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## Effects of Communication Practices on Employee Performance of Kisii County Government – Kenya

Dorcas Atieno Ogalo, Kisii University, Kenya  
Stella Omari, Kisii University, Kenya  
Charles Momanyi, Kisii University, Kenya

### Abstract

This study investigated the effect of communication practices on employee performance at the Kisii County Government, with emphasis on how effective information flow influences productivity. A descriptive survey design was adopted, and data were collected from 364 employees across departments using structured questionnaires, with reliability confirmed through Cronbach's alpha values above 0.70. The findings revealed a positive and statistically significant relationship between communication practices and employee performance. Correlation and regression analyses showed that communication practices contribute substantially to improved employee outcomes, including better task completion, enhanced work quality, stronger teamwork, and increased innovation. The regression model indicated that employee engagement practices collectively explained 53.3% of the variation in employee performance ( $R^2 = 0.533$ ), demonstrating strong explanatory power. Among the predictors, communication practices ranked second after leadership practices in influencing performance, confirming their critical role. The results further suggest that clear, timely, and participatory communication enhances role clarity, reduces workplace misunderstandings, and promotes collaboration among employees. In conclusion, strengthening communication systems within the Kisii County Government significantly improves employee performance. The study recommends enhancing internal communication channels and adopting open communication strategies to boost productivity and improve public service delivery.

**Key words:** *Communication Practice, Employee Performance, Kisii County Government, Communication Practice, Kenya*

### 1. Introduction

Communication practices that allow free flow of information, ideas and feedback at all levels of an organisation are very powerful determinants of employee engagement. Two-way communication, between employees and leadership, can be used to establish better relationships as well as to clarify the goals of the organization, and actively engage the people involved. Albdour and Altarawneh (2014) state that meaningful employee involvement requires this type of interaction. In short, communication is the bridge that ensures that employees are aware, connected and aligned with the organizational priorities. Engagement levels can be greatly improved by developing properly developed internal communication strategies, such as using the proper channels and having clear objectives.

Effective communication is also critical in creating an inclusive and participatory workplace whereby workers feel important, listened to, and empowered (Nikmah et al., 2021). The feeling of belonging that it gives to staff is one of the most significant results of it. With open and transparent communication, employees will tend to identify with the mission and direction of the organization (Eisenberger et al., 2012). Updates, open exchange of information and feedback opportunities can be used regularly to build trust and enhance mutual respect between the management and employees.

The significance of effective communication in employee engagement has been a well-known concept globally. Organizations with a strong emphasis on effective and consistent communication are likely to have high levels of employee satisfaction, productivity, and retention (Gallup, 2021). Employees in these settings will be more motivated as they know what is expected, they are regularly updated with any changes occurring in the organization, and their efforts are appreciated (Shuck and Wollard, 2010).

The wider concept of human capital investment is also greatly related to communication. Communication is one of the most important tools of assisting organizations to grow and improve performance when organizations invest in employee development through training, mentoring, constant learning and feedback (Harter, Schmidt, and Hayes, 2002). These not only increase the salaries of the employees but also their attachment to the organization, which results in increased engagement and productivity.

In general, employee engagement is a vital factor contributing to organizational success, and communication is one of its key pillars. Through openness, transparency and dialogue, organizations are able to foster a culture of trust, collaboration, and

innovation. This eventually enhances performance and satisfaction of employees. In various industries, effective communication has been identified as an international best practice in developing positive employee experiences and delivering improved organizational performance (Nikmah et al., 2021).

## 2. Statement of the Problem

Employee performance remains a critical concern in the public sector, where effective service delivery depends heavily on how well employees are informed, guided, and engaged. While employee engagement broadly contributes to organizational success, communication practices play a central role in shaping how employees understand their roles, receive feedback, and coordinate tasks. At the Kisii County Government, challenges common in Kenya's public service such as low awareness of performance appraisal systems, limited feedback mechanisms, and inefficiencies highlighted in reports by the Office of the Auditor-General suggest weaknesses in internal communication structures. These gaps can lead to role ambiguity, reduced motivation, poor teamwork, and ultimately low employee performance.

Although previous studies have established a link between employee engagement and performance, they have largely focused on general engagement factors or moderating variables such as organizational commitment, with limited emphasis on the direct effect of communication practices. Studies conducted in other contexts, including Kenyan state corporations and county governments, have not sufficiently examined how specific communication practices—such as clarity of information, feedback systems, and participatory communication—directly influence employee performance outcomes.

