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RESEARCH ARTICLE

Positive Psychological Communication and Human Flourishing: An Emerging Framework Through Indian Knowledge Systems

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ABSTRACT

Workplace communication is often evaluated as an informational or managerial process, although communication also shapes employees' interpretations of dignity, safety, trust, meaning, and belonging. This article develops the Positive Psychological Communication Framework (PPCF) as an emerging model integrating positive psychology, strategic communication, psychological safety, organizational trust, employee engagement, and human flourishing. The framework is further contextualized through Indian Knowledge Systems, including satya (truthfulness), ahimsa (non-harm), svadharma (strengths-aligned duty), karma-yoga (purposeful action with reduced attachment to personal reward), seva (service), chitta-shuddhi (refinement of the inner instrument), ananda (deep wellbeing), and the purushartha conception of balanced human aims. A critical integrative review was combined with preliminary pilot evidence. Eighty-four responses were collected, of which 83 were usable for analysis across 27 five-point Likert items. Reliability was acceptable for eight of nine pilot dimensions, and exploratory associations followed the proposed communication-voice-trust-engagement-flourishing-related sequence. These findings are presented as feasibility evidence, not definitive psychometric validation. The article's contribution is the conceptual articulation of PPCF, its culturally grounded IKS linkages, boundary conditions, and a transparent Phase II agenda involving a larger independent sample, full factor validation, structural modelling, longitudinal testing, and cross-cultural examination.

KEYWORDS

positive psychological communication; Indian Knowledge Systems; organizational flourishing; psychological safety; employee engagement; strategic communication

1. Introduction

Organizations rely on communication to coordinate activity, interpret uncertainty, recognize contribution, explain change, and sustain relationships. Yet workplace communication is commonly evaluated through reach, clarity, speed, or alignment with institutional objectives. These indicators are important, but they do not fully address the psychological consequences of organizational speech. Communication can strengthen dignity and belonging, or it can produce fear, silence, mistrust, and emotional withdrawal. A psychologically informed approach therefore asks not only whether a message was delivered, but also what kind of human experience the communication created.

Positive psychology shifted scholarly attention from the repair of dysfunction toward strengths, meaning, relationships, engagement, and flourishing (Seligman & Csikszentmihalyi, 2000; Seligman, 2011). Organizational communication research likewise emphasizes purposeful communication, employee relationships, participation, and shared understanding (Hallahan et al., 2007; Men & Bowen, 2017; Welch & Jackson, 2007). Psychological safety concerns whether people believe that interpersonal risk-taking is safe (Edmondson, 1999), organizational trust develops through judgments of ability, benevolence, and integrity (Mayer et al., 1995), and engagement concerns the investment of the self in work roles under conditions of meaningfulness, safety, and availability (Kahn, 1990). These streams are relevant to one another, but communication is rarely positioned as the integrating psychological mechanism.

The Positive Psychological Communication Framework (PPCF) addresses this fragmentation. It conceptualizes communication as a deliberate organizational practice that can recognize strengths, communicate appreciation, demonstrate empathy, provide support, explain decisions transparently, enable employee voice, and connect work with meaning. The current article presents PPCF as an emerging conceptual framework and reports a preliminary pilot assessment. It does not claim final validation. Its principal purpose is to clarify constructs, theoretical ordering, Indian Knowledge Systems (IKS) linkages, feasible measurements, limits, and requirements for a subsequent independent validation programme.

2. Research Problem, Questions, and Objectives

Existing organizational models explain important parts of flourishing but offer no single communication-centred account linking positive experiences, psychological safety, trust, engagement, wellbeing, and collective organizational outcomes. Positive psychology does not specify how everyday communication may operationalize flourishing; strategic communication can privilege organizational influence over employee wellbeing; trust theory identifies trustworthiness but does not prescribe a positive communication system; psychological safety focuses on interpersonal risk but not the full flourishing process; and engagement theory explains investment in work while offering limited detail about communication as an antecedent.

2.1 Research Questions

RQ1: Which theoretically grounded communication practices constitute Positive Psychological Communication?

RQ2: How can PPCF connect communication, voice-related safety, trust, engagement, and flourishing-related outcomes?

RQ3: How can Indian Knowledge Systems strengthen the ethical and cultural grounding of PPCF?

RQ4: Do preliminary pilot patterns justify a larger, independent psychometric validation study?

2.2 Objectives

To integrate positive psychology, communication, safety, trust, and engagement scholarship into an emerging conceptual framework.

To define the principal dimensions, outcomes, antecedents, and boundary conditions of PPCF.

To relate PPCF cautiously to IKS concepts without treating Indian and contemporary psychological constructs as identical.

