Innovation, Safety, and Creativity: Exploring the Interaction Between Change-Oriented Attitudes and Psychological Safety in Predicting Idea Sharing in Organizations

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Abstract

Innovation in organizations depends not only on the generation of creative ideas but, most importantly, also on employees' willingness to share and champion those ideas. However, the question remains: which factors encourage employees to share their ideas at work? This study examined how employees' change-oriented attitudes and perceived psychological safety relate to intentions to share their creative ideas, specifically in the form of idea championing. Two hypotheses were tested: first that change-oriented attitudes would positively predict idea championing intentions, second that psychological safety would moderate this relationship by strengthening the effect of change orientation. Using an online survey, (N = 175) participants completed measures of change orientation and were then assigned to either high or low safety experimental vignette scenarios, all before reporting their idea championing intentions. Although the initial regression analysis showed no support for these predictors influencing *idea championing* specifically, a post hoc exploratory regression analyses showed that change-oriented attitudes significantly predicted greater intentions in *idea sharing*, instead of pure championing. Psychological safety also had a significantly positive effect on idea sharing. The hypothesized interaction effect was not supported. These exploratory findings suggest that employees' attitudes toward change and their perceived psychological safety at work each independently encourage idea sharing, rather than idea championing; with psychological safety functioning as a significant determinant of idea sharing rather than a clear amplifier of change orientation. The study highlights the importance of fostering both positive attitudes toward change and psychologically safe environments to support idea sharing, functional to organizational creativity and innovation.

Keywords: Change-Oriented attitudes, Psychological Safety, Idea Championing, Idea Sharing, Innovation, Creativity

Innovation, Safety, and Creativity: Exploring the Interaction Between Change-Oriented Attitudes and Psychological Safety in Predicting Idea Sharing in Organizations

Innovation has become one of the defining challenges in contemporary organizations. As Chatzoglou and Chatzoudes (2018) argue, companies that fail to innovate risk stagnation and eventual decline, given the rapid pace of technological advancement and evolving consumer expectations. However, innovation is not only vital at the organizational level; it also plays a significant role in shaping the experiences of employees. For instance, when innovations are directed toward improving the quality of work, they can enhance employee satisfaction, engagement, and overall productivity, thereby reinforcing the organization's long-term success. Workplace innovation, as described by Totterdill (2015), empowers employees to make decisions, challenge established practices, and contribute ideas at all levels of the organization. Such practices not only improve business outcomes but also strengthen employee health, engagement, and resilience, creating jobs that are both meaningful and sustainable (Totterdill, 2015).

Innovation and Creativity

At its core innovation is driven by creativity, which involves identifying improved ways of working, developing improved or completely new products, or reimagining entire business models to strengthen customer experience (Amabile, 1988; Perry-Smith & Manucci, 2017). However, ideas do not develop in isolation. Organizations must cultivate environments where employees feel encouraged and empowered to share their insights. The "idea journey' framework, as described by Perry-Smith and Manucci (2017), provides a useful lens for understanding this process. It outlines four stages in the journey of creative idea development: exploration, where individuals broaden their exposure to diverse inputs and perspectives; generation, where those inputs are creatively synthesized into novel ideas; championing,

where ideas are mobilized and advocated to gain support; and implementation, where they are embedded into practice (Perry-Smith & Manucci, 2017).

Idea Championing

Among these stages, idea championing is particularly significant. While idea generation produces creative concepts, championing ensures that these ideas are not overlooked or dismissed. Idea championing refers to individual employees active promotion and advocacy of ideas within the organization. It requires individuals to persuade colleagues and managers of the value of a proposed innovation, mobilize resources, and build organizational support (Dutton & Ashford, 1993; Howell & Shea, 2001). This implies that idea championing is inherently an interpersonal process, in which employees present their creative ideas to others in the organization and take social risks by exposing them to evaluation and potential criticism. In other words, creative idea sharing that moves real innovation is an interpersonal process, which involves various employees and different organizational levels, influenced also by internal political dynamics. The implementation of creative ideas depends on employees' motivation, as well as skills, to actively share and promote those ideas within their workplace social networks (Baer, 2012). Often, idea champions are able to frame new innovations as opportunities rather than threats, thereby exerting a positive influence on how the idea is communicated (Howell & Shea, 2001). This suggests that individuals engaged in idea championing may be more inclined to hold positive attitudes toward organizational change, which is an inherent part of any innovation initiative. In conclusion, championing serves as the bridge between creativity and innovation: without it, even promising ideas may fail to progress (Perry-Smith & Manucci, 2017). Championing therefore extends beyond idea generation: employees assume responsibility for guiding ideas through organizational barriers toward implementation. By seeing the importance of idea championing within innovation initiatives, organizations can better understand how

employees share and promote their ideas and how they persuade others to support them in translating them into practice (Perry-Smith & Manucci, 2017).