Therefore, there is a need to investigate how communication practices affect employee performance within the Kisii County Government. Addressing this gap will provide empirical evidence to inform improvements in internal communication systems, enhance employee productivity, and strengthen public service delivery at the county level.

## 3. Objective of the Study

The general objective of the study was to establish the effects of communication practice on employee performance of Kisii County Government, Kenya.

## 4. Literature Review

### 4.1 Theoretical Review

#### 4.1.1 Job Demands – Resources (JD-R) Model

The Job Demands Resources (JD-R) model by Bakker and Demerouti (2001) offers a general framework of the impact of workplace conditions on the well-being, engagement, and performance of employees. The model hypothesizes that job demands, including heavy workloads and emotional stress, may cause stress and burnout, whereas job resources, including autonomy and the support of colleagues and the availability of tools, can enhance engagement, decrease burnout, and enhance performance (Bakker and Demerouti, 2017). This model has over the years become the focus of the study of occupational stress and employee engagement since it reflects both the negative and positive sides of work life.

The JD-R model has a weakness of being too flexible. It is applicable in various fields and work environments, and therefore it can be helpful in comprehending the intricate realities of the contemporary workplaces (Bakker and Demerouti, 2008). This model is also more balanced compared to the previous ones in which the primary emphasis was on stressors, as both demands and resources are taken into account. It is now easier to help organizations determine viable methods of enhancing the level of employee engagement that can ultimately lead to an increase in performance (Schaufeli and Bakker, 2004). It also assists managers to identify particular areas in which intervention should be done like enhancing supervision, communication or access to development opportunity (Xanthopoulou et al., 2009).

Nonetheless, this model also has its drawbacks. As an example, it is more likely to cluster job resources into general categories, which may complicate the process of identifying which particular resources are the most effective in various jobs or situations (Bakker and Demerouti, 2017). Moreover, the model takes an integrated perspective on the relationship between demands and resources, but it is not entirely concerned with individual differences in response to or perception of the workplace conditions by the employees (Schaufeli and Bakker, 2004). It also does not give much attention to other external factors like personal or family problems, which may have a great impact in influencing employees to meet job demands (Bakker and Demerouti, 2008). In other situations, even with the availability of sufficient resources, workers might still be overwhelmed by extremely high job demands (Bakker and Demerouti, 2017).

In reality, the JD-R model can be used in organizations to bolster the job resources by providing them with training opportunities, a supportive leadership, and more autonomy (Bakker and Demerouti, 2008). The work design may also be enhanced through minimizing the unnecessary workload stress, promoting work-life balance, and promoting positive

organizational culture (Xanthopoulou et al., 2009). Moreover, financial and non-financial incentives, including recognition, career growth, and career advancement can also make motivation and engagement even more beneficial (Farndale, 2015).

Altogether, the JD-R model provides useful information on the influence of interaction between job demands and resources on employee engagement and performance. Although its general classification and little emphasis on individual and external influences can diminish its accuracy, it is a very useful model. Properly modified to fit particular organizational settings, it may go a long way in enhancing employee welfare and performance.

#### **4.1.2 Self – Determination Theory (SDT)**

Self-Determination Theory (SDT) is a general model of human motivation and personality, which interprets behaviour in terms of satisfaction of the primary psychological needs. It states that individuals are most motivated and engaged when three main needs are satisfied, namely, autonomy, competence, and relatedness. Within the framework of employee engagement, SDT puts intrinsic motivation to the forefront of the performance determining factors, which implies that employees are more likely to be effective when they are in charge of the job, competent in their tasks and networked. This view is consistent with modern studies that indicate that the satisfaction of psychological needs has a great impact on engagement and performance (Gagné and Deci, 2005). This is further supported by empirical studies like that of Baard, Deci and Ryan (2004) who found that need satisfaction is associated with better workplace outcomes. Because of this, SDT offers a solid evidence-based base of the organizations that aim to enhance employee motivation and effectiveness.

Among the significant strengths of SDT, there is a clear and realistic approach to the explanation of what motivates employees in the workplace. It addresses personal and interpersonal dimensions of motivation, as it emphasizes autonomy, competence and relatedness, thus being very applicable in complex organization environments. It also provides useful lessons on how to ensure better work conditions, such as increasing autonomy through participative decision-making, competence through training and skill development and relatedness through teamwork and collaboration. These measures can assist organizations to form environments which instinctively promote increased engagement and improved performance.

