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Psychological Safety and Financial Resilience: The Roles of Employee Engagement and Customer Trust

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Abstract

Purpose: This study examines the relationship between psychological safety and financial resilience and investigates the roles of employee engagement and customer trust in explaining this relationship. It integrates psychological, motivational, and relational perspectives to provide a broader understanding of the factors associated with financial resilience.

Design/methodology/approach: A quantitative cross-sectional research design was employed using 250 usable responses from working individuals in service-oriented and customer-facing settings. Psychological safety, employee engagement, customer trust, and financial resilience were measured using established multi-item scales. The hypothesized model was analysed using consistent partial least squares structural equation modelling (PLS) in ADANCO 2.4.1 with 5,999 bootstrap samples.

Findings: Psychological safety had significant positive effects on employee engagement (β = 0.4598), customer trust (β = 0.3608), and financial resilience (β = 0.2075). Employee engagement (β = 0.3549) and customer trust (β = 0.3273) also significantly contributed to financial resilience. The model explained 45.13% of the variance in financial resilience. The results further indicate that psychological safety is associated with financial resilience through both direct and indirect pathways involving employee engagement and customer trust.

Practical implications: Organizations seeking to strengthen financial resilience should foster psychologically safe work environments, promote employee engagement, and build trustworthy customer relationships. These organizational and relational conditions can enhance adaptability and stability under conditions of financial uncertainty.

Originality/value: The study extends research on financial resilience by positioning psychological safety as an important antecedent and by integrating employee engagement and customer trust within a unified framework. It demonstrates that financial resilience is associated not only with financial capabilities, but also with psychological, motivational, and relational resources.

Keywords: Psychological safety; employee engagement; customer trust; financial resilience; PLS-SEM;

1. Introduction

Organizations and employees increasingly operate under conditions of economic uncertainty, technological disruption, competitive pressure, and rapidly changing stakeholder expectations. These conditions have intensified interest in financial resilience, broadly understood as the capacity to withstand, adapt to, and recover from financial adversity. Financial resilience extends beyond the availability of financial resources; it also encompasses access to resources, knowledge, behaviours, and adaptive capabilities that enable individuals to respond effectively to financial shocks (Rayampatt& Rajan, 2025). Consequently, understanding the psychological and relational foundations of financial resilience has become increasingly important for both organizational research and managerial practice. One potentially important but insufficiently examined antecedent is psychological safety. Edmondson (1999) conceptualized psychological safety as a shared perception that the interpersonal environment is safe for risk taking. When individuals feel psychologically safe, they are more willing to express concerns, seek assistance, acknowledge mistakes, communicate openly, and contribute ideas without excessive fear of embarrassment or punishment. Such behaviours become particularly important under conditions of uncertainty because effective adaptation requires the early identification of problems, information sharing, learning, and resource mobilization. Psychological safety may therefore contribute directly to an individual's or organization's capacity to cope with financial difficulties.

However, the effects of psychological safety may also operate through important motivational and relational mechanisms. Employee engagement,

characterized by vigor, dedication, and absorption, represents a key mechanism through which supportive workplace resources are translated into favourable outcomes. Job Demands–Resources (JD-R) theory proposes that job resources initiate a motivational process that strengthens engagement and subsequently contributes to improved individual and organizational outcomes (Bakker et al., 2023). Psychological safety can function as such a socio-psychological resource by enabling employees to participate confidently and invest greater cognitive and emotional energy in their work. Engaged employees may subsequently demonstrate greater persistence, proactive behaviour, and resourcefulness, which can strengthen their capacity to respond to financial adversity. A second mechanism concerns customer trust. Trust is fundamental to stable relational exchanges because it reduces uncertainty and encourages cooperation, commitment, and continuity (Morgan & Hunt, 1994).

