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Abstract

This study examined the effect of strategic communication on employee performance at the Rwanda Standards Board (RSB). Specifically, it analyzed the influence of internal, external, and participatory communication strategies on employee performance. The study was guided by Participatory Communication Theory, Human Relations Approach, and Systems Theory. A descriptive-correlation design with a cross-sectional mixed-methods approach was employed. The sample comprised 150 respondents selected from a population of 248 using stratified sampling. Data were collected through structured questionnaires and interview guides and analysed using descriptive and inferential statistics in SPSS. Findings indicated that internal communication strategies significantly enhance employee engagement, understanding of organizational changes, and role clarity (mean = 3.728, SD = 1.227). External communication strategies improved collaboration with regional and international institutions, promoting effective organizational representation (mean = 3.751, SD = 1.249). Participatory communication strategies positively impacted decision-making involvement and transparency in information sharing (mean = 3.674, SD = 1.399). The study concludes that all three communication strategies significantly influence employee performance. Effective implementation of structured internal channels, active external collaboration, and participatory practices is recommended to enhance employee engagement and organizational effectiveness. Future research is suggested to explore the long-term effects of strategic communication on employee performance in public institutions.

Keywords: *Strategic Communication, Internal Communication Strategies, External Communication Strategies, Participatory Communication Strategies, Organizational Employee Performance*

1 Introduction

Strategic communication and its impact on employee performance have increasingly drawn scholarly and practical attention worldwide. Effective communication is not merely a managerial function but a strategic tool for enhancing productivity, motivation, and overall organizational outcomes (Ontita & Kinyua, 2020). Ineffective communication has been linked to low performance, employee dissatisfaction, and misalignment with organizational goals, yet no universally accepted framework exists for optimizing strategic communication to improve employee performance (Olayinka et al., 2020). Globally, organizations employ diverse strategies: in Mexico, clear and actionable messages in public institutions improved responsiveness and compliance (Moreland et al., 2020), while digital platforms in Pennsylvania strengthened engagement and performance (Berber, Slavić & Aleksić, 2020). Conversely, poor managerial communication in Texas negatively affected productivity and profitability (Greer, 2021). In Canada and the UK, robust internal communication enhanced motivation and alignment, whereas weak strategies reduced morale and efficiency (Bryson & George, 2020).

In Africa, adoption varies: Morocco and South Africa face inconsistent policies undermining trust and productivity (Fuertes et al., 2020), while participatory approaches in Cameroon and Burkina Faso improved engagement (Collins, 2021; Anwar & Abdullah, 2021). In East Africa, Uganda, Kenya, and Tanzania show that digital and participatory communication increases commitment, motivation, and institutional effectiveness (Hennink & Kaiser, 2022). At the national level, Rwanda, through frameworks like the Access to Information Law, mandates communication managers in public institutions (Rwanda Standards Board, 2024). Despite these initiatives, gaps remain in linking internal, external, and participatory communication strategies to employee performance, highlighting the need for targeted research at the Rwanda Standards Board (RSB).

1.1 Problem Statement

Employee performance is a critical determinant of public sector efficiency, service quality, and productivity. Globally, effective strategic communication enhances performance by improving coordination, clarity, and motivation, with institutions reporting up to a 40% increase in productivity under well-structured communication systems. Conversely, ineffective communication accounts for 57% of workplace failures (Project Management Institute, 2022). In developing contexts, unclear communication channels, weak feedback systems, and inconsistent information dissemination contribute to poor employee performance, delayed task completion, and low organizational output (Khan et al., 2020; Kavulya et al., 2023; Mwita, 2022). In Rwanda, 28% of government institutions face communication gaps that undermine teamwork, morale, and accountability. At the Rwanda Standards Board (RSB), performance reviews highlight persistent inefficiencies, low productivity, and limited achievement of targets (RSB, 2024). Existing studies rarely differentiate the effects of internal, external, and participatory communication strategies, creating a need for empirical research to understand their combined and individual influence on employee performance at RSB.

1.2 Objectives of the Study

To explore effect of strategic communication on organizational employee performance at Rwanda Standard Board. Specifically, the paper was designed:

- i. To analyze effect of internal communication strategies on organizational employee performance at Rwanda Standard Board.
- ii. To ascertain effect of external communication strategies on organization employee performance at Rwanda Standard Board.
- iii. To find out effect of participatory communication on organizational employee performance at Rwanda Standard Board.

2. Review of Related Literature

This review highlights existing knowledge, identifies research gaps, and contextualizes the study within the Rwanda Standards Board (RSB) setting.

2.1 Empirical Literature Review

The empirical literature review examines how strategic communication influence employee performance based on prior studies that employed quantitative, qualitative, and mixed research methods.