Nevertheless, there are limitations to SDT. Its high emphasis on intrinsic motivation is one of the issues as it gives less emphasis on extrinsic motivation factors like salary, promotions, and job security. These external factors may be particularly significant in resource-starved settings or performance-based companies (Deci and Ryan, 1985). Also, the theory presupposes that the autonomy, competence, and relatedness are equally significant in all cultures, but this is not necessarily the case. An example is that relatedness can be more important than autonomy in a more collectivist society like Kenya (Hofstede, 1980). This may constrain the generalizability of the theory.

The other difficulty is the fact that it is used in very structured or bureaucratic organizations, including county governments, where rigid hierarchies can decrease the autonomy of employees and deny them the chance of individualized development. SDT is also concerned primarily with internal psychological needs and less with external factors like organizational systems, resource constraints, leadership styles, as well as administrative inefficiencies, which can also have a strong impact on engagement and performance. Moreover, since the theory is based on the subjective perceptions of autonomy, competence, and relatedness, employees might perceive these needs differently, and it is hard to implement an engagement strategy in the same way and to measure results in a comparable way.

In sum, SDT provides a useful perspective on the study of employee engagement and employee performance due to the significance of intrinsic motivation and satisfaction of psychological needs. Nonetheless, it is not as broad in its focus on extrinsic motivation, cultural differences, and external organizational constraints, which implies that other models should be used in addition. Even with localization and combined with other theories, SDT can still offer valuable information to enhance engagement and performance, especially in a public sector application like Kisii County Government.

#### **4.1.3 Social Exchange Theory**

The theory that is extensively applied to elucidate the connection between employee engagement and performance revolves around the reciprocal aspect of workplace relationships and is known as Social Exchange Theory (SET). It is proposed by the theory that employees and organizations are involved in a continuous interaction process in which commitment and productivity depends on perceived reciprocal benefits (Blau, 1964). Employees will react better when they perceive that the organization appreciates their input and rewards them equally and fairly, which will result in better engagement and performance. Despite the beneficial knowledge provided by SET, a more detailed analysis shows that it has its advantages and drawbacks when applied to the question of employee engagement.

The focus on reciprocity of the employment relationship is one of the main strengths of SET. It emphasizes the efforts, skills, and loyalty of employees in response to organizational rewards like recognition, career development and support. This is very close to the engagement theories which focus on the need to have a two way relationship which fosters commitment and motivation (Cropanzano and Mitchell, 2005). In the theory, fairness and equity in exchange is also emphasized strongly. Once

employees feel that they are being treated fairly, they will tend to build trust in the organization that will boost engagement and eventually performance (Jano, Satardien, and Mahembe, 2019). Also, SET can be applied especially well in comprehending workplace relationships on a team-based or hierarchical structure. It offers a practical perspective to analyze relations among workers, managers and companies in regards to equity, encouragement and mutuality (Homans, 1958). In practice, it helps organizations to enhance interactions, as it is a means to treat fairly and provide feedback in a timely manner, recognition and advancement opportunities.

Setting aside these advantages, SET has various limitations. A key issue is that it places a high emphasis on extrinsic rewards frequently disregarding intrinsic motivators which can include personal development, purpose and self-fulfillment (Deci and Ryan, 1985). It is also assumed in the theory that rational cost-benefits of workplace exchanges are made by people, which do not accurately represent the emotional, psychological and cultural factors of behaviour (Cropanzano and Mitchell, 2005). Power imbalances may also distort the concept of equal exchange because in most organizational contexts, particularly ones with strict hierarchies, the theory is not applicable (Blau, 1964). Moreover, SET might not be completely intercultural. Social harmony, group belonging, and emotional support can be of greater importance than individual exchange calculations in collectivist societies, like Kenya (Hofstede, 1980). This complicates the process of quantifying certain elements of the exchange relations, especially intangible gains. It may also be limited in its applicability in the context of the public sector or where resources are limited and rewards and incentives are inaccessible or sparse.

On the whole, the Social Exchange Theory can be a helpful tool to comprehend the impact of reciprocity and fairness on employee engagement and performance. Nevertheless, its insufficient focus on intrinsic motivation, emotional and cultural aspects, and structural disparities imply that more complex approach should be taken. By integrating SET with other theories of motivation and making it culturally and organizationally specific, it could be better implemented to improve employee engagement and performance in the environment like the Kisii County Government.