To report preliminary pilot feasibility evidence and establish a rigorous Phase II validation agenda.

2.3 Literature Review Method

Databases Searched

The literature review was conducted using multidisciplinary academic databases to identify studies relevant to positive psychology, organizational communication, psychological safety, organizational trust, employee engagement, human flourishing, Indian Psychology, and Indian Knowledge Systems. The principal databases consulted included:

Scopus

Web of Science

Google Scholar

PsycINFO

EBSCOhost

ProQuest

JSTOR (for Indian philosophical and psychological literature)

Books and edited volumes on Indian Psychology and Indian Knowledge Systems, including Foundations and Applications of Indian Psychology and Handbook of Indian Psychology. [books.google.com], [search.lib...y.ucla.edu]

Literature Selection Procedure

The literature search was conducted across multiple multidisciplinary databases including Scopus, Web of Science, Google Scholar, PsycINFO, EBSCOhost, ProQuest, and JSTOR. Relevant publications were identified using predefined keyword combinations related to Positive Psychology, Strategic Communication, Psychological Safety, Organizational Trust, Employee Engagement, Human Flourishing, Indian Psychology, and Indian Knowledge Systems. Sources were screened for conceptual relevance, methodological rigor, and contribution to the development of PPCF. Preference was given to peer-reviewed journal articles, scholarly books, authoritative academic chapters, and seminal theoretical works that have significantly influenced their respective disciplines. Following relevance screening and duplication checks, the most pertinent sources were retained for detailed review and integration into the proposed conceptual framework.

Keywords Used

Search was conducted using combinations of the following keywords and related terms:

Positive Psychology Terms

Positive Psychology
Human Flourishing
PERMA
Workplace Wellbeing
Positive Emotions
Psychological Capital

Communication Terms

Strategic Communication
Internal Communication
Employee Communication
Communication Climate
Meaning-Centered Communication
Workplace Communication

Organizational Behaviour Terms

Psychological Safety
Organizational Trust
Employee Engagement
Organizational Flourishing
Employee Voice
Organizational Wellbeing

Indian Knowledge Systems Terms

Indian Psychology
Indian Knowledge Systems
Satya
Ahimsa
Svadharma
Karma Yoga
Seva
Purushartha
Ananda
Chitta Shuddhi

Example search strings included:

Example search strings included:
("Positive Psychology" AND "Strategic Communication")

("Psychological Safety" AND "Employee Voice")

("Organizational Trust" AND "Employee Engagement")

("Indian Psychology" AND "Human Flourishing")

("Karma Yoga" AND Workplace)

Research on Karma Yoga and workplace outcomes was specifically reviewed because prior studies have developed conceptual and psychometric approaches connecting Karma Yoga with workplace spirituality, flourishing, and positive psychological outcomes. [researchgate.net], [jstor.org]

Inclusion Criteria

Sources were included when they met one or more of the following criteria:

Peer-reviewed journal articles, scholarly books, edited volumes, and authoritative academic chapters.

Studies addressing Positive Psychology, flourishing, wellbeing, trust, psychological safety, engagement, or strategic communication.

Research examining communication processes in organizational settings.

Scholarly work related to Indian Psychology and Indian Knowledge Systems.

Publications providing theoretical, conceptual, empirical, or measurement-related contributions relevant to PPCF.

English-language publications with sufficient methodological and theoretical rigor.

Seminal works frequently cited within their respective disciplines (e.g., Seligman, Kahn, Edmondson, Mayer et al.).

Exclusion Criteria

The following were excluded:

Non-scholarly websites and opinion pieces.

Sources lacking theoretical or empirical relevance to PPCF.

Publications with insufficient methodological transparency.

Duplicate publications and inaccessible abstracts without full-text availability.

Time Period Covered

The review primarily focused on literature published between:

1990 and 2026

This period was selected because it captures:

Kahn's foundational engagement work (1990)

Mayer et al.'s organizational trust model (1995)

Edmondson's psychological safety theory (1999)

The emergence of Positive Psychology (2000 onward)

Modern Strategic Communication scholarship,

Contemporary Indian Psychology and Karma-Yoga research.

Additionally, seminal classical and foundational texts, including the Bhagavad Gita, were consulted to contextualize the Indian Knowledge Systems dimensions of the framework.

3. Theoretical Foundations

3.1 Positive Psychology and Human Flourishing

Positive psychology examines conditions that support optimal functioning and a life experienced as worthwhile. The PERMA model organizes wellbeing around positive emotion, engagement, relationships, meaning, and accomplishment (Seligman, 2011). In organizations, this perspective expands evaluation beyond output to include whether work supports positive relationships, meaningful contribution, growth, and sustainable wellbeing. However, PERMA does not itself specify the communication practices through which these conditions are created, interpreted, or undermined. PPCF treats communication as one possible organizational resource through which strengths, appreciation, meaning, and relationships become visible in everyday work.