2.1.1 Internal Communication Strategies and Employee Performance

Internal communication is critical for aligning employees with organizational goals, fostering motivation, and enhancing performance. It involves systematic dissemination of information, feedback, and policies within an organization. Globally, studies show that effective internal communication improves engagement, productivity, and institutional outcomes. For instance, Reddy and Gupta (2020) found a strong positive correlation ($r = 0.68$, $p < 0.01$) between transparent internal communication and employee productivity in Indian multinational corporations. Bryson and George (2020) reported a 37% efficiency improvement among UK public sector employees using open communication systems. In Africa, both formal and informal channels are significant. Ateş et al. (2020) highlighted peer-to-peer interactions and cross-departmental discussions in fostering collaboration. Muchiri (2021) and Elisado (2022) demonstrated that structured tools such as intranet platforms, briefings, and circulars enhanced task clarity and increased performance by 35–42%. In Rwanda, Ngabo and Umuhoza (2023) noted that internal communication significantly influenced employee performance at RSB ($\beta = 0.54$, $p < 0.05$), while Twagirimana and Uwimana (2024) reported a 1.7-fold productivity increase from participation in information-sharing sessions. This study examines internal communication strategies at RSB using a mixed-methods approach for comprehensive insights.

2.2.2 External Communication and Employee Performance

External communication significantly influences employee performance by shaping understanding of organizational interactions with stakeholders, including clients, partners, and regulators. Global studies indicate that transparent and timely external communication enhances motivation, engagement, and productivity. Rahman, Gupta, and Lee (2021) found that external communication explained 38% of productivity variance across 214 multinational firms. Odoom (2022) reported that feedback mechanisms and corporate social media improved task efficiency in Singapore's telecommunications sector. In the UK, Harrison and McLaughlin (2023) noted that stakeholder

dialogue increased job satisfaction by 27%, emphasized digital tools' role in employee alignment and morale.

In Africa, Ali and Ouma (2022) demonstrated that external strategies predicted employee innovation ($\beta = 0.42$, $p < 0.05$), reported that communication explained 44% of performance variance. In Rwanda, a strong positive correlation ($r = 0.683$, $p < 0.01$) was found between stakeholder engagement and employee responsiveness. At RSB, frequent external interactions correlated with higher performance and motivation (Kamanzi & Uwitonze, 2025). This study examines how external communication strategies impact employee performance at RSB using mixed methods.

2.2.3 Participatory Communication and Employee Performance

Participatory communication is widely recognized as a key strategy for enhancing employee performance, collaboration, and innovation. Globally, involving employees in decision-making, feedback mechanisms, and idea-sharing positively impacts motivation and task efficiency. For instance, Anwar and Abdullah (2021) found participatory communication significantly predicted performance outcomes among 345 Ugandan bank employees ($\beta = 0.56$, $p < 0.01$), while Rahim, Zhang, and Lee (2022) reported similar effects among 480 Malaysian multinational employees, explaining 41% of performance variance. In Europe, Harrison and McLaughlin (2023) showed that shared decision-making in German automotive firms improved innovation by 28%. In Africa, Mwita (2022) found participatory communication enhanced trust, conflict resolution, and productivity ($r = 0.67$, $p < 0.01$). At RSB, Kamanzi and Uwitonze (2025) reported that joint problem-solving and feedback loops significantly improved task efficiency, innovation, and motivation ($r = 0.694$, $p < 0.01$). This study examines how participatory communication strategies influence employee performance at RSB using mixed methods, bridging quantitative indicators with qualitative insights to address empirical gaps in Rwanda's public sector.

2.2 Research Gap

Several gaps emerge from the literature review. First, limited empirical evidence exists on the combined effect of internal, external, and participatory communication strategies on employee performance in Rwandan public institutions, particularly at Rwanda Standards Board (RSB). Second, prior research often emphasizes sector-specific contexts, leaving public service performance underexplored. Third, studies rarely assess multiple communication strategies concurrently to capture their synergistic impact. Finally, methodological diversity is limited, with few mixed-methods investigations. This study addresses these gaps by examining how internal, external, and participatory communication collectively influence employee performance at RSB, using a mixed-methods approach to generate comprehensive insights.

2.3 Theoretical Framework

The theoretical framework provides a foundation for examining how internal, external, and participatory communication strategies influence employee performance at the Rwanda Standards Board (RSB). This study is anchored on three complementary theories: Participatory Communication Theory, Human Relations Approach, and Systems Theory.

Participatory Communication Theory (Agyeman-Manu, 2020) emphasizes inclusive decision-making, employee engagement, and knowledge sharing. Empirical studies (Aduhene & Osei-

Assibey, 2021; Kule & Umugwaneza, 2024) demonstrate that participatory strategies enhance trust, motivation, and performance. In RSB, this theory informs the assessment of consultation, collaborative decision-making, and feedback mechanisms. The Human Relations Approach (Antwi-Boasiako & Nyarkoh, 2020) highlights that employee performance improves when needs are addressed, and communication is transparent. Internal communication strategies guided by this approach foster job satisfaction, morale, and alignment with organizational objectives (Mwita, 2022; Bryson & George, 2020). Systems Theory emphasizes the interdependence of organizational structures and the environment. It frames strategic communication as an integrated system where internal, external, and participatory mechanisms interact to optimize employee performance (Berber et al., 2020; Muchiri, 2021). By combining these theories, the study provides a comprehensive lens to analyze and interpret how strategic communication enhances employee engagement, productivity, and institutional performance at RSB, offering evidence-based insights for improved communication practices.

