

Strategic Communication as a Mechanism for Achieving Organizational Psychological Well-Being and Enhancing Performance in the Workplace: A Theoretical Approach

Fatiha BENKHERARA ^{1*}, Imane AZZI ²

^{1.} University of Martyr Hamma Lakhdar, El Oued (Algeria), fatiha-benkherara@univ-eloued.dz

^{2.} University of Martyr Hamma Lakhdar, El Oued (Algeria), azzi-imane@univ-eloued.dz

Date of submission: 02/08/2025

Date of acceptance 17/12/2025

Date of publication: 29/12/2025

Abstract :

This study investigates the contribution of strategic communication to enhancing employees' psychological well-being within organizational settings, emphasizing its evolution from a purely administrative function to a strategic process that shapes perceptions, meanings, and emotional engagement at work. Adopting a descriptive-analytical approach that integrates theoretical perspectives with recent empirical evidence, the study develops a conceptual framework linking communication practices to well-being and organizational performance. The findings reveal that transparent information flow, role clarity, and meaningful participation reduce occupational stress, strengthen organizational belonging, and improve job satisfaction. Moreover, consistent and expectation-aligned communication fosters emotional stability, reinforces perceived organizational support, promotes a participatory culture, and contributes to reduced absenteeism.

Keywords: Strategic communication; Organizational psychological well-being; Organizational performance

***Corresponding author**

1. Introduction

Modern work environments are undergoing profound transformations due to rapid technological advancements, digital communication systems, and the increasing complexity of organizational structures. In light of these changes, contemporary organizations have recognized that employees' psychological well-being is no longer a peripheral concern; rather, it has become a strategic necessity to maintain stability, enhance productivity, and ensure sustainable performance. Consequently, the focus has shifted from solely emphasizing operational efficiency to fostering a professional climate that supports employees' cognitive, emotional, and social dimensions.

In this evolving context, strategic communication has emerged as a pivotal mechanism influencing internal organizational dynamics. It is no longer limited to the mere transmission of information; rather, it has evolved into a deliberately planned process aimed at aligning organizational objectives, clarifying shared meanings, strengthening professional relationships, and supporting employees' psychological well-being. When communication is characterized by clarity, transparency, and participatory engagement, it reduces role ambiguity, minimizes unnecessary conflicts, enhances trust, and contributes to the creation of a psychologically safe environment that encourages positive interaction, adaptability, and collaborative problem-solving.

Theoretical frameworks and recent empirical studies indicate that organizations implementing coherent internal communication strategies achieve higher levels of psychological well-being among their employees. Effective communication enhances clarity, mutual understanding, and emotional stability, while also encouraging participation in decision-making and strengthening the sense of belonging. In contrast, fragmented or top-down communication leads to misunderstandings, heightened feelings of isolation, and the accumulation of psychological stress, which negatively impacts individual performance and organizational efficiency. This contrast highlights a persistent gap in many organizations, where communication practices lack a strategic dimension and fail to provide tangible support for employees' psychological well-being.

Building on these insights, the present study aims to deepen the theoretical understanding of strategic communication as a mechanism that supports

psychological well-being within organizations and serves as a driver for enhancing professional performance. It also seeks to clarify the conceptual links between strategic communication, psychological well-being, and performance, highlighting their implications for designing more effective, evidence-based communication practices.

Significance of the Study:

The importance of this study stems from the growing need to integrate psychological well-being into organizational planning and management processes, particularly in work environments characterized by rapid change and high adaptation demands. By analyzing the theoretical foundations linking strategic communication with psychological well-being and performance, the research provides insights that enable organizations to design communication systems that strengthen professional relationships, enhance motivation, and improve the quality of work life. Furthermore, the study addresses a theoretical gap by proposing a conceptual framework that elucidates how communication processes influence employees' psychological experiences and organizational performance.

Objectives of the Study :

1. To clarify the conceptual foundations and dimensions of strategic communication in contemporary organizations.
2. To analyze the relationship between strategic communication and organizational psychological well-being.
3. To examine the impact of psychological well-being on indicators of job performance.
4. To propose a conceptual framework linking strategic communication, psychological well-being, and job performance.

Research Methodology:

The study adopts a descriptive–analytical approach, relying on theoretical analysis, critical literature review, and synthesis of available knowledge to develop an integrated understanding of the variables under investigation.

Main Research Question:

How does strategic communication contribute to achieving organizational psychological well-being, and what impact does it have on enhancing job performance within the workplace?

Sub-Questions :

1. What are the conceptual foundations and dimensions associated with strategic communication in modern organizations?
2. What is the nature of the relationship between strategic communication and organizational psychological well-being?
3. How does psychological well-being influence job performance within organizational contexts?

Study Hypotheses :

1. Strategic communication positively contributes to enhancing organizational psychological well-being.
2. Higher levels of psychological well-being are associated with improved job performance.
3. Strategic communication indirectly influences job performance through its impact on psychological well-being.

2.The Concept of Strategic Communication

Strategic communication is considered a central concept in modern organizational thinking. It has evolved from being a technical activity focused solely on message transmission to a structured process in which communication dimensions intersect with the organization's overarching goals, ensuring the creation of shared understanding and guiding organizational behavior in alignment with the institutional vision. The literature indicates that contemporary organizations adopt strategic communication as a deliberate and planned practice, built upon an analysis of the organizational environment, identification of internal audiences, and the formulation of consistent messages that help shape perceptions and reinforce shared meanings within the organization (Hallahan, 2007).