Psychologically safe work environments can promote transparent communication, constructive responses to service failures, knowledge sharing, and consistent customer-facing behaviour. These conditions may strengthen customers' confidence in the reliability and integrity of an organization. In turn, trusted relationships can enhance relationship continuity and stability, providing an important relational resource during periods of financial uncertainty. Despite extensive research on these constructs individually, their integration remains limited. Psychological-safety research has predominantly emphasized learning, employee voice, collaboration, and performance; engagement research has primarily examined motivational and performance outcomes; and customer-trust research has largely evolved within relationship-marketing literature. Meanwhile, financial-resilience research has concentrated strongly on financial resources, knowledge, access, and financial behaviour. The resulting research gap concerns the limited understanding of whether psychological safety contributes to financial resilience directly and indirectly through parallel motivational and relational pathways. This gap matters because treating financial resilience predominantly as a financial capability may overlook the workplace and stakeholder conditions that enable individuals and organizations to anticipate, absorb, and respond to adversity. The study contributes theoretically by integrating JD-R theory with the Commitment–Trust perspective to connect internal psychological resources, employee motivation, stakeholder relationships, and financial resilience within a unified framework. Practically, it suggests that strengthening financial resilience may require more than financial education or financial resources alone. Creating psychologically safe workplaces, maintaining engaged employees, and cultivating trusted customer relationships may together provide a broader foundation for resilience under financial uncertainty.

2. Literature Review and Hypothesis Development

2.1 Theoretical Foundation

The conceptual model is primarily grounded in Job Demands–Resources (JD-R) theory and supported by the Commitment–Trust Theory of Relationship Marketing. JD-R theory explains how job resources stimulate a motivational process that enhances employee engagement and contributes to desirable individual and organizational outcomes. Job resources include physical, social, psychological, and organizational conditions that facilitate goal achievement, reduce the adverse effects of work demands, and promote personal growth (Bakker & Demerouti, 2017; Bakker et al., 2023). Within this framework, psychological safety can be viewed as an important psychological and social job resource. Edmondson (1999) defines psychological safety as a shared belief that the interpersonal environment is safe for risk taking. Employees who experience psychological safety are more likely to speak openly, raise concerns, admit mistakes, seek assistance, and participate in learning behaviours. Such conditions can strengthen adaptability and improve responses to uncertainty. The model is further informed by Commitment–Trust Theory, which positions trust as a central mechanism supporting successful relational exchanges. Morgan and Hunt (1994) argue that trust reduces uncertainty, encourages cooperation, and strengthens relationship continuity. This perspective is particularly relevant for understanding the role of customer trust, which may transform favourable internal organizational conditions into stable external relationships. By integrating these theoretical perspectives, the present study explains financial resilience through three complementary mechanisms: a direct psychological pathway, a motivational pathway through employee engagement, and a relational pathway through customer trust.

2.2 Psychological Safety and Employee Engagement

Employee engagement refers to a positive work-related psychological state characterized by vigor, dedication, and absorption (Schaufeli et al., 2006). JD-R theory predicts that employees become more engaged when they possess sufficient job resources to manage work demands and invest their energy productively. Psychological safety represents such a resource because engagement requires individuals to express themselves and invest cognitive and emotional energy without excessive concern about interpersonal consequences. When employees fear criticism, embarrassment, or punishment, they may

remain psychologically withdrawn even when they possess the necessary skills and motivation. In psychologically safe environments, employees are more likely to contribute ideas, participate in problem solving, communicate openly, and remain involved in their work. Empirical research supports this relationship. Edmondson (1999) demonstrated that psychological safety facilitates learning and participation, while Ge (2020) found a positive relationship between psychological safety and work engagement. These findings suggest that psychological safety encourages employees to invest greater energy and attention in their work.

H1: Psychological safety has a positive effect on employee engagement.

2.3 Psychological Safety and Customer Trust

Customer trust reflects customers' confidence in an organization's reliability, honesty, credibility, and ability to fulfil its promises. Commitment–Trust Theory identifies trust as essential for sustaining cooperative and long-term relationships (Morgan & Hunt, 1994). Although psychological safety is primarily an internal organizational construct, its consequences may extend to external stakeholders. Psychologically safe employees are more willing to report service failures, seek assistance, communicate problems, and learn from mistakes. These behaviours can improve service quality, consistency, and transparency. Customers who experience reliable and responsive interactions are more likely to perceive the organization as trustworthy. This relationship has received considerably less attention than the effects of psychological safety on employee outcomes. Thus, examining customer trust as an external relational consequence of psychological safety extends psychological-safety research beyond the internal organizational context.