## **4.2 Empirical Review**

### **4.2.1 Communication Practice on Employee Performance**

Nikmah et al. (2021) examined the effect of changing communication practices due to change in technology on employee engagement. The research design employed was qualitative in nature and it investigated how the human resource management (HRM) communication practices can advance employee rights and inclusivity in the organizational processes. The results indicated that proper communication and good relationship building have a great influence on how the employees view their organization, which enhances engagement. Workers who perceived them to be listened to and included in decision making were more committed and productive. Nevertheless, the study has not delved into the influence of various cultural or organizational situations on these results, and the analysis has not filled this conceptual gap.

In the same manner, a mixed-methods study by Brown et al. (2017) on the topic of global communication practices and how they affect employees' engagement was carried out. Their results highlighted the fact that open and transparent communication (enhanced through structured feedback and active listening) is a major factor in enhancing the level of engagement. They also discovered that effective communication by the leadership makes employees feel more motivated and more aligned to organizational objectives. Even though the study recognized cultural variations in communication styles, it was not able to exhaustively examine the influence of these variations on engagement strategies in different global environments, leaving a gap in local use of communication models.

Twalib (2021) concentrated on African organizations but based his research on surveys and interviews to study the impact of cultural factors on communication and employee engagement. The analysis showed that effectiveness in communication is diverse in the context of Africa because of cultural difference, which subsequently influences the interpretation of engagement initiatives by the employees. It emphasized the importance of organizations adapting their communication strategies to particular cultural settings instead of one-size-fits-all approach. Nevertheless, it failed to provide clear and practical advice on how this type of adaptation is to be practiced, leaving a gap in the methodology of practical application.

Chen et al. (2019) investigated the effectiveness of digital communication tools in multinational companies with a survey combined with qualitative interviews. They found that digital tools have positive effects on the connectivity, engagement, and access to organizational information among employees. Nevertheless, they also pinpointed such difficulties as information saturation, misunderstanding of messages, and the lack of face-to-face communication. Although the research was very beneficial in identifying the positive and negative aspects, it failed to provide definable strategies of solving the negative impacts of digital communication, and thus there was a conceptual gap of dealing with these issues.

Eshiteti (2020) studied the communication practice in the Kenyan context of the county governments through surveys and interviews. The researchers discovered that open and good communication contributes to the establishment of trust, minimization of the distance between employees and management, and employee commitment. Nevertheless, it also demonstrated issues like poor circulation of information, poor communication avenues and lack of well-organized feedback mechanisms. Although these

lessons were made, the research did not give any practical solutions on how to enhance communication structures in government institutions thus leaving a gap in methodology in solving the communication problem in the public sector.

Altogether, the literature indicates that there are various gaps, such as the absence of combined models incorporating cultural differences in communication and its influence on employee engagement, scarcity of practical approaches to the adjustment of communication systems to particular organizational contexts, especially in government institutions, and a lack of discussion of the contribution of communication barriers in the organization of the public sector to employee performance and service delivery. The need to fill such gaps would enhance understanding and enhance the use of effective communication practices within different workplace environments, which will eventually lead to improved employee performance.

#### 4.2.2 Employee Performance

The Competing Values Framework (CVF) is a concept that was introduced by Cameron and Quinn (1999) to explain the effects of organizational culture on performance. The framework identifies four types of culture; Clan culture, where collaboration and employee development are prioritized; Adhocracy culture, where innovation and flexibility are promoted; Market culture, where competitiveness and results are emphasized; and Hierarchy culture where structure and control are emphasized. The authors have showed through their case study and qualitative methods that the performance of organizations is highly dependent on the extent to which cultural values are congruent with strategic goals. The research, though, remains mostly theoretical and is not a profound analysis of the functioning of these types of cultures in particular industries or regions, which leaves a gap in practical implementation in various organizational environment.

Addae, Blankson, and Gyamfi (2017) investigated the interaction between organization culture and transformational leadership in Ghana. The study evaluated aspects of culture like collectivism, power distance, and uncertainty avoidance using surveys and interviews, and their effects on leadership effectiveness and employee performance. The results indicated that effective transformational leadership is augmented by a powerful organizational culture based on a set of shared values, trust, and collaboration, which result in a better employee engagement and performance. The paper highlights the need to match the leadership style and organizational culture. Nonetheless, it fails to give clear policies of incorporating these aspects in various organizational settings, which restricts its practical use in various industries.