At its core, strategic communication is based on managing the flow of information in a manner that transcends traditional news-oriented approaches, becoming an influential mechanism for identity construction, supporting job-related belonging, and enhancing alignment between employees' practices and organizational values. Several researchers have noted that strategic communication contributes to consolidating professional identity, reducing levels of stress and ambiguity, and fostering mutual trust within the organization, which positively impacts employees' psychological stability and the quality of professional relationships (Abadi, 2019).

From a broader perspective, strategic communication facilitates an interactive exchange of meanings through participatory practices, including dialogue forums, feedback mechanisms, and regular consultation meetings. These mechanisms not only provide information but also create spaces for expression and discussion, supporting employees' cognitive, emotional, and social needs. Contemporary studies highlight the link between internal communication and indicators of psychological well-being, such as feelings of respect, mutual recognition, and role clarity (Abdelsalam, 2022).

Recent literature also indicates that strategic communication cannot be separated from the organizational context in which it is practiced, as organizational culture, leadership styles, and characteristics of the work climate influence both the effectiveness of communication and its impact on performance and well-being. Studies have shown that a supportive organizational culture, participatory leadership, and an environment grounded in fairness and equity serve as mediating factors that strengthen the relationship between communication practices and outcomes related to psychological health and performance (Hallahan, 2007).

From a structural perspective, strategic communication operates within a formal system where administrative networks, lines of authority, and organizational structures intersect, ensuring that information reaches all employees accurately, clearly, and in a timely manner, regardless of their positions. Multiple studies have shown that the quality of internal communication predicts levels of job satisfaction, work engagement, and perceived organizational support, all of which are directly associated with psychological well-being and performance (Heidi, 2020).

Kimani (2024) argues that, in light of contemporary theoretical perspectives, strategic communication is increasingly viewed as a fundamental organizational lever that contributes to change management, promotes psychological health, and enhances performance through interrelated mechanisms, including trust-building, the provision of psychological safety, and the reinforcement of employees' positive psychological capital.

Zerfass (2020) also emphasized that enhancing internal communication constitutes a direct investment in organizational well-being, as it provides clarity, reduces conflicts, and increases levels of participation and organizational belonging.

Accordingly, there is a pressing need to develop more comprehensive conceptual models that integrate strategic communication with psychological and organizational variables, taking into account mediating and contextual factors capable of explaining variations in the impact of communication across organizations. These models are expected to guide future research toward the development of explanatory and practical frameworks that enhance organizations' capacity to utilize strategic communication as an effective tool for sustainably improving well-being and performance (Abdelsalam, 2022).

Today, strategic communication constitutes a fundamental pillar for understanding the dynamics of modern organizations, having transcended its traditional role of mere information transmission to become an integrated tool for managing meanings, building trust, and enhancing job-related belonging. A review of the literature reveals that most studies have focused on communication as a means of crisis management or improving information flow, with limited attention to its psychological and contextual effects on employees. Researchers note that this technical focus overlooks the interactive and emotional role of communication, which serves as a cornerstone in promoting employee well-being and motivating. The relationship between strategic communication and employee well-being is not necessarily direct; rather, it is influenced by several mediating factors such as organizational culture, leadership styles, work climate, and workforce diversity. In this context, it becomes essential to develop conceptual models that account for these determinants, allowing for a more precise understanding of how communication affects psychological health and organizational performance.

It is essential to emphasize that strategic communication should be viewed as a dynamic and interactive system that integrates informational, emotional, and social dimensions, rather than merely serving as a channel for message transmission. Participatory mechanisms, such as dialogue forums and regular feedback meetings, enable employees to express their opinions and contribute to the formulation of shared meanings, thereby enhancing role clarity, reducing internal conflicts, and strengthening the sense of belonging and psychological empowerment.

It is worth noting the importance of linking strategic communication with employees' positive psychological capital, including self-confidence, resilience, optimism, and the ability to face challenges. These psychological factors act as mediators that enhance the effectiveness of communication and strengthen organizational performance, highlighting that investing in improving internal communication represents a direct investment in employees' well-being and productivity. Finally, the researcher asserts that the effectiveness of strategic communication cannot be separated from the organizational context, as its success depends on the organization's capacity to adapt to internal and external changes, such as technological shifts or unexpected crises. Establishing a flexible communication environment encourages participation, stimulates innovation, and supports continuous learning within the organization, making strategic communication a central tool for change management, psychological stability, and overall well-being.

3. The Concept of Organizational Psychological Well-Being

Organizational psychological well-being refers to a multidimensional state in which employees achieve cognitive, emotional, and social balance within the workplace, reflecting their ability to satisfy basic psychological needs such as autonomy, competence, and belonging within the organizational context. This balance fosters personal adaptation, increases job satisfaction, and supports the overall mental health of employees (Fadhili, 2018).

This balance emerges from the continuous interaction between individual resources, including psychological resilience, emotional intelligence, and coping strategies, and organizational resources, such as supportive leadership, transparent policies, and psychologically safe work environments.

According to WHO (2022), psychological well-being is manifested through both subjective and objective indicators. On the subjective level, employees experience comfort, security, and full engagement in performing their tasks. On the objective level, its effects are reflected in measurable indicators, such as reduced stress levels, lower absenteeism rates, increased job satisfaction, and improved quality of professional relationships.

However, many organizations still treat psychological well-being as a secondary element compared to traditional performance indicators, highlighting a significant conceptual gap. Psychological well-being should be regarded as a strategic dimension that directly influences organizational sustainability, innovation, and overall effectiveness.

Fadhili (2018) emphasizes that psychologically safe work environments, where employees feel free to express their opinions, participate in decision-making, and voice concerns without fear of retribution, are positively associated with motivation, work engagement, and organizational commitment.

