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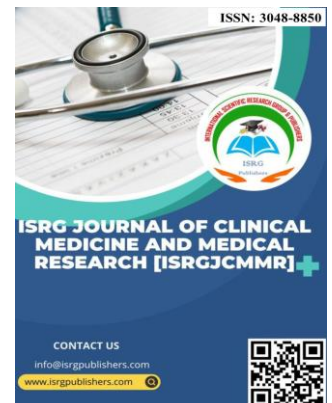
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Positive Psychological Communication at Work: Development and Pilot Testing of a Framework Linking Voice, Trust, Engagement, and Organizational Flourishing

Trinanjan Gupta

Independent Researcher and Senior Strategic Communication/CSR Practitioner

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*Corresponding author: Trinanjan Gupta

Abstract

Workplace communication is commonly evaluated through information quality, channel effectiveness, and employee alignment, while its psychological and relational consequences receive less integrated attention. This study develops and pilot-tests the Positive Psychological Communication Framework (PPCF), which conceptualizes credible, respectful, strengths-aware, meaning-centered, participative, and behaviorally consistent communication as an organizational resource associated with employee voice, trust, engagement, and flourishing-related outcomes. The full theoretical PPCF integrates positive psychology, psychological safety, organizational trust, employee engagement, and strategic communication. The pilot study, however, tests a deliberately reduced empirical model: Inclusiveness and Voice represents only the voice-related aspect of relational safety, and Organizational Success serves only as a flourishing-related outcome rather than a complete measure of collective flourishing. A quantitative cross-sectional pilot study was conducted using 83 usable responses to a 27-item questionnaire comprising nine three-item dimensions. The data demonstrated good factorability (Kaiser-Meyer-Olkin = .885; Bartlett's chi-square = 1,649.49, $p < .001$). Internal consistency was acceptable to excellent for eight constructs, while Strength-Based Communication returned alpha = .643. A nine-factor confirmatory factor analysis showed acceptable but marginal fit, chi-square(288) = 437.34, CFI = .903, TLI = .882, and RMSEA = .080. In the reduced structural model, all four proposed paths were positive and statistically significant. The sequential indirect association from strategic communication to organizational success through inclusiveness and voice, trust, and engagement was .155, with a 95% bootstrap confidence interval [.026, .371]. The findings provide preliminary support for the reduced empirical pathway but do not validate the full PPCF, establish causality, or directly validate psychological safety and collective flourishing. The study contributes a theoretically integrated framework, an initial instrument architecture, and a staged agenda for larger independent validation.

Keywords: positive psychological communication, employee voice, psychological safety, organizational trust, work engagement, organizational flourishing.

Communication as a Positive Organizational Resource

Organizations do not experience communication merely as a stream of messages. Employees encounter communication as evidence about whether leaders are credible, whether disagreement is safe, whether work has meaning, and whether the organization recognizes human contribution. A performance update can clarify direction or increase uncertainty. Feedback can strengthen competence or communicate disregard. Recognition can affirm contribution or appear symbolic when organizational behavior contradicts the message. Communication therefore has psychological, relational, and behavioral consequences that extend beyond transmission accuracy.

Several established traditions illuminate parts of this process. Positive psychology explains how positive emotion, engagement, relationships, meaning, and accomplishment contribute to flourishing (Seligman, 2011; Seligman & Csikszentmihalyi, 2000). Psychological safety research shows that interpersonal climates influence speaking up, learning, and participation (Edmondson, 1999; Edmondson & Lei, 2014). Organizational trust theory explains vulnerability in relation to perceived ability, integrity, and benevolence (Mayer et al., 1995). Engagement research identifies meaningfulness, safety, and availability as conditions supporting investment in work roles (Kahn, 1990). Strategic communication scholarship emphasizes purposeful communication that connects organizational action with stakeholder understanding (Hallahan et al., 2007; Zeffass et al., 2018).

What remains underdeveloped is an integrated account of communication as an organizational resource that links these mechanisms without collapsing them into a single positive-workplace construct. The present article addresses this problem by developing a process framework in which communication practices are antecedent conditions, voice-related safety and trust are relational mechanisms, engagement is an investment mechanism, and collective flourishing is a distal outcome. This separation improves conceptual precision and creates a model that can be challenged empirically.

