

Organization Communication and Values on Employee Performance at Knchr

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Abstract: Organisational culture shapes how work is done and establishes standards of conduct within institutions, making it a major influencer of employee behaviour and performance. While a weak or poisonous culture compromises efficacy, a strong and good culture unites workers with company objectives, encourages teamwork, and boosts productivity. Research has shown that although most leaders acknowledge the importance of organizational culture, few can clearly define or implement an effective one, often resulting in inefficiencies, failed programs and systemic weaknesses. At the Kenya National Commission on Human Rights (KNCHR), cultural challenges are further compounded by chronic underfunding, which has led to low staff morale, high turnover, and weakened institutional capacity. Rigid hierarchies, limited collaboration across departments, and inadequate accountability mechanisms also hinder adaptability. However, fostering a healthier culture characterized by transparency, teamwork, and motivation could significantly improve KNCHR's responsiveness and resilience in safeguarding human rights. This study examined the influence of organizational culture on employee performance at KNCHR, emphasising organization values, and organisational communication. With a descriptive research methodology and a census sample approach, the study focused on 120 respondents and was grounded in Schein's Theory of Organisational Culture, Institutional Theory, and Goal-Setting Theory. Questionnaires were used to gather data, and a pilot research with ten individuals from Haki Africa was carried out to assess dependability. Quantitative data were analyzed using SPSS Version 28, with statistics applied to identify relationships among variables. The findings revealed that organizational communication, and organization values are predictors of employee performance, while teamwork had comparatively less influence. Collectively, these cultural dimensions explained variance in employee performance, underscoring their importance in institutional effectiveness. The study concluded that KNCHR should adopt transparent communication, reinforce organizational values, streamline routines, invest in resources and staff development, and promote collaboration to enhance employee performance and institutional capacity.

Keywords: *Organizational Culture; Employee Performance; Organization Values, and Organisational Communication.*

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I. INTRODUCTION

Organizational culture shapes employee behavior and defines expected conduct within an organization. It provides a framework that guides performance and overall organizational behavior. According to Iqbal et al. (2025), organizational culture consists of shared traits that can be learned and transferred to new employees, influencing performance either positively or negatively. Although organizations may operate in similar industries, each develops a unique culture shaped by leadership style, values, communication patterns, and power structures.

Globally, research on organizational culture and employee performance reveals mixed outcomes. In the United States, Arghode et al. (2022) explored empathic leadership as a key determinant of positive organizational culture and performance. Their study emphasized that leaders who demonstrate empathy foster teamwork, communication, and collaboration, leading to improved employee performance. They concluded that alignment between individuals, group norms, and organizational values is more vital than culture alone in driving organizational success. In Italy, Shahidi et al. (2024) investigated the effects of supervisors' positive humor on employee performance within diverse organizational cultures.

Using structural equation modeling, they found that supervisors' positive humor enhances both in-role and extra-role performance. The study further revealed that humor moderates the relationship between organizational culture and performance, strengthening employee engagement and organizational citizenship behaviors.

Pujiono et al. (2020) examined the relationship between organizational culture, transglobal leadership, and job performance in Indonesia. Their findings indicated that both organizational culture and leadership positively influence performance, with trust among colleagues serving as a moderating factor. The study emphasized that the synergy between individuals and organizational culture promotes competence development and improves overall job performance. Awaah (2022) analyzed the relationship between public employee performance (PEP) and cultural orientation in Ghana. The study found that foreign cultural traits such as individualism and low power distance positively influenced PEP, while indigenous cultural traits had a negative effect. It recommended that public organizations integrate beneficial foreign cultural elements and reward systems to reduce the negative impact of restrictive indigenous practices.

In South Africa, Gasela (2022) discovered that organizational culture often hinders effective strategy implementation in government agencies. The study revealed that weak and unsupportive cultures negatively impact performance and emphasized the need for management to promote positive cultures and address resource challenges to achieve strategic objectives. Similarly, Abdelwahed et al. (2025) examined Islamic leadership, organizational principles, and employee motivation among Egyptian bank workers. The study found that Islamic leadership positively affects organizational values, culture, and work motivation, which, in turn, improves employee performance. However, Islamic organizational values and culture alone were not strong predictors of performance, highlighting the central role of work motivation. In Kenya, Mutua (2023) assessed the influence of organizational culture on the success of non-governmental organization (NGO) projects in Kakuma. The study revealed strong positive correlations between project performance and organizational values ($r = 0.83$), routines ($r = 0.53$), and communication ($r = 0.48$). It concluded that enhancing organizational culture through shared values and effective communication significantly improves project success. The reviewed studies collectively affirm that organizational culture plays a crucial role in determining employee behavior, motivation, and performance. Leadership style, communication, cultural alignment, and shared values emerge as consistent drivers of positive outcomes. However, the extent and direction of culture's influence vary across national and organizational contexts. Therefore, fostering adaptive, inclusive, and value-driven cultures—supported by empathetic and ethical leadership—is essential for enhancing performance and achieving employee performance across sectors.

II. ORGANIZATIONAL CULTURE

Even though each person has their distinct circumstances and traits, culture has a significant impact on how they behave. The organisation will reject any criticism or opposition to its cultural components (Wang & Lounsbury, 2021). Organisational culture, therefore, is a major resistance factor when people move from one environment within the organisation to another. Culture has a twin function of broadening perspectives and influencing how people see their surroundings. In other words, the organization's culture serves as a framework within which people perceive events and actions. Additionally, it aids in forecasting both individual and collective behaviour. Generally speaking, when a person encounters a certain circumstance or issue, they behave by their culture; it is challenging to forecast someone's behaviour without knowing their culture (Yumuk & Kurgun, 2020). Organisational culture influences employees and the conduct expected of them within the organisation. Organisational culture is significant because it offers a framework for structuring and guiding organisational behaviour. According to Iqbal et al. (2025), organisational culture is defined by a variety of traits that are shared by staff members, can be taught, and can be transferred to new hires, hence influencing performance positively or negatively. It is crucial to understand that, although working in the same industry, no two organisations have the same culture. The culture of each organisation evolves along a variety of parameters. Organisations vary, for instance, in terms of leadership style, values and beliefs, work systems and procedures, interaction patterns, age, and the method of exercising power. An organisation continuously looks to hire people who share its values, beliefs, and philosophy if it wishes to preserve its culture (Otoo, 2024)

It has been acknowledged that an organization's culture plays a big role in how well it operates. It is crucial to performance because of its significant involvement in both external adaptation and internal integration (Wang & Lounsbury, 2021). Employee behaviour is modelled in large part by the culture of the organisation. One powerful tool for encouraging good behaviour among employees is a strong culture. When employees behave desirably, the organization's teamwork are used effectively, which results in desirable performance. Despite offering a somewhat stable and wise route to enhancing an organization's performance, very little research has been done on organisational culture. Research conducted in the manufacturing and insurance sectors has indicated potential connections between organisational culture and worker performance (Awaah, 2023). Current research focuses on communication channels, feedback integration, clear reporting channels, change communication and transparent updates.

