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The Interplay of Organizational Culture on Psychological Safety, and Organizational Citizenship Behavior in South African Selected SETAs

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Abstract: An effective and positive organizational culture (OC) greatly impacts employee actions, including psychological safety, affective commitment, and organizational citizenship behavior (OCB), and it is crucial to any company's growth and success. This research aims to examine how certain South African sector education and training authorities (SETAs) deal with organizational culture, specifically how it affects psychological safety, commitment, and OCB. This study investigates the mediating role of psychological safety and the relationship between organizational culture, affective commitment, and OCB. We adopted an online survey to collect quantitative data from 194 employees at six different SETA locations in the Gauteng area of South Africa, using the convenience sample technique. We then analyzed the data using SMARTPLS and the Statistical Package for the Social Sciences (SPSS). The study found a negative correlation between OCB, organizational culture, and psychological safety. The findings show a positive correlation between affective commitment and company culture. Equally, OCB, organizational culture, and psychological safety all act as mediators to some extent. The heuristic model remains a novel idea for organizations. Furthermore, the theoretical framework shows that organizational culture and affective commitment can predict organizational citizenship behavior. It achieves this by adopting a complex approach to cultural analysis and utilizing innovative techniques like survey data and quantitative inferential statistics. Considering the mediating role of psychological safety is also a significant milestone for the future. However, policymakers and public sector organizations can benefit from this study's conclusions in dealing with employee well-being and maximizing organizational commitment.

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JEL Classification: M12, L25, L20

1. Introduction

An organization's culture is a crucial factor that affects workers and the results the company achieves. The culture outlined what employees should do within the business (Wambui & Gichanga, 2018). Customized policies, practices, and processes are essential for public sector organizations to maximize employee engagement and organizational citizenship behavior (OCB) (Mohd et al., 2016). Although psychological safety plays significant role in employees' emotional investments in their organizations, the exact method by which it accomplishes this is unclear (Li, Li, Jing, Bai, Zhang, & Liang, 2022).

Most workers consider workplace safety extremely important. While most South Africa's government agencies prioritize physical security, they often fail to address their employees' psychological and emotional well-being. Fear of criticism, shame, and punishment makes it difficult for public sector workers in South Africa to acknowledge whenever it's erroneous, according to research by Remtulla et al. (2021). This makes it emotionally and psychologically risky for workers to take responsibility for their mistakes. South Africa's public sector vocational skills training institution is known as the Sector Education and Training Authority (SETA). In South Africa, 21 SETA offices are operational now. The management and creation of unit-based skills programs, internships, leadership, and apprenticeships are the responsibilities of each SETA office under its authority (SETA, 2023). One of the 21 SETAs in South Africa addresses every industry or occupation.

Employees from different parts of society bring different cultures to work for public sector institutions, which are part of society (Wambui & Gichanga, 2018). To motivate their employees, many public sector firms in South Africa use both internal and external reward systems. Elifneh and Embilo (2023) undervalue organizational culture (OCB), affective commitment (PC), psychological safety (PSS), and other employee attitudes and behaviors. Within SETA, there is a strong emphasis on building trust among staff, promoting teamwork for collective decision-making, and providing infrastructure support.

Organizational commitment, psychological safety, and shared ideals all contribute to a positive work environment for employees (Nawawi et al., 2023). Organizations with toxic work cultures and organizational norms severely affect the mental health of public sector workers (Elifneh & Embilo, 2023). The majority of South African public sector workers report feeling alienated from their workplaces and concerned that their private beliefs and priorities do not mesh with those of the government

(Skosana, Maleka & Ngonyama-Ndou, 2021). Employees who have made significant emotional investments in their company are proud to work there and report good organizational citizenship behaviors (OCBs), but this is not the case in the public sector (Mulea, Ngirande & Terera, 2022). It is uncommon, though, for workers in government agencies to demonstrate actions that go above and beyond what is required of them (Grego-Planer, 2019).