However, some studies assume that well-being programs yield the same outcomes across all organizations, overlooking critical contextual factors such as the quality of internal communication, leadership style, and organizational culture. The researcher argues that integrating these variables into a comprehensive analytical framework is an essential step toward understanding how strategic communication influences psychological well-being and, consequently, organizational performance.

Abdelmelig (2024) argues that, in practice, organizations implementing evidence-based programs—such as regular feedback systems, professional mentoring, stress management, and participatory decision-making mechanisms—demonstrate a clear commitment to supporting employee well-being. These practices enhance individual resilience, reinforce professional identity, strengthen mutual trust, and support organizational cohesion. They also reveal the reciprocal relationship between internal communication and psychological well-being; transparent and participatory communication not only contributes to employee well-being but also reflects the health of the work climate and the organization's capacity for change management.

At a conceptual level, organizational psychological well-being can be viewed as a dynamic construct shaped through the interaction between individual competencies and organizational processes. By linking communication practices, leadership styles, and psychological outcomes within an integrated framework, researchers and practitioners can accurately identify intervention points, address gaps in previous studies, and develop applicable predictive models that enhance performance, reduce employee turnover, and build a motivated and resilient workforce (Naqbil, 2024).

Edmondson (2019) considers the concept of organizational psychological well-being as a strategic cornerstone for understanding both organizational performance and employee mental health. Although numerous studies highlight its importance, most tend to treat well-being as a secondary element associated with achieving traditional performance indicators, overlooking the profound role it plays in fostering innovation, commitment, and organizational resilience. From this perspective, there is an urgent need to reframe well-being as a central and strategic dimension that influences organizational culture and long-term institutional outcomes.

It can be stated that the relationship between psychological well-being and performance outcomes is neither linear nor fixed; rather, it is influenced by multiple contextual and mediating factors, such as the quality of internal communication, leadership styles, organizational climate, and employees' individual psychological resources. Therefore, there is a clear need for comprehensive conceptual models that allow for understanding the dynamic interactions among these factors and enable the identification of the most effective intervention points to enhance employee well-being and achieve sustainable organizational performance.

From a practical perspective, organizations that implement clear communicative and participatory practices—such as regular feedback, professional mentoring programs, and participatory decision-making mechanisms—are able to enhance employees' psychological stability and professional belonging, as well as increase motivation and work engagement. These practices not only support employee well-being but also reflect the health of the organizational climate and the institution's capacity to manage change effectively.

Organizational psychological well-being should be understood as a dynamic construct shaped through the continuous interaction between individual competencies, organizational processes, and institutional policies. Linking well-being with communication practices and engagement with positive psychological capital can create a robust analytical model that organizations can apply to measure impact, enhance performance, reduce employee turnover, and foster a more flexible and motivating work environment.

Accordingly, future studies should focus on designing interactive and comprehensive measurement models that connect strategic communication, psychological well-being, and organizational performance outcomes, while taking into account the cultural and organizational specificity of each institution. This approach not only elevates theoretical research but also provides practical, actionable tools to sustainably improve performance and enhance employee well-being.

4. Indicators of Organizational Psychological Well-Being

Indicators of organizational psychological well-being constitute a set of integrated dimensions reflecting employees' cognitive, emotional, and social states within the workplace, and they demonstrate the organization's capacity to effectively support its human resources. From the researcher's perspective, these indicators are not independent; rather, they interact dynamically, such that weakness in one dimension can trigger sequential effects on the others, consequently affecting individual adaptation and overall organizational performance.

Job Satisfaction:

Job satisfaction represents one of the most prominent indicators of psychological well-being, reflecting the extent to which the organization meets employees' professional, social, and psychological needs. High levels of satisfaction are associated with greater capacity to cope with work-related stress, enhanced employee motivation, and improved individual and collective performance. The researcher emphasizes that the study of job satisfaction should consider its interaction with organizational practices, such as recognition systems, feedback mechanisms, and participatory communication, to ensure that employees' perceived satisfaction translates into actual engagement and tangible productivity outcomes (Jianchun, 2024).

General Well-Being:

This dimension encompasses all physical, psychological, and social aspects of the work environment, including the provision of suitable working conditions, management of workload, protection of health, and support for employees' psychological and social safety (WHO, 2022).

Employees' perception of organizational support for these aspects contributes to enhancing their psychological resilience and emotional stability. However, some studies overlook the relationship between these environmental factors and strategic communication practices, highlighting the need for comprehensive analytical frameworks that link organizational structure, strategic communication, and psychological well-being.

Occupational Adaptation:

Occupational adaptation refers to an employee's ability to manage work demands, balance professional and personal commitments, and cope with daily stressors. Poor adaptation is often linked to inefficient organizational processes or managerial shortcomings, whereas effective adaptation reflects both individual maturity and organizational competence (Men, Neill, & Yue, 2019).

From this perspective, strategic communication plays a pivotal role in supporting occupational adaptation by clarifying expectations, providing continuous feedback, and ensuring transparency in policies and procedures.

Professional Loyalty and Sense of Belonging:

A sense of belonging, reflecting employees' emotional and professional attachment to the organization, contributes to enhancing engagement, motivation, and psychological resilience (Keyes, 2014).

Enhancing professional loyalty depends on integrating strategic communication across the organization's channels, ensuring information transparency, participatory decision-making, and inclusive communication. This approach supports overall well-being and helps reduce psychological stress.

Quality of Professional Relationships:

Constructive interactions between colleagues and supervisors directly influence employees' trust, collaboration, and social cohesion within the organization. Conversely, work environments characterized by conflict undermine psychological well-being and increase stress levels (Harath, 2018).

