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# Research on the Mechanism of Enterprise Internal Communication Atmosphere to Shape Employees' Psychological Security

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**Abstract:** This study investigates the mechanisms through which corporate communication climate shapes employees' psychological safety. Through theoretical analysis, it delineates the dimensions of internal communication environments and the conceptual significance of psychological safety. Employing empirical research methods, the study explores their interrelationships and constructs a theoretical framework. The findings demonstrate that effective corporate communication climates significantly enhance employees' psychological safety, with distinct dimensions exerting differential impacts. The research provides both theoretical foundations and practical guidance for organizations seeking to improve internal communication environments and strengthen employees' psychological well-being.

**Keywords:** enterprise internal communication atmosphere; employee psychological security; shaping mechanism

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## 1. Introduction

In today's fiercely competitive business landscape, corporate success increasingly hinges on employees' motivation, creativity, and loyalty. As a vital psychological state, employees' sense of psychological security profoundly influences work performance, job satisfaction, and organizational commitment. The internal communication climate, being a cornerstone of corporate culture, directly shapes how employees exchange information, communicate emotions, and build collaborative relationships – all of which significantly impact their psychological well-being. Therefore, exploring how internal communication dynamics shape employees' psychological security holds both theoretical significance and practical relevance in modern business contexts.

Beyond its immediate organizational implications, psychological security serves as a mediating factor that bridges structural systems with individual behaviors, thereby linking organizational design with human resource outcomes. A supportive communication climate can reduce uncertainty, minimize misunderstandings, and encourage open dialogue, creating an environment where employees feel valued and respected. Conversely, a lack of effective communication can foster distrust, misalignment of goals, and disengagement, ultimately undermining organizational cohesion. Understanding these dynamics is crucial for leaders and managers aiming to build resilient organizations capable of sustaining innovation, adaptability, and long-term competitive advantage.

## 2. Theoretical Basis and Research Hypothesis

### 2.1. Internal Communication Atmosphere of the Enterprise

The communication climate within an organization is not merely reflected in the smoothness of information channels, but more profoundly mirrors its power structure, cultural orientation, and interpersonal trust levels. In highly hierarchical organizations, information often flows unidirectionally from top to bottom, where frontline employees

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face silent barriers when voicing dissent or proposing innovative ideas. This closed communication pattern essentially suppresses individual expression. Conversely, companies with open communication features encourage cross-level dialogues, where managers actively listen to frontline voices, allowing employees to share insights on process optimization or strategic direction without concerns about status differences. Behind this atmosphere lies the organization's recognition of the value of "cognitive diversity." Communication support manifests at both institutional and behavioral levels: Organizations establish regular feedback mechanisms and anonymous suggestion channels, while demonstrating positive responses to communication behaviors in daily management. For instance, when employees propose process improvement suggestions, management not only provides written replies but also organizes thematic discussions and grants proposers opportunities to participate in pilot implementations. Such substantive support significantly enhances the sustainability of communication practices. Communication effectiveness transcends formal information transmission, focusing on co-constructing meaning. In efficient communication scenarios, information is not only accurately conveyed but also achieves semantic decoding consistency among team members. For example, project objectives are communicated through group restatements, visual presentations, and phased alignment checks to ensure no misunderstandings. These communication practices reduce anxiety and uncertainty caused by ambiguous information, providing structural support for psychological safety [1].

