



Dissertation Proposal Defense

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The Relationship Between Supervisors’ Transformational Leadership Behaviors and Employees’ Psychological Safety Climate Among U.S. Department of the Navy Civilians



Agenda

- Introduction 4
- Background: Problem & Purpose 5
- Research Questions & Hypotheses 7
- Theoretical Framework 8
- Literature Review 9
- Research Method & Design 10
- Data Collection & Data Analysis 12
- Organizational & Kingdom Impact 14
- Timeline to Accomplish & Cost 15



Introduction

Leaders' behavior and actions within the organization determine the level at which employees engage or remain silent when faced with a critical decision to share negative information or any information.
(Dillon et al., 2023)

Where no counsel is, the people fall: but in the multitude of counsellors there is safety.
(*King James Bible, 1769/2021, Proverbs 11:14*)



Background: Problem

Leaders set the tone Bainade et al., 2023

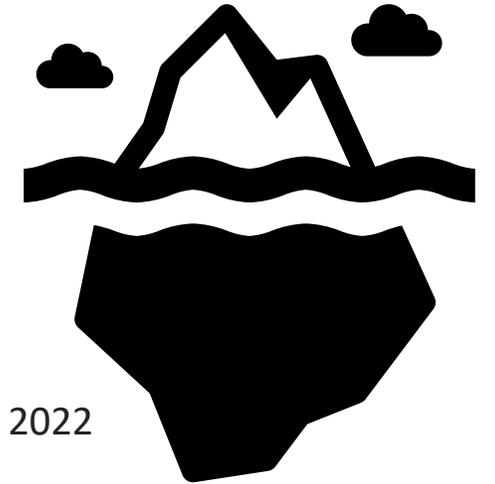
Leadership behavior is influential De Simone & Franco, 2023

Transformational leaders foster positivity Ravet-Brown et al., 2023

Psychological safety impacts interpersonal risk Edmondson & Bransby, 2022

Transformational leaders foster psychological safety Al Marshoudi et al., 2023; Karimi et al., 2023

Government agencies are volatile, complex, and uncertain Baran & Woznyj, 2021



The problem is that it is not known if and to what extent there is a relationship between supervisors' transformational leadership behaviors and employees' psychological safety climate among U.S. Department of the Navy civilians.



Background: Purpose (Objective)

The purpose of this quantitative non-experimental correlational study is to determine if and to what extent there is a relationship between supervisors' transformational leadership behaviors and employees' psychological safety climate among U.S. Department of the Navy civilians.





Research Questions & Hypotheses

RQ1: To what extent is there a relationship between supervisors' transformational leadership behaviors and employees' psychological safety climate among United States Department of the Navy civilians?

RQ2: To what extent is there a relationship between supervisors' idealized influence and employees' psychological safety climate among United States Department of the Navy civilians?

RQ3: To what extent is there a relationship between supervisors' inspirational motivation and employees' psychological safety climate among United States Department of the Navy civilians?