Change-oriented Attitudes

Research in organizational psychology suggests that innovative work behavior, such as idea championing, is often driven by individuals with strong intrinsic motivation, openness to change and openness to experience. Therefore on one hand, these internal traits affect the way people contribute to innovation. These kind of employees not only generate unconventional solutions, but also take initiative to advance them. They persist in overcoming resistance, communicate the potential benefits of their ideas, and actively seek opportunities to embed them into organizational practice (Reiter-Palmon & Hunter, 2023; Ergun, Tunca, Cetinkaya, & Balcıoğlu, 2025). This intrinsic motivation has important implications for creative idea sharing behavior. Amabile and Pratt (2016) suggest that employees who find meaning in their work are more likely to engage in creative thinking, generating unconventional solutions to organizational challenges. Divergent thinking fosters the production of ideas that break away from established norms move towards innovative solutions.

Certain employees, as part of their personality, demonstrate a high degree of openness to experience. These kinds of people, when the experience is in relation to change, have a more open, curious and adaptive mindset. These employees are more likely to actively engage in novel and divergent idea sharing and promotion (Khan et al., 2018). They exhibit a strong intrinsic motivation, therefore an internal drive, to explore alternative approaches and embrace new ideas. Such individuals thrive in contexts where change is encouraged, and they derive meaning from the pursuit of progress and transformation (Fabio & Gori, 2016; Wanberg & Banas, 2000). Research indicates that these employees tend to hold positive attitudes toward change, sometimes even experiencing a psychological need for novelty and stimulation that drives them to initiate and support innovation (Fabio & Gori, 2016; Wanberg

& Banas, 2000; Miller, Johnson, & Grau, 1994). These internal traits are likely to co-occur in employees with a very positive attitudes towards change. Černe et al. (2017) refers to these kinds of employees as Internal Agents of Change.

Another consideration is that employees' attitudes toward change play an important role in how people respond to change itself. Fabio and Gori (2016) explain that individuals with high openness to experience, coupled with a positive psychological orientation, are more resilient and more likely to flourish in dynamic environments – such as ones where change and innovation occur. Such employees view change as an opportunity for being challenged, for using divergent thinking and flexibility, which in turn enable them to generate creative ideas and share them with other colleagues. Similarly, Wanberg and Banas (2000) show that openness to change during organizational restructuring is associated with lower stress, higher job satisfaction, and stronger commitment to new initiatives. Their findings show that trust in management, perceived control, and adequate information predict more positive change attitudes. A study from Miller et al. (1994), found that individuals who are more open to change respond much more positively to innovation initiatives when they feel supported. It is plausible that this makes them more likely to engage actively in transformation efforts such as, for example being idea champions. Taken together, these studies suggest that employees who embrace change not only adapt more effectively to innovations, but may also emerge as active champions of idea sharing, advancing their thoughts with persistence and advocacy within the organization.

Thus, it is plausible that change seekers, are not satisfied with simply generating ideas; they may also be strongly inclined to share them. The more positive an employee's change-orientation, the more likely it is that this person will engage in idea sharing in the form of championing. Consequently, the role of employees with highly positive change-oriented attitudes becomes that of actual drivers of innovation through their idea promotion

(Fabio & Gori, 2016). However, whether and when these employees speak up, despite their strong inclination toward change, may depend on whether they feel it is safe and acceptable to do so (Amabile & Pratt, 2016).

The Role of Psychological Safety

In fact, an important element that influences an employee's work behavior is the degree of perceived psychological safety. Psychological safety can be defined as a shared belief among team members that the work environment is safe for interpersonal risk-taking, where individuals feel able to speak up, ask questions, admit mistakes, and propose new ideas without fear of negative consequences (Edmondson, 1999). This mirrors the Team Climate for Innovation (TCI) concept of *participative safety*, which, like psychological safety, captures the extent to which team members feel able to express ideas without fear of negative consequences (Anderson & West, 2018). Participative safety extends this notion by emphasizing not only a climate of interpersonal trust and support, but also the team's collective willingness to involve members in discussions and value their contributions, making it a key condition for innovation behaviors such as idea championing (Anderson & West, 2018). Additionally, high levels of psychological safety are associated with feelings of vitality and aliveness, which in turn increase the willingness of employees to share ideas and contribute to innovation (Kark & Carmeli, 2009). Research further demonstrates that positive emotions enhance creativity, suggesting that psychological safety fosters a climate of positive affect that supports creative thinking and problem-solving (Amabile & Pratt, 2016).

Psychological safety is also linked to greater engagement in "learning behaviors," such as seeking feedback, reflecting on processes, and experimenting with new approaches, all of which strengthen collaboration and collective performance (Edmondson, 1999). A well-known example of its importance is Google's Project Aristotle, which identified psychological safety as the single most critical factor distinguishing high-performing teams from others

(Williams, 2023). Similarly, Anderson and West's study (1998) on team climate for innovation highlights that supportive climates, where trust, openness, and participative safety are present, are important for fostering innovation at the group level.