Mathenge (2016) explored the role of organization culture in the performance of employees in non-governmental organizations in the Kenyan context. The mixed-method research consisting of surveys, interviews, and observations discovered that companies with good cultures that are marked by shared values, teamwork, and mission congruence have more engaged and productive employees. Such settings had higher levels of job satisfaction and commitment to organizational objectives among employees. Although these insights are valuable, the study is restricted to the nonprofit sector and this leaves a conceptual gap in the understanding of how the organizational culture influences the performance of the employees in other sectors like government institutions and private businesses.

All in all, the analyzed papers provide a consistent result that the organizational culture is the key to influencing employee engagement and performance. A robust and coherent culture improves leadership efficiency, fosters trust and encourages teamwork in the organizations. But one of the major gaps in the explanation of the functioning of the various cultural frameworks is in the various industries, regions and types of organizations. The majority of the studies are also based on the cross-sectional or qualitative designs, and there is a scarcity of longitudinal data to demonstrate the way in which cultural effects can change with time.

Further studies should thus aim at investigating the effect of various organizational culture models on employee engagement in various sectors and geographical locations. More practical, contextualized recommendations that can help organizations come up with cultures that can enable them to maintain high performance and employee commitment are also needed.

#### 4.3 Conceptual Framework

Below is the conceptual framework representing the relationship between the independent and the dependent variables under this study.

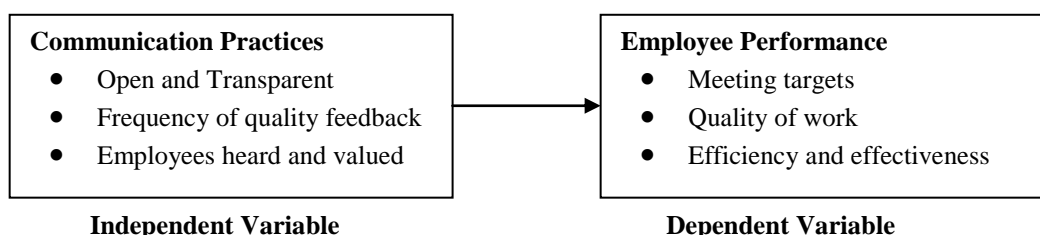


Figure 1: Conceptual Framework

## 5. Research Methodology

The study adopts a descriptive research design to systematically examine employee engagement practices and their influence on performance at the Kisii County Government. This design enables the researcher to collect, analyze, and present data objectively without manipulating variables, making it suitable for describing characteristics, behaviors, and attitudes of employees across departments. The research is conducted in Kisii County, a rapidly growing region in Kenya with evolving public sector structures, providing a relevant context for examining organizational dynamics and employee performance.

The target population comprises employees from various departments within the county government, ensuring a comprehensive representation of the workforce. A sample size of 364 respondents is determined using Yamane's (1967) formula from a population of 4,009 employees, with provisions made to address non-response. Stratified sampling is employed to divide employees into homogeneous groups such as departments or job categories, followed by simple random sampling within each stratum to enhance representativeness and reliability.

Primary data are collected using structured questionnaires based on a five-point Likert scale, allowing respondents to express their perceptions of engagement practices. The data collection process follows formal procedures, including obtaining research permits and organizational approval, and questionnaires are administered and collected within a specified timeframe.

To ensure data quality, validity is assessed through content and construct validation, while reliability is tested using Cronbach's alpha, targeting values above 0.7. Data analysis is conducted using SPSS, applying both descriptive statistics (means, frequencies, percentages) and inferential techniques such as Pearson correlation and regression analysis.

Ethical considerations, including informed consent, confidentiality, and voluntary participation, are strictly upheld. Overall, the methodology ensures credible, reliable, and generalizable findings on employee performance and engagement practices.

## 6. Research Findings and Discussion

### 6.1 Descriptive Statistics

This part gives an overview of the descriptive statistics of the study variables. It touches on the independent variables which comprise of communication practices and the dependent variable which is employee performance. The analysis provides an explicit summary of the data obtained with the help of respondents.

To have a clearer picture of the pattern of responses, the main descriptive statistics, including the mean, standard deviation, minimum and maximum values were calculated. These indicators contribute to an explanation of the average responses, as well as the level of variability of the views of the participants. In general, the findings provide valuable information on the perception of the respondents towards each of the research variables.