2.4 Conceptual Framework

Independent Variables

Strategic Communication

- Internal Communication Strategies**
- Sharing knowledge
 - Creating Ideas
 - Crossing Organizational Boundaries

- External Communication Strategies**
- Creating external business knowledge
 - Bringing in external knowledge
 - Branding Institutions

- Participatory Communication Strategies**
- Communication Transparency
 - Consultation
 - Sharing Decision Making Process
 - Freedom of Expression

Dependent Variables

Employee Performance

- Task completion efficiency
- Work output/volume
- Quality of work output
- Responsiveness / proactivity
- Employee engagement

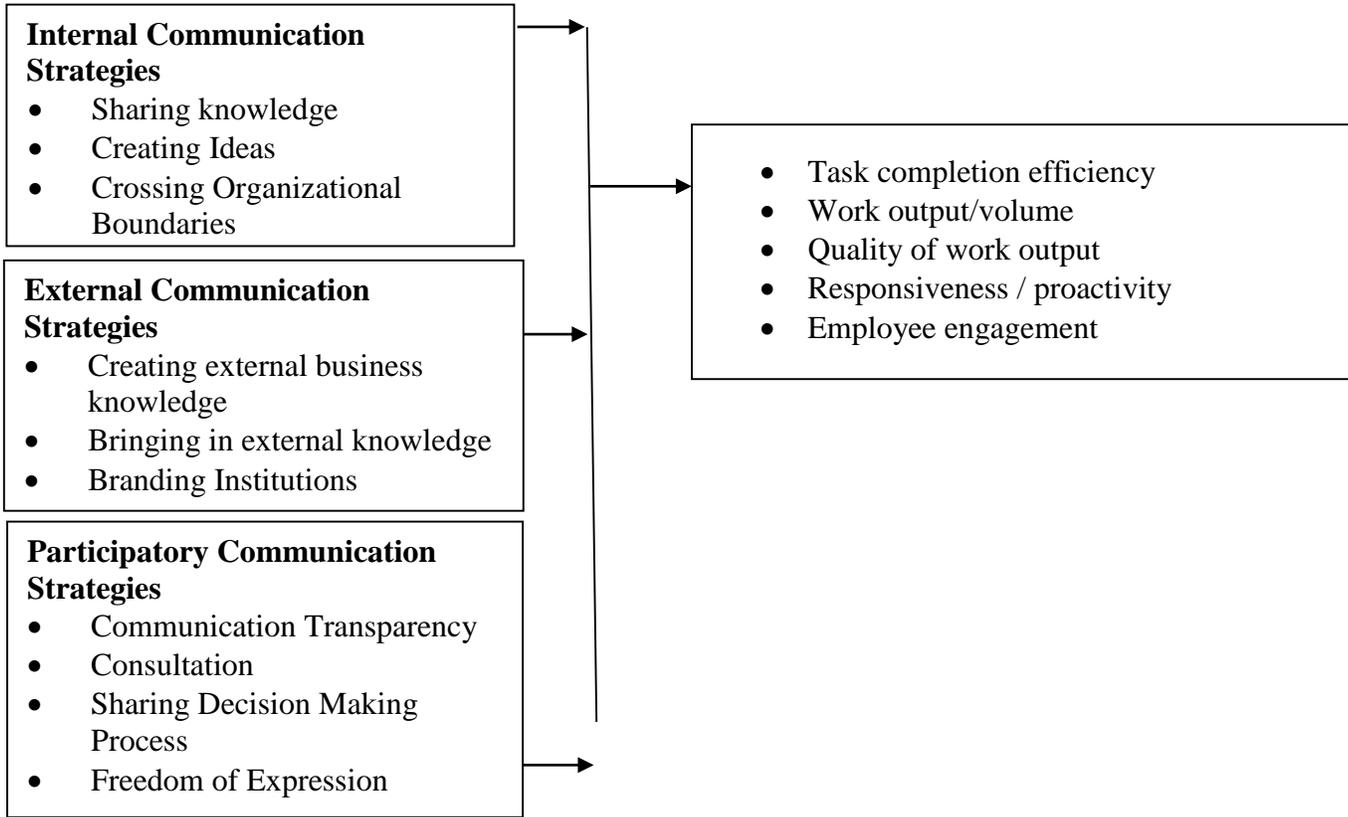


Figure 1 Conceptual Framework

The conceptual framework in Figure 1 illustrates that strategic communication significantly influences employee performance at the Rwanda Standards Board (RSB). Strategic communication comprises internal, external, and participatory communication strategies, while the dependent variable is employee performance. Internal communication was measured through knowledge sharing, idea generation, and cross-boundary collaboration. External communication was assessed via external skill integration, stakeholder engagement, and institutional branding. Participatory communication focused on transparency, consultation, and shared decision-making. Employee performance was evaluated based on task efficiency, work output, quality, responsiveness, engagement, and satisfaction with strategic communication.

3. Research Methodology

3.1 Research Design

The study adopted a descriptive, correlational, and cross-sectional research design to examine the effect of strategic communication on employee performance at the Rwanda Standards Board (RSB). The cross-sectional design enabled data collection at a single point in time, providing a snapshot of current communication practices and performance outcomes (Creswell & Creswell, 2023). The descriptive component captured demographic characteristics, departmental information, and communication practices, summarizing trends through means, frequencies, and percentages. A correlational design was employed to assess relationships between independent variables like internal, external, and participatory communication strategies and employee performance. This approach measured the strength and direction of associations without manipulating variables, allowing informed predictions. The study used a mixed-methods approach, combining quantitative data from structured questionnaires with qualitative insights from semi-structured interviews and observations. Quantitative analysis included descriptive statistics, correlations, and regressions, while qualitative data explored employee perceptions and experiences. Integrating both methods enhanced data triangulation, ensured contextual depth, and provided a robust framework to understand how strategic communication influences employee performance at RSB.