3.2 Strategic and Internal Communication

Strategic communication is the purposeful use of communication by organizations to fulfil their missions (Hallahan et al., 2007). Internal communication scholarship further draws attention to relationships, participation, leadership communication, and employee understanding (Men & Bowen, 2017; Welch & Jackson, 2007). PPCF extends these approaches by placing psychological consequences inside the definition of communication effectiveness. A communication practice is not treated as effective solely because it aligns behaviour; it must also be evaluated for transparency, support, respect, meaningfulness, and its effects on voice and trust.

3.3 Psychological Safety

Psychological safety is a shared belief that a team is safe for interpersonal risk-taking (Edmondson, 1999). It enables questions, error reporting, dissent, and learning, but it does not imply comfort, consensus, or absence of accountability. PPCF proposes that empathetic listening, respectful feedback, transparent explanation, and credible non-retaliation mechanisms can support safety. The present pilot did not administer a full established psychological-safety scale. Its Inclusiveness and Voice dimension is therefore described as safety-related rather than equivalent to the entire construct.

3.4 Organizational Trust

Mayer et al. (1995) locate trust in willingness to accept vulnerability based on positive expectations, with ability, benevolence, and integrity shaping trustworthiness. Communication offers evidence from which these judgments are made. Honest explanations can signal integrity, competent guidance can signal ability, and empathy can signal benevolence. At the same time, communication cannot compensate for inconsistent institutional action. PPCF therefore treats trust-building communication as necessary but not sufficient; words must align with policies, decisions, and observable conduct.

3.5 Employee Engagement

Kahn (1990) conceptualized engagement as physical, cognitive, and emotional expression of the self in role performance and identified meaningfulness, safety, and availability as enabling conditions. PPCF connects these conditions with communication. Recognition can communicate significance; employee voice can support safety; and supportive dialogue can protect psychological resources. Engagement is positioned as an intermediate response rather than the final purpose of the framework, because highly engaged work may still be unsustainable if dignity, wellbeing, or ethics are neglected.

4. Development of the Positive Psychological Communication Framework

4.1 Conceptual Definition

Positive Psychological Communication is defined as a deliberate and ethically responsible system of workplace communication practices that recognizes strengths, communicates appreciation, supports meaning, demonstrates empathy, provides practical guidance, explains decisions transparently, and protects employee voice in ways intended to support psychological safety, trust, engagement, wellbeing, and organizational flourishing. This definition treats communication as more than positive wording. Credibility, context, timing, access to information, two-way participation, and congruence between speech and action are essential.

4.2 Proposed Dimensions

Drawing from the positive psychology, organizational communication, psychological safety, and employee well-being literature, Table 1 summarizes the proposed dimensions of Positive Psychological Communication and their illustrative organizational manifestations.

Dimension	Definition	Illustrative organizational expression
Strength-based communication	Communication that recognizes capabilities and developmental potential without ignoring limitations.	Feedback identifies effective behaviours and pathways for growth.
Recognition and appreciation	Credible acknowledgement of effort, contribution, and achievement.	Specific and timely appreciation linked to observable contribution.

Dimension	Definition	Illustrative organizational expression
Empathetic communication	Listening and responding with perspective-taking and respect.	Leaders acknowledge concerns before explaining constraints or decisions.
Transparent communication	Honest, sufficiently complete, timely, and understandable explanation.	Material changes, uncertainty, and rationale are communicated openly.
Supportive communication	Guidance and dialogue that help employees address work demands.	Managers clarify priorities, remove obstacles, and provide practical help.
Meaning-centred communication	Connection of work with values, beneficiaries, and legitimate shared purpose.	Messages explain how roles contribute to broader outcomes.
Inclusiveness and voice	Opportunities to express ideas, concerns, questions, and dissent without retaliation.	Employees can challenge assumptions and receive a reasoned response.

Table 1. Proposed Dimensions of Positive Psychological Communication

4.3 Antecedents, Outcomes, and Boundary Conditions

PPCF requires more than communication skills. Individual antecedents include empathy, emotional regulation, ethical awareness, and willingness to listen. Organizational antecedents include credible leadership, consistent people practices, accessible channels, and protection from retaliation. Immediate outcomes may include feeling heard, perceived support, voice-related safety, and trust. Intermediate outcomes may include engagement, commitment, collaboration, and resilience. Longer-term flourishing-related outcomes include wellbeing, constructive relationships, adaptability, and sustainable effectiveness.