➤ Organizational Communication

The process by which individuals and groups interact in various ways across various organisational sectors to achieve

organisational objectives is known as organisational communication (Boos, 2021). Organisational communication, according to De Matteis, et al (2023), is the process of developing and negotiating unified systems to accomplish organisational objectives. According to several experts, communication is essential for increasing employee commitment and achieving desired results. The way that company objectives and employee roles are conveyed has a big impact on staff dedication and productivity. To effectively communicate in an organisation, one must have a solid understanding of communication. The most basic definition of communication is the transmission of information or messages across a medium with some sort of feedback (De Matteis, Striani, & Greco, 2023). In an organisation, there are three primary methods of communication: verbal, which involves speaking to someone else; written, which involves using documents; and visual, which involves using non-verbal cues like body language. In essence, verbal communication is a discussion. It is possible to communicate verbally over the phone or in person (Oduella, Ehigie, & Ehigie, 2023).

Written communication may be utilised more frequently than oral communication in the majority of organisations. Written communication can appear more believable than oral communication in some circumstances. When a new policy is introduced, for instance, it would be more credible to express it in writing rather than orally. Examples of textual communication methods used by organisations include emails, notes, reports, and even text messaging. Visual communication can also take place in an organisation. This is where tables can be used to display data because it keeps the team together. Timely and regular communication is crucial (Ehigie, Odunela, & Ehigie, 2023). There are two other ways to classify communication. These are; lateral and vertical flow. In a vertical communication flow, managers can communicate with staff members in a downward direction or with managers in an upward direction regarding the status of a project. Conversely, lateral communication among members of the same group takes place (De Matteis, Striani, & Greco, 2023).

➤ *Organizational Values*

The definition of values has been viewed from several angles. While some people think of values as how people treat things, others think of values as how people behave, but most people agree that values should be viewed in terms of how people relate to each other rather than how they treat things (Koch, Gondhalekar, & Picard, 2022). Members of a group essentially follow their ideals since they are very important to them. Shared values encourage members to work towards the group's aims and objectives. Because employees are driven by the organization's principles, there is little to no oversight when they embrace them (van Dun & Wilderom, 2021). Every person in an organisation contributes their ideals to the organisation. Organisational values are created by combining these values. Consequently, it is possible to identify a connection between

organisational ideals and individual values, which in turn give rise to organisational culture (Awaah, 2023).

In addition to reflecting the organization's mission and objectives, organisational values can serve as a motivational factor for staff members. Poor employee performance can have a similar impact on the organisation and its projects as improper talks about organisational principles. It is generally accepted that values are essential and have an impact on the project's success, even if they may vary depending on the goal. They function as norms of behaviour for a community. There are organisational and individual values, and they must mesh properly. A misalignment between an employee's values and the organization's might lead to work dissatisfaction. A strong organisational culture is guaranteed when individual and organisational ideals align well. It improves job happiness, which in turn improves performance, which in turn improves employee performance, which in turn improves project success (Otoo, 2024). Current research will focus on integrity, commitment, organizational ideals, mission and vision.

➤ *Employee Performance*

Platt (2019) asserts that task perception, aptitude, and effort all affect employee performance. According to Armstrong (2020), an individual's performance is influenced by their motivation, ability, and involvement possibilities. Armstrong contends that motivation and aptitude have an impact on performance. According to Stup (2023), several characteristics encourage exceptional employee performance. These elements include things like the physical surroundings, equipment, decent jobs, performance standards, performance evaluation, and a flawed system. Additionally, to reach company objectives and uphold performance standards, personnel must ensure that employees complete their jobs within the allocated time. The achievement of specific roles has been used by the authors to gauge performance about predetermined standards for speed, accuracy, completeness, and cost. efficiency, work quality, and completion rate will be used in this study to assess performance. Current research will focus on motivation, commitment, and job satisfaction.

➤ *Statement of the Problem*

Even though individuals possess distinct circumstances and traits, organisational culture exerts a powerful influence on behaviour and performance. Culture dictates "how things are done" in an organisation and often resists criticism or reform, creating barriers when employees move across roles or when organisations attempt change (Wang & Lounsbury, 2021). While a strong culture can align people with organisational goals and foster collaboration, a weak or toxic culture undermines productivity because employees struggle to interpret the organisation's values or apply them effectively in their daily work (Fitria, 2018; Awaah, 2023). Research highlights this tension: although 72% of business leaders recognise the importance of culture, only 25% can clearly define an effective one for their organisations (Awaah, 2022).

Similarly, Gasela (2022) links poor cultural integration among managers to the failure of nearly 90% of excellence programmes, while Otoo (2024) notes that ineffective managerial cultures often result in substandard work and low output. Managers frequently lack clear strategies for cultivating performance-enhancing cultures (Pujiono et al., 2020), leading to systemic inefficiencies.

At the Kenya National Commission on Human Rights (KNCHR), these cultural challenges are not abstract; they are lived daily realities. Despite its constitutional mandate to safeguard human rights, the Commission operates under persistent financial strain. Chronic underfunding hampers its ability to deliver on core functions, and this financial pressure trickles down to staff, manifesting in low morale, disengagement, and frequent turnover. The result is weakened institutional memory and reduced capacity to respond effectively to emerging human rights concerns. Beyond funding, the internal culture presents its own obstacles. Rigid hierarchies, limited collaboration across departments, and inadequate accountability mechanisms discourage innovation and adaptability, leaving the Commission less responsive at a time when human rights violations are becoming more complex and urgent. Yet, a healthier culture one that encourages teamwork, transparency, and motivation could transform KNCHR into a more resilient and trusted institution.

While organisational culture and employee performance have been widely studied, most existing work is situated in corporate, religious, or NGO contexts, with little attention given to public human rights institutions. For instance, Pujiono et al. (2020) examine culture in global corporate leadership, Abdelwahed et al. (2025) focus on motivation in faith-based organisations, and Mutua (2023) limits analysis to NGO project leadership. These studies underscore an important research gap: none address how organisational culture shapes employee performance within a state-mandated human rights body like KNCHR. This gap is critical, given the Commission's unique role in promoting accountability, justice, and the protection of rights in Kenya. By focusing specifically on KNCHR, this study seeks to fill that void, offering context-specific insights into how culture can either constrain or enhance performance in a human rights institution.

➤ Objectives

- To examine effects of organizational communication on employee performance at KNCHR
- To determine effects of organizational values on employee performance at KNCHR

➤ Significance of the Study

In theory, results and conclusions may be especially useful for increasing the understanding of organisational culture in current and future organisations. The results of this study may also benefit the public and private sectors since they will draw attention to the significance of commonly utilised organisational culture and raise awareness of it. The results may be used as a guide by academics and government organisations to create work policies that support the strategic objectives of the organisation. The results of assessing the institution's organisational culture will be crucial for organisation management policy evaluations.

By examining the organisational culture research gaps that are not covered in this study. The role that corporate culture plays in organisations generally Both academics and students will also talk about the desire for its implementation in other organisations at other institutions. Lastly, by analysing the reports based on organisational culture via successful strategies and employee performance, the findings will function as a theoretical guide for employee performance and associated investigations. The results will also assist government agencies and practitioners in the development of policies and organisation leadership, among other institutions, and commercial organisations in identifying good organisational culture principles that can support the organization's success in a competitive market.