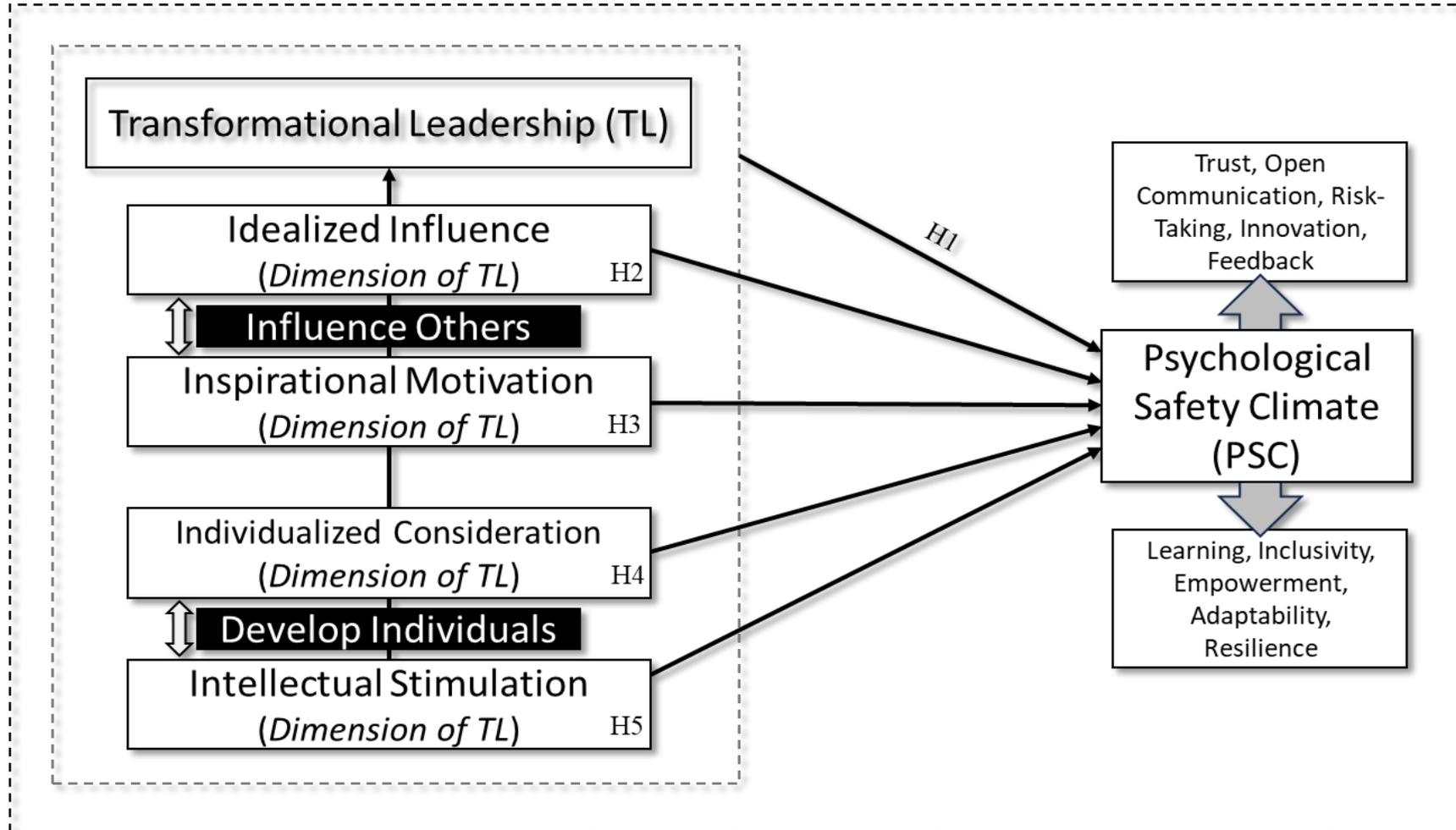
RQ4: To what extent is there a relationship between supervisors' individualized consideration and employees' psychological safety climate among United States Department of the Navy civilians?

RQ5: To what extent is there a relationship between supervisors' intellectual stimulation and employees' psychological safety climate among United States Department of the Navy civilians?

H_0 #: There is not a statistically significant relationship between supervisors' [...] and employees' psychological safety climate among United States Department of the Navy civilians.

H_A #: There is a statistically significant relationship between supervisors' [...] and employees' psychological safety climate among United States Department of the Navy civilians.

Theoretical Framework



Note. Illustration of the study theoretical foundation created by author: Vernon S. Brown.