The framework is bounded by context. Positive language may be interpreted as manipulative when employment practices are unfair. Recognition may become exclusionary if criteria are opaque. Strengths language may stereotype people or avoid necessary correction. Calls for purpose may normalize overwork. Cultural expectations concerning hierarchy and voice may shape how employees interpret openness. PPCF therefore cannot be implemented as a universal script; it requires attention to power, justice, culture, work design, and institutional credibility.

5. Indian Knowledge Systems and Human Flourishing

5.1 Indian Psychology as a Knowledge Orientation

Indian psychology refers to approaches grounded in ideas and practices developed within Indian traditions, not simply to psychology conducted in India or the psychology of Indian populations (Cornelissen et al., 2013). The field includes varied accounts of self, consciousness, motivation, ethics, relationship, and transformation. It is internally plural and should not be treated as one homogeneous doctrine. In this article, selected concepts function as interpretive resources that deepen the ethical and cultural grounding of PPCF while remaining open to critical examination.

5.2 Purushartha, Ananda, and Chitta-Shuddhi

The purushartha framework places human aims within the interrelationship of dharma (ethical responsibility), artha (material means and prosperity), kama (desire and valued enjoyment), and moksha (liberation). Applied cautiously to organizations, it suggests that prosperity alone is an incomplete account of flourishing. Artha must remain connected to dharma, while aspiration should not override dignity or collective welfare. Ananda, often translated as deep wellbeing or bliss, can serve as a horizon of flourishing rather than as a managerial promise of happiness. Chitta-shuddhi, refinement or purification of the inner instrument, highlights reflective awareness of motive, ego, reactivity, and bias. Organizations cannot manufacture these states, but communication can either obstruct or support conditions of ethical relationship and reflective growth.

5.3 Satya and Ahimsa

Satya (truthfulness) provides an ethical foundation for transparent communication. It requires more than technically accurate statements; selective omission, inaccessible language, or false certainty can still mislead. Ahimsa (non-harm) adds responsibility for intention, manner, and foreseeable consequence. It does not demand

avoidance of difficult feedback or accountability. Rather, it rejects humiliation, intimidation, retaliatory silence, and dehumanizing speech. Together, satya and ahimsa suggest that ethical communication must be truthful in content and non-harming in delivery. Satya without ahimsa can become cruelty disguised as candour, while ahimsa without satya can become paternalistic concealment.

5.4 Svadharma and Karma-Yoga

Svadharma (one's own duty or path) can illuminate alignment among capability, responsibility, and meaningful contribution. It should not be used to justify fixed hierarchy or inherited status. In PPCF, strengths-based feedback supports svadharma when it helps employees understand capabilities while preserving development, mobility, and choice. Karma-yoga frames disciplined action with reduced attachment to possessive reward. Organizational studies have developed karma-yoga measures and connected the construct with moral development and workplace outcomes (Mulla & Krishnan, 2014; Navare & Pandey, 2022). Non-attachment does not mean indifference to results or acceptance of unfair compensation; it emphasizes responsible process, equanimity, and contribution beyond egoic identification.

5.5 Seva and Collective Responsibility

Seva (service) reframes communication as relational responsibility rather than control. Listening, mentoring, timely explanation, and removal of preventable obstacles can be forms of organizational service. Seva must not be interpreted as compulsory self-sacrifice by employees. Authority also carries obligations: leaders and institutions must serve the conditions in which people can contribute with dignity. In PPCF, seva strengthens the movement from individual recognition toward collective wellbeing.

6. Proposed PPCF Pathway

The conceptual pathway begins with communication practices because employees encounter organizational intent through messages, conversations, feedback, decisions, and even organizational silence. Strength-based, appreciative, empathetic, transparent, supportive, meaning-centered, and participative communication is expected to foster voice-related safety, enabling employees to express ideas, concerns, and opinions without fear of negative consequences. As illustrated in Figure 1, voice-related safety may contribute to the development of trust, while trust can create the psychological conditions necessary for deeper employee engagement. Higher levels of engagement are subsequently expected to support wellbeing and flourishing-related outcomes, particularly when supported by appropriate work design, leadership practices, and organizational conditions. Thus, the PPCF proposes a progressive pathway through which positive communication influences individual and organizational outcomes by strengthening psychological safety, trust, engagement, and ultimately employee flourishing.