3.2 Target Population and Sampling

The target population comprised 248 employees at the Rwanda Standards Board (RSB) responsible for strategic communication and managing the Human Resource Database (RSB, 2024). A representative sample of 154 participants was calculated using Yamane's (1967) formula with a 5% margin of error. Participants were selected based on their experience and involvement in internal, external, and participatory communication within the organization. The study employed a simple random sampling technique to ensure every employee had an equal chance of selection, enhancing representativeness. Additionally, purposive sampling was used to include key personnel directly involved in employee performance and strategic communication, allowing the researcher to capture specialized insights. This combination ensured the sample reflected the broader population while providing in-depth perspectives on communication-performance dynamics.

3.3 Data Collection Methods

The study employed mixed-methods data collection, using structured questionnaires and interviews to gather primary data on strategic communication and employee performance at the

Rwanda Standards Board (RSB). Questionnaires, incorporating both closed- and open-ended items, targeted employees to capture quantitative data on internal, external, and participatory communication practices, as well as performance indicators. Online distribution reduced costs and facilitated timely responses, with reminders sent to non-respondents. Interviews were conducted face-to-face with management to obtain qualitative insights into experiences, perceptions, and communication dynamics (Hennink & Kaiser, 2022). Semi-structured guides enabled detailed exploration of employee involvement, feedback mechanisms, and decision-making processes. Instrument reliability was assessed using Cronbach's alpha, with results indicating high internal consistency: internal communication $\alpha = 0.82$, external communication $\alpha = 0.79$, participatory communication $\alpha = 0.81$, and employee performance $\alpha = 0.85$ (Cohen, Schneider & Tobin, 2022). Validity was ensured through expert review, alignment with the theoretical framework, and pilot testing with 24 non-sampled RSB staff. Exploratory factor analysis confirmed construct validity, with factor loadings above 0.50. Items with lower correlations were revised. This rigorous approach ensured that instruments consistently and accurately measured the effects of strategic communication on employee performance, providing a reliable foundation for empirical analysis.

3.4 Data Analysis Procedures

Data for the study were collected using a Likert-scale questionnaire. After collection, the responses were carefully reviewed to ensure clarity and completeness. Information obtained from interviews was analysed qualitatively using content analysis, organized into themes and subthemes. Quantitative data were entered and cleaned in SPSS for statistical analysis. Both descriptive and inferential statistics were employed to examine the data. Additionally, results were presented descriptively and correlational analyses were conducted to explore relationships among the research constructs. In this research, measures of employee performance tasked completion time per hours or days; number of tasks completed per worker, quality of feedback cycles and timely response, and worker's satisfaction with strategic communication. Inferential statistics assessed the role of regression model equation:

$$Y=B_0+b_1X_1+b_2X_2+b_3+b_4X_4+e$$

Where:

Y= Employee Performance of Rwanda Standard Board

bo= Constant.

X₁= Internal Communication Strategies.

X₂= External Communication Strategies

X₃= Participatory Communication Strategies

And e=Scholastic term

3.5 Ethical Considerations

The study adhered to ethical principles outlined by Mount Kenya University and international standards (Resnik, 2020; Israel & Hay, 2021). Official authorization was obtained to access RSB departments, and informed consent was secured from all participants, who were assured of voluntary participation and freedom to withdraw without consequences (Bryman, 2021; Saunders et al., 2022). Confidentiality and anonymity were maintained by coding responses and securing

data digitally and physically. Academic integrity was upheld through proper APA 7th edition referencing. The researcher conducted all interactions professionally, respecting cultural norms, workplace decorum, and participant autonomy, ensuring ethical, responsible, and trustworthy research practices throughout.

4 Presentation of Results

The researcher distributed a total of 154 questionnaires and conducted 5 interviews. Out of the distributed questionnaires, 148 were fully completed and returned, yielding a response rate of approximately 96.10%, which is considered acceptable. According to Mugenda and Mugenda (2024, as cited in Creswell and Creswell, 2023), a response rate of 50% is sufficient for analysis and reporting, 60% is considered good, and 70% or higher is deemed highly appropriate for research purposes. The data from the Rwanda Standards Board were analysed in relation to the research variables and specific objectives.