H2: Psychological safety has a positive effect on customer trust.

2.4 Psychological Safety and Financial Resilience

Financial resilience represents the capacity to withstand, adapt to, and recover from financial difficulties. Recent research conceptualizes financial resilience as involving financial resources, access, knowledge, and adaptive financial behaviour (Rayampatt& Rajan, 2025). However, resilience is also inherently psychological because responding effectively to financial adversity requires confidence, problem recognition, information seeking, adaptability, and timely action. Psychological safety may therefore influence financial resilience directly. Individuals who feel safe expressing concerns and discussing problems may be more willing to acknowledge emerging financial difficulties, seek support, obtain information, and participate in collective problem solving. Psychological safety can also facilitate learning from mistakes and reduce the tendency to conceal emerging risks. From a JD-R perspective, psychological safety functions as a resource that strengthens coping and adaptive capacity. Accordingly, individuals operating in psychologically safe settings may possess a stronger basis for responding to uncertainty and financial pressure.

H3: Psychological safety has a positive effect on financial resilience.

2.5 Employee Engagement and Financial Resilience

Employee engagement has consistently been linked with favourable work and performance outcomes. Christian et al. (2011) found that engagement is positively related to task and contextual performance, while Corbeanu and Iliescu (2023) confirmed a positive relationship between work engagement and job performance through meta-analysis. Engaged employees typically display greater persistence, enthusiasm, dedication, and proactive behaviour. These characteristics can be valuable in conditions of economic uncertainty because resilient responses require individuals to mobilize resources, remain focused, and adapt to changing circumstances. Engagement can also encourage greater problem-solving effort and willingness to pursue alternative solutions when existing strategies become ineffective. Although previous engagement research has concentrated mainly on performance-related outcomes, extending the concept to financial resilience is theoretically plausible. Greater engagement may strengthen employees' capacity to manage uncertainty, maintain productivity, and respond proactively to financial challenges.

H4: Employee engagement has a positive effect on financial resilience.

2.6 Customer Trust and Financial Resilience

Trust constitutes an important relational resource. Morgan and Hunt (1994) argued that trust promotes cooperation, commitment, and relationship continuity. In customer relationships, trust can strengthen loyalty, reduce uncertainty, and support stable exchange. These characteristics have direct relevance for financial resilience. Stable and trusted customer relationships can help maintain transactions, support continuity, and reduce vulnerability during periods of uncertainty. From an individual perspective, trust may similarly facilitate access to relational and economic resources that support coping and recovery. Existing financial-resilience research has largely emphasized resources, knowledge, access, and financial behaviour, while relational factors have received comparatively limited attention. Introducing customer trust therefore broadens the understanding of financial

resilience by incorporating relational stability as a potential contributor.

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H5: Customer trust has a positive effect on financial resilience