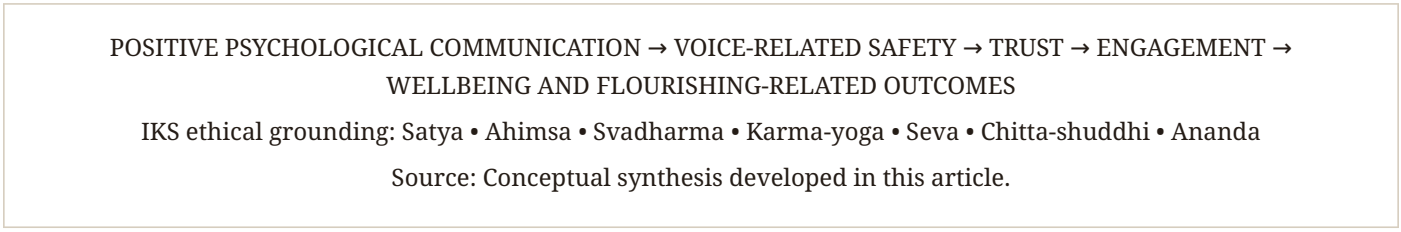


Figure 1. Emerging PPCF Conceptual Pathway

Alt text: A linear pathway diagram showing progression from Positive Psychological Communication through Voice-Related Safety, Trust, Engagement, to Wellbeing and Flourishing-Related Outcomes, with IKS ethical grounding principles listed below.

6.1 Research Propositions

Drawing upon Positive Psychology, Strategic Communication Theory, Organizational Trust Theory, Psychological Safety Theory, Employee Engagement Theory, and relevant concepts from Indian Knowledge Systems, the proposed Positive Psychological Communication Framework (PPCF) advances the following conceptual propositions for future empirical examination. These propositions are intended as theoretically derived relationships that require validation through larger and more diverse samples.

P1

Positive Psychological Communication positively influences Voice-Related Safety.

Communication characterized by recognition, appreciation, empathy, transparency, support, strengths-based feedback, and participation is expected to reduce interpersonal risk perceptions and encourage employees to express ideas, concerns, and opinions more openly.

P2

Voice-Related Safety positively influences Employee Trust.

Employees who perceive that they can participate safely in workplace dialogue are more likely to develop confidence in the integrity, benevolence, and reliability of organizational leaders and systems.

P3

Employee Trust positively influences Employee Engagement.

Trust encourages employees to invest cognitive, emotional, and behavioral energy into their work roles by reducing uncertainty and strengthening confidence in organizational relationships.

P4

Employee Engagement positively influences Wellbeing and Flourishing-Related Outcomes.

Employees who experience meaningful involvement in their work are expected to report higher levels of wellbeing, positive workplace experiences, collaboration, resilience, and organizational contribution.

P5

Positive Psychological Communication indirectly influences Wellbeing and Flourishing-Related Outcomes through Voice-Related Safety, Employee Trust, and Employee Engagement.

P6

Indian Knowledge Systems principles, particularly Satya, Ahimsa, Svadharma, Karma-Yoga, and Seva, provide an ethical foundation that strengthens the effectiveness of Positive Psychological Communication practices.

The PPCF proposes that communication functions as an upstream psychological resource that initiates a sequential process through which employees feel heard, develop trust, become engaged, and subsequently contribute to flourishing-oriented organizational outcomes

The sequence is provisional, not deterministic. Reciprocal and alternative relationships are plausible. Wellbeing may precede engagement; trust may support safety; and organizational justice may influence every stage. These alternatives are part of the future validation agenda rather than being suppressed to protect the proposed model.

7. Preliminary Pilot Evidence

7.1 Purpose and Status of the Pilot

The pilot assessment examined whether the proposed dimensions could be administered reliably and whether the observed pattern of relationships was sufficiently coherent to justify a larger independent study. It was not designed to establish definitive construct validity, causal ordering, population estimates, or cross-context generalizability. The pilot therefore functions as feasibility evidence supporting further research.

7.2 Participants and Instrument

Eighty-four responses were collected through a workplace survey. One response did not provide a complete usable item set, resulting in 83 usable cases for the pilot analysis. The instrument contained 27 statements rated from 1 (strongly disagree) to 5 (strongly agree). Nine three-item pilot dimensions were represented: strength-based communication, recognition and appreciation, empathetic communication, transparent communication, supportive communication, inclusiveness and voice, employee trust, employee engagement, and organizational success as a flourishing-related outcome. Five isolated item-level values in the retained cases were replaced with the item median. No demographic, sectoral, geographic, or organizational identifiers were available for subgroup analysis.

