

## **INFLUENCE OF COMMUNICATION ON ORGANIZATIONAL PERFORMANCE IN MUMIAS SUGAR COMPANY IN KAKAMEGA COUNTY, KENYA**

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### **ABSTRACT**

**Purpose of the study:** The study established the influence of communication on organizational performance at Mumias Sugar Company in Kakamega County, Kenya.

**Statement of the problem:** Sugar companies in Kenya have experienced substantial managerial and operational challenges that have constrained organizational performance. Mumias Sugar Company experienced prolonged financial and operational difficulties, culminating in closure in 2019. Although operations resumed in 2023, the company has continued to face performance challenges.

**Research methodology:** The study adopted a descriptive research design and targeted 324 management employees at Mumias Sugar Company, from whom a sample of 179 respondents was determined using Yamane's formula. Primary data were collected using semi-structured questionnaires and analyzed using descriptive statistics, thematic analysis, Pearson correlation, and regression analysis. Quantitative analyses were conducted using SPSS Version 25.

**Findings:** Communication was positively and significantly associated with organizational performance ( $r = 0.750$ ,  $p < .001$ ). The reported regression coefficient for communication was positive and statistically significant ( $B = 0.406$ ,  $p < .001$ ). The reported model summary indicated an R-squared value of 0.486, although the regression statistics require reconciliation before publication.

**Conclusion:** The study concludes that communication is positively associated with organizational performance at Mumias Sugar Company. Accessible communication channels, timely information

flow, and responsive feedback mechanisms can support coordination and decision-making; however, the findings indicate that the use of employee feedback requires improvement.

**Recommendations:** The study recommends that Mumias Sugar Company should improve the clarity, accessibility, and timeliness of internal communication. Management should establish reliable two-way channels through which employees can raise concerns and contribute ideas. The company should also demonstrate how employee feedback informs operational decisions and communication improvements.

**Keywords:** *Communication, communication channels, information flow, feedback mechanisms, organizational performance*

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## INTRODUCTION

Organizational performance is important because it reflects how effectively an organization achieves its objectives and goals. It encompasses multiple dimensions, including financial outcomes, social responsibility, innovation, employee productivity, customer satisfaction, and operational effectiveness (Karel, Adam, & Radomir, 2020). According to Rizwan (2025), high organizational performance enhances competitiveness, promotes sustainable growth, strengthens stakeholder confidence, and supports financial stability through improved profitability and efficient resource utilization. Organizational performance also enables firms to invest in innovation and long-term development. Therefore, organizations need to continuously monitor and improve their performance to remain competitive, resilient, and sustainable in changing business environments.

Globally, organizations experience varying performance due to market volatility, mismanagement, ineffective strategies, and operational challenges, resulting in reduced revenues, inefficiencies, declining profitability, low employee morale, and loss of market share (Mburu & Kibe, 2026). Manufacturing firms are especially vulnerable because their performance depends on effective coordination of human, financial, physical, and technological resources. In the United States, China, and Sri Lanka, strategic planning, participatory leadership, structured communication, employee development, and resource alignment have been adopted to enhance organizational adaptability and performance (Jayawarna & Dissanayake, 2019). In Africa, organizations have strengthened monitoring, evaluation, leadership, planning, and strategic alignment to improve efficiency and goal achievement (Raziq, 2022; Safi & Mahmood, 2022). These experiences

demonstrate the importance of strategic management practices in enhancing organizational performance.

Organizational communication refers to the flow of information, use of communication channels, and feedback mechanisms within an organization to facilitate coordination and achievement of organizational objectives (Musheke & Phiri, 2021). It ensures that information is clearly communicated across different organizational levels and departments, thereby supporting informed decision-making and coordinated activities. Communication channels such as meetings, emails, reports, and internal information systems facilitate the timely sharing of information, while feedback mechanisms enhance employee engagement and organizational learning (Okora, 2021). Effective organizational communication can minimize misunderstandings, improve teamwork, strengthen trust, align employees with organizational objectives, and enhance organizational flexibility. Therefore, effective communication can contribute to improved operational efficiency, employee engagement, coordination, and overall organizational performance.