Positive and successful organizational cultures have a substantial impact on employee behaviors like organizational citizenship (OCB), emotional commitment, and psychological safety, making them vital to an organization's success and survival. Consequently, the purpose of this research was to examine how SETA employees' perceptions of organizational culture affected their feelings of psychological safety, emotional commitment, and organizational citizenship behavior (OCB). Kulkarni and Mishra (2022) assert that the cultures of public sector organizations have not received as much research as their private sector counterparts. Furthermore, Grego-Planer (2019) has examined nature, characteristics, and antecedents of organizational culture and OCBs. However, there is a severe lack of studies examining the effects of public sector organizations on employees' affective commitments and the manifestations of their citizenship behaviors. This study set out to address that knowledge vacuum by examining how organizational culture in a subset of South African SETA offices affected psychological safety, affective commitment, and organizational citizenship behavior (OCB).

2. Literature Review

2.1. Complexity Theory

The present study hinge on complexity theory which entails and provides novel insights into the evolution of adaptive organizational behavior. In terms of environmental change and the significance of energy, these viewpoints contest the reductionist and systems theoretical assumptions (Levy, 2000). According to complexity theory, in addition to the inherent unpredictability of industries, complex organizational behavior is defined by non-linear, emergent channel interactions and interdependencies, as well as a dynamic environment. This theory provides a helpful conceptual framework for understanding how distinctive patterns emerge within complex organizations (Cartwright, 1991). While this may be the case, complexity theory has recently piqued the interest of many management researchers with its wealth of novel ideas, analytical tools, and theoretical frameworks. This finding adds to the evidence that relatively basic deterministic functions can generate seemingly random behaviours, yet complex systems can still exhibit surprising patterns and order.

Organizational adaptation and population ecology are two schools of thought that contend with the topic of how businesses adjust to new circumstances; this work may provide a middle ground between the two. If we want to test our causal and predictive assumptions, we need new methods that take Martin's three-perspective approach to cultural research and apply it to more than just the descriptive qualitative studies that have come before. Further theoretical research evaluating projected outcomes dependent upon cultural dynamics in organizations could use quantitative methodologies that expand upon Martin's (2002) approach to cultural analysis (Wright, 2010). This study's innovative methodology makes use of quantitative inferential statistics to investigate cultural integration, difference, and fragmentation all at once. This complexity approach provides a better understanding of OC, its impacts on operational exigencies, and organizational results (Latta, 2020).

2.2. Organizational Culture

According to Jahan, Huynh and Mass (2022) and Olaleye et al. (2021), an organization's culture is its members' generally accepted beliefs and practices regarding how they should act and think while on the job. According to Acquah et al. (2020), an organization's culture is its members' publicly held beliefs that set it apart from its competitors.

2.3. Psychological Safety

According to Abdulrab et al. (2018), psychological safety is when everyone in the company feels comfortable enough to take interpersonal risks. People in an organization experience psychological safety when they feel comfortable enough to take interpersonal risks (Edmondson, 1999). To put it simply, psychological safety is when team members do not feel threatened when they speak out, make errors, or ask questions (Remtulla et al., 2021). According to previous studies (Singh & Singh, 2019; Thakre & Mathew, 2020), employees who reported high levels of psychological safety were more likely to express themselves freely and feel supported by their organization. This, in turn, increased their affective commitment.

2.4. Employee Commitment

Jahan et al. (2022) and Olaleye et al. (2022) assert that an employee's commitment serves as the glue that binds them to the organization's plans and objectives. A dedicated workforce is an asset to any company since it boosts efficiency and effectiveness while decreasing employee turnover intentions (Kengatharan, 2021; Kulkarni & Mishra, 2022). Affective commitment, normative commitment, and continuation commitment are the three pillars of Allen and Meyer's (1990)

organizational commitment model. Affective commitment refers to the strong emotional connection workers feel with their employer. The term “normative commitment” describes an employee’s feelings of duty to stay with the company. The term “continuance commitment” refers to an employee’s belief in the difficulty or expense of finding new employment (Lapointe & Vandenberghe, 2018).