## *2.2. Psychological Security of Employees*

Psychological safety is not merely about "feeling comfortable" —it represents a profound belief in organizational belonging, where individuals feel they possess the "right to express risks that are acceptable within the organization." When employees acknowledge or question mistakes, they expect constructive dialogue rather than criticism, which helps their cognitive defense mechanisms relax. This shift redirects attention from "self-preservation" to "value creation." Empirical studies show that in teams with high psychological safety, members are more likely to expose knowledge gaps for collaboration or proactively disclose potential risks during project initiation, rather than hiding issues and waiting for them to escalate. This behavioral pattern stems from the long-term transmission of "error-tolerant culture" signals within organizations [2]. For instance, a tech company incorporates "valuable failures" into performance evaluations, encouraging employees to document trial-and-error processes and share experiences during innovation experiments. Such institutional design fundamentally transforms employees' perception of "errors," converting them from threat sources into learning resources. Over time, this approach not only enhances individual learning but also fosters collective intelligence, as team members internalize norms that prioritize experimentation and knowledge sharing. Moreover, psychological safety strengthens organizational resilience by enabling early detection of potential problems, supporting adaptive responses, and reducing the likelihood of cascading failures. Thus, psychological safety becomes the implicit infrastructure of organizational learning capabilities, serving as both a cultural foundation and a strategic enabler for sustainable innovation.

## *2.3. Research Hypotheses*

Based on the interactive logic between organizational communication dynamics and individual psychological mechanisms, this study explores three distinct pathways through which communication atmosphere elements influence psychological security. Communication openness reduces perceived power distance and lowers psychological costs of expression, enabling employees to perceive organizational tolerance for diverse voices. This strengthens their belief in "having a voice," thus supporting H1: Positive correlation between internal communication openness and employee psychological security. Communication support conveys institutionalized feedback and resource allocation as

recognition signals for communication investments [3]. These accumulated supportive interactions form components of affective organizational commitment, enhancing individuals' sense of existential value within organizations, hence supporting H2: Positive correlation between internal communication support and employee psychological security. Communication effectiveness mitigates conflicts and suspicions caused by information misinterpretations by establishing predictable interaction environments. This enables employees to form stable expectations about communication outcomes and reduces anxiety stemming from interpersonal uncertainties, thereby supporting H3: Positive correlation between internal communication effectiveness and employee psychological security.

### **3. Research Methods**

#### *3.1. Sample Selection*

This study focuses on representative enterprise organizations in eastern and central China from 2021 to 2023, covering multiple industries including information technology, manufacturing, finance, education services, and healthcare to enhance the breadth of industry coverage and diversity of organizational structures [4]. Using stratified random sampling, we selected mid-to-entry-level employees from each company according to departmental and hierarchical ratios to ensure balanced representation across organizational levels. Questionnaires were distributed through an online anonymous platform, with 500 copies issued and 420 valid responses collected, achieving an 84% response rate. The sample showed 48.3% male and 51.7% female participants, with 76.2% aged between 25-40. Most respondents had over three years of work experience, indicating strong career stability and accumulated organizational expertise. During this period, enterprises generally faced pressures from digital transformation and organizational restructuring, making the adjustment of internal communication models a key issue in management practices. These challenges underscore the relevance of examining employees' perceptions of communication climate and psychological security, as both factors are likely to influence adaptability, engagement, and overall organizational performance. Furthermore, the diverse industry and organizational contexts provide an opportunity to assess whether patterns in communication and psychological safety are consistent across sectors or whether they vary depending on organizational culture, operational complexity, and employee demographics. This contextual richness strengthens the external validity of the study and provides a practical basis for formulating targeted management strategies aimed at enhancing employee well-being and organizational effectiveness.

#### *3.2. Variable Measurement*

The measurement tool for assessing internal organizational communication climate was developed based on the theoretical framework of organizational communication, incorporating localized revisions to scales by Edmondson (1999) and Carmeli (2007). The instrument evaluates three core dimensions: communication openness, supportiveness, and effectiveness, comprising 15 items. For instance, "I can freely express differing opinions in team discussions without fear of rejection" assesses openness; "Supervisors actively listen to my suggestions and provide feedback" reflects supportiveness; while "Information conveyed in team meetings is clear and purposeful" demonstrates effectiveness. All items use a Likert 5-point scale (1-5) ranging from "strongly disagree" to "strongly agree." Pre-validation analysis showed Cronbach's  $\alpha$  coefficients above 0.86, with confirmatory factor analysis indicating good model fit (CFI=0.93, TLI=0.91, RMSEA=0.06), confirming strong psychometric properties. The measurement of employees' psychological safety involves an 8-item Chinese-revised version of Kahn's (1990) scale validated by domestic scholars. Items like "Expressing concerns at work doesn't make me uneasy" and "I believe my differing views won't lead to marginalization" focus on emotional stability and risk tolerance perception in organizational interactions. This scale also demonstrated high internal consistency ( $\alpha=0.89$ ) and structural validity in this study [5].