4.1. RSB Employee Performance

Table 1 Level of Employee Performance

Statement	Strongly Disagree		Disagree		Neutral		Agree		Strongly Agree		Total		
	N	%	N	%	N	%	N	%	N	%	N	Mean	Std
Task completion efficiency	23	14.1	39	26.5	5	3.7	38	25.5	43	29.2	148	3.3020	1.475
Work output/volume	10	7.0	13	9.1	4	3.0	55	37.2	66	43.6	148	4.0134	1.2115
Quality of work output / performance feedback	7	4.4	22	14.8	7	4.7	58	39.2	54	34.6	148	3.8121	1.2356
Composite mean											3.9114		

Source: Primary Data (2025)

The results provide a descriptive analysis of employee performance at the Rwanda Standards Board (RSB). Regarding task completion efficiency, 26.5% of respondents agreed, and 29.2% strongly agreed, yielding a mean response of 3.3020 with a standard deviation of 1.475. Furthermore, respondents indicated an increase in work output or volume, with 37.2% agreeing and 43.6% strongly agreeing with the statement. The corresponding mean response was 4.0134, and the standard deviation was 1.212. Finally, improvements in the quality of work output and performance feedback were also noted. In this case, 39.6% of respondents agreed, while 34.6% strongly agreed, resulting in a mean score of 3.8121 and a standard deviation of 1.236. Information from interview argued that RSB ameliorated responsiveness / proactivity, while employee engagement and satisfaction with strategic communication. The interviewee remarks, “*We have attempted to deliver services where clients were satisfied.*”

4.2 Effect of Internal Strategic Communication on Employee Performance of RSB

The study second research objective is to ascertain effect of internal strategic communication on employee performance at Rwanda Standard Board. Internal communication strategies were analysed using sharing knowledge, creating ideas and crossing employee boundaries. Information was presented in Table 8.

Table 2 Internal Communication Strategies

Statement	Strongly Disagree		Disagree		Neutral		Agree		Strongly Agree		Total		
	N	%	N	%	N	%	N	%	N	%	N	Mean	Std
Internal communication influences how effectively employees adapt to changes and align with organizational goals	25	16.8	20	13.4	5	3.4	41	27.8	57	38.6	148	3.5805	1.51598
Modern organizational assets consist of employees' knowledge, their networks, and the processes that transform these into value.	12	8.4	19	12.8	6	4.0	70	47.6	41	27.2	148	3.7248	1.22740
Internal communication occurs continuously, encompassing both informal conversations and formal, structured exchanges within the organization	27	8.1	32	21.5	6	4.0	54	36.3	29	20.1	148	3.1879	1.44189
Communication between individuals or groups across different levels and specializations facilitates organizational design, implementation, and daily coordination	15	10.1	19	13.1	2	1.3	51	34.6	61	40.9	148	3.8322	1.3529
Composite Mean												3.7321	

Source: Primary Data (2025)

Table 2 presents findings on internal communication strategies at the Rwanda Standards Board (RSB). Results indicate that 27.9% agreed and 38.6% strongly agreed that internal communication enhances employee engagement and adaptation to changing objectives (mean = 3.5805, SD = 1.516). Respondents acknowledged that organizational assets include employees' knowledge, relationships, and processes (47.7% agreed, 38.6% strongly agreed; mean = 3.7248, SD = 1.227). Internal communication was recognized as an ongoing process, combining informal and formal exchanges (36.2% agreed, 20.1% strongly agreed; mean = 3.1879, SD = 1.442). Strategic communication across hierarchical levels fostered commitment, belonging, and goal awareness (34.6% agreed, 40.9% strongly agreed; mean = 3.8322, SD = 1.353). Interview insights reinforced the importance of internal communication for enhancing RSB employee performance.

Table 31 Internal Communication Strategies and Increase of Task completion efficiency

Model		Unstandardized Coefficients		Standardized Coefficients		
		B	Std.Error	Beta	t	Sig.
1	(Constant)	3.449	.400		8.626	.000
	Sharing knowledge	.037	.057	.038	.657	.512
	Creating Ideas	.143	.059	.140	2.412	.016
	Crossing Boundaries	.166	.070	.138	2.364	.019
	Use of information in problem solving	.039	.063	.035	.608	.543

a. Dependent Variable: Task Completion Efficiency

Source: Primary Data (2025)

Table 3 shows that knowledge sharing did not significantly influence task completion efficiency ($b = -0.038$, $p = 0.512$). However, crossing boundaries ($b = 0.140$, $p = 0.016$) and the use of information in problem-solving ($b = 0.138$, $p = 0.019$) were both found to significantly enhance task completion efficiency. These findings indicate that while knowledge sharing alone has little impact, engaging across boundaries and effectively using information in problem-solving are key factors in improving work efficiency.

Table 4 Internal Communication Strategies and Number of Work output/volume

Model		Unstandardized Coefficients		Standardised Coefficients		
		B		Beta	t	Sig.
1	(Constant)	3.449	.400		8.626	.000
	Sharing knowledge	.037	.057	.038	.657	.512
	Creating Ideas	.143	.059	.140	2.412	.016
	Crossing Boundaries	.166	.070	.138	2.364	.019
	Use of information in problem solving	.039	.063	.035	.608	.543

a. Dependent Variable: Work output/volume

Source: Primary Data (2025)

The results in Table 4 indicate that knowledge sharing significantly influenced work output or volume ($b = 0.038$, $p = 0.038$), suggesting that changes in knowledge-sharing practices meaningfully affect the quantity of work completed, and vice versa. Similarly, crossing boundaries had a significant impact on work output ($b = 0.140$, $p = 0.016$), highlighting that boundary-crossing practices contribute positively to task volume. The use of information in problem-solving also significantly affected work output ($b = 0.138$, $p = 0.019$). Conversely, another measure of information use in problem-solving was found to have an insignificant effect on work output ($b = 0.035$, $p = 0.543$). Overall, these findings demonstrate that while knowledge sharing and boundary-crossing enhance work volume, some aspects of problem-solving information use may not have a significant impact.