Communication practices, such as conflict resolution mechanisms, structured feedback systems, and participatory dialogue, serve as key tools for maintaining healthy professional relationships that support employees.

Freedom of Expression:

The ability to express opinions and participate in decision-making without fear of negative consequences is an important indicator of a psychologically safe work environment. The researcher notes that organizations that encourage open communication empower their employees, enhancing engagement and job

satisfaction, and reflecting an organizational culture supportive of psychological well-being (Yanukstis, 2024).

Prevalence of Burnout Symptoms:

Burnout, characterized by emotional exhaustion, depersonalization, and a reduced sense of accomplishment, is a clear indicator of deteriorating organizational psychological health. Addressing it requires interventions such as workload management, appropriate task design, and the enhancement of strategic communication to build resilience and maintain effective engagement (Leiter, 2017).

Absenteeism and Employee Turnover Rates:

High rates of absenteeism and turnover indicate underlying psychological challenges, such as chronic stress, low engagement, or communication breakdowns within the organization. These indicators serve as critical assessment tools, enabling the organization to implement targeted interventions to improve psychological well-being and organizational performance.

Job Performance:

Job performance is closely linked to psychological well-being, as supportive work environments enhance collaboration, efficient task execution, and the exchange of social support among employees (Naqbil, 2023).

Strategic communication serves as the backbone for all these indicators by ensuring transparent information flow, participatory decision-making, structured feedback mechanisms, and clearly defined roles. This approach increases engagement, reduces ambiguity, and strengthens trust between employees and management.

Indicators of organizational psychological well-being constitute a central tool for understanding the organization's capacity to support employees' mental health dimensions and their impact on overall organizational performance.

These indicators—including job satisfaction, general well-being, occupational adaptation, sense of belonging, quality of professional relationships, freedom of expression, prevalence of burnout, absenteeism and turnover, and employee performance—constitute a dynamic framework that illustrates how

individual and organizational factors interact to shape the employee's psychological work environment.

Galfau (2022) indicates that job satisfaction is not merely a subjective feeling of contentment but a result of the interaction between leadership practices, recognition systems, and the effectiveness of internal communication. In this context, organizations that implement transparent and participatory strategic communication can enhance engagement and achieve sustainable job satisfaction. Similarly, general well-being and a psychologically safe environment form the foundation for maintaining employee resilience and emotional stability, which requires the integration of organizational policies with communication practices and resource allocation in a manner that reflects the institution's commitment to mental health.

An employee's ability to cope with stress and balance personal and professional commitments cannot be separated from the role of strategic communication in clarifying expectations, providing feedback, and ensuring policy transparency. A sense of belonging and professional loyalty emerges as an integrative element linking organizational commitment and psychological well-being, as it reflects the organization's recognition of employees and their participation in decision-making, thereby fostering a supportive environment that enhances engagement and psychological resilience.

Ben Nasser (2017) considers the quality of professional relationships and freedom of expression as vital indicators reflecting the health of the organizational climate. Constructive interactions and participatory dialogue alleviate conflicts, enhance collaboration, and strengthen organizational loyalty, whereas the absence of these practices increases stress and psychological pressure. Meanwhile, the prevalence of burnout symptoms, absenteeism, and employee turnover serve as warning indicators of organizational system deficiencies or insufficient employee support. Addressing these issues requires practical interventions, including workload management, appropriate task design, and the enhancement of strategic communication to build psychological resilience and maintain effective engagement.

From a job performance perspective, organizations that provide a supportive environment—combining psychological safety, professional recognition, and

engagement—achieve higher job performance. This interaction between psychological well-being and organizational indicators underscores the importance of building an integrated framework linking strategic communication and employee well-being.

Integrating these indicators into a comprehensive analytical framework enables organizations to systematically monitor, predict, and enhance psychological well-being, contributing to the development of a flexible, motivated, and high-performing workforce. It also opens extensive avenues for future research aimed at developing predictive models and organizational strategies that strengthen the relationship between strategic communication, employee well-being, and organizational performance.

In light of these considerations, researchers and practitioners can develop predictive models linking strategic communication with psychological well-being outcomes, while taking into account contextual and mediating factors such as leadership styles, organizational culture, and the diverse needs of the workforce. The researcher suggests that future studies focus on analyzing the dynamics of these indicators at both individual and group levels, in order to provide practical organizational strategies that enhance performance sustainability, reduce employee turnover, and support the creation of a healthy, motivating, and flexible work environment.

5.The Relationship between Strategic Communication and Organizational Psychological Well-Being

The relationship between strategic or internal communication and organizational psychological well-being represents a vital focus for understanding how organizations enhance employee health, satisfaction, and overall performance. Today, communication within organizations is no longer viewed merely as a channel for information transfer; rather, it functions as a complex strategic mechanism aimed at regulating knowledge flow, reducing ambiguity, fostering trust, and building strong interactive connections among all organizational members.

A critical review of the current literature indicates that strategic communication exerts both direct and indirect influence on levels of job

satisfaction, professional engagement, and psychological resilience, which in turn are closely linked to organizational performance effectiveness and sustainability.

Arif, S., & Johnston, K. (2023) indicate that transparent and effective internal communication can significantly reduce work-related stress, minimize role ambiguity, and enhance employees' sense of psychological safety. For instance, a study by Qin & Men (2003) during the COVID-19 pandemic found that organizations implementing clear and timely internal communication achieved higher levels of employee trust and increased feelings of stability and safety within the work environment. Similarly, Rhirhay, H., & Rafiq, S. (2025) highlighted that participatory communication strengthens social cohesion, supports work engagement, and enhances organizational belonging, thereby positively impacting employees' psychological well-being.