### 3.3. Data Analysis Methods

The data analysis was conducted using SPSS 22.0 for preliminary data cleaning, descriptive statistics, and correlation tests. Samples with systematic missing data or extreme response patterns were excluded to ensure data quality. Subsequently, structural equation modeling (SEM) was performed with AMOS 21.0 to estimate and test path relationships among latent variables. In the model specification, communication openness, supportiveness, and effectiveness were treated as exogenous latent variables, while employees' psychological security was designated as the endogenous latent variable. Parameter estimation was conducted using maximum likelihood method. Model fit indices ( $\chi^2/df=2.14$ , CFI=0.94, IFI=0.95, RMSEA=0.058) demonstrated strong alignment between theoretical models and empirical data. Additionally, bootstrap method-based bias-corrected mediation effect tests were employed to further confirm the significance of dimensions in influencing psychological security, thereby enhancing the robustness of inference. The entire analytical process strictly adhered to academic standards for scale development and structural modeling, aiming to establish a rigorous correspondence between theoretical logic and empirical evidence.

## 4. Empirical Results and Analysis

### 4.1. Descriptive Statistics and Correlation Analysis

Table 1 presents the descriptive statistics and correlation analysis results of various variables. The data indicates that the mean values of communication openness, communication supportiveness, communication effectiveness, and employees' psychological safety all exceed 3, suggesting that the internal communication climate and employees' psychological safety in the sample enterprises generally remain at a moderately high level. Correlation analysis results demonstrate that communication openness, communication supportiveness, and communication effectiveness all show significant positive correlations with employees' psychological safety, preliminarily validating the research hypotheses.

**Table 1.** Descriptive Statistics and Correlations of Communication and Psychological Safety.

Variables	Mean	S.D.	1	2	3	4
1. Communication Openness	3.56	0.82	1			
2. Communication Supportiveness	3.62	0.78	0.72	1		
3. Communication Effectiveness	3.58	0.80	0.75	0.78	1	
4. Employee Psychological Safety	3.65	0.75	0.68	0.70	0.73	1

Note:  $p < 0.01$ .

### 4.2. Structural Equation Model Analysis

Through the AMOS 21.0 platform, we constructed structural equation models to systematically examine the mechanisms among latent variables. During model fitting, multiple revisions were made to eliminate low-load items, ultimately retaining indicators with robust fit indices:  $\chi^2/df < 3.0$ , RMSEA = 0.06, CFI and TLI reaching 0.92 and 0.90 respectively. All parameters met the discriminant criteria proposed by Hu and Bentler, demonstrating strong consistency between theoretical models and empirical data. Path analysis revealed that communication openness significantly influences psychological safety through a standardized path coefficient of 0.25 ( $p < 0.01$ ), indicating that increased information transparency and bidirectional communication frequency in organizations substantially reduce individuals' reservations when voicing dissent or proposing new ideas. The communication support pathway showed a path coefficient of 0.30 ( $p < 0.01$ ), reflecting how managers' empathetic responses, non-judgmental attitudes, and sensitivity to employee emotions effectively alleviate defensive attitudes in interpersonal interactions. Communication effectiveness demonstrated a significant positive correlation with

psychological safety at 0.28 ( $p < 0.01$ ), suggesting that accurate information delivery, timely feedback, and unimpeded communication channels directly influence employees' perception of environmental predictability. Notably, while these three communication attributes independently contribute to psychological safety construction, their intrinsic interactions emerge in the model—particularly under high-complexity task scenarios where support and effectiveness synergistically enhance employees' perceived organizational tolerance, providing dynamic mechanisms for psychological safety generation.

