommendations provide a framework for transforming a vulnerable informal workforce into a resilient source of competitive advantage through the strategic engineering of trust and safety.

- a. Prioritize Relational over Contractual Governance: Firms must recognize that in rural Indonesian contexts, "loyalty" is a more stable currency than a written contract. Investing

- in the Social Safety Net and providing informal support (Kasbon) should be viewed as a strategic investment in Inclusion Safety rather than a mere administrative cost (Q-CW-01).
- b. Lowering the "Interpersonal Cost" of Voice: Management must proactively create informal settings, such as "Sesi Ngopi" (Coffee Sessions), where hierarchy is temporarily suspended. This allows for the flow of critical operational truths that are often suppressed by the cultural barrier of Rasa Sungkan (reluctance to speak up to authority).
 - c. Investing in Leader's Emotional Intelligence (EQ): The success of any psychological safety intervention depends on the supervisor's emotional stability. Training for "Mandors" or middle-managers must prioritize active listening and non-punitive feedback, as a single emotional outburst can dismantle months of trust-building and revert the workforce back to "Defensive Silence."

CONCLUSION

The findings demonstrate that psychological safety significantly influences casual workers' motivation to report operational data honestly and reduce information inconsistency, as workers are more transparent when supervisors respond to mistakes constructively rather than punitively, whereas fear of reprimand encourages data distortion and concealment. Variation in followership styles, based on Kelley's model, further shapes operational engagement: exemplary followers who exhibit independent critical thinking and active involvement are more proactive in correcting errors and raising concerns despite the absence of formal contracts, while passive or conformist workers tend to comply without preventing inconsistencies. Building on these insights, the study proposes behavioral HR interventions such as structured coaching, non-punitive error discussions, peer-learning forums, and routine yield-review meetings to strengthen psychological safety and cultivate exemplary followership. By institutionalizing coaching cycles, reflective error reviews, and transparency-based performance metrics within standard procedures, the organization can embed a human-centric strategy that transforms reporting into a shared integrity practice, ultimately improving yield accuracy, reducing information distortion, and fostering sustainable operational reliability in an informal labor context. Based on these findings, it is recommended that SMEs prioritize psychological safety through supportive leadership, open communication, and consistent relational practices. Management should adopt a coaching approach and encourage active employee participation to strengthen accountability. Future research is suggested to include additional variables and broader contexts to enhance the generalizability of the findings.

REFERENCES

- Badan Pusat Statistik. (2025). *Laporan bulanan data sosial ekonomi Februari 2025: Keadaan angkatan kerja di Indonesia*.
- Creswell, J., & Poth, C. (2024). *Qualitative inquiry and research design: Choosing among five approaches* (5th ed.). SAGE Publications.
- Dewantoro, F. (2024). Analisis risiko kerentanan pekerja informal di Indonesia tahun 2022. *Jurnal Ecodemica: Jurnal Ekonomi Manajemen dan Bisnis*, 8(1).
- Dharmawan, D., Karyadi, S., Irvan, M., Butarbutar, D. J. A., & Munizu, M. (2024). Analysis of the relationship between informal labor market growth, availability of job opportunities and wage structure using a multidimensional perspective. *Innovative: Journal of Social Science Research*, 4(3), 3089–3096.
- Edmondson, A., & Bransby, D. (2023). Psychological safety comes of age: Observed themes in an established literature. *Annual Review of Organizational Psychology and Organizational Behavior*, 10, 55–78.
- Fontoura, P., & Coelho, A. (2020). The influence of supply chain leadership and followership on organizational performance: An empirical study on a Portuguese energy supplier. *Baltic Journal of Management*, 15(3), 333–353.
- Frazier, M. L., Fainshmidt, S., Klinger, R., Pezeshkan, A., & Vracheva, V. (2017). Psychological safety: A meta-analytic review and extension. *Personnel Psychology*.
- Gertler, P., Martinez, S., & et al. (2022). *Impact evaluation in practice* (2nd ed.). World Bank Group; Inter-American Development Bank.
- Gupta, S., Modgil, M., Bhattacharyya, S., & Bose, I. (2022). Direct and indirect effects of human capital on enterprise performance: Evidence from Indian SMEs. *Journal of Business Research*, 149, 124–140.
- Matshoba-Ramuedzisi, T., De Jongh, D., & Fourie, W. (2022). Followership: A review of current and emerging research. *Leadership & Organization Development Journal*, 43(4), 653–668.
- Mayfield, M., & Mayfield, J. (2021). *Administrative Sciences*, 11(2), 51.
- Newman, A., Miao, Q., Hofman, P. S., & Zhu, C. J. (2018). The impact of socially responsible human resource management on employees' organizational citizenship behavior: The mediating role of organizational identification. *The International Journal of Human Resource Management*, 29(19), 2809–2830.
- Ndonye, D. M. (2022). Followership in leadership process and organizational performance: A review of literature. *International Journal of Organizational Leadership*.
- Northouse, P. (2016). *Leadership: Theory and practice* (7th ed.). SAGE Publications.
- Nurlyna, & Ermalina. (2026). Determinants of formal-informal labour mobility in Indonesia: A longitudinal analysis using World Bank data. *Journal of Innovative and Creativity*, 6(1), 6018–6028.
- Silva-Peñaherrera, M., & et al. (2022). Informal employment and poor mental health in a sample of Iberoamerica. *International Journal of Environmental Research and Public Health*, 19(13), 7883.
- Song, G., & et al. (2025). *BMC Psychology*, 13(604).

- Yulianti, D., & Fitriansyah, A. (2024). Employment and skill development initiatives in the labor markets: The cases of Indonesia and Thailand. *Journal of Policy Studies*, 39(1), 41–55.
- Zhou, D., Zhang, Q., & Li, J. (2024). Impact of informal employment on individuals' psychological well-being: Microevidence from China. *International Journal of Mental Health Systems*, 18(29).