Table 5 Internal Communication Strategies and Quality of work output

Model		Unstandardized Coefficients		Standardized Coefficients		
		B	Std.Error	Beta	t	Sig.
1	(Constant)	4.126	.333		12.383	.000
	Sharing knowledge	.010	.048	.013	.214	.830
	Creating Ideas	.068	.049	.081	1.372	.171
	Crossing Boundaries	.034	.058	.035	.587	.558
	Use of information in problem solving	.016	.053	.018	.299	.765

a. Dependent Variable: Quality of work output

Source: Primary (2025)

The findings in Table 5 show that knowledge sharing did not significantly influence the quality of work output ($b = 0.081$, $p = 0.171$), indicating that variations in knowledge sharing do not meaningfully affect output quality. Similarly, idea generation had no significant effect on work

quality ($b = 0.035$, $p = 0.058$), as the p-value exceeds the 0.05 threshold. Crossing boundaries also showed an insignificant impact on work quality ($b = 0.035$, $p = 0.558$), suggesting that boundary-crossing practices do not alter output quality. Finally, the use of information in problem-solving was not significantly related to the quality of work output ($b = 0.018$, $p = 0.765$). Overall, these results indicate that none of the examined communication practices had a significant effect on the quality of work output.

4.3 Effect of External Communication Strategies on Employee Performance of Rwanda Standard Board

The third research specific objective was to establish the impact of external communication strategies on employee performance of the Rwanda standard Board. The parameters of external communication strategies assessed.

Table 6 External Communication Strategies

Statement	Strongly Disagree %	Disagree		Neutral		Agree		Strongly Agree		Total		Std
		N	%	N	%	N	%	N	%	N	Mean	
In the creation of external business, Rwandan Standard Board on a regional and global level ensured employee performance.	4.0	31	21.1	8	5.7	50	33.9	53	35.2	148	3.7517	1.24941
In bringing in external knowledge, which helps with the development of the Rwandan Standard Board's business vision, it achieved employee performance between employees.	14.8	28	19.1	3	2.0	38	25.5	57	38.6	148	3.5403	1.51537
By branding the Rwanda Standard Board on a regional and global market, this institution is effectively working and cooperating with other international standard institutions.	6.7	30	20.1	7	4.7	55	36.9	46	31.5	148	3.6644	1.29027
I'm aware of any cultural biases that may influence your communication style	4.7	36	24.5	5	3.7	54	36.6	46	30.5	148	3.6376	1.27242
Composite Mean											3.6957	

Primary Data (2025)

Table 6 results indicate that in fostering external business at regional and global levels, the Rwanda Standards Board (RSB) has enhanced employee performance. Regarding internal perceptions,

33.9% agreed and 35.2% strongly agreed with relevant statements. On leveraging external knowledge to develop RSB’s business vision and improve performance, 25.5% agreed and 38.6% strongly agreed. Additionally, 36.9% agreed and 31.5% strongly agreed that RSB has established a recognizable brand and collaborates effectively with international standardization bodies. Awareness of cultural biases influencing communication received 36.6% agreement and 30.5% strong agreement. Interviews confirmed that employees were recruited based on capacity, flexibility, and collaborative skills.

Table 7 External Communication Strategies and Task Completion Efficiency

Model		Unstandardized Coefficients		Standardized Coefficients		
		B	Satd. Error	Beta	t	Sig.
1	(Constant)	2.737	.481		5.695	.000
	Creating external business knowledge	.069	.070	.059	.997	.320
	Bringing in external knowledge	-.041	.058	.043	.719	.473
	Branding Institutions	.097	.067	.085	1.445	.149
	Non-verbal communication	.026	.069	.023	.382	.703

a. Dependent Variable: Task Completion Efficiency

Source: Primary Data (2025)

Table 7 shows that creating external business knowledge did not significantly affect task completion efficiency ($b = 0.059$, $p = 0.320$). Similarly, bringing in external knowledge ($b = -0.043$, $p = 0.473$), branding activities ($b = 0.085$, $p = 0.149$), and non-verbal communication ($b = 0.023$, $p = 0.703$) were all found to have no significant impact on task completion efficiency.

Table 8 External Communication Strategies and Work Output/Volume

Model		Unstandardized Coefficients		Standardized Coefficients		
		B	Std. Error	Beta	t	Sig.
1	(Constant)	4.888	.393		12.448	.000
	Creating external business knowledge	.039	.057	.040	.678	.498
	Bringing in external knowledge	.070	.047	.088	1.487	.138
	Branding Institutions	.108	.055	.115	1.973	.049
	Non-verbal communication	.024	.056	.025	.417	.677

a. Dependent Variable: Work Output/Volume

Source: Primary Data (2025)

Information given in Table 8 related to the creating external business knowledge and work output/volume indicated that the bringing in external knowledge was insignificantly affecting work output/volume ($b=0.00$, $p\text{-value}=0.498$). Bringing in external knowledge was found to have an insignificant effect on work output or volume ($b = 0.088$, $p = 0.138$). In contrast, institutional branding demonstrated a positive and statistically significant relationship with work output/volume ($b = 0.115$, $p = 0.049$). Finally, non-verbal communication appeared to have an insignificant impact on work output/volume ($b = 0.025$, $p = 0.677$).