2.5. Organizational Citizenship Behavior (OCB)

“Organizational citizenship behaviour” refers to actions taken by employees that enhance the company’s operations, even when they are not explicitly required to do so (Grego-Planer, 2019). Companies in today’s market are starting to understand that their workers are their most important asset, and company culture is what really binds workers to their employer (Mohd Isa et al., 2016). One definition of “organizational citizenship behavior” (OCB) is “voluntary actions that go beyond the formal obligations of employees and significantly impact the overall efficiency of the organization” (Grego-Planer, 2019). The premise of organizational citizenship behavior (OCB) is that employees’ actions can positively affect the organization’s performance, even when they are not formally required to do so. According to Grego-Planer (2019), in today’s complicated and rapidly expanding organizations, it is essential that many employees exhibit behaviors that extend beyond the explicit assignment of certain responsibilities. This could greatly affect the company’s performance in today’s global and cutthroat business environment.

2.6. Organizational Culture and Affective Commitment

Aranki et al. (2019), Olaleye et al. (2021), and Khanam and Tarab (2023) all agree that, despite the abundance of research on the aforementioned subjects, organizational commitment and culture continue to elude management scholars. Different researchers have studied and demonstrated the inconsistent effect of various organizational culture qualities on organizational commitment, as indicated in the study’s problem statement.

Employees’ feelings of belonging, identity, and investment in the company make up the affective component. According to Brunetto and Farr-Wharton (2003), many studies on organizational commitment have focused on emotional commitment. According to Lok and Crawford (2001) and Olaleye et al. (2022), organizational culture is a major factor in creating commitment. In this instance, research across sectors and nations has demonstrated that cultures that encourage innovation and personal growth have a positive influence on employee dedication, whereas cultures that prioritize paperwork and red tape have the opposite effect (Brewer & Clippard, 2002; London & Larsen, 1999; Rashid et al., 2003; Silverthorne, 2004).

H1: Organizational culture has a positive significant effect on affective commitment.

2.7. Organizational Culture, Psychological Safety and Organizational Citizenship Behavior

All an organization's defining characteristics—its values, norms, practices, and symbols—make up its culture (Lunenburg & Ornstein, 2011). There are several factors that contribute to organizational citizenship behavior (OCB), including cultural norms within the company, but the most important is the degree to which an employee feels an emotional investment in the company's success (Tefera & Hunsaker, 2020). An organizational culture that fosters OCB and organizational commitment is essential for increasing employee engagement. Organizational values, also known as organizational culture, and the level of employee involvement greatly influence OCB, according to Oboramadan and Dahleez (2020). The organization's principles and ideals have fostered better civic conduct. Support, structure, and risk tolerance are highly sensitive aspects of organizational culture that significantly affect employees' civic behaviors, according to Kar and Tewari (1999).

According to previous research (Aldrin & Yunanto, 2019; Jehanzeb, 2020), organizational culture positively impacts OCB. Thus, the cultural frameworks of open and flexible organizations foster a good psychological safety notion by encouraging individuals to freely share their fresh views and ideas. When workers don't feel threatened at work, they are free to offer suggestions that could help the company gain an edge in the market and boost its bottom line. One way to realize the idea of psychological safety within the organization is through citizenship behaviour, defined as the introduction of new ideas that add value to the company. It is currently believed that the idea of psychological safety governs the interaction between organizational cultures, the subcultures that comprise them, and citizenship conduct. Organizational culture is a factor and a driver of citizenship behavior, but no research has examined the impact of psychological safety on this phenomenon.

Here, OC affects OCB; however, the challenging component of this study is figuring out whether psychological safety acts as a mediator between organizational culture and OCB. The following is the research hypothesis that was so developed:

H2: The organization's cultural structure has a significant effect on organizational citizenship behavior.

H3: Psychological safety mediates the relationship between organizational culture and citizen behavior.