Theoretical Problem and Research Gap

Communication, wellbeing, trust, safety, and engagement are frequently associated in organizational research, but conceptual association does not by itself establish a coherent framework. Three problems limit integration. First, communication is often treated as a broad contextual variable rather than a theoretically specified practice domain. Second, favorable workplace constructs are sometimes combined without clarifying their distinct functions. Third, frameworks may imply universal benefit while overlooking credibility failures, cultural variation, power relations, and the possibility that positive language can mask adverse organizational realities.

The framework developed here addresses these problems by defining the communication construct narrowly, ordering the mediating mechanisms, identifying observable practices, and incorporating enabling and boundary conditions. The central research question is: How can workplace communication operate as a credible positive organizational resource that supports voice, trust, engagement, and collective flourishing?

Theoretical Foundations

Positive Psychology and Flourishing

Positive psychology shifted scholarly attention from deficit correction alone toward the conditions that allow individuals and communities to function well. PERMA identifies positive emotion, engagement, relationships, meaning, and accomplishment as distinguishable elements of flourishing (Seligman, 2011). For organizational communication research, the relevance of PERMA lies not in converting messages into wellbeing interventions by assertion, but in examining whether communication practices support meaning, relationships, efficacy, recognition, and constructive participation.

Psychological Safety and Employee Voice

Psychological safety concerns a shared belief that interpersonal risk-taking is permissible (Edmondson, 1999). Employee voice is related but behaviorally distinct: employees may possess ideas or concerns yet remain silent when speaking appears costly. Communication can contribute to safety when leaders invite questions, respond respectfully to dissent, acknowledge uncertainty, and avoid retaliation. The framework therefore uses relational safety and voice as the first mechanism rather than claiming that favorable communication automatically constitutes psychological safety.

Organizational Trust

Trust becomes relevant when employees accept vulnerability based on positive expectations of organizational actors. Ability, integrity, and benevolence provide a well-established architecture for evaluating trustworthiness (Mayer et al., 1995). Communication affects these judgments through accuracy, consistency, explanation, openness, and the correspondence between stated values and observed conduct. Trust is consequently treated as a relational judgment, not a synonym for satisfaction or message approval.

Work Engagement

Kahn (1990) conceptualized engagement as the investment of physical, cognitive, and emotional energies in role performance. Communication may support this investment when employees understand purpose, experience recognition, possess voice, and regard organizational relationships as dependable. Engagement remains distinct from wellbeing: employees can be highly invested while also experiencing strain. The model therefore avoids treating engagement as inherently equivalent to flourishing.

Strategic Communication

Strategic communication connects purposeful communication with organizational action and stakeholder relationships (Hallahan et al., 2007; Zeffass et al., 2018). This tradition contributes intentionality and alignment to the framework. Yet strategic intent alone does not make communication psychologically constructive. Positive value depends on ethical quality, reciprocity, credibility, and the actual consequences of communication for organizational members.

Theoretical tradition	Primary contribution	Limitation addressed by the new framework
Positive psychology	Flourishing, strengths, meaning, and positive	Communication is not usually specified as an integrated

Theoretical tradition	Primary contribution	Limitation addressed by the new framework
	functioning	organizational process.
Psychological safety	Interpersonal risk, learning, participation, and speaking up	Safety must be distinguished from voice behavior and general positivity.
Organizational trust	Ability, integrity, benevolence, and willingness to accept vulnerability	Trust formation requires clearer communicative antecedents.
Engagement theory	Cognitive, emotional, and behavioral investment in work	Engagement should not be treated as identical to wellbeing.
Strategic communication	Purposeful communication, alignment, and stakeholder relationships	Strategic intent requires ethical and psychological qualification.