7.2.1 Participant Characteristics

The pilot sample consisted of 83 usable respondents drawn from professional environments in Qatar as illustrated in Table 2. The sample was predominantly male, reflecting the workforce composition of several engineering and industrial sectors represented in the study. Participants were employed through Engineering, Steel Manufacturing, Oil and Gas, Education, and Corporate Services sectors. All respondents possessed at least a graduate-level qualification, ensuring familiarity with organizational communication processes and workplace practices.

Characteristic	Category	Frequency (n)	Percentage (%)
Gender	Male	73	88.0
Gender	Female	10	12.0
Country of Employment	Qatar	83	100.0
Education	Graduate and above	83	100.0
Industry Sector	Engineering	Included in sample	25
Industry Sector	Steel Manufacturing	Included in sample	30
Industry Sector	Oil and Gas	Included in sample	12
Industry Sector	Education	Included in sample	8
Industry Sector	Corporate Services	Included in sample	8

Table 2. Participant Demographic Characteristics (N = 83)

The participant profile reflects a professionally qualified workforce operating within knowledge-intensive and industrial sectors in Qatar. Male respondents represented 88.0% of the sample (n = 73), while female respondents represented 12.0% (n = 10). All respondents possessed a minimum educational qualification of a bachelor's degree or equivalent. The inclusion of participants from Engineering, Steel Manufacturing, Oil and Gas, Education, and Corporate Services sectors provided exposure to a variety of organizational communication environments, thereby offering preliminary insight into the feasibility and relevance of the proposed Positive Psychological Communication Framework (PPCF) across diverse workplace contexts.

7.3 Analytical Approach

The pilot analysis examined data completeness, internal consistency, factorability, and exploratory sequential associations among composite scores. Cronbach's alpha was used as an initial indicator of internal consistency. The Kaiser-Meyer-Olkin statistic and Bartlett's test evaluated whether the correlation matrix was suitable for future factor investigation. Exploratory regressions examined the provisional sequence from an aggregate communication composite to Inclusiveness and Voice, Trust, Engagement, and Organizational Success. These regressions were not treated as a substitute for structural equation modelling or independent validation.

7.4 Preliminary Findings

As shown in Table 3, the pilot reliability analysis demonstrates generally acceptable to strong internal consistency across the proposed PPCF dimensions, supporting their suitability for further empirical validation (Cronbach, 1951; Hair et al., 2022).

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

Table 3. Pilot Internal Consistency Estimates

The overall Kaiser-Meyer-Olkin value was .885, and Bartlett's test was statistically significant, $\chi^2 = 1{,}649.49$, $p < .001$, indicating that the item correlation matrix was suitable for further factor investigation. Eight dimensions

met or exceeded an alpha of .70. Strength-Based Communication was below that benchmark and should be expanded or revised before Phase II. Furthermore, as presented in Table 4, the exploratory pilot associations were positive and statistically significant, providing preliminary support for the theoretically proposed sequence linking Positive Psychological Communication, Inclusiveness and Voice, Trust, Employee Engagement, and Organizational Success. These findings support feasibility but do not establish the final dimensionality of PPCF.

Exploratory association	Standardized β	R^2	Pilot interpretation
Communication composite → Inclusiveness and Voice	.742	.550	Strong positive pilot association
Inclusiveness and Voice → Trust	.687	.472	Strong positive pilot association
Trust → Employee Engagement	.529	.280	Moderate positive pilot association
Employee Engagement → Organizational Success	.430	.185	Positive pilot association

Table 4. Exploratory Pilot Associations

All exploratory associations were positive and statistically significant at $p < .001$. A 5,000-resample exploratory product-of-coefficients analysis produced an indirect estimate of .155, with a 95% bootstrap interval [.026, .371]. Because the data were cross-sectional and derived from the same self-report instrument, the result should be interpreted only as a pattern consistent with the proposed sequence. It does not demonstrate temporal mediation or validate the complete PPCF.

8. Discussion

The conceptual review suggests that communication can be treated as a psychological and ethical organizational resource. Communication makes recognition, purpose, concern, integrity, and voice visible. The pilot patterns were coherent with the emerging PPCF pathway: the communication composite showed its strongest association with Inclusiveness and Voice, which was associated with Trust; Trust was associated with Engagement; and Engagement was associated with the flourishing-related outcome. The decreasing explained variance across the sequence is theoretically plausible because distal outcomes are likely to depend on work design, leadership behaviour, justice, resources, and wider organizational conditions beyond communication.

The pilot also reveals measurement priorities. Strength-Based Communication requires refinement, and the three Empathetic Communication items need broader content coverage. Most importantly, Positive Psychology and Workplace Wellbeing were embedded conceptually but not measured as distinct latent constructs. Inclusiveness and Voice is related to psychological safety but cannot substitute for a full validated safety scale. Organizational Success captured wellbeing, collaboration, and positive environment, but not a comprehensive measure of organizational flourishing. The present evidence therefore supports an emerging reduced model, not full validation of the broader framework.