2.8. Organizational Culture and Psychological Safety

An organizational culture that fosters psychological safety allows employees to fully participate in all aspects of the company's culture and subculture, learn from one another, make meaningful contributions, and query reputable standards without fear of reprisal (Robinson et al., 2023). A psychologically safe workplace is one in which employees can express themselves freely without fear of retaliation, shame, or exclusion and are welcome to participate fully in all aspects of the organization's culture. Interpersonal relations, intra- and intergroup dynamics, management styles and procedures, and organizational norms are the four primary categories into which Kahn's (1990) research on workplace psychological safety falls. Kahn (1990) suggests that trusting relationships based on flexibility, along with supportive, adaptable, and illuminating management practices, enhance psychological safety. Organizational norms, on the other hand, help foster psychological safety by outlining expected patterns of conduct and cognition inside the system. When employees perceive psychological safety in the workplace (Schein, 1985), they worry about learning decreases and their propensity to share what they know increases (Collins & Smith, 2006; Siemsen et al., 2008).

Supervisory connections, colleague relationships, and behavioral norms—all aspects of organizational culture—are determinants of psychological safety, according to May, Gison and Harter (2004). Yener (2014) reiterates that organizational culture is one of several factors that affect psychological safety. Nembhard and Edmondson's (2006) research reveal that leaders foster a more secure work environment for their subordinates when they implement measures to promote fairness. According to Singer et al. (2015), leaders can make their workplaces more psychologically secure by fostering an atmosphere of mutual support, acceptance, and respect. The studies show that certain elements of company culture influence employees' sense of psychological safety. The organization's culture fosters psychological safety, which enables both employees and employers to greatly contribute. Consistent with these justifications, the following is the third research hypothesis:

H4: Organizational culture significantly impacts the psychological safety of employees.

Figure 1 below is the model that depicts the relationship between the constructs debated.

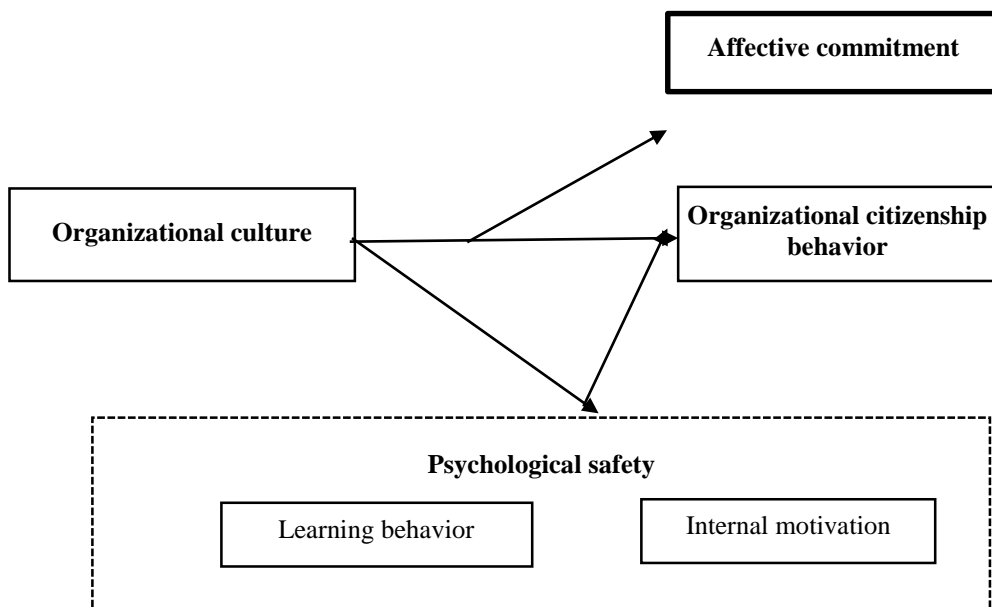


Figure 1. Research Model

Source: Authors' Design

3. Methodology

3.1. Participants and Sampling Procedure

The positivist paradigm that the present study followed describes the research methodology that takes a deductive approach to theory and incorporates empirical testing of hypotheses. This study aims to extrapolate its results from its sample to the larger population, employs quantitative data, and primarily focuses on hypothesis testing. Staff members of South Africa's Gauteng province's Sector Education and Training Authorities (SETAs) were the subjects of a survey that formed the basis of this research. All employees of "AgriSETA, FOODBEV, FP&M SETA, INSETA, MICT SETA, and W&R SETA" in South Africa's Gauteng province are considered part of the study's target group. Without including temporary workers, interns, and contracted security guards, the anticipated total number of employees in the six Gauteng SETAs is around 342 people. The researcher deemed a convenience sample technique suitable due to the study's participants' proximity and ease of access. We sampled six separate SETA offices in the province of Gauteng using a cluster sampling technique. Raosoft (2016)'s online sample size calculator recommended a total of 181 participants from a population of 342 personnel. We calculated a margin of error of 5% with a 95% confidence level. The five-month period (February 2023-