However, many studies treat communication as a uniform factor, overlooking the influence of contextual and mediating variables such as organizational culture, leadership styles, and workforce diversity, which can fundamentally alter the effectiveness of communication and its outcomes on psychological well-being.

Moreover, an excessive focus on descriptive outcomes—such as stress reduction, increased satisfaction, or engagement—limits the understanding of the underlying mechanisms linking communication and psychological well-being. This underscores the need to develop integrative models that account for both the direct and indirect pathways through which strategic communication exerts its effects.

These pathways can be conceptualized as follows:

- ❖ **Direct pathways:** These include reducing uncertainty, clarifying roles, and providing timely guidance and information, thereby alleviating work-related psychological stress.
- ❖ **Indirect pathways:** These involve fostering trust between employees and management, encouraging participation and collaboration, strengthening the sense of belonging, and supporting adaptive coping strategies, which in turn enhance psychological resilience and emotional stability (Duarte, B., & Silva, J., 2023).

Accordingly, strategic communication can be viewed as a dynamic, multi-path system that influences psychological well-being through the interaction of individual and organizational factors. Practically, this perspective allows for the design of communication policies and institutional strategies that enhance psychological balance, support professional engagement, and strengthen sustainable performance. It also provides a solid foundation for future research aimed at developing predictive, integrative, and widely applicable models.

Santos, M., et al. (2024) highlighted that strategic and internal communication constitutes a fundamental pillar for enhancing employees' psychological well-being within organizations, due to its direct and indirect effects on professional engagement, psychological stability, and organizational loyalty.

Effective communication goes beyond mere information transfer; it serves as a structured mechanism aimed at reducing ambiguity, increasing role clarity, and fostering mutual trust between employees and management, thereby contributing to a psychologically and emotionally stable work environment.

Organizations benefit from integrating these pathways into a conceptual model that systematically links communication strategies with psychological well-being outcomes and organizational performance. Such integration provides a framework for developing comprehensive communication programs that not only support mental health but also enhance engagement, loyalty, productivity, and reduce absenteeism and employee turnover.

It can be asserted that strategic/internal communication serves as a vital tool for enhancing organizational psychological health, not only through its direct impact on employee satisfaction and engagement but also by fostering trust, resilience, and organizational belonging. From both an academic and practical perspective, framing strategic communication within an integrated conceptual framework provides a solid foundation for future research and the design of organizational policies that promote sustainable performance and employees' psychological well-being.

6. Strategic Communication and Its Role in Enhancing Organizational Psychological Well-Being:

Strategic communication represents a fundamental pillar employed by organizations to enhance employees' psychological well-being and achieve

integrated and sustainable organizational performance. In this context, communication extends beyond mere information transfer to serve as a strategic mechanism that shapes employees' professional perceptions, reduces ambiguity and uncertainty, builds trust, and stimulates engagement and workplace interaction. In this sense, strategic communication becomes a central tool for promoting organizational psychological health and institutional commitment, surpassing its traditional role as an informational channel to function as a strategic organizational mechanism.

The impact of strategic communication on psychological well-being can be categorized into several interconnected pathways:

– **Reducing Work-Related Stress:**

Clear and continuous strategic communication regarding roles, responsibilities, and organizational changes helps reduce ambiguity and job-related anxiety, thereby enhancing employees' adaptability and psychological resilience (Baker, 2021). A clear understanding of expectations and minimizing workplace surprises allow stress to be managed before it escalates, supporting mental health and increasing employees' capacity to perform effectively.

– **Enhancing Organizational Belonging:**

Engaging employees in decision-making processes, sharing the organizational vision, and maintaining transparent and regular feedback channels contribute to fostering loyalty and overall psychological well-being. Employees feel valued and a sense of belonging, which increases social cohesion and job satisfaction while reducing feelings of professional isolation (Harath, 2018).

– **Increasing Job Satisfaction and Organizational Performance:**

Studies indicate that recognizing employees' contributions and encouraging active participation in organizational processes enhances motivation and professional engagement, which in turn is associated with tangible improvements in organizational performance. This highlights the reciprocal relationship between psychological well-being and measurable outcomes, with job satisfaction serving as a proactive indicator of an organization's effectiveness in managing its human resources (Men, 2020).

– **Promoting Healthy Professional Relationships:**

Strategic communication helps clarify expectations, organize interactions between colleagues and supervisors, and reduce conflicts, thereby enhancing collaboration, trust, and social cohesion. Its role extends beyond information delivery to creating a psychologically balanced work environment that encourages cooperation and mitigates conflicts that could negatively affect mental health.

– **Supporting Psychological Safety and Crisis Management:**

Transparent and timely communication during crises helps establish a psychologically safe environment, enabling employees to express concerns and receive necessary guidance and supervision. This constitutes a crucial element in supporting psychological resilience and the capacity to cope with collective pressures, whether stemming from organizational changes or unexpected crises (Tkalcic Verčič, 2022).

According to Ben Taleb Samia (2018), strategic communication can be conceptualized as a dynamic, multidimensional system aimed at reducing stress, clarifying roles, and providing support in critical situations, while simultaneously fostering trust, engagement, a sense of belonging, and supporting both individual and collective coping strategies. Integrating these pathways into a comprehensive conceptual model allows for a direct linkage between internal communication practices and indicators of psychological well-being, as well as performance measurement. Moreover, it provides a framework for future research—whether quantitative, qualitative, or experimental—to uncover the underlying mechanisms of these effects and to guide practical interventions more effectively.