Construct Definition and Dimensions

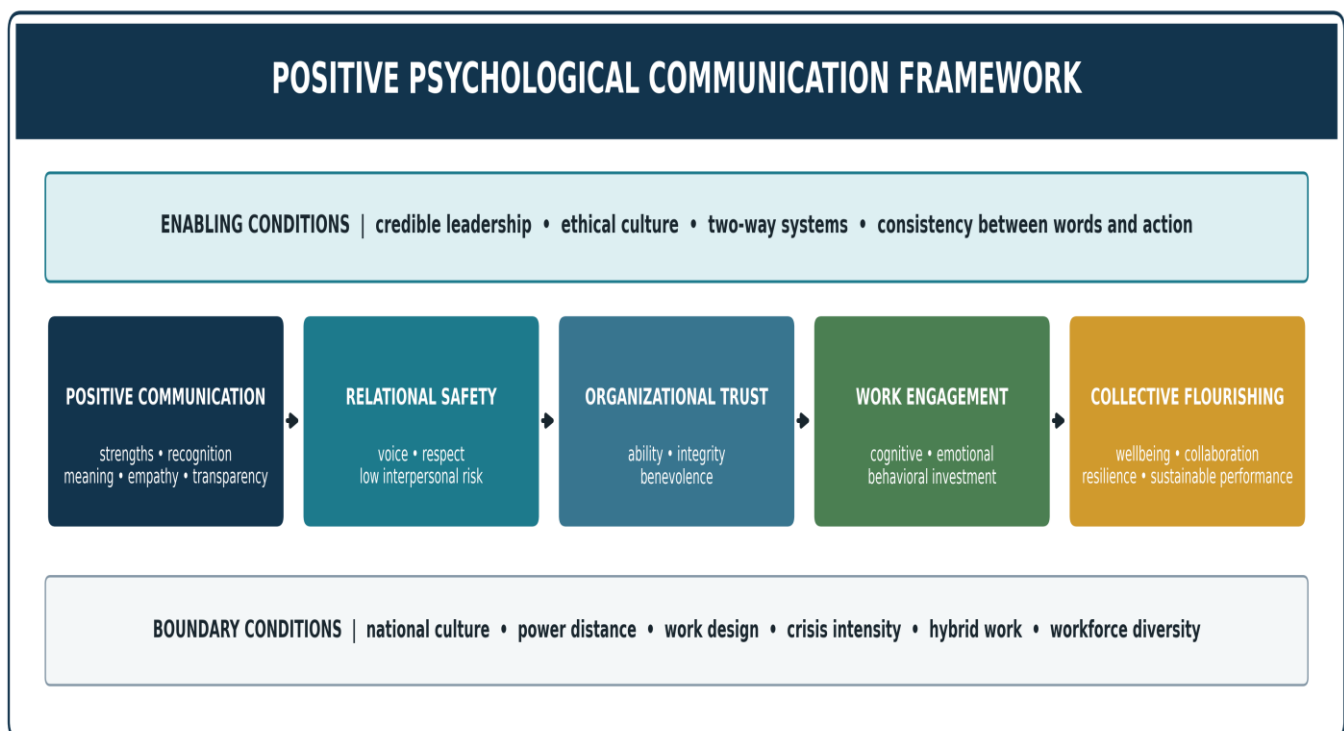
Positive psychological communication is defined as credible, respectful, strengths-aware, meaning-centered, participative, and behaviorally consistent workplace communication that expands employees' capacity to contribute, speak, rely on organizational actors, and engage sustainably. The definition contains six necessary qualities. None is sufficient in isolation, and favorable tone alone does not meet the definition.

Dimension	Operational meaning	Illustrative indicators
Strengths-aware communication	Recognizes capability while retaining developmental candor	Specific recognition; balanced feedback; opportunities to apply strengths
Meaning-centered communication	Connects tasks with purpose and stakeholder value	Purpose explanation; role significance; line of sight to outcomes
Empathetic respect	Acknowledges experience and preserves dignity	Listening; respectful response; sensitivity to impact
Transparent explanation	Provides timely, intelligible, and sufficiently complete information	Reasons for decisions; uncertainty acknowledgment; accessible updates
Participative voice	Creates genuine opportunities to question, suggest, and challenge	Invitation to speak; response to dissent; visible consideration of input
Behavioral consistency	Aligns messages with decisions and observable conduct	Follow-through; value-action alignment; correction of contradictions

The Positive Psychological Communication Framework

Figure 1

Positive Psychological Communication Framework: enabling conditions, process mechanisms, outcomes, and boundary conditions.



The framework is deliberately represented as a banner rather than a closed circular model. The horizontal structure emphasizes a process unfolding across interconnected organizational levels, while the upper and lower bands indicate that the pathway is enabled and constrained by context. The model does not assume that each relationship is equally strong or temporally immediate. Instead, it offers propositions that future studies can test against plausible competing models.