June 2023) saw the actual return of 194 out of 300 questionnaires, achieving a response rate of 64.7%.

3.2. Measures and Analytical Techniques

The data collection instrument for this investigation is modified based on previous research. According to a survey consisting of twenty (20) statement adapted from Van der Post et al. (1997), was used to ascertain the employees' perceptions of organizational culture. According to Fox et al. (2012), the OCB scale is a 20-item checklist. On a five-point Likert scale, the following options are available for assessment of organizational citizenship behaviors: The options available for assessment of organizational citizenship behaviors are: "(1) never, (2) once or twice, (3) once or twice per month, (4) once or twice per week, and (5) everyday". Meanwhile, each behavior was rated based on how frequently participants or others engage in it. A 15-item was used to measure psychological safety (Edmondson, 1999) and a five-point Likert scale, ranging from (1) strongly disagree to (5) strongly agree, as the basis for the affective commitment scale (Allen & Meyer, 1990). The SPSS and SmartPLS; two statistical packages for social sciences, was employed to analyze the collected data, using descriptive and inferential statistics at the same time. Pertinent tests such as multicollinearity, reliability, validity, and normality were conducted before commencing the analysis.

4. Results

Description of the respondents' demographics Table 1 below presents the findings from the analysis of the participants' demographic data. Table 1 shows that out of the total sample size of 109 individuals, 51.1% were female and 48.9% were male. Looking at the age distribution, nearly half of the participants (45.9%) are between the ages of 30 and 39, a quarter are between the ages of 40 and 49, and the smallest percentage are 60 and above. This suggests that many SETAs' staff members are under the age of 40 and female. In this research, INSETA employed 27.3% of the participants from the six SETAs, while AgriSETA employed 28.9%. About one-third of the participants (34.5%) have some sort of bachelor's or master's degree; about a quarter (23.2%) have an honors degree or postgraduate certification, and the smallest percentage (4.1%) have only a national certificate. So, it seems like most staff at those six SETA locations have earned some sort of higher education qualification.

Table 1. Demographic Profile of the Respondents

Variables	Categories	Freq (<i>n</i> = 194)	Percentage
Gender	Female	99	51.1
	Male	95	48.9
Age	20–29 years	24	12.4
	30–39 years	89	45.9
	40–49 years	50	25.7
	50–59 years	20	10.3
	Above 60 years	11	5.7
Highest Educational qualification	National certificate (Matric)	8	4.1
	Higher certificate	12	6.2
	Degree or Diploma	67	34.5
	Diploma or Advanced diploma	41	21.1
	Honors degree or Postgraduate diploma	45	23.2
Place of work	Master's degree	20	10.8
	AgriSETA	56	28.9
	FOODBEV	22	11.3
	FP & M SETA	19	9.8
	INSETA	53	27.3
	MICTSETA	28	14.4
	W&R SETA	16	8.3

Source: Author's computation, 2023

4.1. Analysis of Validity and Reliability

The four constructs have Cronbach's alpha ranges (CA) ranging from 0.772 to 0.936, as shown in Table 2, exceeding the predetermined criterion of 0.6. The items' composite dependability range was between 0.768 and 0.941, exceeding the permissible range of 0.7. The collinearity among variables (0.712–4.186) has shown the Variation Inflation Factor (VIF) value is below 5, showing that multicollinearity was not an issue. In the internal consistency, indicator loadings from the four constructs were above the threshold value (0.6), in which reliability and validity are confirmed (Olaleye et al., 2024). Each perspective's average variance extracted (AVE) showed confirmatory convergent validity and was larger than 0.5 except for PS, which still fell within the acceptable region since the sister indicators are greater than the threshold of 0.6 and 0.7 respectively (Hari et al., 2017; Ibrahim & Olaleye, 2024; Olaleye et al., 2023). Convergent validity is confirmed by the satisfaction of the cross loading, internal consistency, and average variance extracted criteria.