#### 6.1.1 Communication Practices

This research was to investigate the role of communication practices in employee performance. Table 1 shows the analysis results.

**Table 1: Descriptive Statistics Results for Communication Practices**

Statement	Mean	Std. Dev.
The organization communicates important information openly and transparently	3.376	1.032
Feedback from my supervisor is constructive and encourages professional growth.	3.548	1.039
Being heard and valued increases my engagement and loyalty to the organization.	4.162	0.965
Continuous performance discussions contribute to my sense of progress and achievement.	4.003	1.047

Source: Researcher (2026)

Table 1 results were centered on communication and feedback practices and how they impact employee engagement and performance. Moderate agreement was found among the respondents that the organization openly and transparently shares important information (M = 3.376, SD = 1.032). Although this mark is slightly higher than the neutral one, it indicates that communication is not always as consistent and as open as possible at all levels.

In the same manner, respondents were unanimous that supervisor feedback is constructive and contributes to professional growth ( $M = 3.548$ ,  $SD = 1.039$ ) and that managerial feedback has a positive influence on employee growth, on the whole. The higher degree of congruency was noted regarding the assertion that hearing and being heard and valued enhances engagement and loyalty ( $M = 4.162$ ,  $SD = 0.965$ ). It indicates that recognition and inclusion are highly valued by employees and that they play a significant role in enhancing their dedication to the organization. Moreover, the respondents also concurred that ongoing performance conversations enable employees to feel that they are making progress and that they are achieving ( $M = 4.003$ ,  $SD = 1.047$ ), which underscores the importance of frequent performance conversations in motivating and developing employees.

On the whole, the mean of 3.77 over the aggregate shows that in general, the respondents believe that communication, feedback, employee voice, and performance discussions have a positive impact on engagement and performance. This score is higher than the midpoint of the scale (3.0), which implies that these practices are quite developed in the organization, but can still be developed more, especially in terms of increasing the transparency and consistency of communication.

### 6.1.2 Employee Performance

The research was to establish how employee engagement practices impact employee performance in Kisii County Government. Table 2 shows the descriptive findings of the views of the respondents regarding the different statements on employee performance.

**Table 2: Descriptive Statistics Results for Employee Performance**

Statement	Mean	Std. Dev.
I consistently complete my assigned tasks on time.	4.297	0.971
I strive to maintain high standards in the quality of my work.	4.328	1.019
I often propose new ideas or improvements at work.	4.286	0.962
My input is valued and acknowledged during team activities.	4.010	1.142
There is strong collaboration among members of my team.	4.141	1.127
Overall Mean	4.132	

Source: Researcher (2026)

The results show that overall the agreement between all the statements that gauge employee performance is high. The respondents also acknowledged that they are able to accomplish all the set tasks within the required time frames ( $M = 4.297$ ,  $SD = 0.971$ ) and that they always make an effort to produce high-quality work ( $M = 4.328$ ,  $SD = 1.019$ ). This means that employees are very responsible, disciplined and committed to service delivery.

Moreover, the respondents mentioned that they are actively involved in the process of workplace improvement as they contribute with their ideas (new) ( $M = 4.286$ ,  $SD = 0.962$ ), which indicates the culture of innovation and initiative. Favorable answers were also noted on teamwork and the employees testified that they are appreciated in their contributions in group activities ( $M = 4.010$ ,  $SD = 1.142$ ) and that employees collaborate well with each other ( $M = 4.141$ ,  $SD = 1.127$ ).

The total average of 4.132 indicates a high degree of employee performance since this is significantly higher than the neutral point of 3.0 on the Likert scale. This implies that employees tend to feel productive, quality-focused, team players and work proactively. Even though the standard deviations in certain items are relatively higher, which implies that there is a difference in individual experience, the general results are a strong performance culture in the organization.

### 6.2 Inferential Analysis

The correlation analysis was also done to determine the strength and direction of the relationship between the employee engagement practices and the employee performance.

#### 6.2.1 Correlation Analysis Results

The correlation analysis was used to determine the link between the independent and dependent variables, as shown in Table 3.