Moreover, psychological safety supports intrinsic motivation by creating a work environment in which employees feel encouraged to express unconventional or novel thoughts, take risks, and engage in open dialogue without fear of embarrassment or punishment (Amabile, 1988). This climate not only facilitates creative idea sharing but also ensures that diverse perspectives are safely integrated into organizational learning and innovation processes.

Considering the social nature of idea championing, it is plausible that individual employees' change-oriented attitudes function in interaction with their perceived psychological safety. Change-oriented attitudes reflect an individual's readiness to challenge the status quo, embrace new approaches, and propose novel solutions. Whether these attitudes translate into actual idea championing behavior likely depend on the surrounding psychological climate (Edmonson, 1999). In environments with high psychological safety, employees would feel confident that their unconventional ideas will be respected rather than penalized, thereby amplifying the positive effect of individual change-oriented attitudes on idea sharing. Conversely, in low-safety contexts, even highly positively change-oriented employees may hesitate to voice their ideas, limiting the potential benefits of their attitudes. Thus, psychological safety may function as a moderator, amplifying the degree to which change-oriented tendencies lead to tangible innovative idea sharing behaviors.

Although organizational psychology research has extensively examined the influence of change-oriented attitudes on innovative behaviors and the role of psychological safety in fostering innovation, no other studies are known to have investigated these variables

simultaneously. There remains a notable gap in understanding how they may interact to shape a key innovation behavior: the sharing and championing of creative ideas.

Building on these theoretical foundations, the present research explores the direct impact of change-oriented attitudes on creative idea sharing, while also examining the moderating role of psychological safety in this relationship. The hypotheses for this paper therefore are:

H1: There is a positive relation between change-oriented attitudes and idea championing.

H2: This relation is strengthened by psychological safety, such that employees with strong change-oriented attitudes are more likely to share ideas when psychological safety is high, compared to when it is low.

Method

Participants and Design

Initially, 325 participants consented to participate in the study. After applying the exclusion criteria, 43 participants were removed due to incomplete responses or failure to meet the inclusion criteria. The final sample consisted of 282 participants. All of whom were sixteen years or older and proficient in English or Dutch, using convenience sampling through our own networks. Out of the 282 individuals who gave their consent to participate and were currently employed by an organization, 107 were excluded from the final dataset after removing suspicious and incomplete entries (for example, not finishing the survey or self-reported unreliability). The final sample consisted of 175 participants, who ranged in age from 16 to 65 years or older, with 29.1% aged 16–25 (n = 51), 26.3% aged 26–45 (n = 46), 42.9% aged 46–65 (n = 75), and 1.7% aged 65 or older (n = 3). Regarding gender identity, 41.7% of the sample identified as male (n = 73), 55.4% as female (n = 97), 1.1% as non-binary or gender diverse (n = 2), and 1.7% opted not to disclose their gender identity (n = 3). Although

participants were given the option to self-identify their gender, this option was not selected by any participant. Participants were also asked in what field they work. Most of the respondents worked in Healthcare and welfare (24.0%) or Education, culture, and science (21.1%). Furthermore, 23 participants chose the option 'other' (13.1%), specifying their field of work themselves. The full distribution can be found in Table 1.

Before data collection began, the questionnaire was submitted to the Ethical Committee of Psychology (ECP) at the University of Groningen, but was exempt from full ethical review due to its innocuous nature. To ensure data quality, responses indicating inattentive or disengaged participation were excluded, including surveys completed in under five minutes or exceeding one hour, endorsement of reverse-coded items suggestive of careless responding, and self-reported careless answering at the end of the survey.

Data was obtained through an online survey (Qualtrics), using a convenience sample from the researcher's contact circles. This includes sharing it with acquaintances, sharing it on social media, and having third parties distribute it at their work or with their contacts. Participants were recruited by sharing the survey link through personal networks, social media, and professional contacts. Additionally, flyers containing a QR code leading to the survey were placed in various locations to diversify recruitment. Participation was voluntary, and respondents were informed about the study aims and the anonymous nature of the data prior to beginning the survey. No compensation was provided.

Design, Procedure, and Measures

Procedure

Participants first read a general description of the study and gave their informed consent. Subsequently, questions about demographic information, individual characteristics, work perceptions, and work-related behaviors followed. After this part of the survey, a vignette study began. The participants were randomly assigned to one of two conditions in a

survey-based sequential two-group vignette design with two manipulations: first, manipulating psychological safety (high vs. low) and then, in the second scenario, feedback style (constructive vs. non-constructive).

Participants first read a story that presented them with a situation characterized by high or low levels of psychological safety. After that, they were asked to answer questions about how likely they were to share their ideas. Next, participants were presented with a second vignette, showing either a low or high level of constructive feedback, and participants were asked again about how likely it was that they would share their ideas (See Appendix for full vignettes text).