Propositions

Communication and Relational Safety

Credible invitations to participate, respectful responses to uncertainty, and nonpunitive treatment of questions reduce anticipated interpersonal costs. Repeated experiences of this kind should strengthen perceptions that contribution is permissible and worthwhile.

Proposition 1. Positive psychological communication is positively associated with relational safety and constructive employee voice.

Relational Safety and Trust

Safety and trust overlap but are not identical. Safety concerns the anticipated consequences of interpersonal risk, whereas trust concerns positive expectations of another party under vulnerability. When voice is consistently received fairly, employees gain evidence of benevolence and integrity.

Proposition 2. Relational safety and constructive voice are positively associated with organizational trust.

Trust and Engagement

Employees are more likely to invest attention, effort, and personal expression when organizational actors appear competent, principled, and concerned with employee interests. Trust reduces the relational uncertainty surrounding discretionary investment.

Proposition 3. Organizational trust is positively associated with cognitive, emotional, and behavioral work engagement.

Engagement and Collective Flourishing

Sustainable engagement can support learning, collaboration, accomplishment, and meaningful contribution. However, engagement contributes to flourishing only when work demands and resources remain viable. The framework therefore rejects the assumption that intensified engagement is invariably beneficial.

Proposition 4. Sustainable work engagement is positively associated with collective flourishing.

Sequential Indirect Relationship

Taken together, the propositions describe a sequential mechanism. Positive communication first changes the perceived relational conditions for participation, which informs trust judgments, enables investment, and contributes to wider collective functioning.

Proposition 5. Positive psychological communication has a positive indirect association with collective flourishing through relational safety and voice, organizational trust, and sustainable work engagement.

Enabling Conditions and Boundary Conditions

The upper band of the framework identifies conditions that increase the likelihood that communication practices will be interpreted as credible. These include leadership credibility, ethical culture, functioning two-way systems, and consistency between language and action. Without these conditions, positive wording may be discounted or experienced as impression management.

The lower band identifies conditions that may change the strength, meaning, or direction of relationships. National culture and power distance may influence expectations concerning voice. Work design may determine whether information and participation can produce meaningful action. Crisis intensity can alter the acceptable balance between consultation and decisiveness. Hybrid work can change visibility, access, and informal sensemaking. Workforce diversity may require differentiated channels and inclusive language. These factors should be modeled rather than treated as background detail.

Method

Research Design

The empirical phase used a quantitative, cross-sectional pilot design to examine the measurement properties of the proposed Positive Psychological Communication Framework and to test a reduced sequential pathway. The full theoretical PPCF and the reduced empirical model were treated as related but non-equivalent. The theoretical framework includes relational safety, constructive voice, sustainable engagement, and multidimensional collective flourishing. The available questionnaire tested narrower operational counterparts: Inclusiveness and Voice, Employee Trust, Employee Engagement, and Organizational Success. The pilot combined item-level screening, internal-consistency assessment, sampling-adequacy tests, confirmatory factor analysis, composite-score regression, and nonparametric bootstrap estimation of the sequential indirect association. Because the design was cross-sectional and the sample was modest, the analyses were intended to provide preliminary evidence for the reduced model rather than definitive construct validation, causal confirmation, or a complete test of the full theoretical framework.

Participants and Study Context

The final dataset contained 83 usable employee responses. The available dataset did not include analyzable demographic, organizational, sectoral, or geographical identifiers. Consequently, subgroup comparisons and claims of demographic or sectoral representativeness were not made. The individual employee response served as the unit of analysis, and participation was anonymous in the supplied dataset.

Instrument and Measures

The questionnaire comprised 27 statements assessed on a five-point Likert-type scale ranging from 1 (strongly disagree) to 5 (strongly agree). Nine dimensions were represented by three items each. Strategic Communication was operationalized as the mean of Strength-Based Communication, Recognition and Appreciation, Empathetic Communication, Transparent Communication, and Supportive Communication. Inclusiveness and Voice was used as a provisional indicator of the voice-related component of relational safety; it was not treated as a complete measure of psychological safety. Organizational Success was used as a flourishing-related outcome; it was not treated as a complete measure of

multidimensional collective flourishing. Accordingly, the pilot hypotheses evaluate a reduced empirical pathway and not every construct or boundary condition contained in the full theoretical PPCF.