III. THEORETICAL LITERATURE REVIEW

Schein's Organizational Culture Theory, Goal-Setting Theory, and Exchange Theory provide a comprehensive framework for analyzing employee performance at KNCHR. Schein's model explains how underlying cultural assumptions shape behavior; Goal-Setting Theory highlights the motivational role of clear objectives; and Exchange Theory underscores the importance of fairness and reciprocity in sustaining commitment. Integrating these perspectives offers a multidimensional understanding of how culture, motivation, and social dynamics jointly influence organizational performance.

➤ Schein's Organizational Culture Theory

Edgar Schein's Theory of Organizational Culture, developed in 1980, posits that organizational culture operates at three interrelated levels: artifacts, espoused values, and underlying assumptions (Önday, 2016). These layers arise from members' collective experiences in adapting to external environments and managing internal integration challenges. Artifacts represent the visible and tangible aspects of an organization's culture—such as physical settings, dress codes, language, technology, symbols, stories, and rituals (James & Jones, 2005). Espoused values encompass the principles, norms, and philosophies that leaders and founders promote, while underlying assumptions represent deeply held, often

unconscious beliefs that shape behavior and perceptions (Schein, 1988).

Schein's (2005, 2010) model emphasizes that no two organizations share the same culture, though similarities may exist. Factors such as leadership style, communication patterns, values, and national culture all contribute to these variations (Hofstede, 1980; O'Reilly, Cardick, & Newton, 2005). Deal and Kennedy (2009) further assert that organizational culture is a major determinant of success or failure, shaped by heroes, rites, routines, and networks. However, Schein's framework has limitations. Its static nature may not fully capture the evolving character of culture in modern organizations. Additionally, interpreting underlying assumptions is subjective and may lead to differing perspectives among stakeholders (James & Jones, 2005). Nonetheless, it remains a valuable model for understanding how culture affects performance.

At the Kenya National Commission on Human Rights (KNCHR), Schein's theory helps explain how organizational culture influences employee behavior, motivation, and collaboration. While KNCHR espouses values such as accountability, teamwork, and justice, internal practices often reflect rigid hierarchies and limited communication. This misalignment between espoused values and lived culture reduces morale, trust, and performance. Conversely, fostering a culture of openness, collaboration, and shared responsibility can enhance motivation, job satisfaction, and institutional responsiveness. By identifying and realigning deep-seated cultural assumptions, KNCHR can build a more supportive environment that strengthens employee performance and public trust.

➤ *Goal-Setting Theory*

Developed by Edwin Locke in the 1960s and later refined with Gary Latham, Goal-Setting Theory posits that specific, challenging, and attainable goals are key drivers of motivation and performance (Locke & Latham, 2010). Goals serve as deliberate outcomes that individuals strive to achieve, guiding effort, persistence, and strategic behavior (Latham, 2010). Motivation arises from an individual's determination to close the gap between current and desired performance. When employees recognize that their efforts lead to meaningful outcomes, they are more likely to exert effort and persist in their tasks (Ferris, 2007).

Goal-setting theory integrates concepts from decision theory and motivation, highlighting the role of cognitive processes such as perception and expectation (Kinicki, 2013). People evaluate their interactions, predict behavioral outcomes, and respond accordingly (Amit & Livnat, 2008). The theory differentiates between intrinsic motivation—driven by internal satisfaction—and extrinsic motivation, which stems from external rewards such as recognition or pay (Ferris, 2007). Applied within KNCHR, Goal-Setting Theory underscores the importance of clarity, feedback, and alignment between

individual and institutional goals. When employees understand expectations and receive recognition for progress, motivation and accountability improve. Conversely, vague objectives contribute to confusion and disengagement, particularly in resource-constrained environments. Aligning staff goals with KNCHR's constitutional mandate can therefore enhance motivation, innovation, and service delivery, reinforcing public confidence in the institution's human rights role.

➤ *Exchange Theory*

Exchange Theory, developed by George Homans (1958), explains social behavior as an exchange process based on the principle of reciprocity. It suggests that interactions between employees and organizations are shaped by perceived costs and rewards (Cropanzano, Prehar, & Chen, 2003). These exchanges form psychological contracts, or unwritten expectations of mutual benefit between employers and employees (Ivancevich, 2010). The theory distinguishes between economic exchanges—formal, contract-based transactions involving monetary compensation—and social exchanges, which are informal relationships based on trust, fairness, and mutual respect (Kim & Rowley, 2005; Gould-Williams & Davies, 2005). When employees perceive that their contributions are valued and fairly rewarded, they develop stronger organizational commitment and loyalty. Conversely, inequities or perceived unfairness weaken motivation and may increase turnover (Haar, 2006).

Exchange Theory also relates closely to equity theory, which emphasizes fairness in the balance between inputs and rewards (Bloom, 2000). Disparities in compensation or recognition can generate dissatisfaction and harm performance, while perceived fairness strengthens engagement. At KNCHR, Exchange Theory highlights the significance of equitable treatment, recognition, and mutual respect in maintaining high performance. When staff perceive fair reward systems and supportive management, they are more likely to demonstrate commitment and discretionary effort. Conversely, when expectations are unmet or recognition is lacking, performance and morale decline. Promoting transparent reward systems and nurturing positive social exchanges can thus enhance trust, motivation, and institutional effectiveness.

IV. EMPIRICAL LITERATURE REVIEW

➤ *Organizational Communication and Employee Performance*

Organizational communication is essential for enhancing employee commitment and achieving desired performance outcomes. The manner in which organizational objectives and employee roles are communicated significantly influences staff dedication and productivity. According to De Matteis, Striani, and Greco (2023), effective communication within an organization requires a solid understanding of the communication process. Communication typically occurs through three main methods: verbal, written, and visual. Verbal

communication involves direct spoken interaction between individuals, while written communication utilizes documents such as reports, memos, and emails (Oduella, Ehigie, & Ehigie, 2023). Written communication is often perceived as more credible than oral communication, particularly when conveying formal information such as new policies. Visual communication, on the other hand, employs non-verbal cues such as gestures, charts, and tables to enhance understanding and team coordination (Ehigie, Odunela, & Ehigie, 2023).

Chen and Wei (2020) examined how social media usage for both horizontal and vertical communication improves employee performance. Their study in China, based on 243 valid survey responses, found a positive correlation between leader-member exchange (LMX), team-member exchange (TMX), and social media use for organizational communication. The findings indicated that effective social media communication enhances both LMX and TMX, which subsequently improve employee performance. Additionally, work complexity positively influenced the relationship between LMX and performance but negatively affected the relationship between TMX and performance.

In Nigeria, Odunela, Ehigie, and Ehigie (2023) investigated organizational communication and emotional intelligence as determinants of collaborative success among bank employees. Their findings revealed that components of emotional intelligence—such as self-awareness, emotional regulation, and empathy—positively correlated with teamwork effectiveness and the perceived efficiency of corporate communication. Although demographic factors like age, gender, and position were considered, only educational attainment significantly predicted teamwork effectiveness. The study emphasized that emotional intelligence and effective communication jointly enhance collaboration in organizational settings.