Measures

[1]The main variables in this study were extraversion, psychological safety, work-related attainments, gender, Team Climate for Innovation (TCI), LMX, Workload, constructive feedback, experienced uncertainty, change-oriented attitudes, and idea sharing. All scales were adjusted to fit a 5-point Likert scale for increased coherence and ease of filling it out.

Change-oriented attitudes were measured using a set of 8 self-report items assessing employees' proactive willingness to embrace, initiate, and adapt to organizational change. The items were adapted from Miller et al, 1994; Wanberg & Banas, 2000; Di Fabio & Gori, 2016. Items were rated on a 5-point Likert scale (1 = strongly disagree, 5 = strongly agree), with higher scores indicating more positive attitudes toward change. An example item is: "I am somewhat reluctant to changing the way I work". The reliability of this scale was $\alpha = 0.65$.

Idea sharing, defined as communicating or championing elaborated ideas to obtain necessary support or resources (Breer, 2019; Perry-Smith & Mannucci, 2017), was measured

[1] This study was conducted as part of a joint research project with [S.T. Santoddi, J. Datema, M.M. van Dijk, P.W.C. van der Pol, P.M. Leering]. The experimental design and data collection were developed collaboratively; the analyses, interpretation, and reporting in this thesis were carried out independently.

after the vignette exposure using 3 items. Participants indicated their agreement on a 5-point Likert scale (1 = strongly disagree, 5 = strongly agree). An example item is: "In the situation just described, I would try to gain support for my idea". The reliability of this scale was α = 0.94.

Manipulation

Psychological safety was manipulated experimentally through a high-safety versus low-safety vignette. These vignettes described interpersonal risk-taking norms, openness to mistakes, and the expected supportiveness of colleagues and managers. We based our vignette scenario on the paper from Breer (2019), but adapted the scenarios to fit idea championing better. Participants read one of the 2 vignettes and filled in a manipulation check after the vignette. The experimental conditions were coded as + 1, for high safety, and – 1 for low safety.

Manipulation check

To verify that the manipulations were successful, two manipulation-check items were presented after each vignette. For the psychological-safety vignette, participants were asked to rate statements such as: "In this situation, I would feel comfortable sharing my ideas with the team" (1= strongly disagree, 5 = strongly agree). At the end of the survey, participants were debriefed and informed about the aims of the study (See Appendix A for tables). For the manipulation items there was a significant difference between the vignette conditions: $t_{(172)} = -8.32$, $p = < .001$, Cohen's $d = -1.26$.

Results

Assumption Checks

I conducted a multiple regression analysis using a model comparison approach to examine the effect of change-orientation on idea sharing and the proposed moderation effect

of psychological safety. Prior to running the regression models, I assessed whether the data met the underlying assumptions of regression analysis. No evidence of multicollinearity was observed between the two predictors (Change-orientation: Tolerance = .985, VIF = 1.015; Psychological safety: Tolerance = .985, VIF = 1.015). Additionally, no significant outliers or influential data points were detected.

The normality assumption was evaluated using a Q–Q plot of standardized residuals (Figure 2), which indicated that the residuals followed a normal distribution. The assumption of homoscedasticity was also supported, as the residuals versus predicted values plot (Figure 1) showed no irregular patterns or heteroscedasticity. Furthermore, the Durbin–Watson statistic of 2.143 provided sufficient evidence to support the independence of residuals. Given the absence of violations of the regression assumptions, I proceeded with the data analysis.

Main Analysis

Table 2 presents the means and standard deviations for both change-orientation attitudes and the dependent variable of idea championing across the two vignette experimental conditions. Table 3 displays the corresponding zero-order correlations. The initial descriptive analysis indicates a weak and non-significant correlation between the change-attitudes measure and idea championing ($r = .02$, $p = .78$), which was not anticipated. Psychological safety shows weak and insignificant correlation with idea championing ($r = .009$, $p = .90$). The two predictors are not significantly correlated with one another ($r = .12$, $p = .102$), which was also unexpected in relation to the second hypothesis.

Table 2

Descriptive Statistics across Vignette Conditions

Variable	Low Safety Condition M (SD)	High Safety Condition M (SD)
Change-Orientation	3.59 (0.42)	3.69 (0.41)
Idea Championing	3.56 (0.91)	3.54 (0.93)

Table 3

Correlations Table between all Variables with DV Idea Championing

	1	2	3
1 Change-Orientation	-		
2 Psychological Safety	.12	-	
3 Idea Championing	.02	.009	-

*Note. * $p < .05$, ** $p < .01$, *** $p < .001$*

Despite the unexpected results of the preliminary analysis I then tested my first hypothesis by running a linear regression model including only change-orientation as the independent variable and idea championing as the outcome. For clearer interpretation of the analysis, I standardized the change-orientation variable. I found no evidence for a significant main effect of change-orientation on idea championing ($\beta = .02$, $t = 0.29$, $p = .76$), providing no support for H1. Subsequently, I added psychological safety as a second moderating variable to test the second hypothesis. In this extended model, I also included an interaction term, which proposed that psychological safety would moderate the relationship between

change-orientation and idea championing, based on participants' assignment to the safety vignette conditions. Change-orientation remained insignificant in this model (β = .02, t = 0.31, p = .75), showing no evidence for the effect of this predictor on idea championing. Psychological safety showed no significant main effect on idea sharing (β = - .01, t = - 0.15, p = .87). Ultimately, the interaction term was not significant (β = .01 , t = 0.20, p = .84), providing no evidence to support H2.

