

Communication Styles and Organizational Well-Being in Public Institutions

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Abstract

The relationship between communication style and organizational well-being has gained increasing attention in recent research, particularly in the context of public institutions. Unlike private organizations, public institutions operate under bureaucratic and legal constraints that often influence interpersonal dynamics and employee satisfaction. The purpose of this paper is to examine how different communication styles affect organizational well-being in public institutions, with a focus on the interplay between formal structures and individual needs.

The main objectives of the study are: (1) to analyze the typologies of communication styles most frequently encountered in public institutions; (2) to evaluate the impact of these styles on employees' psychological well-being, including stress, satisfaction, and engagement; (3) to identify the extent to which participatory and transparent communication fosters trust and organizational resilience; and (4) to explore how digital communication tools reshape internal communication and affect the psychosocial climate.

Findings from organizational psychology indicate that supportive and participatory communication enhances trust, satisfaction, and motivation, whereas rigid, top-down styles increase stress and disengagement. In public institutions, these effects are amplified by the need to balance accountability with relational sensitivity. The study highlights that organizational well-being is not only the absence of conflict but also the presence of a positive psychosocial climate and employee empowerment.

Ultimately, promoting empathetic, transparent, and participatory communication in public institutions contributes to healthier work environments, enhances institutional performance, and strengthens citizens' trust in public services.

Keywords: communication style, organizational well-being, public institutions, organizational climate, employee satisfaction