The IKS interpretation strengthens PPCF by adding ethical direction. Satya and ahimsa regulate truthful and non-harming speech. Svadharma and karma-yoga deepen meaning and strengths-aligned action. Seva connects communication with collective responsibility. Chitta-shuddhi reminds leaders that communication quality depends partly on reflective regulation of motive and ego, while ananda guards against reducing flourishing to productivity. These are conceptual resonances, not empirical equivalences. Future research must preserve their distinct meanings.

8.1 Comparative Contribution of PPCF Relative to Existing Theories

While several established theories contribute significantly to understanding employee wellbeing, trust, engagement, communication, and organizational effectiveness, they generally examine these constructs independently rather than as an integrated psychological communication system. The proposed Positive Psychological Communication Framework (PPCF) extends these perspectives by positioning communication as the central mechanism linking psychological and organizational outcomes.

Comparison with PERMA

The PERMA model provides a comprehensive explanation of human flourishing through Positive Emotion, Engagement, Relationships, Meaning, and Accomplishment. However, PERMA primarily explains the dimensions of flourishing rather than the organizational processes that create flourishing. PPCF complements PERMA by proposing that workplace communication serves as a practical psychological mechanism through which positive emotions, meaningful relationships, engagement, and accomplishment can be cultivated within organizations. In this sense, PERMA explains what flourishing looks like, whereas PPCF explains how communication may contribute to flourishing in workplace settings.

Comparison with Organizational Trust Theory

Organizational Trust Theory explains how perceptions of ability, benevolence, and integrity contribute to trust formation. While the theory effectively identifies the foundations of trust, it provides limited explanation regarding the communication processes through which trust develops. PPCF extends trust theory by conceptualizing communication as an upstream psychological antecedent that influences employees' willingness to participate, express themselves, and develop trust in organizational systems. Thus, PPCF explains both the antecedents of trustworthiness and the communication pathway through which trust relationships may emerge.

Comparison with Psychological Safety Theory

Psychological Safety Theory highlights the importance of creating environments where employees can speak openly without fear of embarrassment or punishment. However, the theory is primarily focused on interpersonal risk-taking and does not fully explain how communication practices contribute to broader outcomes such as trust, engagement, wellbeing, and organizational flourishing. PPCF incorporates psychological safety as an important intermediate mechanism but extends beyond it by connecting safety to a broader sequence of trust, engagement, and flourishing outcomes. Therefore, psychological safety becomes one component of a larger communication-driven developmental process.

Comparison with Internal and Strategic Communication Models

Traditional internal communication and strategic communication models focus on information sharing, alignment, stakeholder relationships, and organizational effectiveness. Although these models acknowledge participation and relationship building, they generally give less attention to positive psychological development and human flourishing. PPCF broadens the purpose of communication by integrating strengths, recognition, appreciation, empathy, meaning-making, trust development, employee voice, and psychological wellbeing into a single framework. Consequently, communication is viewed not only as a managerial tool but also as a positive psychological intervention capable of supporting both individual growth and collective organizational success.

Unique Contribution of PPCF

The principal contribution of PPCF lies in its integration of communication, psychological safety, trust, engagement, wellbeing, and flourishing within a single theoretically coherent framework as illustrated in Table 5. Unlike existing theories that explain individual components of organizational functioning, PPCF proposes a communication-centered pathway through which these elements interact and reinforce one another. Furthermore, by incorporating concepts from Indian Knowledge Systems, including Satya, Ahimsa, Svadharma, Karma-Yoga, Seva, Chitta-Shuddhi, and Ananda, the framework provides an ethical and culturally grounded perspective that extends beyond many contemporary organizational theories. PPCF therefore contributes a more holistic understanding of workplace flourishing in which communication functions simultaneously as an informational, relational, psychological, ethical, and developmental process.