Kakkar et al. (2023) analyzed how communication satisfaction influences job satisfaction and employee alienation in remote work environments. Drawing on sensemaking and social information processing theories, the study surveyed 418 employees from various Indian organizations. Results revealed

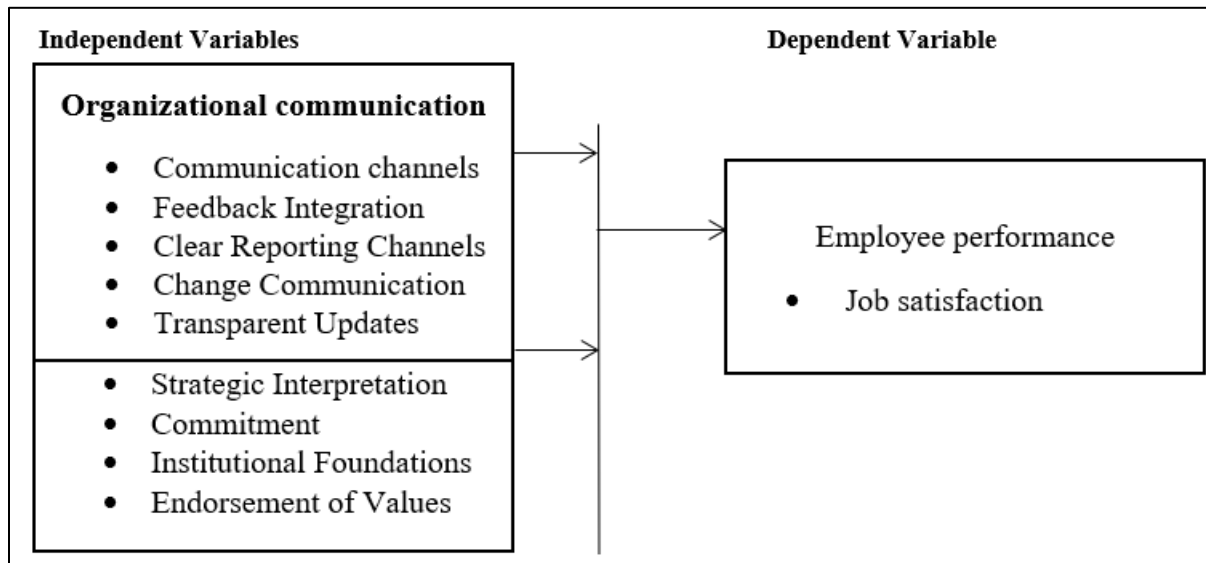
that communication satisfaction positively correlates with job satisfaction and negatively with alienation. Furthermore, alienation was found to mediate the relationship between communication satisfaction and job satisfaction, underscoring the critical role of effective communication in improving employee engagement and well-being in virtual workplaces.

➤ *Organizational Values and Employee Performance*

Ababneh (2021) explored the influence of personal values and organizational culture on employee engagement in the hospitality industry. Using data from 153 senior hotel employees, the study applied partial least squares structural equation modeling (PLS-SEM) and found that organizational culture archetypes significantly impact engagement with quality initiatives. Individual values also positively influenced engagement and total quality management (TQM) practices. The study recommended that hotel management strengthen participatory and supportive cultures while reducing hierarchical “power culture” tendencies to improve quality performance.

In Egypt, Abdelwahed, Al Doghan, Saraih, and Soomro (2025) examined the direct and indirect effects of Islamic leadership on employee performance through Islamic organizational values, culture, and work motivation. Using data from 312 banking employees analyzed via SmartPLS 4, the study revealed that Islamic leadership significantly enhances organizational values and culture. While Islamic values and culture did not directly predict performance, work motivation emerged as a strong mediator that significantly improved Islamic employee performance.

Su et al. (2025) explored how corporate visions contribute to high organizational performance using social cognitive theory. Their study demonstrated that an effective corporate vision strengthens organizational performance when it is clearly articulated, internalized, and adaptable to dynamic stakeholder needs. The ability to revise and communicate a shared vision fosters unity, adaptability, and long-term performance improvements, particularly in rapidly changing business environments.

➤ *Conceptual Framework***Fig 1:** Conceptual Framework➤ *Research Design*

According to Bickman and Rog (2018), a research design provided the structure that linked a study's objectives with the methods applied, guided by the theoretical framework. Descriptive research design was used because it was best suited for presenting a detailed account of study. Unlike explanatory or causal designs, descriptive research did not seek to test theories or establish cause-and-effect relationships; rather, it focused on answering the questions of what, where, when, and how (Bordens & Abbott, 2021). This approach was appropriate to capture characteristics, patterns, and issues affecting employees within KNCHR. By relying on a descriptive design, the study was able to organise data in a way that provided a comprehensive understanding of the population and its experiences, without distorting them through premature theorization. Overall, descriptive design ensured that the findings reflected the real context of KNCHR, making them practical for improving organisational culture and employee performance.

➤ *Target Population*

Target population is defined by Cooper and Schindler (2018) as the entire group of variables that one intends to generalize from the findings. Saunders, et al (2018). The population is the entire set of variables from which the study's conclusions should be extrapolated. The KNCHR employees are target population. Therefore, this study will focus on top management personnel, (commissioners and secretariate) middle-level management personnel, and lower management personnel. Thus, 120 employees will be the entire target population as shown in Table 1. This will include both permanent and employees on contract.

Table 1: Target Population

Unit	Target population	Percentage
Top Management (commissioners and secretariate)	6	5
Middle-Level Management Personnel	40	33
Lower Management Personnel	74	62
Total	120	100

Source: KNCHR (2025)

A sample represents a subset of a population that reflects its main characteristics (Creswell & Creswell, 2018). According to Saunders, Lewis, and Thornhill (2018), random sampling helps minimize bias, and a sample size ranging from 1–10% of the target population is generally considered appropriate. However, since the target population in this study comprised only 120 respondents, a census approach was employed. Saunders et al. (2018) describe a census as a process of systematically gathering and recording information from every individual within a specific population. This method ensures comprehensive data coverage, especially when dealing with a relatively small population. The study therefore targeted all 120 respondents. Although a 100% response rate was anticipated, Dawson (2020) asserts that a response rate of 50% is adequate for analysis, 60% is acceptable, and 70% or higher is considered excellent.

➤ *Research Instruments*

Research instruments refer to tools used to collect data, including surveys, tests, and questionnaires (Bickman & Rog, 2018). The primary instrument used in this study was a structured questionnaire, previously applied in similar studies and found effective in terms of time, labor, and cost efficiency. Compared to interviews, questionnaires provide greater organization and facilitate the collection of quantitative data (Thornhill, Saunders, & Lewis, 2018). However, questionnaires are limited by their dependence on participants' literacy levels, as illiterate respondents may be unable to complete them. Despite this limitation, they remain among the most cost-effective tools for collecting large volumes of data (Creswell & Creswell, 2018). According to Saunders et al. (2018), the questionnaire consisted primarily of closed-ended items based on a Likert scale. This format supports correlational, descriptive, and inferential statistical analysis, while also enhancing the richness of quantitative data. Additionally, questionnaires preserve respondent anonymity, encouraging honest responses (Bordens & Abbott, 2017).