Despite the role of strategic communication in supporting psychological health, studies often remain descriptive and fragmented, focusing on specific outcomes without linking them to the broader framework of psychological well-being or organizational performance. Consequently, a critical analysis highlights the need to view strategic communication not merely as a technical tool for message transmission, but as an evidence-based strategic process capable of enhancing mental health, employee engagement, and organizational performance. This perspective enables the design of integrated institutional policies that support a motivated, resilient, and psychologically balanced workforce.

Practical applications of this relationship can be observed in organizations that implement participatory communication, such as internal forums, regular feedback mechanisms, and interactive meetings. These practices not only help reduce stress and enhance engagement but also reflect an organized and transparent work environment that demonstrates management's commitment to employees' psychological well-being.

In summary, strategic communication serves as a central lever for promoting organizational psychological well-being. It requires organizations to integrate its practices into their strategies to create a motivating, flexible, and psychologically balanced work environment, while also providing opportunities for future research to develop predictive and integrative evidence-based frameworks.

Enhancing psychological well-being in the workplace has become a strategic priority for modern organizations, as employee well-being constitutes a fundamental pillar for achieving sustainable performance and overall organizational effectiveness. Critical analyses of the literature indicate that promoting psychological well-being is not limited to individual-level interventions; rather, it requires a multi-level approach that integrates psychological, behavioral, and organizational dimensions, closely linked with strategic communication and the organizational structure.

– **Professional Psychological Support Programs:**

Consultation and institutional psychological support programs constitute one of the most prominent tools representing a direct investment in employees' mental health. These programs, delivered by qualified professionals, enable employees to proactively manage work-related stress, reduce feelings of anxiety and psychological fatigue, and enhance overall job satisfaction (Abdelmalih, A., 2024).

However, studies indicate that the effectiveness of these programs varies depending on the frequency and format of the interventions, highlighting the importance of integrating them into organizational strategies so that they become part of the institutional culture, creating a feedback loop between employee well-being and organizational performance.

– **Improving the Physical and Psychosocial Work Environment:**

The physical and psychosocial environment plays a pivotal role in employees' mental health, encompassing the quality of lighting, air, workspace design, as well as workload distribution, recognition practices, and motivational mechanisms.

Baker (2021) suggests that physical modifications, such as quiet zones and flexible workspaces, alongside improvements in psychosocial aspects like continuous recognition, help reduce stress and enhance employee engagement. A comprehensive approach that combines physical improvements with psychosocial support strengthens psychological resilience, reduces burnout rates, and leads to sustainable improvements in organizational performance.

– **Promoting a Culture of Dialogue and Organizational Communication:**

Strategic internal communication serves as a central tool for supporting mental health, providing open channels for expressing concerns, sharing ideas, and giving feedback, thereby enhancing trust and reducing anxiety and stress (Abdelsalam, 2022). Effective practices include discussion forums, staff meetings, and participatory decision-making mechanisms, which foster engagement and a sense of belonging. Here, communication is viewed not merely as an informational tool but as a preventive and corrective mechanism that enables early identification of stressors and ensures a psychologically safe environment, directly impacting performance and productivity.

– **Financial and Non-Financial Incentives:**

Incentives represent a crucial element in promoting psychological well-being, whether through financial rewards or non-financial recognition, such as certificates of appreciation and performance-based recognition programs. Yanukštis, R., et al. (2024) indicate that the effectiveness of incentives depends on their diversity and alignment with individual motivations, as they enhance engagement, reduce psychological stress, and amplify performance outcomes when integrated into an organizational and strategic framework. These mechanisms also reinforce employees' sense of appreciation and acknowledgment of their contributions, positively affecting loyalty and organizational commitment.

– Training on Stress and Burnout Management :

Training programs focused on coping with work-related stress and preventing burnout play a pivotal role in building employee resilience and enhancing their capacity to handle daily pressures. These workshops aim to improve coping strategies, support psychological stability, and reduce long-term mental health issues, thereby contributing to maintaining a high level of organizational performance. Integrating such programs within strategic policies further reinforces the sustainability of psychological well-being, making it an integral part of organizational culture (Litter, 2017).

Despite evident progress in implementing these approaches, evaluating the impact of each strategy in isolation—without considering the integration of various programs or their relationship with strategic communication and organizational culture—remains a limitation. Moreover, the qualitative understanding of employees' subjective experiences is still limited, hindering the development of practical, predictive, and applicable models.

To address these gaps, the following can be proposed:

- ❖ Examine the interactive effects of psychological support programs, material and non-material improvements, incentives, and stress management training within integrated models.
- ❖ Employ mixed-methods approaches that combine quantitative and qualitative research to analyze individual and collective employee experiences.
- ❖ Assess the effectiveness of these approaches across different sectors and organizations of varying sizes, taking into account contextual and cultural factors.

In this way, promoting organizational psychological well-being becomes a comprehensive strategic process, closely linked to strategic communication, contributing to the creation of a psychologically balanced, resilient, and motivating work environment that supports sustainable organizational performance.

Modern organizations must prioritize psychological dimensions alongside the physical working conditions. Psychological support, workplace improvements, effective communication, incentive structures, and stress management programs are

not merely routine administrative tasks; they represent strategic interventions grounded in the organization's values of care, respect, and human development.

At the collective level, these strategies aim to:

- Enhance cohesion and trust.
- Establish a sense of safety, belonging, and purpose.
- Create an environment in which employee well-being is fundamentally linked to performance.

This synthesis provides a solid foundation for developing a conceptual model linking strategic communication, psychological well-being, and performance. By embedding these interventions within an integrated framework, organizations can envision the pathways through which each strategy enhances psychological health, engagement, and job performance, forming the basis for the final conceptual framework.