Table 2. Measurement Model

Variables	Loadings (λ)	CA	VIF	CR	AVE
Psychological safety		0.868	1.000	0.891	0.372
Internal motivation		0.813	0.832	0.876	0.640
IM1	0.643		1.923		
IM2	0.694		2.571		
IM3	0.649		2.361		
IM4	0.656		1.279		
Learning Behavior		0.714	0.712	0.725	0.650
LB1	0.646		1.673		
LB2	0.699		2.188		
LB3	0.665		1.918		
LB4	0.696		1.325		
LB5	0.705		1.713		
LB6	0.654		2.179		
LB7	0.680		1.799		
LB8	0.650		1.826		
LB9	0.689		1.852		
LB10	0.736		1.740		
LB11	0.742		1.591		
Organizational culture		0.839	1.372	0.842	0.506
OC1	0.641		1.591		
OC2	0.636		2.593		
OC3	0.677		2.577		
OC4	0.623		1.208		
OC5	0.695		1.300		
OC6	0.671		1.948		
OC7	0.691		1.998		
OC8	0.651		1.329		
OC9	0.636		2.121		
OC10	0.639		1.974		
OC11	0.750		1.646		
OC12	0.715		1.414		
OC13	0.781		1.666		
OC14	0.741		1.581		
OC15	0.680		1.986		
OC16	0.756		1.520		
OC17	0.723		1.786		
OC18	0.652		1.715		
OC19	0.675		2.092		
OC20	0.639		2.172		

Organizational behavior	citizenship	0.936	1.686	0.941	0.648
OCB1	0.636		1.639		
OCB2	0.611		2.172		
OCB3	0.620		1.570		
OCB4	0.627		2.781		
OCB5	0.604		1.945		
OCB6	0.757		1.884		
OCB7	0.698		1.803		
OCB8	0.631		2.158		
OCB9	0.717		2.809		
OCB10	0.807		2.979		
OCB11	0.769		1.524		
OCB12	0.761		2.991		
OCB13	0.762		2.540		
OCB14	0.732		3.586		
OCB15	0.719		2.558		
OCB16	0.736		3.956		
OCB17	0.768		4.177		
OCB18	0.778		1.563		
OCB19	0.800		4.186		
OCB20	0.759		3.469		
Affective Commitment		0.772	0.571	0.768	0.523
AC1	0.743		1.431		
AC2	0.744		1.478		
AC3	0.724		1.304		
AC4	0.760		1.873		
AC5	0.747		1.642		
AC6	0.765		1.512		
AC7	0.771		1.425		
AC8	0.756		1.348		

CA = Cronbach's alpha, CR = composite reliability, AVE = average variance extracted. VIF = Variation Inflation Factor value

Source: Author's computation, 2024

4.2. Discriminant Validity

Table 3 highlights the discriminant validity results of HTMT and Fornell-Larcker from the four constructs identified. The HTMT values for the constructs of PS, OC, OCB and AC were lower than 0.85 (Franke & Sarstedt, 2019), as they have reached threshold values. The latent variable values surpass the off-diagonal for the Fornell-Larcker Criterion. Considering that both the HTMT and the Fornell-Larcker

Criterion met the required threshold, a satisfactory discriminant validity was confirmed. The degree of explanatory power is determined by evaluating the validity, reliability, and individual items of the measurement model.