Theory	Primary Focus	Key Limitation	PPCF Extension
PERMA	Flourishing and wellbeing	Explains outcomes but not communication mechanisms	Explains how communication contributes to flourishing
Organizational Trust Theory	Trust formation	Limited communication focus	Positions communication as a trust-building mechanism
Psychological Safety Theory	Interpersonal safety	Limited flourishing focus	Connects safety to trust, engagement and flourishing

Theory	Primary Focus	Key Limitation	PPCF Extension
Internal Communication Models	Information sharing and alignment	Limited positive psychology integration	Positions communication as a positive psychological intervention
PPCF	Communication, safety, trust, engagement, wellbeing and flourishing	Requires large-scale validation	Integrated, communication-centered framework grounded in IKS

Table 5: Comparison table: Existing theories and PPCF contribution

9. Implications for Indian Psychology and Organizational Practice

9.1 Theoretical Contribution

PPCF contributes to Indian psychology by bringing Indian concepts into a contemporary organizational problem without treating them as decoration. The framework retains productive distinctions: ahimsa is not identical to psychological safety, svadharma is not merely strengths use, karma-yoga is not ordinary engagement, and ananda is not job satisfaction. This conceptual discipline allows Indian categories to challenge assumptions about what communication is for and what counts as organizational success.

9.2 Practical Implications

Leaders can use PPCF as a reflective communication audit. Is the message truthful and sufficiently complete? Is it delivered without avoidable humiliation? Does it acknowledge contribution and capability? Does it explain meaningful purpose without pressuring employees into overwork? Does it create a genuine route for dissent? Are words consistent with policies and behaviour? These questions can guide feedback, recognition, change communication, crisis communication, employee listening, and leadership development.

Application must remain voluntary, plural, and non-sectarian. Employees should not be judged by religious or spiritual beliefs, and Sanskrit terminology should not be imposed. Concepts such as duty, service, and non-attachment must never be used to normalize exploitation, suppress legitimate grievance, or avoid fair compensation. The framework is credible only when ethical language is matched by just institutional practice.

10. Limitations

The pilot contained 83 usable cases, which is insufficient for definitive validation of a complex multidimensional framework.

The pilot relied on cross-sectional self-report data and may be affected by common-method variance.

No demographic or organizational identifiers were available, preventing assessment of representativeness and subgroup differences.

The pilot dimensions used three items each, limiting content coverage.

Positive Psychology, Psychological Safety, Workplace Wellbeing, and Organizational Flourishing were not each measured through complete established scales.

The Indian Knowledge Systems analysis is selective and cannot represent the internal plurality of Indian philosophical and psychological traditions.

The conceptual translation of Sanskrit terms into organizational settings creates risks of decontextualization and managerial appropriation.

The exploratory pathway did not test credible competing causal arrangements.

11. Future Research Agenda

11.1 Phase II Psychometric Validation

Phase II should use a substantially larger independent sample. Scale development should involve expert review, cognitive interviews, and pilot revision before data collection. Exploratory factor analysis and confirmatory factor analysis should be conducted on separate samples or through a holdout design. Reliability should include internal consistency and, where feasible, test-retest stability. Convergent and discriminant validity

should be examined through composite reliability, average variance extracted, indicator loadings, and heterotrait-monotrait ratios. Competing measurement models should be reported rather than only the preferred model.

11.2 Structural and Cross-Context Testing

The structural programme should test direct, sequential, reciprocal, and alternative models using structural equation modelling. Longitudinal or time-lagged designs are required before temporal mediation claims are made. Multi-group and measurement-invariance analysis can examine whether PPCF operates similarly across sectors, countries, languages, managerial levels, and work arrangements. Multilevel designs should be considered when employees are nested within teams and organizations. Behavioural indicators, supervisor reports, wellbeing measures, retention, innovation, and performance data would reduce dependence on one self-report source.

11.3 IKS-Grounded Construct Development

IKS-grounded research should combine textual scholarship with qualitative fieldwork. Scholars of Indian philosophy, Indian psychology, management, communication, and psychometrics should jointly examine the interpretive boundaries of satya, ahimsa, svadharma, karma-yoga, seva, chitta-shuddhi, and ananda. Any new measure should be evaluated for cultural relevance without imposing religious identity. Comparative analysis should test whether IKS-derived constructs explain additional variance beyond established organizational measures. Null and contradictory findings should be reported.

12. Conclusion

This article developed PPCF as an emerging communication-centred framework for human flourishing and placed it in dialogue with Indian Knowledge Systems. The framework proposes that strengths-based, appreciative, empathetic, transparent, supportive, meaning-centred, and participative communication can contribute to voice-related safety, trust, engagement, wellbeing, and flourishing-related outcomes. Satya, ahimsa, svadharma, karma-yoga, seva, chitta-shuddhi, ananda, and purushartha deepen its ethical and cultural grounding.

The pilot evidence was encouraging but deliberately limited in claim. Eight pilot dimensions showed acceptable or stronger internal consistency, the data were factorable, and exploratory relationships followed the proposed sequence. These findings justify continued investigation; they do not establish definitive validation. PPCF should therefore be understood as a conceptually developed framework with preliminary feasibility evidence and a clearly specified programme for larger independent validation.

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