**Table 3: Correlation Analysis Results**

	Communication Practices	Employee Performance
Communication practices		
Pearson correlation	1.000	
Sig. (1 tailed)	.000	
Employee Performance		
Pearson correlation	0.701**	1.000
Sig. (1 tailed)	.000	.000

\* Correlation is significant at 0.01 level (2-tailed)

The results show that all employee engagement practices have a positive and statistically significant relationship with employee performance. The communication practices were found to have a strong positive correlation with employee performance ( $r = 0.701$ ,  $p < 0.01$ ), which suggests that effective communication is an important factor in improving the way employees carry out their tasks.

### 6.2.2 Regression Analysis

A regression analysis was done to identify the impact of practices of employee engagement on employee performance in Kisii County Government. The analysis was done in two phases. First, simple linear regression was used to assess the influence of communication practices on employee performance.

The initial aim of the research was to determine the effect of communication practices on employee performance in Kisii County Government. In order to resolve this purpose, simple linear regression analysis was conducted to find out how far the communication practices would explain the variation in employee performance. This regression model was given as follows:

$$Y = \beta_0 + \beta_1 X_1 + e$$

Table 4 below represents the regression model summary.

**Table 4: Model Summary**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	0.585	0.342	0.340	0.718

Source: Field Data (2026)

The outcome shows that communication practices can explain 34.2 percent of the difference in staff performance ( $R^2 = 0.342$ ). This implies that communication is a significant factor in employee performance, and it can account 34.2% of the variation in employee performance, with 65.8% being attributed to other aspects that were not factored in the model.

In order to determine whether communication practices regression model is significant predictors of employee performance, an Analysis of Variance (ANOVA) was conducted. This test aids in deciding the general significance of the model by assessing whether communication practices explain a significant amount of the difference in employee performance.

Table 5 below shows the results of ANOVA analysis.

**Table 5: ANOVA**

Model	Sum of Squares	df	Mean Square	F	Sig
Regression	52.86	1	52.86	102.44	0.000
Residual	101.61	362	0.281		
Total	154.47	363			

Source: Field Data (2026)

The results of ANOVA in Table 5 indicate that the regression model is significant ( $F = 102.44$ ,  $p < 0.05$ ). It means that the practices of communication largely impact the performance of the employees in Kisii County Government. The results also support the fact that the model is applicable in explaining the relationship between communication practices and employee performance.

The regression coefficients were evaluated to determine the strength and the direction of the relationship between communication practices and employee performance. These coefficients reveal the degree to which one unit change of communication practices influences employee performance.

Table 6 below shows the values of the regression coefficients;

**Table 6: Regression Coefficients**

Model	B	Std Error	Beta	t	Sig
Constant	1.742	0.213		8.17	0.000
Communication Practices	0.235	0.028	0.585	10.12	0.000

**Source: Field Data (2026)**

As shown in Table 6, the communication practices significantly affect and positively influence the performance of employees (0.235,  $p < 0.05$ ). This shows that when communication practices are enhanced, employee performance outcomes will be improved. Practically, a unit rise in the communication practices causes a 0.235 rise in performance of the employees all things being constant.

These results suggest that effective communication (especially through transparency, feedback loop, and sharing of information) is important to improve the productivity and overall performance of employees in Kisii County Government. The regression equation of communication practices and employee performance is written based on these findings as follows;

$$Y = \beta_0 + \beta_1 X_1 + e$$

Substituting the coefficient

$$Y = 1.742 + 0.235$$

This means that communication practices are noteworthy predictors of employee performance. So, the null hypothesis is dismissed as the p-value (0.000) is lower than the 0.05 level of significance and the total model is significant ( $F = 102.44$ ). The findings affirm the fact that employee performance is greatly affected by communication practices.

## 7. Conclusion and Recommendation

The research commenced with the analysis of the role played by communication practices on employee performance in Kisii County Government. The results revealed that the majority of the respondents believed that the organization conveys critical information in a rather open and transparent way. The feedback by supervisors was also noted by many as being constructive and beneficial in improving them in their jobs and professional development.

Moreover, employees reported that when they have an opportunity to speak and think that their contribution is appreciated, their engagement and loyalty to the organization are likely to go up. The importance of regular performance discussions between staff and supervisors was also emphasized as a significant aspect because employees would feel that they are making progress and that their work should be considered to be a part of their success.

On the whole, the findings indicate that efficient communication practices including transparency in information sharing, regular feedback, and space of employee voice are essential in enhancing engagement. Proper communication will enhance coordination, job expectations and eventually lead to employee performance within the organization.

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