A presentation of regression coefficients is found in Table 4 (Tables and Figures). A manipulation check using an independent-samples *t* test confirmed that the safety vignettes were successfully manipulated (see Table 5 in Tables and figures).

Exploratory Analysis

Given no supporting evidence for my hypotheses in the main analysis, I conducted an exploratory regression analysis to further examine the data. In this analysis I incorporated the manipulation check item measures, originally designed to assess idea sharing for the vignette scenarios. With these items included, the dependent variable therefore is referred to simply as *idea sharing*, rather than pure *championing*. I subsequently re-tested the study's initial hypotheses within this exploratory analysis. As per in the main analysis, I found no evidence of violations of the regression assumptions before proceeding.

Table 6 presents the means and standard deviations for both change-orientation attitudes and the dependent variable of idea sharing across the two vignette experimental conditions. Table 7 displays the corresponding correlation plot. The initial exploratory analysis indicates a weak correlation between the change-attitudes measure and idea sharing (r = .16, p = .03). This was, again, not anticipated, but yet was still significant. Psychological safety shows a moderately strong and significant correlation with idea sharing (r = .29, p < .001). The two predictors are not significantly correlated with one another (r = .12, p = .102), which was also unexpected in relation to the second hypothesis.

Table 6

Descriptive Statistics across Vignette Conditions

Variable	Low Safety Condition M (SD)	High Safety Condition M (SD)
Change-Orientation	3.59 (0.42)	3.69 (0.41)
Idea Sharing	3.33 (0.65)	3.72 (0.60)

Table 7

Correlations Table between all Variables with DV Idea Sharing

	1	2	3
1 Change-Orientation	-		
2 Psychological Safety	.12	-	
3 Idea Sharing	.16*	.29***	-

*Note. * $p < .05$, ** $p < .01$, *** $p < .001$*

Within the exploratory analysis, in order to test my first hypothesis, I ran a linear regression model including only change-orientation as the independent variable and idea sharing as the outcome. For clearer interpretation, I standardized the change-orientation variable. I found evidence for a significant main effect of change-orientation on idea sharing ($\beta = 0.16$, $t = 2.21$, $p = .02$), providing support for H1. The model was significant ($F_{(1, 170)} = 4.900$, $p = .02$). Subsequently, I added psychological safety, to assess its potential moderating role. In this extended model, I also included an interaction term to test the second hypothesis,

which proposed that psychological safety would moderate the relationship between change-orientation and idea sharing, based on participants' assignment to the safety vignette conditions. Change-orientation became only marginally significant in this model (β = .13, t = 1.81 , p = .07), indicating a weak but present effect of this predictor. Psychological safety showed a significant main effect on idea sharing (β = .28 , t = 3.84, p < .001). However, the interaction term was not significant (β = - .03 , t = - .05, p = .61), providing insufficient evidence to support H2. Overall, the model was significant (F- *change* $_{(2, 168)}$ = 7.54, , p < .001). Table 8 (Tables and Figures) presents all regression coefficients.

Discussion

The purpose of this study was to examine the relationship between employees' change-oriented attitudes and their intentions to share creative ideas, specifically idea championing, which represents a core component of innovation. In addition, I aimed to investigate whether psychological safety moderated this relationship. I expected that high change orientation would positively predict idea championing, and that psychological safety would strengthen this effect. To test these hypotheses, I conducted an online survey study with an vignette scenario experiment, using Qualtrics.

The main analysis revealed insufficient evidence to support the two hypotheses. The results indicate that change attitudes and psychological safety do not significantly predict higher levels of idea championing, nor do these variables interact. One possible explanation potentially relates to the nature of idea championing itself, which involves employees actively engaging in a social influencing attempt to promote and "sell" their idea to colleagues. This behavior requires a degree of confidence and influence that may not be characteristic of the early stages of idea development, but rather of a more mature phase in the process in which

perhaps change orientation and psychological safety have less influence (Perry-Smith & Manucci, 2017).

Another consideration with regard to the main analysis is that cognitively transitioning from a hypothetical scenario directly to expressing idea championing may have been simply too unrealistic, or felt too ambitious, for participants. It is plausible that the experimental manipulation itself inadvertently elicits more early stage idea sharing behaviors, reflective of a more immature phase of idea development, rather than full-fledged championing.