Table 9 External Communication Strategies and Quality of Work Output

Model	Unstandardized Coefficients		Standardized Coefficients		
	B	Std. Error	Beta	t	Sig.
1 (Constant)	3.843	.404		9.509	.000
Creating external business knowledge	.036	.059	.036	.606	.545
Bringing in external knowledge	.027	.049	.033	.550	.583
Branding Institutions	.015	.056	.015	.260	.795
Non-verbal communication	.034	.058	.035	.583	.561

a. Dependent Variable: Quality of Work Output

Source: Primary Data (2025)

The findings in Table 9 indicate that creating external business knowledge had no significant effect on the quality of work output ($b = 0.036$, $p = 0.545$). Similarly, bringing in external knowledge did not significantly influence work quality ($b = 0.033$, $p = 0.583$). Additionally, institutional branding showed an insignificant relationship with work quality ($b = 0.015$, $p = 0.795$), and non-verbal communication was also found to have no significant effect on the quality of work output ($b = 0.035$, $p = 0.561$).

4.4 Effect of Participatory Communication on Employee Performance of Rwanda Standard Board

This study first specific objective was to assess effect of strategic participatory communication on employee performance at Rwanda Standard Board. Before establishing the impact of participatory communication strategies, the researcher started a descriptive analysis of participatory communication strategies adopted. The participatory communication strategies were measured.

Table 10 Descriptive Statistics of Participatory Communication Strategies at RSB

Statement	Strongly Disagree		Disagree		Neutral		Agree		Strongly Agree		Total		
	N	%	N	%	N	%	N	%	N	%	N	Mean	Std
Communication transparency	10	6.0	25	16.8	4	2.7	64	43.0	57	38.2	148	3.9530	1.1910
Dialogue and consultation	15	10.7	36	24.2	7	4.4	45	30.5	56	37.6	148	3.6745	1.3991
Shared decision making	15	10.7	13	8.4	6	4.0	51	34.2	63	26.8	148	3.4228	1.3838
Freedom to opinion expression	21	14.0	20	12.1	3	2.3	50	33.9	54	40.6	148	3.7718	1.4313
Composite mean												3.8198	

Source: Primary Data (2025)

The descriptive analysis in Table 18 indicates that participatory communication strategies at RSB effectively engage employees. Specifically, 43.0% agreed and 38.3% strongly agreed that communication was transparent (mean = 3.9530, SD = 1.19108). Participation in dialogue and consultation was supported by 34.2% agreement and 37.6% strong agreement (mean = 3.6745, SD = 1.39917). Shared decision-making received equal agreement and strong agreement at 34.2% each (mean = 3.4228, SD = 1.38380). Freedom of opinion expression was similarly acknowledged. Interviews with RSB officers confirmed that such participatory practices significantly enhance employee engagement and performance, with one officer noting that participation in communication processes “led to a high level of employee performance.

Table 11 Regression Coefficients Participatory Communication Strategies and Task Completion Efficiency

Model	Unstandardized Coefficients		Standardized Coefficients		
	B	Std. Error	Beta	t	Sig.
(Constant)	3.588	.449		7.994	.000
Communication	.002	.072	.002	.026	.979
Dialogue and consultation	.015	.063	.014	.240	.810
Shared decision making	.025	.063	.024	.405	.686
Freedom to opinion expression	.036	.061	.035	.591	.555

a. Dependent Variable: Task Completion Efficiency

Source: Primary Data (2025)

Results in Table 11 on the coefficients of participatory communication strategies and employee performance revealed that communication transparency had no significant effect on task completion efficiency ($b = -0.002$; $p = 0.979$). Likewise, dialogue and consultation ($b = 0.014$; $p = 0.810$) and shared decision-making ($b = 0.024$; $p = 0.686$) showed no significant association. Freedom of opinion expression was also insignificantly related to task completion efficiency ($b = -0.035$; $p = 0.555$). These findings suggest that variations in participatory communication strategies did not directly influence the employee performance outcomes at RSB.

Table 2 Regression Coefficients between Participatory Communication and Work output/Volume

Model		Unstandardized Coefficients		Standardized Coefficients		Sig.
		B	Std. Error	Beta	t	
1	(Constant)	4.682	.360		13.001	.000
	Communication transparency	.047	.058	.046	.802	.423
	Dialogue and consultation	.172	.050	.199	3.419	.001
	Shared decision making	.030	.050	.034	.596	.551
	Freedom to opinion expression	.031	.049	.037	.639	.523

a. Dependent Variable: Work Output/Volume

Source: Primary Data (2025)

Results in Table 12 regarding the participatory communication strategies variables in explaining number of work output/volume. The study results indicated that communication transparency ($b = 0.046$; $p = 0.423$), dialogue and consultation ($b = 0.034$; $p = 0.551$), and knowledge and information sharing ($b = 0.037$; $p = 0.523$) had no significant effect on work output/volume. However, shared decision-making showed a significant positive influence ($b = 0.199$; $p = 0.001$), suggesting that changes in participatory communication through shared decision-making can enhance work output/volume.