➤ *Pilot Study*

Before the main data collection, a pilot study was conducted to test the validity, reliability, and clarity of the questionnaire. The pilot also assessed the feasibility of research procedures and data analysis techniques. Consistent with methodological best practice, 10% of the target population was selected for the pilot, a proportion considered adequate for ensuring accuracy while conserving time and resources (Ijser, 2024). The pilot study involved ten employees from Haki Africa, a Kenyan non-governmental organization that advocates for human rights. Haki Africa empowers communities through civic education, legal support, and advocacy on issues such as justice, equality, and social accountability. The pilot aimed to identify ambiguous questions, test comprehension, and verify that the instrument could effectively capture the data required for the main study. Based on pilot feedback, necessary revisions were made to improve the questionnaire's clarity and structure before full deployment (Cooper & Schindler, 2018).

➤ *Validity*

Validity refers to the accuracy and truthfulness of a study's findings—specifically, whether they measure what they are intended to measure (Saunders et al., 2018). This process was carried out during instrument piloting (Khoa, Hung, & Hejsalem-Brahmi, 2023). The objective was to determine whether the responses obtained provided adequate information to meet the study's objectives (Cooper & Schindler, 2018). Content validity was further established through expert review and guidance from the research supervisor, ensuring that questionnaire items accurately reflected the constructs under investigation. This method provided an efficient and effective means of ensuring instrument appropriateness for the study (Cooper & Schindler, 2018).

➤ *Reliability*

Reliability refers to the internal consistency of the research instrument—that is, its ability to yield consistent results over time (Saunders, Lewis, & Thornhill, 2018). The study assessed reliability using Cronbach's alpha coefficient, which ranges from 0 to 1, with higher values indicating greater consistency. A coefficient of 0.70 or higher was considered acceptable. According to Kothari and Garg (2015), a reliable tool should produce consistent outcomes when administered repeatedly under similar conditions. If the Cronbach's alpha value for any construct fell below 0.70, the corresponding items were revised or replaced to improve reliability. Additionally, the study conducted a normality test to determine whether data were normally distributed. Normal distribution is essential for accurate prediction and inferential analysis (Bordens & Abbott, 2021). According to Bordens and Abbott (2021), data approximating normal distribution enhance the generalizability of findings beyond the sample.

➤ *Data Collection Procedure*

Data collection is the systematic process of gathering and recording information in a consistent and accurate manner. In this study, data collection involved several stages: defining objectives, selecting appropriate methods, designing instruments, and implementing a structured data-gathering plan.

Prior to fieldwork, the researcher obtained formal authorization from the National Commission for Science, Technology and Innovation (NACOSTI), the University, and the Kenya National Commission on Human Rights (KNCHR). Once approvals were granted, questionnaires were distributed to respondents. All completed questionnaires were coded and securely stored to maintain confidentiality.

To ensure a high response rate, the researcher conducted follow-ups via emails and phone calls, encouraging respondents to complete and return their questionnaires promptly.

V. DATA ANALYSIS AND PRESENTATION

Data analysis involves organizing and interpreting collected data to extract meaningful insights (Cooper & Schindler, 2018). Quantitative data from the questionnaires were analyzed using Statistical Package for Social Sciences (SPSS) Version 28. Descriptive statistics were used to summarize data, while Pearson correlation analysis determined the strength and direction of relationships between variables. Correlation coefficients ranged from -1 to $+1$, where values close to ± 1 indicated strong relationships, and values near 0 indicated weak or no relationships.

➤ *Ethical Considerations*

Ethical considerations guide the design and implementation of research to ensure respect, fairness, and integrity. This study adhered to ethical principles covering

informed consent, voluntary participation, confidentiality, privacy, and anonymity. Before data collection, letters of consent and authorization were obtained from the University, NACOSTI, and KNCHR. All participants were fully briefed on the purpose of the study and provided their informed consent prior to participation. Participation in the study was entirely voluntary. Respondents were informed that they could withdraw at any stage without penalty (Bordens & Abbott, 2017). No coercion or pressure was applied to ensure compliance with ethical research practice (Kothari & Garg, 2015). All data collected were de-identified to protect participants' identities. The researcher maintained strict confidentiality and used the data solely for academic purposes. Only aggregated results were reported, and all secondary sources were properly cited. Respondents' privacy was respected by ensuring that no personal views, attitudes, or opinions were disclosed to third parties without consent (Akaranga & Makau, 2019). The researcher also implemented data protection measures by securely storing digital files on a password-protected device. Anonymity was ensured by excluding any identifiable information such as names or demographic identifiers. Pseudonyms and codes were used to label questionnaires, guaranteeing that responses could not be traced back to individual participants (Fouka & Mantzorou, 2019; Bordens & Abbott, 2021).

VI. FINDINGS

The study achieved a strong response rate, with 91 out of 120 participants completing the questionnaire, representing 76%. According to Dawson (2020), this rate is considered excellent and enhances the reliability and validity of the findings. Demographic data showed that 59% were male and 41% female, indicating a modest gender imbalance but still capturing diverse perspectives. The age distribution revealed that most participants were between 31–35 years (33%) and 36–40 years (25%), suggesting the study primarily reflected the views of early to mid-career adults. In terms of education, respondents were generally well-qualified, with 54% holding a degree, 26% a master's, 17% a diploma, and 3% a PhD. Years of service analysis indicated that 46% had 1–5 years of experience and 36% had 6–10 years, while only 1% had over 16 years. This pattern shows that the findings mainly represent employees in the earlier stages of their careers. As Bryman and Bell (2021) note, long-serving staff often contribute deeper institutional knowledge, but their perspectives were less represented in this study.

➤ Organizational communication

The study assessed organizational communication as a key variable influencing employee performance at KNCHR. Communication is central to organizational culture, as it facilitates the flow of information, promotes transparency, and enhances collaboration across different levels of the institution. Effective communication ensures that employees clearly understand organizational goals, expectations, and feedback, which directly impacts their motivation and performance.

Table 2: Organizational Communication and Employee Performance

	SA	A	N	D	SD	Mean	Std. Dev
Staff are well-informed of upcoming changes through consistent and proactive communication by leadership	25%	66%	1%	7%	0%	4.09	.755
Frequent and transparent updates from management help staff adapt effectively.	16%	70%	2%	12%	0%	3.90	.809
Our reporting channels are clear and well established	20%	62%	2%	17%	0%	3.85	.930
Feedback from staff during staff appraisal is actively sought and incorporated by leadership	10%	78%	1%	11%	0%	3.87	.977
Management embraces various communication channels for evaluating results against organizational strategic goals.	23%	60%	9%	8%	0%	3.53	.935
Average						3.84	0.881

Table 2 presents respondents' perceptions of how organizational communication affects employee performance. The mean range from 3.53 to 4.09, with an overall average of 3.84, indicating generally positive perceptions. Respondents generally perceived organizational communication as positively influencing employee performance, with mean of 3.84 (SD = 0.881). Staff felt well-informed of upcoming changes through proactive communication (mean = 4.09, SD = 0.755) and appreciated frequent, transparent updates from management (mean = 3.90, SD = 0.809) that help them adapt effectively. Reporting channels were considered clear and well-established (mean = 3.85, SD = 0.930), and feedback during staff appraisals was perceived as actively sought and incorporated (mean = 3.87, SD = 0.977). The use of multiple communication channels to evaluate strategic goals scored slightly lower (mean = 3.53, SD = 0.935).

suggesting room for improvement. Overall, the findings indicate that effective communication by leadership positively impacts employee performance. Supported by Chen and Wei (2020) The study discovered a favourable correlation between leader-member exchange (LMX) and team-member exchange (TMX) and the use of social media for horizontal and vertical communication (SMUVC). Odunela, Ehigie, and Ehigie (2023) emotional intelligence components, such as self-emotion evaluation, evaluation of others' feelings, actual emotional use and regulation, and the perceived effectiveness of corporate communication, were found to positively correlate with perceived teamwork effectiveness. The inclusion of emotional intelligence characteristics revealed that, in addition to organisational communication, the only significant predictors were the actual use, regulation, and appraisal of emotions by others. It is suggested that more impartial metrics be developed.. Kakkar et al. (2023) results show that job satisfaction is correlated with communication satisfaction at work and adversely correlated with alienation. The association between job happiness and communication satisfaction at work was mediated by alienation.