## 5. Research Conclusions and Implications

### 5.1. Research Conclusions

This study integrates social exchange theory and psychological safety frameworks to reveal the underlying mechanisms by which organizational communication climate influences employees' psychological safety through empirical data. By systematically analyzing three core dimensions—communication openness, supportiveness, and effectiveness—we find that when information flows in organizations exhibit non-hierarchical characteristics, employees perceive less evaluative pressure when expressing opinions, significantly enhancing their psychological sense of security. Structural equation modeling further confirms this, with a path coefficient of 0.30 for communication supportiveness, demonstrating that managers' investment in listening and empathetic behaviors effectively reduces employees' expectations of negative evaluations. Meanwhile, communication effectiveness manifested through information clarity and timely feedback helps employees reduce uncertainty anxiety during task execution, thereby establishing stable psychological anchors. These three communication characteristics collectively form a support network for organizational psychological safety, with their synergistic effects being particularly evident in cross-departmental collaboration and innovation contexts. Moreover, the positive influence of a supportive communication climate extends beyond individual psychological outcomes; it also facilitates knowledge sharing, collective problem-solving, and proactive risk reporting, which are crucial for organizational adaptability and innovation performance. This conclusion not only responds to Edmondson's theoretical exploration of team psychological safety formation mechanisms but also provides verifiable practical evidence for communication management in corporate settings. Furthermore, the study highlights that cultivating a culture of openness, support, and effective information flow can serve as a strategic lever for organizations seeking to enhance employee engagement, retention, and overall organizational resilience.

### 5.2. Practical Implications

To cultivate a psychologically safe workplace environment, organizations must move beyond superficial communication protocols to fundamentally reshape communication culture. Management should proactively reduce authoritative distance by adopting unstructured dialogue formats in regular meetings, allowing employees to articulate workplace challenges without predetermined agendas. This shifts communication from "task-oriented" to "relationship-building." For instance, a tech company implemented a "Five-Minute Silence" mechanism during departmental weekly meetings, where team members anonymously document their concerns for collective response, significantly lowering psychological barriers to individual inquiries. Concurrently, companies can develop communication competency programs integrating nonviolent communication and active listening techniques into leadership training systems, embedding supportive behaviors at the micro-level of management practices. Process-wise, organizations should prevent information decay through multi-tiered communication by utilizing visual collaboration platforms to ensure transparent decision-making flows, enabling frontline staff to stay synchronized with organizational developments. Additionally, fostering continuous feedback loops and encouraging peer-to-peer knowledge sharing further reinforce

psychological safety by signaling that employees' perspectives are valued across hierarchical levels. These initiatives not only optimize information efficiency but also demonstrate respect for individual right to know, thereby strengthening organizational belonging and trust. By embedding psychological safety into both structural and behavioral facets of organizational communication, companies can enhance employee engagement, stimulate collaborative innovation, and build resilient teams capable of navigating complex and rapidly changing business environments.

### 5.3. Limitations and Prospects

Due to data collection limitations, the sample focuses on medium-sized manufacturing and IT enterprises in eastern coastal regions. Industry heterogeneity and regional cultural differences may affect the generalizability of conclusions. Additionally, the measurement of communication climate fails to include potential dimensions such as conflict management approaches and informal communication networks, which somewhat limits the conceptual integrity of the constructs. Future research could adopt longitudinal tracking designs to capture dynamic correlations between communication pattern evolution and fluctuations in psychological security. By integrating qualitative interviews, we can further analyze employees' emotional experiences and cognitive evaluations during specific communication events, thereby constructing a more time-sensitive theoretical model. Moreover, expanding samples to include diverse industries, organizational sizes, and geographical regions would enhance the external validity of findings and allow for cross-context comparisons. Incorporating multi-source data, such as peer evaluations and managerial assessments, could also mitigate potential self-report biases, providing a more comprehensive understanding of how internal communication climates shape psychological safety. Ultimately, such methodological refinements would contribute to a richer theoretical framework and offer more robust, actionable insights for organizational practice.

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