Therefore, given the presence of the manipulation check items measuring idea sharing, I considered it useful for exploratory purposes to incorporate these items into the dependent variable to examine idea sharing, rather than pure idea championing. In fact, the post hoc exploratory regression analysis showed support for the first hypothesis, showing an increase in idea sharing intentions for those higher in change orientation. Psychological safety was also a significant predictor, even if the interaction term showed no support for the second hypothesis.

Theoretical and Practical implications

The findings of this exploratory study offer several theoretical insights. Although only the first hypothesis was supported, the results still contribute to understanding how change-oriented attitudes and psychological safety influence employees' willingness to share creative ideas. In fact, the positive effect of change-oriented attitudes on idea sharing aligns with research showing that employees who embrace novelty and transformation are more likely to engage in proactive work behaviors such as idea sharing (Fabio & Gori, 2016; Wanberg & Banas, 2000; Miller et al., 1994; Cerne et al, 2017). As discussed earlier, and can be seen in the results of this study, these employees tend to view change as an opportunity and are intrinsically motivated to share their ideas within the organization (Fabio & Gori, 2016;

Wanberg & Banas, 2000; Miller et al., 1994). Perry-Smith and Manucci (2017), also mention the importance of intrinsic motivation in the elaboration phase of the Idea Journey.

While the results of this study did not provide evidence for idea championing, they did offer insight into the effect on idea sharing at an earlier stage of the idea journey. This suggests that the idea sharing captured in this exploratory study may be an initial early stage one, in which individuals primarily engage in voice behavior and seek preliminary feedback rather than attempting to persuade or mobilize others (Perry-Smith & Manucci, 2017).

This interpretation aligns with notion that idea development involves generating, articulating, and refining ideas before any attempt is made to actively promote them (Perry-Smith & Manucci, 2017). Idea sharing at this point is more exploratory and communicative in nature, reflecting a search for input, validation, or clarification rather than a deliberate effort to influence others.

Psychological safety also showed a significant main effect, which is consistent with literature emphasizing the interpersonal risks involved with sharing ideas with others. Creativity at work depends on environments where employees feel safe to take interpersonal risks and express unconventional ideas without fear of negative consequences (Amabile, 1988; Amabile & Pratt, 2016). This requires employees to expose themselves to evaluation and potential criticism, making perceived psychological safety of employees essential (Edmondson, 1999; Anderson & West, 1998, 2018). The replication of this effect in the exploratory analysis underscores the importance of environments where employees feel able to speak up without fear of negative consequences. This suggests that psychological safety may serve as a general enabling condition for idea sharing, perhaps regardless of individual differences in change-orientation. Again, the findings of this study suggest that psychological safety is likely more important in the early phases of idea sharing, rather than for idea championing. According to Perry-Smith and Manucci (2017), in the idea elaboration phase,

creators of ideas must feel a sense of emotional safety in their environment, if they are to proceed with idea championing. Therefore, it is theoretically plausible, that psychological safety play a more decisive role in the earlier stages of idea elaboration and sharing.

The absence of a significant interaction between change-oriented attitudes and psychological safety requires a more nuanced theoretical consideration. While I proposed that psychological safety would amplify the effect of change orientation, the results did not support this in both analyses. One explanation is perhaps methodological, as discussed in the limitations section. Another is conceptual: change orientation and psychological safety may influence idea sharing in parallel rather than in combination. In this sense, the findings still align with the broader theoretical argument that innovation behaviors emerge from both individual change attitudes and perceived safety, even if their interplay is less meaningful than predicted (Amabile, 1988; Totterdill, 2015; Anderson & West, 1998),

From a practical standpoint, the results highlight the value for organizations of investing in both domains. Employees with strong change-oriented attitudes appear more inclined to share ideas, suggesting that organizations may benefit from selecting and developing individuals who thrive in dynamic environments (Fabio & Gori, 2016). At the same time, the significant effect of psychological safety reinforces the importance of cultivating climates where employees feel comfortable voicing creative ideas that support and drive innovation (Edmondson, 1999; Anderson & West, 2018). Companies may therefore consider interventions that strengthen positive attitudes towards change itself alongside efforts to reinforce team environments that promote feelings of psychological safety.

Strengths and Limitations

A strength of this study is its experimental design, which is still uncommon in research on idea sharing. The use of vignettes allowed for a controlled comparison between psychological safety conditions. The study contributes to the existing gap in the

organizational psychology literature on the role of change-oriented attitudes as a predictor of employees' willingness to share creative ideas. Ultimately, findings of this study contribute to advancing the knowledge on idea sharing, in its various manifestations, which remains understudied.