Table 13 Regression Coefficients Participatory Communication and Quality of Work Output

Model		Unstandardized Coefficients		Standardized Coefficients		
		B	Std. Error	Beta	t	Sig.
1	(Constant)	3.90	.376		10.591	.000
	Communication transparency	.011	.061	.011	.183	.855
	Dialogue and consultation	.042	.052	.048	.804	.422
	Sharing decision making process	.013	.053	.015	.257	.798
	Freedom of expression	.004	.051	.005	.078	.938

a. Dependent Variable: Quality of Work Output

Source: Primary Data (2025)

The regression results in Table 13 revealed that participatory communication strategies had no significant influence on quality of work output. Specifically, communication transparency ($b = 0.011$; $p = 0.855$), dialogue and consultation ($b = 0.048$; $p = 0.422$), knowledge and information sharing ($b = 0.015$; $p = 0.798$), and shared decision-making ($b = 0.005$; $p = 0.938$) were all statistically insignificant, indicating that variations in these strategies did not affect quality of work output.

5 Discussion of Findings

The findings of this study indicate that strategic communication significantly influences employee performance at the Rwanda Standards Board (RSB). Overall, 54.7% of respondents agreed that strategic communication improved task completion time, while 80.8% strongly agreed that it increased the number of tasks completed, reflecting high perceptions of enhanced productivity. These outcomes align with Mazzetti and Schaufeli (2022) and Musheke and Phiri (2021), who demonstrated that structured and participatory communication mechanisms improve goal clarity, coordination, and innovation. Similarly, Elegbe and Ibikunle (2022) found that clear communication protocols enhance motivation, commitment, and performance in public institutions.

Internal communication was found to be a critical determinant of employee performance. Approximately 66.4% of respondents agreed that effective internal communication improves engagement and adaptability (mean = 3.58, SD = 1.52). This supports Odoom (2020) and Reddy and Gupta (2020), who reported that clear, accurate communication strengthens employees' understanding of organizational goals, facilitates collaboration, and enhances task execution. At RSB, mechanisms such as interdepartmental meetings, management updates, and digital memos improve decision-making efficiency and alignment with institutional objectives, consistent with Muchiri (2021) and Ateş et al. (2020).

External communication also positively affected performance, with 66.4% of respondents indicating that timely engagement with external stakeholders enhances accountability and responsiveness. These findings resonate with Khan et al. (2020), Mwita (2022), and Ji et al. (2020),

who emphasized that connecting internal operations to stakeholder expectations improves coordination, clarity, and service delivery. At RSB, stakeholder consultations, performance reporting, and feedback mechanisms reinforce employees' sense of responsibility and contribute to organizational effectiveness.

Participatory communication strategies were shown to enhance employee performance, with mean scores ranging from 3.42 to 3.95. Correlation analysis revealed that dialogue and consultation were significantly related to task completion ($r = .206$, $p < .001$). These results corroborate Anwar and Abdullah (2021), Ling, Zhang, and Wong (2020), and Collins (2021), demonstrating that inclusive decision-making, open forums, and consultative meetings increase employee trust, engagement, and accountability. RSB employees reported that participatory approaches facilitated knowledge sharing, goal alignment, and collaborative problem-solving, resulting in faster task completion and higher morale.

Collectively, these findings confirm that internal, external, and participatory communication strategies collectively enhance employee performance by improving task efficiency, motivation, coordination, and satisfaction. This supports global empirical evidence (Mazzetti & Schaufeli, 2022; Musheke & Phiri, 2021; Mwita, 2022) and reinforces the theoretical premise that strategic communication is a key driver of institutional performance. For RSB, integrating these communication dimensions promotes a transparent, participatory, and performance-oriented organizational culture, advancing Rwanda's broader public service efficiency objectives.

6 Conclusion and Recommendations

The study concludes that strategic communication significantly enhances employee performance at Rwanda Standards Board (RSB). In line with the first objective, findings indicate that effective communication improves task efficiency, individual productivity, and job satisfaction. Regarding internal communication, the study demonstrates that structured information sharing and collaboration are critical for aligning employees with organizational goals, fostering teamwork, and enhancing performance. External communication was found to strengthen accountability, responsiveness, and alignment with stakeholder expectations, contributing to improved employee outcomes. Participatory communication emerged as essential in promoting open dialogue, shared decision-making, and mutual respect, which collectively increase engagement, morale, and task completion. Overall, internal, external, and participatory communication strategies collectively reinforce employee performance, confirming theoretical and empirical evidence.

Based on these findings, the study recommends that RSB: (1) Enhance internal communication through knowledge-sharing sessions, collaborative platforms, and interdepartmental workshops to foster cohesion and innovation; (2) Strengthen external communication by engaging in regional and international standardization activities and integrating external insights to improve performance; and (3) Implement participatory communication strategies by maintaining open channels, involving employees in decision-making, and encouraging the expression of ideas without fear of reprisal. Future research should explore the impact of digital communication tools and cultural factors on employee performance to provide deeper insights into strategic communication practices in public institutions.

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