Table 3. Discriminant Validity

Fornell-Larcker Criterion				
Construct	1.	2.	3.	4.
1. Affective commitment	0.723			
2. Organizational citizenship behavior	-0.242	0.805		
3. Organizational culture	-0.603	0.320	0.711	
4. Psychological safety	-0.485	0.261	0.638	0.618
Heterotrait-Monotrait Ratio (HTMT)				
Construct	1.	2.	3.	4.
1. Affective commitment	-			
2. Organizational citizenship behavior	0.325	-		
3. Organizational culture	0.725	0.348	-	
4. Psychological safety	0.604	0.305	0.718	-

4.3. Testing the Hypotheses and the Structural Model

To test our hypothesis, the statistical results from the structural model were extracted, using SmartPLS version 4. We could verify the assumptions by retaining acceptable item factor loadings in the measurement model, as previously mentioned. The explanatory power and route coefficient of direct and indirect effects were used to create the structural model (Hair et al., 2014). The direct effect in Table 4 shows that all three hypotheses were supported. $OC \rightarrow AC$ ($\beta = 0.567$, $t = 2.072$, $p = 0.038 < 0.05$), $OC \rightarrow OCB$ ($\beta = -0.226$, $t = 2.207$, $p = 0.027 < 0.05$), and $OC \rightarrow PS$ ($\beta = -0.599$, $t = 5.891$, $p = 0.000 < 0.05$) indicated positive, and negative significant relationships respectively. Furthermore, the fourth hypothesis revealed that psychological safety plays a substantial mediating role in the link between OC and OCB, supporting H4 ($\gamma = 0.062$, $t\text{-value} = 2.371$, $p < 0.05$). In terms of OC can explain 36.3% of the variance, and in terms of OCB and PS, OC accounts for 10.8%

and 40.7% respectively. This indicates that the variables have a low and moderate explanatory predictive power (see Figure 2).

Table 4. Path Coefficients of the Direct Effect

Hypo.	Causal path	β	SE	T-statistic	p-value	F ²	R ²	Decision
H1	OC → AC	0.567	0.274	2.072	0.038	0.571	0.363	Supported
H2	OC → OCB	-0.226	0.103	2.207	0.027	0.044	0.108	Supported
H3	OC → PS	-0.599	0.102	5.891	0.000	0.686	0.407	Supported
H4	OC → PS → OCB	0.062	0.105	2.371	0.007	Partial mediation		Supported

OC = Organizational culture; OCB = Organizational citizenship behavior; PS = Psychological safety, AC = Affective commitment



Figure 2. Path Analysis and t-Statistics

5. Discussion and Conclusion

The somewhat favourable association between organizational culture in different SETAs and employees’ affective commitment indicates a positive influence. Grego-Planer (2019) found that employees with an emotional commitment component also feel obligated to respect the company’s culture and exhibit citizenship behavior,

which is consistent with our results. The results corroborate those of Meredith et al. (2023), who found that school organization culture affects teachers' emotional engagement, leading to greater organizational citizenship behavior (OCB). Workers at the six SETAs surveyed in this study did not report feeling a strong sense of belonging on the job. Affective commitment was further associated with a greater emotional connection between employees and the firm, according to the study. The same holds true for employees: their enthusiasm for the company keeps them employed, helps them form connections, and makes them appreciate the value of their affiliation with the organization. According to many studies, employees who score higher on the affective commitment scale report higher levels of belonging, organizational citizenship behavior, and service dedication (Khanam & Tarab, 2023; Long et al., 2022).

The study reveals a moderately positive correlation between affective commitment and organizational culture. What this means is that the organizational cultures of the different SETAs affect employees' emotional commitment in a favorable way. The present research reveals an inverse relationship between AC and PS. Employees who have affective connection to their company may not feel psychologically secure in their current role.

According to research and theory on organizational culture, a company's culture can go a long way in encouraging employees to put their hearts into their work (Cobbinah, Tackie-Otoo & Ayensu, 2020). The results of this study show that company culture has a significant impact on employees' emotional investment in their work. This evidence supports that an employee's lifestyle, common values and practices, and the organizational culture are good predictors of their loyalty and devotion to that company. These results lend credence to previous studies that found a correlation between company culture and employees' emotional investment in their work.