However, several limitations should be noted. First, the experimental manipulation of psychological safety relied on a hypothetical vignette, which may have made it difficult for participants to imagine themselves in the situation. This point is especially relevant for the main statistical analysis, as idea championing requires a very strong and active pursuit of an idea, which is hard to achieve after a hypothetical scenario. Because the effectiveness of the manipulation depends on how realistically participants can place themselves in the scenario, a weaker - in this case hypothetical - manipulation may have reduced the likelihood of detecting the expected interaction effect in the exploratory analysis as well. Given that change-oriented attitudes were significant, and psychological safety is shown to be important for idea sharing, a stronger manipulation could potentially provide a more definitive test of the moderating effect. Future work should explore stronger manipulations of psychological safety to better test the expected moderation.

In fact, the use of a vignette also means that the study measured intentions rather than actual behavior. Participants indicated whether they *would* share an idea after reading the scenario, but this does not fully capture real interpersonal behavior (Anguinis & Bradley, 2018). Participants may also have underestimated how unsafe they would actually feel when sharing an idea in such a situation. Future research could use a more immersive and sense stimulating manipulation, such as a video-based safe versus unsafe interaction or an audio narrative, followed by an opportunity for participants to actually share an idea. Recent studies have also used virtual reality technology (VRT), for a more realistic type of vignette scenario

(Anguinis & Bradley, 2018). Such approaches may create a more realistic sense of psychological safety and allow for a more direct assessment of idea-sharing intentions.

Lastly, the sample size was relatively small, and the convenience sample was highly diverse in terms of job roles and organizational contexts. While this diversity can be valuable, it also means that participants came from many different workplaces, which may have influenced how they interpreted the vignette and responded to the measures. The modest sample size also limits statistical power, particularly for detecting interaction effects, which may partly explain the absence of a significant moderation**.** Replicating the study with a larger, randomly selected sample from a specific occupational sector may help produce stronger effects.

Finally, given the significant results observed in the exploratory analysis, it is important that future research replicate these post hoc exploratory findings with a specific focus on idea sharing. Further research is also needed to better understand the factors that influence idea championing. Repeating the study while incorporating the methodological suggestions outlined, may provide clearer insight into the conditions under which idea championing and idea sharing emerge.

Despite its limitations, this study offers a meaningful contribution to understanding the roles of change-oriented attitudes and psychological safety in employees' willingness to share ideas.

Conclusion

This study deepens understanding of how individual change-attitudes and feelings of safety shape employees' willingness to share ideas. While there was no clear finding in relation to *idea championing*, the findings do point to *idea sharing* being supported by both of these factors. Viewing change orientation and psychological safety as influencing factors helps clarify why some employees speak up more than others, and how both support creative idea sharing and, in turn, innovation. For organizations, these insights highlight the value of strengthening both elements. Encouraging change-positive attitudes can help increase employees' willingness to experiment new approaches and view idea sharing as part of their role; while fostering psychological safety ensures that speaking up feels acceptable and worthwhile. Attending to both factors may help create conditions in which creative ideas are more freely voiced and more likely to be shared, thus contributing to innovation.

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Tables and Figures

Table 1

Frequency table of the work field of employment entered by participants.

Werkveld	N	%
Gezondheidszorg en welzijn	14	8.0
Handel en dienstverlening	42	24.0
Horeca	23	13.1
ICT	9	5.1
Justitie, veiligheid en openbaar bestuur	7	4.0
Media en communicatie	2	1.1
Onderwijs, cultuur en wetenschap	37	21.1
Technology, production, and construction	18	10.3
Techniek, productie en bouw	0	0.0
Anders, namelijk:	23	13.1
Totaal	178	100

Table 4

Main Regression Analysis - Idea Championing

	Beta	*SE*	*t*	*p*	*Adj. R²*	*F*	*p*
M_0					- .005	0.08	.76
Change-orientation	.02	.07	.29	.76			
M_1					- .017	0.05	.98
Change-orientation	.02	.07	.31	.75			
Psychological Safety	-.01	.07	-.15	.87			
Psysafe x Change	.01	.07	.200	.84			

Table 5

Independent Samples T-Test

	t	*df*	*p*	*Cohen'd*	*SE Cohen's d*
Manipulation Check	- 8.325	172	< .001	- 1.263	.180

Note: Student's t-test

Table 8

Exploratory Regression Analysis Results – Idea Sharing

	Beta	*SE*	*t*	*p*	*Adj. R²*	*F*	*p*
M_0					.02	4.90	.02
Change-orientation	.16	.24	2.21	.02			
M_1					.09	7.54	< .001
Change-orientation	.13	.23	1.81	.07			
Psychological Safety	.28	.23	3.84	< .001			
Psysafe x Change	-.03	.23	-.50	.61			