7. Recommendations for Enhancing Organizational Psychological Well-Being:

Based on the integration of organizational psychological well-being indicators and the strategies employed to promote mental health, the following recommendations aim to sustainably enhance employee well-being while improving organizational performance. Each recommendation emphasizes strategic integration, evidence-based implementation, and alignment with overall organizational objectives.

- **Integrating Psychological Well-Being into Administrative Policies:**
Mental health initiatives should be embedded within strategic planning and human resource systems, rather than functioning as separate programs. Integrating psychological considerations into organizational policies ensures that mental health impacts recruitment, workload distribution, task assignments, and performance evaluation.

Embedding psychological well-being in administrative policies ensures sustainability, prevents fragmented interventions, and reflects the organization's commitment to employee well-being as a strategic priority.

– **Providing Regular Professional Psychological Support Programs:**

Organizations should employ qualified psychological specialists or collaborate with specialized counseling centers to provide individual and group support sessions. Empirical evidence indicates that continuous psychological support reduces work-related stress, enhances coping strategies, and improves job satisfaction.

Well-structured support programs function both preventively and therapeutically, enhancing resilience, reducing absenteeism, and improving overall organizational performance.

– **Improving the Physical and Organizational Work Environment:**

A psychologically supportive environment requires attention to both physical and intangible dimensions, including workspace design, quiet areas, balanced workload distribution, and meaningful recognition practices. These factors help reduce stress, enhance engagement, and build a resilient organizational culture.

Comprehensive improvements that integrate physical and psychosocial support yield cumulative benefits, enhance employee well-being, and indirectly contribute to higher organizational performance.

– **Encouraging a Culture of Internal Dialogue:**

Effective communication channels—such as feedback sessions, open forums, and participatory meetings—allow employees to express ideas, voice concerns, and contribute to problem-solving. Open dialogue alleviates stress, fosters a sense of belonging, and strengthens psychological safety, demonstrating how strategic communication directly supports psychological well-being outcomes.

– **Diversifying Financial and Non-Financial Incentives:**

Combining financial and non-financial incentives—such as performance bonuses, certificates of appreciation, additional leave, and public recognition—enhances motivation, job satisfaction, and organizational loyalty.

Diverse incentive systems aligned with individual psychological drivers increase engagement, support mental well-being, and improve performance outcomes.

– **Organizing Workshops on Stress and Burnout Management:**

Targeted training programs equip employees with the skills necessary to cope with work-related stress and prevent burnout, particularly in high-pressure work environments.

Proactive stress management training enhances resilience, reduces long-term psychological issues, and supports organizational stability, forming an integral part of a comprehensive well-being strategy.

– **Conducting Periodic Field Assessments:**

Annual assessments using standardized measurement tools help identify emerging psychological issues early and guide appropriate interventions.

Evidence-based evaluations inform policy adjustments, ensure intervention relevance, and enable continuous improvement in organizational mental health practices.

– **Employee Involvement in Decision-Making:**

Involving employees in the formulation of organizational policies and operational decision-making contributes to enhancing their sense of belonging, ownership, and psychological support. Such participation fosters engagement and loyalty and helps cultivate an adaptive organizational culture, thereby strengthening resilience and improving overall performance.

Implementing these recommendations generates a synergistic effect by promoting employees' psychological well-being, reinforcing organizational cohesion, and enhancing performance outcomes. It is important to emphasize that these measures represent evidence-based strategic interventions rather than isolated administrative tasks.

These recommendations also provide a foundation for a conceptual framework linking strategic communication, organizational psychological well-being, and institutional performance. Within this framework, each recommendation functions as a lever that directly or indirectly influences well-being indicators and performance metrics, thereby offering a theoretical roadmap and practical guidelines for sustainable organizational development.

8. Conclusion

In the context of rapid digital transformation and increasing professional pressures, strategic communication has emerged as a fundamental leadership tool, surpassing its traditional role as a supportive administrative function. The effective implementation of strategic communication contributes to creating a humane, psychologically safe, and sustainable work environment that enhances employee well-being and supports overall organizational performance.

Evidence indicates that strategic communication is no longer merely a channel for information transfer; it has become a core component of the modern organizational structure, promoting employees' mental health—particularly in high-pressure work environments characterized by performance fluctuations and limited resources. Effective internal communication reflects employees' perceptions of safety, belonging, and professional identity, serving as a strategic lever to enhance resilience, encourage adaptive behaviors, and mitigate the effects of ambiguity and psychological stress.

The findings indicate that organizational psychological well-being is shaped by a dynamic interaction among clear communication, participatory decision-making, supportive leadership, and the alignment of organizational values with employee needs. The absence of effective communication disrupts the psychological climate, increases tensions, and undermines engagement and performance, whereas systematic communication practices contribute to building a resilient organizational culture that supports mental health and enhances productivity, creativity, and organizational commitment.

Despite its direct impact on organizational stability, service quality, and workforce productivity, organizational mental health remains insufficiently addressed in many Arab work environments, making its integration into strategic planning both a long-term investment and an ethical obligation.

The conceptual framework of this study, which links strategic communication with psychological well-being and organizational performance, provides a practical tool for policymakers and administrators, outlining the direct and indirect pathways for enhancing mental health and creating resilient, high-performing organizations.

It is noteworthy that future research should focus on:

1. Developing integrative models that connect internal communication practices, psychological well-being indicators, and organizational performance.
2. Conducting comparative analyses across sectors, cultures, and organizational sizes to understand the impact of contextual and mediating factors.
3. Evaluating the long-term sustainability of strategic communication interventions.
4. Strengthening qualitative studies to explore employees' subjective experiences and the mechanisms through which communication affects their well-being.