Findings suggest that all businesses, public and private alike, should make employee satisfaction a top priority. Because of this, workers will feel more connected to the company, which boosts their emotional investment and, eventually, their level of civic engagement. However, these actions are crucial for managers to undertake during the development of the strategic management plan, which encompasses the organization's purpose, objectives, and goals. OCB has an inverse relationship with organizational culture. This finding contradicts the findings of Aldrin and Yunanto (2019) and Jehanzeb (2020), who found a significant positive correlation between OCB and commitment.

Culture at the workplace has the potential to improve public servants' emotional investment, sense of psychological security, and civic engagement (Li et al., 2022). The current investigation found a negative association between OC and PS. This suggests that SETAs' corporate culture discourages employees from learning and

dampens their intrinsic desire. Furthermore, the study reveals a statistically significant variation in organizational culture among the six selected SETAs. This points to the fact that the six SETAs' corporate cultures are distinct from one another. The results indicate that the company's culture significantly influences a safe and supportive work environment. By cultivating an encouraging work environment, companies may boost morale and reduce the negative impacts of psychosocial safety on their employees.

The results suggest that organizational culture plays a crucial role in creating a psychologically secure workplace. According to the results of the present investigation, formal procedures and structures are not enough to ensure psychological safety. A deeper change in the company's culture is needed to affect operations and employee relations.

Based on the data, it appears that psychological safety at the workplace has a negative relationship with organizational culture and learning. This suggests that the organizational culture of SETAs impedes the learning behaviours and intrinsic motivation of its employees. Organizational culture seeks to boost economic efficiency by increasing staff engagement and sparking employee OCB. The results show that a company's culture does not determine the impact of OCB. Organizational culture, according to Aldrin and Yunanto (2019), significantly and positively impacts OCB. Despite its foundation in voluntarism and individual will, the formal incentive system does not explicitly recognize OCB (Siswondo et al., 2022).

Researchers found that an ideal work environment to increase organizational commitment and promote OCB is one that has a positive and successful corporate culture. Therefore, the establishment of a positive organizational culture is crucial for enhancing the quality of employees' personal attributes, such as PS and AC, and for promoting OCB (Ibrahim et al., 2021). According to the mediating function of psychological safety in the OC-OCB nexus, employees are more committed when they feel safe, and SETA culture raises OCB.

5.1. Implications of the Study

The results of this study have numerous management implications. A primary audience for this study's results are public sector organizations and lawmakers concerned with employee happiness and retention. Secondly, the results highlight how the company's culture impacts the psychological safety, emotional commitment, and organizational citizenship behavior (OCB) of public sector employees in South Africa.

Public sector organizations can greatly benefit from organizational culture management in terms of OCBs, emotional commitment, and psychological safety for

their employees. Government agencies in South Africa need to make a concerted effort to foster a positive work culture that values trust, collaboration, encouragement, and support among employees. They should also strive to establish an atmosphere that is inventive, creative, and demanding. Giving workers greater say over how they go about their workday is another key component of an effective empowerment strategy. This study's results show that SETAs' corporate culture hinders workers' intrinsic motivation and learning habits. Another intriguing finding is that the six SETAs all have their own unique corporate cultures. Public sector organizations in South Africa should proactively assess their present culture and identify opportunities for improvement, according to this report. In addition, businesses should encourage employee participation in developing and implementing strategies to create a positive work environment where employees can feel safe emotionally and mentally.

5.2. Limitations and Suggestions for Future Studies

This study only included six SETA offices in the Gauteng province of South Africa. Both the research design and the methods used in this study had their limitations. Data was collected using a self-reported survey, following a quantitative research approach, with limitation to only full-time, permanent staff members. For these reasons, we were unable to draw broad conclusions about all SETAs in South Africa.

Discovery from this study call for expanding the scope of the research to include other diverse public sector institutions in South Africa, not just SETAs. Another option would be to include all nine provinces of South Africa's SETAs in the study. In the future, researchers in South Africa could look at the public and private sectors separately to see how organizational culture affects psychological safety, emotional commitment, and OCB variables. If future research wants to provide a complete picture of how organizational culture affects psychological safety, emotional commitment, and OCB, it should use quantitative and qualitative approach.

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