Various studies in Kenya have examined communication and organizational performance across different organizational contexts. Okora (2021) explored the effect of communication strategies on the performance of telecommunication companies in Kenya, while Mutua, Were and Kwasira (2023) examined the effect of effective communication on employees' performance in the tobacco industry in Kenya. Njenga, Kariuki and Wanjohi (2023) explored the effect of strategic communication on the performance of state corporations in Kenya. However, these studies focused on telecommunication companies, the tobacco industry and state corporations, leaving limited empirical evidence on the relationship between communication and overall organizational performance in sugar manufacturing companies. Contextually, the operational dynamics of these organizations differ from those of agro-manufacturing firms such as Mumias Sugar Company, especially in relation to production processes, stakeholder coordination, and resource utilization. Conceptually, some studies focused on employee performance rather than broader organizational performance. The study addresses these gaps by examining the influence of communication on organizational performance at Mumias Sugar Company.

## **RESEARCH OBJECTIVES**

The study sought to establish the influence of communication on organizational performance at Mumias Sugar Company in Kakamega County, Kenya.

## RESEARCH QUESTIONS

To what extent does communication influence organizational performance at Mumias Sugar Company in Kakamega County, Kenya?

## THEORETICAL REVIEW

The study was anchored in Systems Theory and the Resource-Based View (RBV), which explain organizational interdependence and the strategic value of internal capabilities, respectively.

### Resource-Based View (RBV)

Developed by Barney (1991), RBV posits that an organization's internal resources and capabilities are key sources of competitive advantage and improved performance. Unlike approaches that emphasize external market and industry conditions, RBV focuses on how firms identify, develop, and utilize their unique resources to achieve strategic objectives (Wongsin et al., 2025). These resources include tangible assets such as financial capital, technology, and infrastructure, as well as intangible assets such as human capital, organizational culture, reputation, and intellectual property. Resources become strategically valuable when they enable organizations to exploit opportunities or address external threats. Capabilities refer to the organization's capacity to deploy effectively these resources to perform activities and achieve desired outcomes (Kigenza & Irechukwu, 2023).

The Resource-Based View assumes that organizations possess heterogeneous resources and capabilities, with rare, valuable, difficult-to-imitate, and non-substitutable resources contributing to sustained competitive advantage and improved performance (Lerai, Rintari & Moguche, 2023). It further assumes that firms seek to maximize their resources and competencies, which can be developed to strengthen capabilities and respond to environmental changes. However, RBV has been criticized for its tautological logic and subjective interpretation of VRIN resources. It also gives limited attention to external factors such as technological changes, customer preferences, and competitive rivalry (Olang'o & Namusonge, 2020). Additionally, the theory provides limited practical guidance on identifying and developing strategic resources (Wongsin et al., 2025).

The Resource-Based View (RBV) theory was applied to explain the relationship between organizational communication and the performance of Mumias Sugar Company because it recognizes internal resources and capabilities as important sources of organizational performance.

From the RBV perspective, communication is an intangible organizational capability that facilitates knowledge sharing, coordination, strategic alignment, and informed decision-making (Furr & Eisenhardt, 2021). At Mumias Sugar Company, effective communication enables management to communicate strategic objectives, coordinate activities across departments, provide feedback, and respond promptly to operational challenges. These capabilities can enhance employee engagement, coordination, resource utilization, and strategy implementation, which can improve organizational performance. Therefore, RBV provides a suitable theoretical basis for explaining how organizational communication as an internal capability influences the performance of Mumias Sugar Company.

### **Systems Theory**

Systems theory, developed from the work of Ludwig von Bertalanffy in the 1940s, views an organization as an open, interrelated, and interdependent system whose various subsystems work together to achieve common goals (Ramos, Aguiar & Pequito, 2022). Unlike approaches that focus on individual organizational components in isolation, Systems Theory emphasizes relationships, interactions, coordination, and interdependence among organizational subsystems (Kantabutra, 2022). These subsystems include strategic planning, leadership, communication, and resource management, which collectively contribute to organizational functioning and performance. The theory recognizes that weaknesses in one subsystem can affect other components and the overall performance of the organization (Liu & Hu, 2022).