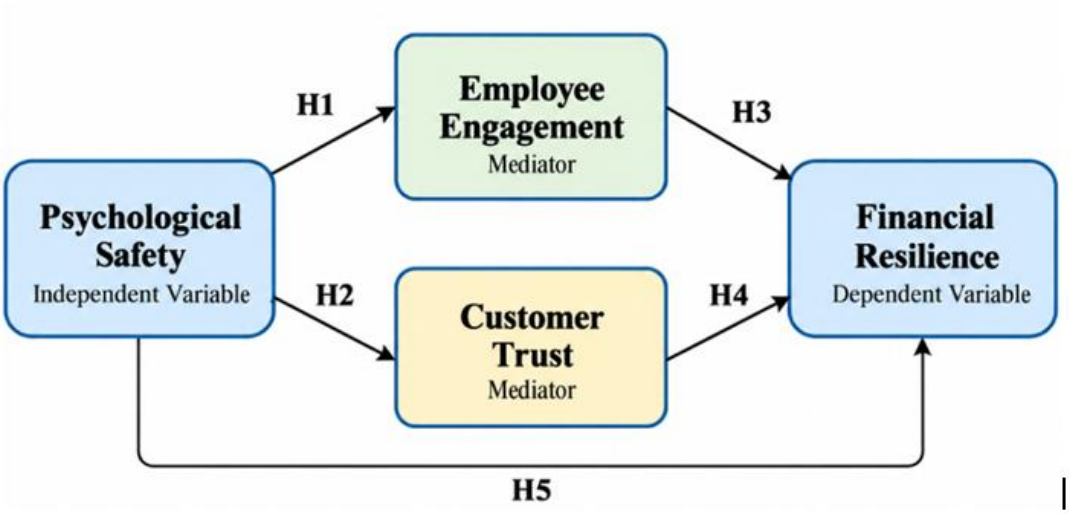

Figure 1: Conceptual Model

3. Methodology

3.1 Research Design

The study adopted a quantitative, cross-sectional, explanatory research design to examine the relationships among psychological safety (PS), employee engagement (EE), customer trust (CT), and financial resilience (FR). The design was appropriate because the study aimed to test a theoretically specified structural model involving both direct and indirect relationships among latent constructs measured through established multi-item scales. The model evaluates the direct effects of psychological safety on employee engagement, customer trust, and financial resilience, as well as the effects of employee engagement and customer trust on financial resilience.

3.2 Study Context, Population and Sampling

The study focused on working individuals employed in service-oriented and customer-facing organizational settings. Such respondents were considered appropriate because they are positioned to evaluate the psychological safety of their work environment, their own level of engagement, trust-related organizational relationships, and their financial resilience. The target population therefore consisted of employed individuals with sufficient workplace exposure to meaningfully respond to the study constructs. A convenience sampling technique was used because a complete sampling frame of eligible employees was unavailable and access to respondents depended on professional, institutional, and personal networks. Convenience sampling is commonly used in organizational and behavioural research where respondents are geographically dispersed and participation is voluntary.

A total of 250 usable responses were included in the final analysis. The ADANCO model contained four latent constructs measured through 31 indicators: seven for PS, nine for EE, five for CT, and ten for FR. The analysis successfully converged after six iterations and used all 250 observations. The sample size was considered adequate for PLS-SEM. Rather than relying solely on the conventional 10-times rule, contemporary recommendations emphasize statistical power and model complexity when determining sample adequacy (Kock & Hadaya, 2018). With a relatively parsimonious model and three predictors of the principal endogenous construct, a sample of 250 provides sufficient observations for estimating structural relationships and conducting bootstrap-based inference.

3.3 Measurement of Constructs

All study constructs were operationalized using previously established measures. Psychological safety was measured with the seven-item scale developed by Edmondson (1999), which captures employees' perceptions that their work environment is safe for interpersonal risk taking. Employee engagement was measured using the nine-item Utrecht Work Engagement Scale (UWES-9) developed by Schaufeli, Bakker, and Salanova (2006). The scale reflects the three central dimensions of

work engagement: vigor, dedication, and absorption. Customer trust was operationalized using five adapted items based on the trust construct proposed by Morgan and Hunt (1994). The measure reflected respondents' perceptions of reliability, integrity, confidence, and fulfilment of relational expectations. Financial resilience was measured through ten items based on the Brief Financial Resilience Scale developed by Rayampatt and Rajan (2025), capturing respondents' ability to withstand, adapt to, and recover from financial difficulties. All measurement items were assessed using a five-point Likert scale, ranging from 1 = strongly disagree to 5 = strongly agree. The constructs were modelled reflectively in ADANCO using Mode A consistent estimation, consistent with the measurement specification reported in the model.