Code	Pilot-study dimension	Items
SBC	Strength-Based Communication	3
RA	Recognition and Appreciation	3
EC	Empathetic Communication	3
TC	Transparent Communication	3
SC	Supportive Communication	3
IV	Inclusiveness and Voice	3
TR	Employee Trust	3
EE	Employee Engagement	3
OF	Organizational Success / Flourishing-Related Outcome	3

Data Preparation and Screening

Responses were coded from 1 to 5. Five item-level entries were missing or unusable and were replaced with the median of the corresponding item. All 83 cases were retained, producing an analysis matrix of 83 cases and 27 indicators. The case-to-indicator ratio was 3.07, which is low for a nine-factor covariance-based measurement model. Confirmatory factor results were therefore interpreted cautiously as pilot evidence.

Analytical Strategy

Analysis proceeded through seven stages: descriptive item assessment; Cronbach's alpha; Kaiser-Meyer-Olkin sampling adequacy and Bartlett's test of sphericity; nine-factor confirmatory factor analysis; composite reliability and average variance extracted; a cautious appraisal of discriminant validity based on the available evidence; and structural testing of the reduced sequential model. Construct scores were calculated as arithmetic means. Ordinary least squares regression was used for each structural relationship, and a 5,000-resample percentile bootstrap estimated the confidence interval for the sequential indirect association. A confidence interval excluding zero was interpreted as evidence that the indirect association was statistically distinguishable from zero. Because the complete inter-construct correlation matrix and HTMT ratios were not available in the reported analysis, discriminant validity was not treated as conclusively established.

Pilot-Study Hypotheses

H1: Strategic Communication positively predicts Inclusiveness and Voice.

H2: Inclusiveness and Voice positively predicts Employee Trust.

H3: Employee Trust positively predicts Employee Engagement.

H4: Employee Engagement positively predicts Organizational Success.

H5: Strategic Communication has a positive sequential indirect association with Organizational Success through Inclusiveness and Voice, Employee Trust, and Employee Engagement.

Results

Factorability and Sampling Adequacy

The overall Kaiser-Meyer-Olkin value was .885, indicating good common variance among the 27 indicators. Bartlett's test of sphericity was statistically significant, chi-square = 1,649.49, $p < .001$, showing that the correlation matrix differed from an identity matrix and was suitable for factor analysis.

Internal Consistency

Construct	Cronbach's alpha	Pilot interpretation
Strength-Based Communication	.643	Requires refinement
Recognition and Appreciation	.918	Excellent
Empathetic Communication	.731	Acceptable
Transparent Communication	.800	Good
Supportive Communication	.820	Good
Inclusiveness and Voice	.884	Very good
Employee Trust	.808	Good
Employee Engagement	.741	Acceptable
Organizational Success	.904	Excellent

Eight constructs met or exceeded the conventional .70 benchmark. Strength-Based Communication produced an alpha of .643. It was retained because it contained only three items and remained theoretically central, but its indicators require refinement and expansion in future validation research.

Convergent Validity

Construct	CR	AVE	Square root of AVE
SBC	.739	.522	.722
RA	.919	.790	.889
EC	.737	.483	.695
TC	.814	.595	.771
SC	.820	.603	.777
IV	.885	.719	.848
TR	.826	.618	.786
EE	.751	.503	.709
OF	.907	.765	.874

Composite reliability ranged from .737 to .919 and exceeded .70 for every construct. Average variance extracted ranged from .483 to .790. Eight constructs met or approximated the .50 guideline. Empathetic Communication was marginally below the guideline, although its composite reliability remained acceptable. The results therefore offer broad, but not unequivocal, evidence of convergent validity.

Discriminant Validity

The square roots of average variance extracted are reported as preliminary construct-level diagnostics. However, the complete inter-construct correlation matrix is not presented, so the Fornell-Larcker criterion cannot be evaluated in full. HTMT ratios were also not estimated in the available pilot analysis. Discriminant validity should therefore be regarded as provisional rather than established. A larger independent validation study should report the full correlation matrix, Fornell-Larcker comparisons, HTMT ratios with confidence intervals, and theoretically credible competing measurement models.