Figure 1. *Plot of Residuals versus Predicted Values*

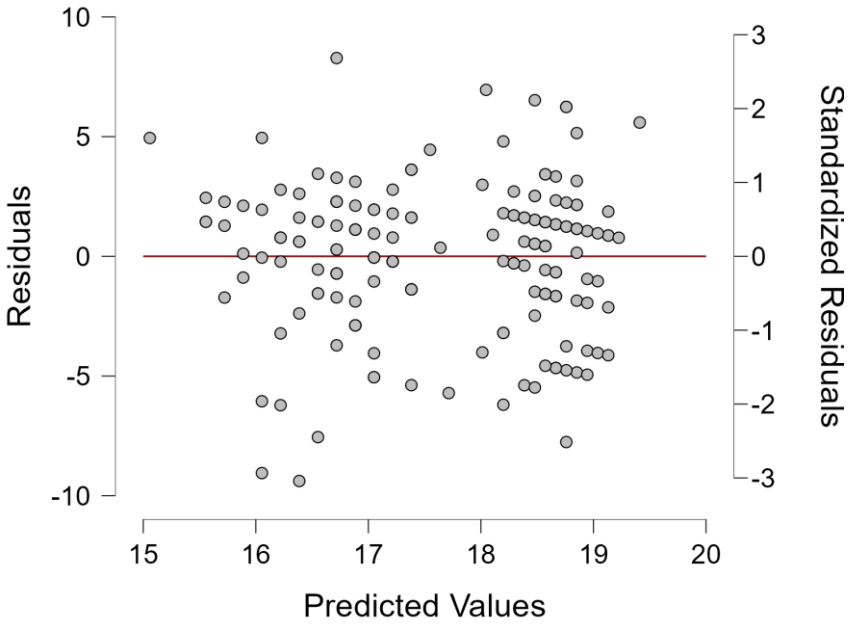
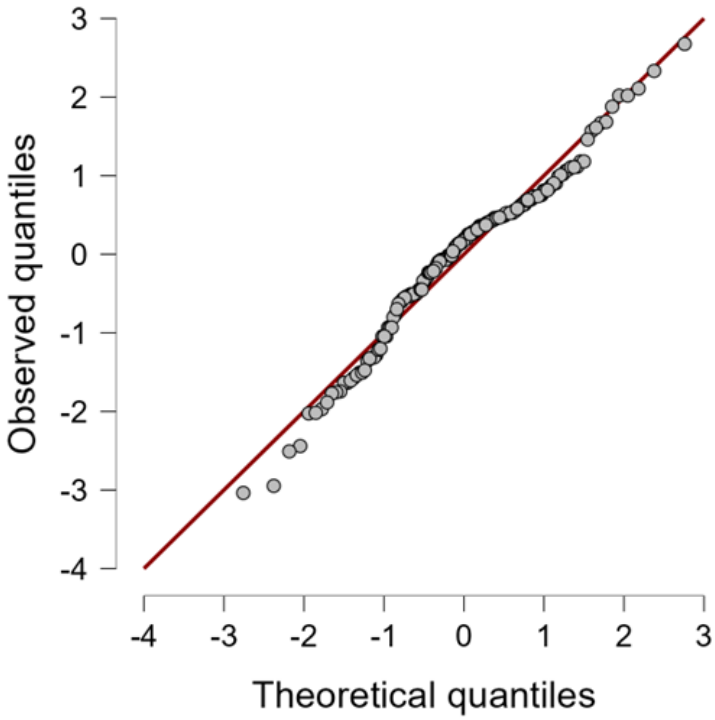


Figure 2. *Q-Q Plot Standardized Residuals*



Vignette Texts

Low Psychological Safety Vignette Condition

"Imagine that you work at the company Greenworks, where you are part of a project team that regularly tackles complex challenges. During meetings, your manager seems to expect the team to stick to existing procedures. Deviating proposals are often quickly dismissed or met with critical reactions. Colleagues usually respond with hesitation or skepticism. When mistakes are made, it is made very clear who was responsible. In this environment, you feel uncomfortable expressing concerns or admitting uncertainty, because you fear negative reactions from your manager and colleagues. You have recently come up with a new idea that you believe could solve a recurring problem in the project. To realize this idea, you need support from your colleagues and a small budget that must be approved by your manager. The next team meeting offers the only opportunity to pitch your idea and secure both support and financial resources. However, you are unsure whether you want to present your idea, given how previous proposals have been received."

High Psychological Safety Vignette Condition

"Imagine that you work at the company Greenworks, where you are part of a project team that regularly tackles complex challenges. During meetings, your manager encourages everyone to openly share their opinions, even when they differ from the majority. Colleagues usually respond with curiosity to new proposals and contribute constructively. When mistakes are made, your manager discusses them without holding anyone personally responsible; the emphasis is on learning and improving. You have recently come up with a new idea that you believe could solve a recurring problem in the project. To realize this idea, you need support from your colleagues and a small budget that must be approved by your manager. In the next team meeting, you will have the opportunity to pitch your idea and secure both substantive

support and financial resources. However, you still need to decide whether you will actually present your idea."

Final Acknowledgement on the Use of AI

I declare that I have not used any AI tools in any way for this assignment.