Literature Review

Organizational Leadership

- Transactional
- Transformational
- Transformational 4 - I's
- Leadership Behaviors
- Public Sector
- Antecedents
- Outcomes
- Trust
- Organizational Citizenship

Psychological Safety

- History
- Concept & Belief
- Aspects
- Climate
- Antecedents
- Outcomes
- Importance
- Leadership Impact
- Employee Silence
- Organizational Silence

Volatile, Uncertain, Complex, & Ambiguous

- Geopolitical landscape
- Uncertainty in the adversarial context
- Interdependencies & Complexity
- Priorities of Government
- Public Opinion of Government
- Government & VUCA
- Leadership Behavior in Government



Research Method & Design

Methodology

- Quantitative

Design

- Non-experimental
- Correlational

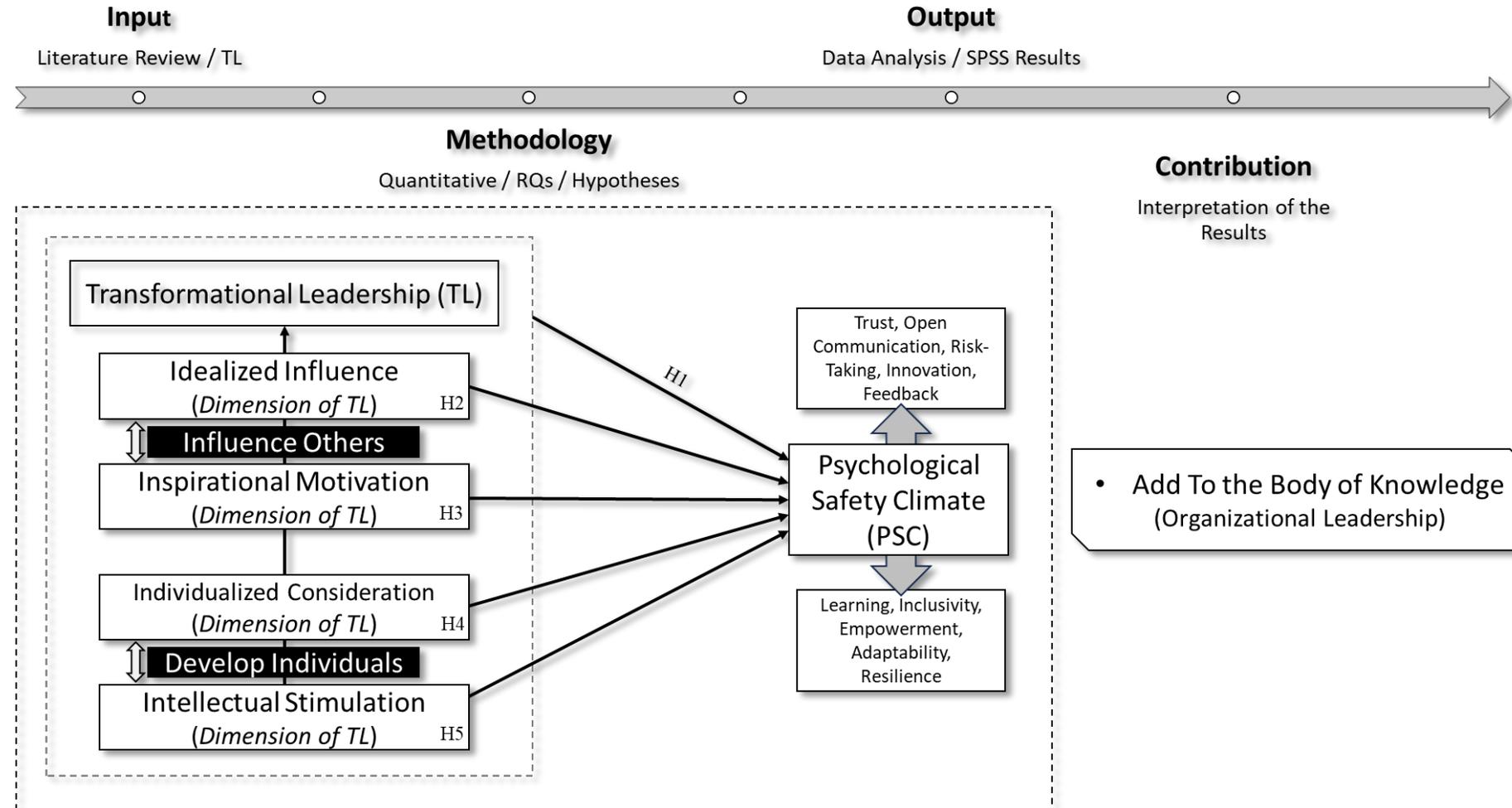
Instrument

- FEVS
- Validity + Reliability
- Multi-scale
- 5-point Likert
- 91 individual items
- 5 indices
- 19 demographic Qs
- OPM Administered
- Permission Granted

Participants

- U.S. Navy Civilians
- $n = 384$ (min.)
- Anonymous
- Confidential
- Voluntary

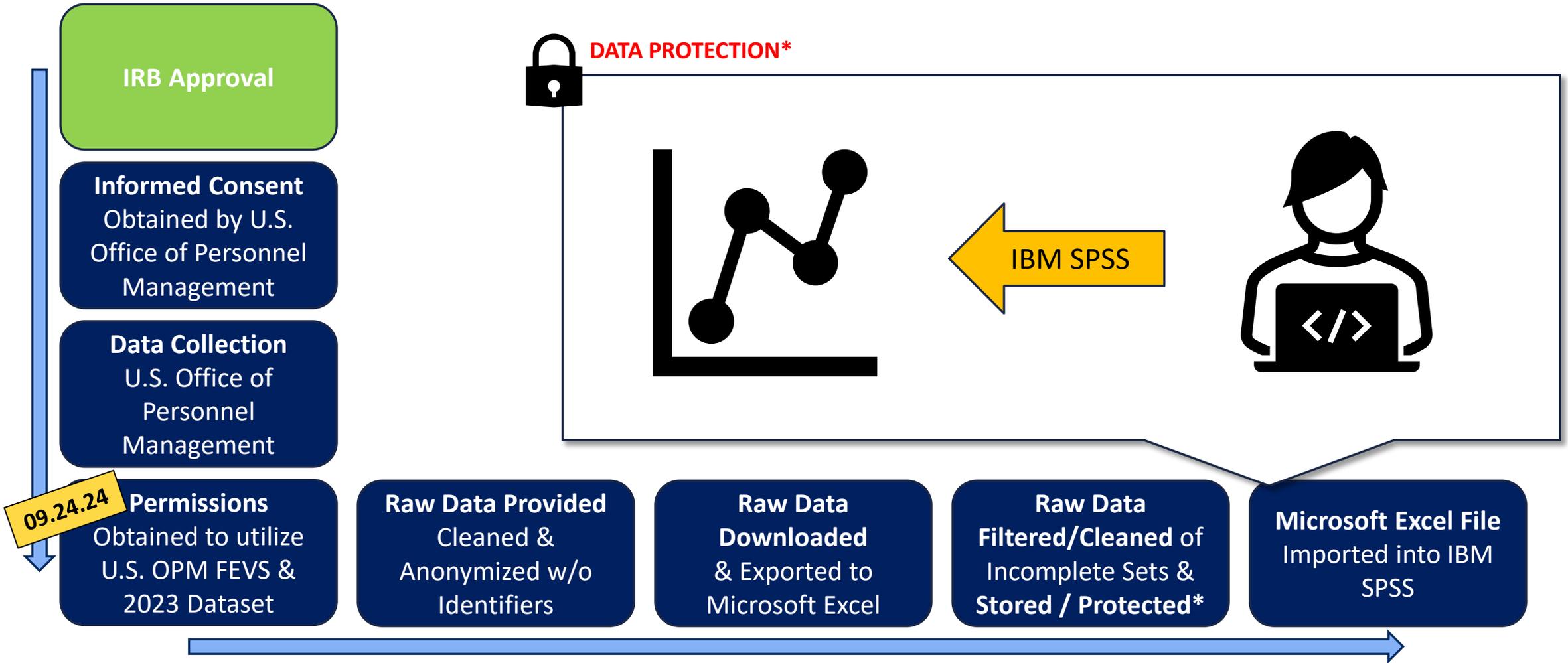
Research Method & Design (Model)



Note. Illustration of the study research model created by author: Vernon S. Brown.