Confirmatory Factor Analysis

Fit index	Value	Interpretation
chi-square	437.341	Statistically significant
df	288	Model identified
chi-square/df	1.519	Acceptable relative fit

Fit index	Value	Interpretation
CFI	.903	Acceptable
TLI	.882	Below preferred .90 guideline
RMSEA	.080	Borderline acceptable
AIC	169.462	Comparative index
BIC	387.157	Comparative index

The nine-factor model demonstrated acceptable but marginal fit: $\chi^2(288) = 437.34$, $p < .001$, CFI = .903, TLI = .882, and RMSEA = .080. CFI exceeded .90, whereas TLI remained below .90 and RMSEA was at the upper boundary commonly interpreted as acceptable. Given the sample size and model complexity, these statistics provide preliminary evidence of dimensional structure, not conclusive confirmation.

Structural Path Estimates

Path	B	SE	t	p	beta	R squared
Strategic Communication to Inclusiveness and Voice	1.039	.104	9.948	< .001	.742	.550
Inclusiveness and Voice to Trust	.567	.067	8.511	< .001	.687	.472
Trust to Employee Engagement	.470	.084	5.613	< .001	.529	.280
Employee Engagement to Organizational Success	.560	.131	4.289	< .001	.430	.185

Every proposed structural path was positive and statistically significant. Strategic Communication explained 55.0% of the variance in Inclusiveness and Voice. Inclusiveness and Voice explained 47.2% of the variance in Employee Trust. Trust explained 28.0% of the variance in Employee Engagement, and

Engagement explained 18.5% of the variance in Organizational Success. H1 through H4 were supported in the reduced pilot model.

Sequential Indirect Association

Indirect pathway	Effect	Bootstrap SE	95% confidence interval	Decision
Strategic Communication to IV to Trust to Engagement to Organizational Success	.155	.091	[-.026, .371]	Provisionally supported

The 5,000-resample bootstrap confidence interval excluded zero. H5 was therefore provisionally supported. Because the observations were cross-sectional, the result indicates a statistically consistent sequential indirect association; it does not establish temporal ordering or causality.

Summary of Pilot Findings

The pilot results support the feasibility of the reduced empirical PPCF and are consistent with the proposed communication-to-voice-to-trust-to-engagement pathway. They should not be interpreted as a complete empirical test of the full theoretical PPCF. The pilot did not directly measure psychological safety in its full form, workplace wellbeing as a separate construct, sustainable engagement as distinct from general engagement, or multidimensional collective flourishing. Inclusiveness and Voice represented only the voice-related aspect of relational safety, while Organizational Success represented a limited flourishing-related outcome. Positive psychology was incorporated into the communication architecture rather than modeled as an independent latent variable. The evidence therefore provides preliminary support for a reduced empirical pathway, not validation of the full framework.

Future Validation Agenda

A rigorous validation program should proceed in stages. Construct development should begin with qualitative interviews and cognitive testing across occupational and cultural contexts. Item generation should reflect each communication dimension and avoid simply rewording established trust, safety, engagement, or wellbeing scales. Expert review should assess conceptual coverage, redundancy, and content validity. Exploratory factor analysis should then be conducted in one sample, followed by confirmatory factor analysis in an independent sample.

Structural testing should compare the proposed sequence with theoretically credible alternatives, including trust preceding safety, reciprocal trust-voice relationships, wellbeing preceding engagement, and partial-mediation models containing direct paths. Longitudinal or time-lagged designs are needed before temporal ordering is claimed. Multilevel studies should separate individual perceptions from team communication climate and organizational systems. Measurement invariance should be examined before comparisons across cultures, sectors, occupational groups, or working arrangements.