3.4 Data Collection Procedure

Data were collected through a structured questionnaire. The questionnaire consisted of three sections. The first section introduced the purpose of the study and informed respondents about voluntary participation and confidentiality. The second section collected basic demographic and employment-related information, while the third section contained the 31 scale items representing the four constructs. Respondents were informed that participation was voluntary and that their responses would be used only for academic analysis in aggregated form. Incomplete questionnaires and responses showing substantial missing information or implausible response patterns were excluded from the final dataset. The resulting dataset contained 250 usable responses.

3.5 Bias Control

Several procedural measures were adopted to reduce the possibility of common method bias. Following Podsakoff et al. (2003), respondents were assured of anonymity and confidentiality, ambiguous wording was minimized, and the survey avoided implying that particular responses were desirable. Construct sections were clearly separated, and respondents were informed that there were no right or wrong answers. These measures were intended to reduce social desirability, evaluation apprehension, and consistency motives. In addition, discriminant validity was subsequently assessed statistically through the heterotrait-monotrait ratio (HTMT), providing evidence that the constructs were empirically distinguishable.

3.6 Analytical Technique

The hypothesized model was analysed using ADANCO 2.4.1 and consistent partial least squares structural equation modelling (PLS). PLS is appropriate for reflective measurement models because it corrects for attenuation in traditional PLS estimates and provides consistent estimates of construct correlations and structural relationships (Dijkstra & Henseler, 2015). The measurement model was assessed using indicator loadings, Cronbach's alpha, Dijkstra–Henseler's rho (ρA), Jöreskog's rho (ρc), average variance extracted (AVE), HTMT, and indicator multicollinearity. The structural model was evaluated through path coefficients, coefficients of determination (R^2), effect sizes (f^2), direct effects, indirect effects, total effects, and model-fit statistics. The model explicitly included the direct PS → FR path, alongside PS → EE, PS → CT, EE → FR, and CT → FR. Statistical significance was assessed using 5,999 bootstrap samples. The model also demonstrated satisfactory fit, with an estimated-model SRMR of 0.0504.

4. Results

4.1 Data Screening and Model Estimation

The final analysis was based on 250 usable observations. The model comprised four reflective latent constructs: psychological safety (PS), employee engagement (EE), customer trust (CT), and financial resilience (FR). The ADANCO algorithm converged successfully, and statistical inference was performed using 5,999 bootstrap samples. The estimated model demonstrated satisfactory overall fit, with SRMR = 0.0504, which was below the corresponding bootstrap HI95 value of 0.0574. Similarly, dULS = 1.2621 and dG = 0.4483 remained below their respective bootstrap critical values, supporting acceptable model fit.

4.2 Measurement Model Assessment

Internal consistency reliability was satisfactory for all constructs. Cronbach's alpha ranged from 0.8159 to 0.8846, Dijkstra–Henseler's rho (ρA) ranged from 0.8205 to 0.8872, and Jöreskog's rho (ρc) ranged from 0.8166 to 0.8837

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Table 1. Reliability and convergent validity

Construct	ρA	ρc	Cronbach's α	AVE
Psychological Safety	0.8702	0.8643	0.8672	0.4788

Employee Engagement	0.8766	0.8721	0.8749	0.4337
Customer Trust	0.8205	0.8166	0.8159	0.4725
Financial Resilience	0.8872	0.8837	0.8846	0.4339

AVE values ranged from 0.4337 to 0.4788, slightly below the conventional 0.50 benchmark. Therefore, convergent validity was moderate rather than optimal. Nevertheless, construct reliability remained satisfactory. Discriminant validity was strongly supported. HTMT values ranged from 0.2498 to 0.5287, substantially below the commonly applied 0.85 threshold. The 95% bootstrap upper quantiles also remained well below 0.85, with the highest value being 0.6146, confirming empirical distinctiveness among the four constructs.