Future research can also analyze the direct and indirect effects of communication on psychological well-being through longitudinal studies, integrate qualitative methods to explore individual experiences, and examine differences across sectors and organizational levels to identify the most effective communication practices. Developing integrative conceptual models that consider contextual factors represents a crucial step toward advancing theoretical knowledge and guiding practical policies for healthier and more efficient work environments.

9. Footnotes and bibliography

- ¹ Abadi, M., & Ebrahimi, S. (2019). The impact of strategic communication on employees' psychological well-being. *Journal of Business and Management*, 21(2), 45–60.
- ² Abadi, I., & Ebrahimi, H. (2019). Strategic communication and its role in crisis management within organizations: A descriptive–analytical approach. *Algerian Journal of Communication*, 17(28), 34–51.
- ³ Aref, S., Johnston, K. A., Line, A., & Biston, A. (2023). Strategic employee trait scale: The mediating role of internal communication and job engagement. *Public Relations Review*, 49(2).
- ⁴ Baker, A. B., & Damroti, E. (2021). Job demands–resources theory: A review and future prospects. *Journal of Occupational Health Psychology*, 26(1), 1–16.
- ⁵ Ben Salem, T. (2022). Strategic communication and employees' psychological well-being: A conceptual approach. *International Journal of Business Studies*, 10(2), 45–61.
- ⁶ Ben Taleb, S. (2018). Strategic communication and work-related stress. *Journal of Applied Management Research*, 15(3), 45–60.

- ⁷ Duarte, A. B., & Silva, F. H. (2023). Satisfaction with internal communication and turnover intention among hospitality employees: Exploring the mediating role of organizational support and job satisfaction. *Administrative Sciences*, 13(10), 216.
- ⁸ Edmondson, A. (2019). *The fearless organization: Creating psychological safety in the workplace for learning, innovation, and growth*. Wiley.
- ⁹ Fadhili, N. (2018). Occupational stress and mental health among public sector employees. *Journal of Occupational Health Psychology*, 23(2), 211–225.
- ¹⁰ Fratas, S. (2017). Employee well-being and organizational outcomes. *International Human Resource Development*, 20(5), 351–368.
- ¹¹ Galvao Merinius, J., Cardoso, A., Silva, R., Rego, R., & Oliveira, M. (2022). Employee engagement and participation in internal communication. *Social Sciences*, 11(9), 423.
- ¹² Hallahan, K., Holtzhausen, D., van Ruler, B., Verčič, D., & Sriramesh, K. (2007). Defining strategic communication. *International Journal of Strategic Communication*, 1(1), 3–35.
- ¹³ Harath, N., & Rshidi, T. (2018). Strategic communication and professional identity formation. *Management Science Letters*, 8(4), 215–224.
- ¹⁴ Harath, S., & Rshidi, W. (2018). Strategic communication and its role in enhancing professional quality of life within organizations. *Journal of Public Service Quality*, 1(1), 50–63.
- ¹⁵ Heidi, M., & Simonson, K. (2020). Internal communication as a driver of employee well-being. *Corporate Communications: An International Journal*, 25(2), 160–177.
- ¹⁶ Jianchun, Y. (2024). Enhancing job satisfaction through organizational climate and employee happiness at work: A moderated-mediation model. *BMC Psychology*, 12, Article 744, 1–12.
- ¹⁷ Kimani, B. (2024). Internal communication strategies and employee engagement. *Journal of Public Relations*, 2(1), 13–24.
- ¹⁸ Men, L. R., & Yu, A. K. (2019). Creating a positive emotional culture: The impact of strategic internal communication on employee supportive behaviors. *Public Relations Review*, 45(3), 1–12.
- ¹⁹ Naqbil, A. M., & Alouti, A. (2024). Psychological and psychosocial risks at work (1st ed.). Pedagogical Vigilance Center, University of Mohamed Boudiaf, M'sila.
- ²⁰ Naqbil, A. M., & Hussein, A. (2023). Strategies for managing psychosocial risks at work. *Journal of Humanities and Social Sciences*, 7(1), 16–26.
- ²¹ Chen, Y. S., & Men, L. R. (2023). Exploring the impact of internal communication on employee psychological well-being during the COVID-19 pandemic: The mediating role of employee organizational trust. *International Journal of Business Communication*, 60(4), 1197–1219.

- ^{22.} Rhirhay, H., & Rafiq, S. (2025). Internal communication as a driver of organizational resilience: A systematic literature review using PRISMA. *African Scientific Journal*, 3(32), 592–612.
- ^{23.} Santos, M., Santos, E., Souza, M., & Oliveira, M. (2024). The mediating effect of motivation between internal communication and job satisfaction. *Administrative Sciences*, 14(4), 69.
- ^{24.} Santos, M., et al. (2024). Employee engagement and communication quality. *European Management Journal*, 42(1), 101–119.
- ^{25.} Verčič, A., & Men, L. R. (2022). Redefining the relationship between internal communication and employee engagement. *Public Relations Review*, 48(4), 102279.
- ^{26.} World Health Organization. (2022). *Mental health and well-being in the workplace: Policy brief*.
- ^{27.} World Health Organization. (2022). *Mental health in the workplace: Policy brief and implementation guidance*.
- ^{28.} Zerfass, A., & Huck, S. (2020). Internal communication and employee engagement: Linking communication practices to outcomes. *Journal of Communication Management*, 24(1), 50–72.
- ^{29.} Zerfass, A., Verčič, D., Nothhaft, H., & Wriedt, K. B. (2018). Strategic communication: Field definition and contribution to research and practice. *International Journal of Strategic Communication*, 12(4), 487–505.