Validation stage	Purpose	Recommended evidence
1. Construct clarification	Establish domain and exclusions	Interviews, critical incidents, expert mapping
2. Item development	Create behaviorally specific indicators	Cognitive interviews, content-validity assessment
3. Measurement exploration	Identify dimensional structure	Independent exploratory sample; item reduction
4. Measurement confirmation	Test reliability and validity	CFA, CR, AVE, HTMT, competing measurement models
5. Structural testing	Evaluate process propositions	SEM with alternative models and indirect effects
6. Temporal validation	Assess ordering and change	Time-lagged, longitudinal, experimental, or intervention designs
7. Generalizability	Evaluate contextual stability	Multilevel analysis and measurement invariance

Discussion of Pilot Findings

The pilot findings provide preliminary empirical support for the central proposition that communication with positive psychological qualities is associated with voice-related experience, trust, engagement, and flourishing-related organizational outcomes. The strongest standardized path linked Strategic Communication with Inclusiveness and Voice ($\beta = .742$), suggesting that recognition, empathy, transparency, support, and strengths-oriented feedback are closely associated with employees' willingness and perceived opportunity to express ideas.

Inclusiveness and Voice strongly predicted Employee Trust ($\beta = .687$). This pattern is consistent with the proposed ordering in which employees evaluate whether participation is safe and consequential before developing broader judgments about organizational reliability and benevolence. The interpretation remains limited because the pilot measured inclusion and voice rather than the full psychological safety construct.

Employee Trust predicted Engagement ($\beta = .529$), and Engagement predicted Organizational Success ($\beta = .430$). The outcome items represented wellbeing, collaboration, and a positive environment, which are relevant to flourishing but do not capture the complete construct. The significant sequential product supports the integrative logic of the PPCF, while the cross-sectional design prevents causal interpretation.

The measurement findings are encouraging but mixed. Factorability was strong, composite reliability was acceptable across all constructs, and most average-variance-extracted values met or approached the recommended guideline. At the same time, Strength-Based Communication requires item refinement, Empathetic Communication showed marginal average variance extracted, and the TLI and RMSEA indicated only marginal model fit. The available results also do not establish discriminant validity conclusively because the manuscript does not report the complete inter-construct correlation matrix or HTMT ratios. A larger independent sample, together with explicit Fornell-Larcker and HTMT assessment, is required before the instrument, the structural sequence, or the conceptual distinctiveness of all nine dimensions can be described as validated.

Practical Implications

The framework suggests that organizations should evaluate communication by what it enables, not merely by distribution, recall, or sentiment. A positive communication system should make it easier to raise concerns, understand purpose, receive useful feedback, evaluate leadership credibility, and observe consistency

between institutional language and action. Communication functions, human resources teams, and line leaders can therefore share a common diagnostic architecture while retaining distinct responsibilities.

The model also cautions against cosmetic positivity. Recognition without fairness, listening without response, or wellbeing language without credible organizational support may weaken rather than strengthen trust. The practical standard is behavioral coherence: communication should accurately represent organizational reality while helping members participate in improving that reality.

Theoretical Contributions

The article makes four contributions. First, it conceptualizes communication as a positive organizational resource without equating positivity with optimism. Second, it separates antecedent practices, relational mechanisms, investment mechanisms, and distal outcomes. Third, it incorporates enabling and boundary conditions, reducing the risk of universal or culturally neutral claims. Fourth, it provides a falsifiable research agenda that requires measurement separation, competing models, temporal evidence, and multilevel validation.

Limitations

The full PPCF remains a theoretical framework and should not be described as validated until its complete constructs and propositions are tested in independent samples. The present pilot evaluates a reduced empirical pathway and uses narrower operational indicators for relational safety and flourishing. The proposed ordering is plausible rather than definitive, and reciprocal relationships are likely. Discriminant validity also remains provisional because the available analysis does not include a complete inter-construct correlation matrix or HTMT ratios. The breadth of collective flourishing creates additional measurement challenges because team functioning, employee wellbeing, resilience, innovation, and sustainable performance are related but nonidentical outcomes. Finally, communication cannot compensate for harmful work design, inequitable systems, or inconsistent leadership conduct.

Conclusion

Positive psychological communication is best understood as a credible organizational practice system rather than a favorable message style. When communication is strengths-aware, meaningful, respectful, transparent, participative, and behaviorally consistent, it can improve the relational conditions under which employees speak, trust, and invest in their work. Whether those processes culminate in collective flourishing depends on

organizational credibility, resource conditions, and context. The framework offers researchers a disciplined way to test these relationships and offers practitioners a demanding standard: communication becomes positive when it helps people participate with dignity in an organization whose actions support the claims its messages make.

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