4.3 Structural Model and Hypothesis Testing

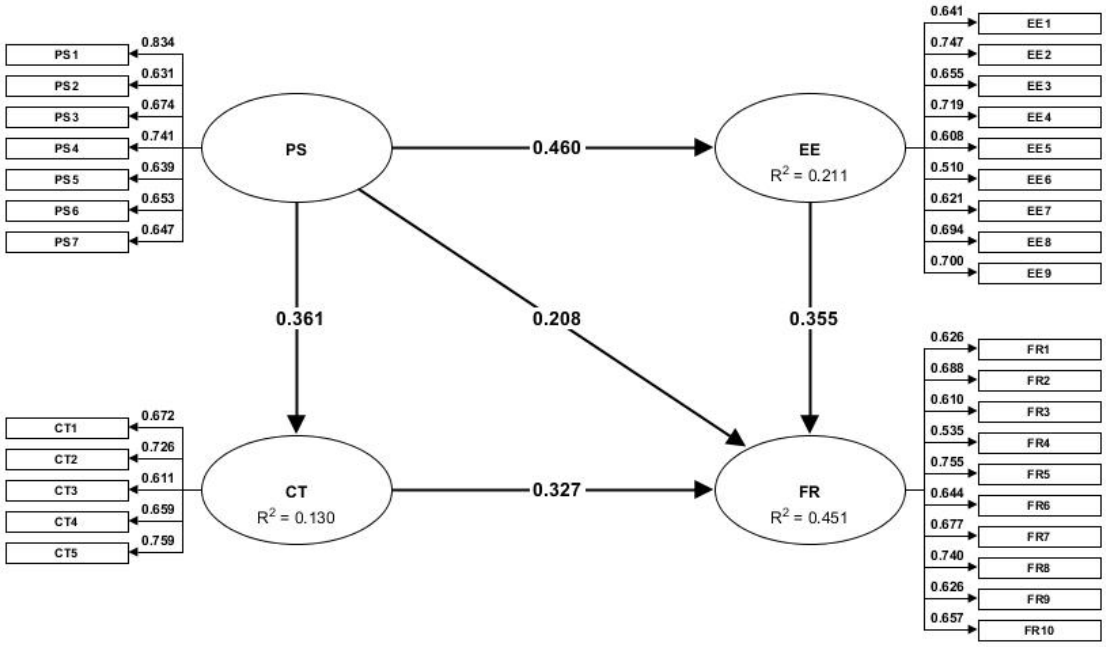

Figure 2 Structural Model

The structural model explained 21.14% of the variance in employee engagement, 13.02% in customer trust, and 45.13% in financial resilience. The adjusted R^2 for FR was 0.4446, indicating moderate explanatory power.

Table 2. Structural-model results

Hypothesis	Relationship	β	t-value	p-value	95% CI	f^2	Decision
H1	PS → EE	0.4598	7.1770	<.001	[0.3393, 0.5895]	0.2681	Supported
H2	PS → CT	0.3608	5.3988	<.001	[0.2311, 0.4914]	0.1497	Supported
H3	PS → FR	0.2075	2.8620	0.0042	[0.0657, 0.3503]	0.0569	Supported
H4	EE → FR	0.3549	5.5246	<.001	[0.2328, 0.4882]	0.1791	Supported
H5	CT → FR	0.3273	5.0833	<.001	[0.2001, 0.4510]	0.1680	Supported

All five direct hypotheses were statistically supported. Psychological safety exerted its strongest direct effect on employee engagement (β = 0.4598), followed by customer trust (β = 0.3608). Both employee engagement and customer trust significantly predicted financial resilience. Importantly, the PS → FR path was also significant (β = 0.2075, p = 0.0042), confirming that psychological safety contributes directly to financial resilience. Effect-size results indicated that PS → EE had the largest effect (f^2 = 0.2681), followed by EE → FR (0.1791), CT → FR (0.1680), and PS → CT (0.1497).

The direct PS → FR effect was smaller (f^2 = 0.0569), but remained statistically meaningful.