Data Collection





Data Analysis

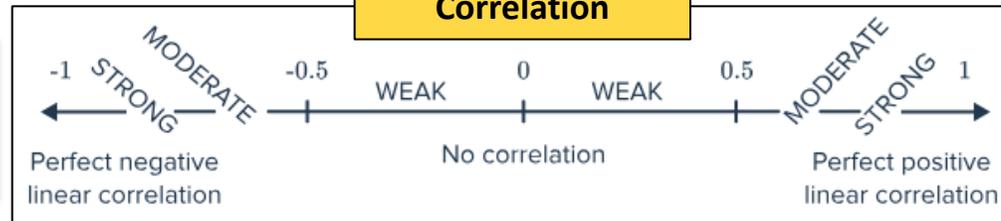
- Descriptive analysis conducted on participant demographics
- Cronbach’s alpha (α) analysis for reliability conducted
- Test of assumptions conducted for correlation & regression (8 total test)
- Determination of appropriate statistical measures following assumptions
- RQ1: TL = Independent Variable (IV) / PSC = Dependent Variable (DV)
- RQ2–RQ5: TLII^{RQ2}, TLIM^{RQ3}, TLIC^{RQ4}, TLIS^{RQ5} = IV / PSC = DV

Regression Models

➤ $PSC = b_0 + b_1 TL$

➤ $PSC = b_0 + b_1 TLII + b_2 TLIM + b_3 TLIC + b_4 TLIS$

Correlation



Glossary

- TL: Transformational Leadership
- PSC: Psychological Safety Climate
- TLII: TL (Idealize Influence)
- TLIM: TL (Inspirational Motivation)
- TLIC: TL (Individualized Consideration)
- TLIS: TL (Intellectual Stimulation)



Organizational & Kingdom Impact

Organizational

Provides insight into leadership behaviors that enhance employee voice and innovation while reducing organizational silence. Understanding this could lead to more effective public service delivery and improved organizational performance throughout government and various context (Miao et al., 2020; Dillon et al., 2023).

The Kingdom

Promotes environments where individuals feel valued and safe to voice concerns, aligning with biblical principles of servant leadership and treating others with dignity (*King James Bible*, 1769/2021, Philippians 2:3-4). Through this knowledge, leaders can foster more ethical, transparent, and people-centered leadership practices that reflect God's love through how organizations treat and develop their people.



Timeline to Accomplish & Cost

2024

- December: Submit IRB package
- December: CIU holiday break

2025

- January: Receive IRB approval
- January: Data collection (OPM dataset)
- January – February: Data analysis
- February – April: Chapter 4
- April – June: Chapter 5
- July – August: Dissertation Defense
- August – November: Graduation

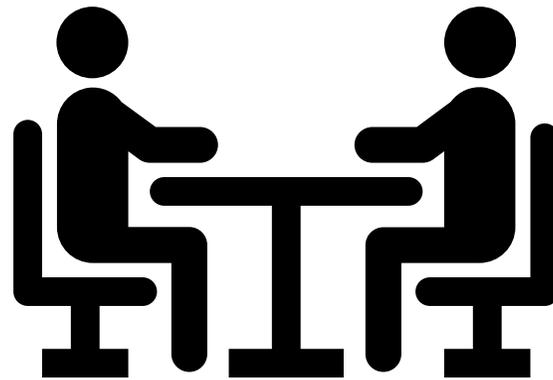


Cost Breakdown

Participant compensation = \$0
Survey administration = \$0
IBM SPSS Software License = \$123.90
Laerd Statistics = \$18.99 (one year)
FEVS Instrument License = \$0



Comments & Discussion



Thank you for your time and support!

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