➤ *Organizational values*

The study examined organizational values as a core dimension of culture influencing employee performance at KNCHR. When values are clearly defined and consistently reinforced, they promote integrity, accountability, and alignment with institutional goals, thereby enhancing employee commitment and productivity. Respondents' perceptions regarding the presence, clarity, and practice of organizational values at KNCHR.

Table 3: Organizational Values and Employee Performance

	SA	A	N	D	SD	Mean	Std. Dev
It has been demonstrated that organizational values affect how strategic concerns are interpreted.	16%	67%	2%	15%	0%	3.82	.877
Employee loyalty, an organization's dedication to ethics, and its relationships with external stakeholders are all impacted by its organisational values..	23%	59%	7%	11%	0%	3.90	.752
Our organizational values are derived from values that are prevalent in institutional domains and serve as the foundation for organizational procedures and structures.	22%	69%	5%	6%	0%	3.58	.905
Organizational values are interpreted in a variety of ways and in both current and future contexts, but they are still thought to serve as a guide for members when choosing or assessing action in our organization	22%	59%	8%	6%	0%	3.58	.967
Organizational value is frequently assumed to be represented by the values that senior management endorse in formal papers and verbal or written communication	22%	59%	7%	12%	0%	3.62	.963
Average						3.70	.9008

Respondents generally perceived organizational values as positively influencing employee performance, with mean of 3.70 (SD = 0.901). They agreed that organizational values affect how strategic concerns are interpreted (mean = 3.82, SD = 0.877) and influence the organization's commitment to ethics, employee loyalty, and interactions with external stakeholders (mean = 3.90, SD = 0.752). Respondents also recognized that organizational values are derived from institutional norms and underpin procedures and structures (mean = 3.58, SD = 0.905), and serve as a guide for members in evaluating actions in both current and future contexts (mean = 3.58, SD = 0.967). Additionally, they noted that organizational values are often reflected in the principles endorsed by senior management through formal and informal communication (mean = 3.62, SD = 0.963). Overall, the findings suggest that well-defined organizational values play an important role in guiding employee behavior and enhancing performance.

Results are in supported , including Ababneh (2021) results validated the hypotheses and showed that organisational culture archetypes had a positive, significant impact on employee engagement with quality initiatives. They also showed that individual values had an impact on employee involvement in quality initiatives and organisational cultural characteristics in the use of TQM. Abdelwahed, Al Doghan, Saraih, and Soomro (2025) results, which were obtained using SmartPLS 4, show that Islamic leadership significantly and favourably affects Islamic organisational values, performance is highly predicted by Islamic work motivation, while Islamic organisational values and culture have no discernible effect on Islamic employee performance. Su et al. (2025) sheds light on the reasoning behind creating and modifying company visions from a process standpoint. Organisational performance can be enhanced by

corporate visions through the same mechanisms that allow them to be expressed, embraced, and changed inside the company. The needs of different stakeholders in a dynamic setting, resulting in the corporate vision being adjusted and accepted. Consequently, the vision maintains its validity in a dynamic setting. A strong corporate vision may help both start-ups and non-start-ups overcome a range of problems and challenges to generate excellent business performance.

➤ *Employee performance*

The study assessed employee performance as the outcome variable influenced by various dimensions of organizational culture at KNCHR.

Table 4: Employee Performance

	SA	A	N	D	SD	Mean	Std. Dev
The provision of employee perks not only boosts motivation and performance but also reflects a supportive organizational culture that values staff wellbeing	13%	75%	3%	7%	0%	3.97	.782
Work-life balance initiatives positively influence employee performance by reducing stress and improving job satisfaction. When embedded within the organizational culture.	12%	78%	6%	4%	0%	3.75	.724
By offering flexible work schedules, the Commission fosters a culture of trust and adaptability, which enhances employee satisfaction and supports higher performance levels..	20%	68%	2%	10%	0%	3.68	.905
The organization's reward management procedures positively influence both employee performance and job satisfaction by reinforcing a culture of recognition and fairness.	21%	67%	4%	8%	0%	3.62	.904
The organization is not financially strained by providing employee benefits, which reflects a sustainable culture of support	13%	74%	3%	10%	0%	3.90	.746
Average						3.78	.8122

The findings revealed that respondents generally perceived organizational culture as positively influencing employee performance, with an overall mean of 3.78 (SD = 0.812). Employees agreed that perks and benefits enhanced motivation and reflected a supportive culture (mean = 3.97, SD = 0.782), while work-life balance initiatives were viewed as reducing stress and improving job satisfaction (mean = 3.75, SD = 0.724). Flexible work schedules promoted trust and adaptability (mean = 3.68, SD = 0.905), and reward management practices reinforced fairness and recognition (mean = 3.62, SD = 0.904). The provision of benefits was also seen as sustainable and culturally supportive (mean = 3.90, SD = 0.746). Regarding organizational communication, respondents rated it positively (mean = 3.84, SD = 0.881), noting effective information sharing on organizational changes (mean = 4.09, SD = 0.755) and appreciation for transparent updates (mean = 3.90, SD = 0.809). Reporting channels were clear (mean = 3.85, SD = 0.930), and appraisal feedback was valued (mean = 3.87, SD = 0.977), though the use of multiple communication channels for strategic evaluation showed room for improvement (mean = 3.53, SD = 0.935). Organizational values were also seen as central to performance (mean = 3.70, SD = 0.901), guiding ethical behavior, loyalty, and stakeholder relations. These values shaped decision-making, procedures, and structures, emphasizing their role in influencing employee conduct.

The results align with Arghode et al. (2022), who emphasized that leadership and cultural factors—such as teamwork, job design, and supportive leadership styles—strongly influence employee performance. Shahidi et al. (2024) similarly found that positive leadership behaviors, including humor, enhance both in-role and extra-role performance. Pujiono et al. (2020) observed that synergy between individual and organizational culture promotes job performance and organizational growth, particularly through competence development. In the African context, Awaah (2022) reported that cultural orientation influences performance in Ghana's public sector, with foreign cultural values showing a positive link to employee performance. Conversely, Gasela (2022) found limited cultural influence on strategic performance among public bodies in South Africa's Northern Cape due to resource constraints. Supporting a value-driven framework, Abdelwahed et al. (2025) highlighted the role of Islamic leadership principles in shaping ethical performance, while Mutua (2023) reported a strong correlation ($r = 0.83$) between organizational values and project performance.