5. Discussion

The structural model provides strong support for the proposed relationships. Psychological safety positively influenced employee engagement (β = 0.4598), customer trust (β = 0.3608), and financial resilience directly (β = 0.2075). In addition, employee engagement (β = 0.3549) and customer trust (β = 0.3273) positively influenced financial resilience. The model explained 45.13% of the variance in financial resilience, indicating meaningful explanatory power. A particularly important result is that psychological safety influenced financial resilience through both direct and indirect mechanisms. The combined indirect effect of psychological safety on financial resilience was significant (β = 0.2813, t = 5.8628, p< .001), while the direct effect remained significant (β = 0.2075, p = .0042).

5.1 Psychological Safety and Employee Engagement

The positive effect of psychological safety on employee engagement represents the strongest direct relationship involving psychological safety in the model. This finding is consistent with Job Demands–Resources (JD-R) theory, which proposes that job resources stimulate motivational processes that promote engagement and positive work outcomes (Bakker & Demerouti, 2017; Bakker et al., 2023). Psychological safety provides employees with an interpersonal environment in which they can express concerns, acknowledge mistakes, ask for help, and contribute ideas without excessive fear of negative consequences. Such conditions encourage employees to invest cognitive, emotional, and behavioural energy in their work. Edmondson (1999) originally demonstrated the importance of psychological safety for learning behaviours, while Ge (2020) subsequently reported a positive association between psychological safety and employee engagement. The present finding therefore reinforces the argument that engagement does not arise exclusively from material or task-related resources. Interpersonal conditions also matter. When employees perceive that their contributions are respected and that mistakes will not automatically result in punishment or embarrassment, they are more likely to participate actively and remain psychologically invested in their roles.

5.2 Psychological Safety and Customer Trust

Psychological safety also had a significant positive effect on customer trust. This relationship is theoretically meaningful because it connects an internal organizational condition with an external stakeholder outcome. Existing psychological-safety research has traditionally concentrated on employee voice, teamwork, learning, innovation, and performance. The present findings suggest that its consequences may extend beyond organizational boundaries. Employees working in psychologically safe environments may be more willing to communicate openly about service problems, seek assistance, report mistakes, and respond constructively to customer concerns. These behaviours can contribute to consistency, responsiveness, and transparency in customer interactions. Customers may consequently develop stronger perceptions of organizational reliability and credibility. This finding complements the Commitment–Trust Theory of Relationship Marketing, which identifies trust as a central mechanism supporting successful and durable exchange relationships (Morgan & Hunt, 1994). The result therefore bridges organizational-behaviour research and relationship-marketing research by showing how internal psychological conditions may contribute to externally perceived trust.

5.3 Direct Effect of Psychological Safety on Financial Resilience

One of the most important findings of the model is the significant direct relationship between psychological safety and financial resilience (β = 0.2075). Although the effect size was relatively small (f^2 = 0.0569), the relationship remained statistically significant. This finding suggests that psychological safety may contribute to financial resilience independently of employee engagement and customer trust. Financial resilience requires individuals and organizations to recognize emerging problems, communicate concerns, access support, learn from mistakes, and adapt behaviour in response to adverse circumstances. These behaviours are more likely to occur when individuals feel safe to discuss difficulties rather than conceal them. The result broadens the financial-resilience literature, which has typically emphasized financial resources, financial access, knowledge, and adaptive financial behaviour (Rayampatt& Rajan, 2025). Psychological safety appears to provide an additional social and psychological resource that may help individuals respond constructively to financial uncertainty.

5.4 Employee Engagement and Financial Resilience

Employee engagement significantly predicted financial resilience (β = 0.3549) and demonstrated a meaningful effect size (f^2 = 0.1791). This result is consistent with previous evidence linking engagement with task performance, contextual performance, persistence, and proactive behaviour (Christian et al., 2011; Corbeanu& Iliescu, 2023). Engaged employees tend to demonstrate greater

vigor, dedication, and sustained attention. These characteristics may become particularly valuable during financially challenging periods because resilient responses require persistence, problem solving, resource mobilization, and willingness to adapt. Accordingly, employee engagement may represent an important behavioural mechanism through which employees convert supportive workplace conditions into adaptive outcomes. The finding extends engagement research beyond its conventional emphasis on performance and well-being by demonstrating its relevance to financial resilience.