➤ *Regression Analysis Results***Table 5:** Model Summary of organizational communication

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1	0.548a	0.151	0.142	0.724	0.151	15.872	1	90	0.000
a. Predictors: (Constant), Organizational communication									

The regression model summary looking at how organisational communication affects worker performance is shown in Table 5. Employee performance and communication have a somewhat good association, according to the model's correlation coefficient (R) of 0.548. With an R² value of 0.151, organisational communication alone can account for about 15.1% of the variation in employee performance. The sample size is taken into consideration by the adjusted R² of 0.142, which indicates that the model's explanatory power is marginally reduced but still significant. Showing a reasonable level of accuracy in prediction. the findings suggest that effective organizational communication contributes positively to employee performance, although other factors beyond communication also influence performance, as reflected by the R² value.

Table 6: ANOVA^a Results for Organizational Communication

ANOVA ^a						
	Model	Sum of Squares	df	Mean Square	F	Sig.
1	Regression	8.329	1	8.329	15.872	0.000 ^b
	Residual	46.704	90	.525		
	Total	55.033	91			
a. Dependent Variable: Employee performance						
b. Predictors: (Constant), Organizational communication						

The ANOVA findings for the regression model looking at how organisational communication affects worker performance are shown in Table 6. With one degree of freedom, the model's regression sum of squares is 8.329, while with ninety degrees of freedom, its residual sum of squares is 46.704. According to the computed F-value of 15.872, which is statistically significant ($p < 0.001$), employee performance may be reliably predicted by the regression model. This importance demonstrates that employee performance is significantly impacted by organisational communication. To put it another way, the degree and calibre of communication within the company have a big impact on employee performance variance rather than being the result of chance. The model accounts for approximately 15.1% of the variation in employee performance (as indicated by R² in the previous table), suggesting that communication is an important, though not exclusive, factor affecting performance outcomes. ANOVA results support the conclusion that enhancing organizational communication can positively and significantly improve employee performance.

Table 7: Regression Coefficients^a for Organizational Communication

Coefficients ^a						
	Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	2.144	0.420		5.100	0.000
	Organizational communication	0.403	0.101	0.390	3.984	0.000
a. Dependent Variable: Employee performance						

Table 7 presents the regression coefficients for the effect of organizational communication on employee performance. With a standard error of 0.101 and an unstandardized coefficient (B) of 0.403 for organisational communication, it is projected that, when all other variables are held constant, employee performance will rise by 0.403 units for every unit increase in organisational communication. The expected employee performance at zero organisational communication is represented by the constant (intercept), 2.144. In comparison to other variables assessed on various scales, communication has a moderately favourable impact on performance, as indicated by the standardised coefficient (Beta) of 0.390. Results show that employee performance is positively impacted by organisational communication, indicating that communication methods can be improved to significantly improve employee outcomes.

Table 8: Model Summary of Organizational Values

Model Summary									
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1	0.302a	0.091	0.081	0.750	0.091	8.957	1	90	0.004
a. Predictors: (Constant), Organizational values									

Table 8 presents the regression model summary examining the effect of organizational values on employee performance. Employee performance and organisational values have a modest to moderately positive link, according to the correlation coefficient (R), which is 0.302. The R2 score is 0.091, which indicates that organisational values alone account for about 9.1% of the variation in employee performance. After adjusting for sample size, the adjusted R2 of 0.081 indicates that the model's explanatory power is low. With a significance level of $p = 0.004$ and an F-change statistic of 8.957, the model is considered statistically significant. This demonstrates that employee performance is significantly and quantifiably impacted by organisational values. even though the proportion of variance explained is smaller compared to organizational communication. findings suggest that while organizational values positively influence employee performance.

Table 9: ANOVA^a Results for Organizational Values

ANOVA ^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	5.032	1	5.032	8.957	0.004 ^b
	Residual	50.001	90	0.562		
	Total	55.033	91			
a. Dependent Variable: Employee performance						
b. Predictors: (Constant), Organizational values						

The ANOVA findings for the regression model that looks at how organisational values affect employee performance are shown in Table 9. With one degree of freedom, the regression sum of squares is 5.032, while with ninety degrees of freedom, the residual sum of squares is 50.001. With a significance level of $p = 0.004$ and a computed F-value of 8.957, the model is statistically significant. This importance demonstrates that employee performance is significantly impacted by organisational values. In other words, the variation in employee performance is significantly influenced by organizational values, even though the proportion of variance explained is modest ($R^2 = 0.091$). ANOVA results support the conclusion that fostering strong organizational values can positively contribute to employee performance, though other factors also play a role in shaping performance outcomes..

Table 10: Regression Coefficients^a for Organizational Values

Coefficients ^a					
Model		Unstandardized Coefficients		Standardized Coefficients	Sig.
		B	Std. Error	Beta	
1	(Constant)	2.760	0.353		0.000
	Organizational values	0.270	0.090	0.302	0.004
a. Dependent Variable: Employee performance					

Table 10 presents the regression coefficients for the effect of organizational values on employee performance. With a standard error of 0.090 and an unstandardized coefficient (B) of 0.270 for organisational values, it is anticipated that, when all other variables remain constant, employee performance will rise by 0.270 units for every unit increase in organisational values. Intercept (constant) is 2.760, representing the predicted employee performance when organizational values are zero. Standardized coefficient (Beta) is 0.302, reflecting a moderate positive effect of organizational values on performance relative to other variables measured on different scales. This effect is statistically significant, according to the t-value of 2.993 and the significance threshold ($p = 0.004$). The findings demonstrate that organisational values have a positive and significant impact on employee performance, but to a lesser extent than other elements such as organisational communication.

Table 11: Model Summary of Organizational Routines

Model	R	R Square	Adjusted R Square	Std. Error of the estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F
1	.658 ^a	.570	.464	.52831	.570	73.571	1	90	.000
a. Predictors: Constant, Organizational routines									

Table 11 presents the regression model summary examining the effect of organizational routines on employee performance. Employee performance and organisational procedures have a substantial positive link, as indicated by the correlation coefficient (R) of 0.658. The R2 score is 0.570, which indicates that organisational procedures alone account for about 57% of the variation in employee performance. The sample size is taken into consideration by the adjusted R2 of 0.464, demonstrating that the model retains a significant amount of explanatory power even after modification. The model is highly statistically significant, as indicated by the F-change statistic of 73.571 at a significance level of $p < 0.001$. This confirms that organizational routines are a major predictor of employee performance. findings suggest that well-structured routines, including ceremonies and routines, play a critical and measurable role in enhancing employee performance within the organization.

Table 12: Model Summary Employee Performance

Model	R	R Square	Adjusted R Square	Std. Error of the estimate	R Square Change	F Change	df1	df2	Sig. F
1	.780 ^a	.611	.594	.45801	.611	46.601	3	88	.000
a. Predictors: Constant, Organizational communication, and organizational values									

Table 12 shows organizational communication, and organizational value had a combined correlation coefficient (R) of 0.780 with employee performance. This suggests that there is a substantial positive correlation between the independent and dependent variables. These organisational culture elements were found to account for approximately 61.1% of the variation in employee performance at KNCHR, according to the R Square value of 0.611. Further confirming the robustness of this association was the adjusted R Square of 0.594, which takes into consideration the number of predictors in the model. Given the comparatively low standard error of the estimate (0.45801), the model appears to have strong predictive accuracy. A statistically significant overall model was shown by an F-change statistic of 46.601 ($df1 = 3$, $df2 = 88$, $p < 0.001$) and a R Square Change value of 0.611. This means that the combined effect of organizational communication, teamwork, routines, and values was a reliable predictor of employee performance. Findings demonstrated that these organizational culture dimensions play a critical role in shaping and enhancing employee performance at KNCHR.

Table 13: ANOVA of Employee performance

ANOVA ^a						
Model		Sam of Squares	df	Mean square	f	Sig.
	Regression	26.813	2	8.931	46.601	.000 ^b
	Residual	16.890	87	.310		
	Total	47.602	91			
a. Dependable Variable is Employee performance						
b. Organizational communication and organizational values						

ANOVA results in Table 13 demonstrated that regression model was statistically significant in predicting employee performance at KNCHR. The regression sum of squares was 26.813 compared to a residual sum of squares of 16.890, indicating that a greater proportion of variation in employee performance was explained by the predictor's organizational communication, and organizational values. F-statistic of 46.601 with a significance value of $p < 0.001$ confirmed that model was highly significant and not due to chance. This result implies that the joint contribution of organizational communication and values significantly improved the prediction of employee performance, thereby reinforcing their importance as drivers of employee performance within KNCHR.

Table 14: Regression Coefficients^a for Employee Performance

		Coefficients				
Model		Unstandardized Coefficients		Standardized Coefficients		
		B	Std. error	Beta	t	Sig.
1	Constant	0.844	0.288		2.578	0.000
	Organizational communication	0.403	0.101	0.390	3.984	0.000
	Organizational values	0.571	0.073	0.685	7.954	0.000

The regression results presented in Table 14 show the influence of organizational communication and organizational values on employee performance. The model produced a constant (intercept) of 0.844 ($p < 0.001$), indicating that when all predictors are held constant, the baseline level of employee performance remains positive. Organizational communication had an unstandardized coefficient (B) of 0.403 with a standard error of 0.101, a standardized beta value of 0.390, and a t-value of 3.984 ($p < 0.001$). This demonstrates a statistically significant and positive relationship between communication and employee performance. The results suggest that a one-unit improvement in organizational communication leads to an average increase of 0.403 units in employee performance, holding other factors constant. The standardized beta ($\beta = 0.390$) further indicates that communication has a moderately strong contribution to performance relative to the other predictor in the model. This finding implies that open, transparent, and timely communication enhances employee understanding, trust, and engagement, which in turn boosts performance. Organizational values also exhibited a significant positive effect on employee performance, with an unstandardized coefficient (B) of 0.571, standard error of 0.073, standardized beta of 0.685, and a t-value of 7.954 ($p < 0.001$). This means that for every one-unit increase in organizational values, employee performance improves by 0.571 units, assuming other variables remain constant. The standardized beta ($\beta = 0.685$) indicates that organizational values are the strongest predictor in the model, exerting a greater influence on performance than communication. This suggests that when employees share and internalize organizational values—such as integrity, teamwork, accountability, and respect—their motivation, commitment, and productivity significantly increase. Overall, both predictors were statistically significant at the 0.05 level, implying that organizational communication and values jointly and positively influence employee performance. However, organizational values demonstrated a comparatively stronger predictive power. These findings align with previous studies, such as those by Pujiono et al. (2020) and Mutua (2023), which emphasized that alignment of values and effective communication channels strengthen employee engagement and overall performance outcomes.

VII. CONCLUSION

The study concludes that employee performance at KNCHR is strongly influenced by organizational communication, and values. Effective communication was shown to enhance performance by fostering clarity, alignment, and stronger leader-member and team-member relationships, as supported by prior studies on the role of social media, emotional intelligence, and communication satisfaction. Organizational values were also found to contribute positively by shaping ethical standards, loyalty, and commitment to institutional goals, even though their explanatory power was smaller compared to routines or teamwork. Importantly, the findings emphasize that values, when reinforced by culture and vision, provide a stable foundation for sustainable performance. Similarly, organizational values demonstrated the highest impact, highlighting the value of routines, standardized practices, and consistent procedures in strengthening cohesion, stability, and efficiency. The combined regression results confirmed that 61.1% of employee performance variation could be explained by these organizational factors, underscoring their collective importance. Overall, the study affirms that organizational practices, when effectively integrated, not only enhance employee motivation and satisfaction but also improve institutional performance. This conclusion underscores the need for KNCHR to continuously invest in strengthening communication channels, embedding core values, reinforcing routines, and nurturing teamwork as central drivers of employee performance.

RECOMMENDATIONS

Based on the study findings, several recommendations are proposed to strengthen the Kenya National Commission on Human Rights (KNCHR) in enhancing employee performance through organizational culture. To begin with, KNCHR should prioritize strengthening its organizational communication by ensuring timely, transparent, and consistent information sharing across all levels. Establishing open feedback mechanisms will not only build trust but also enhance employee alignment with the Commission's vision and mandate. In addition, the Commission should reinforce its organizational values by embedding them in daily operations and decision-making processes. Values such as integrity, accountability, and inclusivity need to be actively promoted and practiced by leaders and staff alike. Doing so will inspire employee

commitment, cultivate ethical behavior, and ensure that all actions remain aligned with KNCHR's human rights mission.

➤ *Implications for Theory*

The study findings provide empirical evidence that supports and extends theories related to organizational behavior and performance, particularly the social exchange theory and organizational culture frameworks. By showing that routines and values play a stronger role in shaping performance compared to communication or teamwork alone, the research extends the discourse on how cultural and structural elements underpin employee outcomes. Moreover, the results challenge the assumption that communication is always the most dominant predictor by highlighting the stronger predictive power of routines. This suggests that theories of organizational performance must give greater weight to the role of standardized practices and institutional values in driving effectiveness.

➤ *Implications for Policy*

The study provides useful insights that can guide both government and institutional policy formulation. For instance, findings suggest that employee performance can be improved by integrating communication, values, and teamwork into workforce policies. In the education and public service sectors, governments can design policies that mandate employee development programs focused on teamwork, communication skills, and value-driven leadership. Institutions like KNCHR can also use the findings to review internal policies on staff induction, performance appraisals, and organizational culture reinforcement. In doing so, policies can ensure that performance is enhanced not only through resources but also through structured routines and ethical standards.

➤ *Implications for Practice*

On a practical level, the findings offer clear steps that organizations can adopt to improve employee performance. Other institutions, for example, can integrate strong teamwork strategies, communication systems, and value-based training into daily operations. Establishing consistent organizational routine such as structured meetings, ceremonies, or performance routines—can strengthen cohesion and provide stability for staff. Furthermore, institutions should invest in continuous professional development to align individual performance with organizational goals. By applying these practices, organizations can foster higher employee motivation, improve collaboration, and achieve sustainable performance outcomes.

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