5.5 Customer Trust and Financial Resilience

Customer trust also showed a significant positive relationship with financial resilience ($\beta = 0.3273$; $f^2 = 0.1680$). This supports the proposition that relational resources can strengthen resilience. Trust reduces perceived uncertainty, facilitates cooperation, promotes relationship continuity, and strengthens commitment (Morgan & Hunt, 1994). During periods of instability, trusted customer relationships may support continuity of transactions, reduce customer defection, and provide greater relational stability. Such conditions can strengthen the capacity of individuals and organizations to absorb financial disruptions. This finding therefore contributes to financial-resilience research by demonstrating that resilience is not solely dependent on financial knowledge or resources. Stable relational capital can also represent an important protective mechanism.

5.6 Theoretical Implications

The study makes several theoretical contributions. First, it extends JD-R theory by demonstrating that psychological safety functions not only as a resource promoting engagement but also as an antecedent of financial resilience. Second, the findings integrate an internal motivational pathway and an external relational pathway within a single model. This provides a broader explanation of how psychological safety can produce economically relevant consequences. Third, the study contributes to financial-resilience research by moving beyond purely financial explanations. Financial resilience appears to be shaped by a combination of psychological, motivational, and relational resources.

5.7 Practical Implications

The findings provide several implications for managers. Organizations seeking to strengthen resilience should first cultivate psychologically safe environments. Leaders should encourage open communication, constructive responses to mistakes, early reporting of problems, and employee participation in decision making. Second, engagement should be treated as a strategic resilience resource. Meaningful work, autonomy, recognition, developmental opportunities, managerial support, and access to appropriate job resources can help strengthen engagement. Third, managers should recognize customer trust as a contributor to stability. Transparent communication, consistent service delivery, ethical conduct, effective complaint resolution, and fulfilment of promises can strengthen trust and reduce vulnerability during uncertain periods. Thus, financial resilience initiatives should not be restricted to financial training alone. They should also consider workplace climate, employee motivation, and stakeholder relationships.

5.8 Limitations and Future Research Directions

Several limitations should be acknowledged. First, the cross-sectional design limits causal interpretation. Future studies should adopt longitudinal or time-lagged designs to examine how psychological safety and financial resilience evolve over time. Second, convenience sampling limits generalizability. Future studies should employ probability-based or stratified sampling and replicate the model across industries and regions. Third, the reliance on self-reported measures may introduce common-method bias. Future research could use multi-source data, such as measuring psychological safety and engagement among employees, customer trust directly among customers, and resilience using objective financial indicators. Fourth, future studies should clearly distinguish between individual financial resilience and organizational financial resilience, as these represent different analytical levels. Future research could investigate sequential mechanisms, moderators such as financial literacy, leadership style, organizational support, economic uncertainty, or job insecurity, and alternative structural configurations. Separate bootstrapping of the specific PS → EE → FR and PS → CT → FR indirect effects would also provide a more precise assessment of the relative strength of the two mediation mechanisms.

6. Conclusion

This study examined how psychological safety contributes to financial resilience directly and indirectly through employee engagement and customer trust. The findings show that psychological safety positively influences employee engagement, customer trust, and financial resilience. Employee engagement and customer trust also make significant positive contributions to financial resilience. The study contributes theoretically by integrating Job Demands–Resources theory with the Commitment–Trust perspective, thereby linking workplace psychological conditions, employee motivation, stakeholder relationships, and financial resilience within a unified framework. It also extends financial-

resilience research by demonstrating that resilience is shaped not only by financial resources and capabilities, but also by psychological and relational factors. From a practical perspective, organizations can strengthen resilience by fostering psychologically safe workplaces, encouraging employee engagement, and maintaining trustworthy customer relationships. These factors can collectively improve adaptability and stability under uncertain conditions. Overall, the study demonstrates that psychological safety is an important foundation of financial resilience, operating both directly and through employee and customer-related mechanisms.

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