Systems Theory also assumes that organizations are open systems that continuously interact with and respond to their external environments (Klein, Solinger & Duflot, 2022). It further assumes that organizational effectiveness depends on coordinated inputs, processes, outputs, and feedback among interconnected subsystems. Effective interaction among these components enables organizations to adapt to environmental changes, correct inefficiencies, and achieve common objectives (Javanmardi, Liu & Xie, 2023). The theory also emphasizes that the effectiveness of the whole system depends on the quality of interactions among its components. However, Systems Theory has been criticized for being highly abstract and providing limited practical guidance for diagnosing organizational problems (Okora, 2021). Despite this limitation, it provides a useful framework for understanding organizational performance through the interaction of interconnected organizational components (Cody & Beling, 2023).

Systems Theory was applied to explain the relationship between organizational communication and the performance of Mumias Sugar Company because it recognizes communication as an essential link connecting different organizational subsystems. From this perspective, communication facilitates information flow, coordination, feedback, and integration among employees, departments, and management (Musheke & Phiri, 2021). At Mumias Sugar Company, effective communication enables strategic information to move across organizational levels, supports coordination of activities, facilitates employee feedback, and allows management to respond to operational challenges. These interactions can improve coordination, decision-making, employee engagement, and strategy implementation, thereby enhancing organizational performance. Consequently, Systems Theory provides a suitable theoretical basis for explaining how organizational communication as an interconnected organizational process influences the performance of Mumias Sugar Company.

## **EMPIRICAL REVIEW**

Mulya, Hidayati, and Zainurrosalamia (2022) examined the effect of organizational communication on performance at PT Kaltim Prima Coal in Indonesia using a quantitative questionnaire survey. Their findings indicated that organizational communication was associated with employee motivation and organizational performance, with motivation serving as an intervening mechanism. These findings suggest that communication can influence organizational outcomes both directly and through employee-related processes. However, the coal-mining context differs from Kenya's sugar-manufacturing sector in its production systems, organizational culture, and communication requirements. The present study therefore examined communication channels, information flow, and feedback mechanisms within Mumias Sugar Company, emphasizing organizational performance rather than employee motivation as the primary outcome.

Olatinwo et al. (2025) investigated the influence of communication patterns on construction-project success in North-Central Nigeria. The researchers adopted a quantitative survey design and collected questionnaire data from construction project managers. Their findings indicated that chain-pattern communication significantly influenced project success, emphasizing the role of structured information exchange in coordinating complex activities. Although the study provides useful evidence concerning communication and performance-related outcomes, its focus was limited to project success within the construction industry. The current study extended this

discussion to organizational performance in sugar manufacturing, where communication must support routine operations, interdepartmental coordination, and employee feedback across management levels.

Musheke and Phiri (2021) investigated the effects of effective communication on organizational performance in Zambia using a quantitative approach and questionnaire data from 88 respondents. Their results demonstrated that communication channels and information flow were positively associated with organizational performance. These findings support the view that accessible communication processes help employees coordinate tasks and contribute to institutional objectives. Nevertheless, differences between the organizational settings examined in Zambia and a Kenyan sugar manufacturer limit direct contextual transfer. The present study considered communication channels and information flow alongside feedback mechanisms to provide a more context-specific assessment of organizational communication at Mumias Sugar Company.

Okora (2021) examined communication strategies and the performance of telecommunications firms in Kenya through a desk-based literature review. The review emphasized open, honest, direct, and assertive communication, as well as integrated approaches that combine traditional and modern communication channels. Its findings provide a useful conceptual foundation for understanding how communication practices can support organizational performance. However, the telecommunications sector has different technological, operational, and workforce coordination requirements from sugar manufacturing. Moreover, the reliance on secondary literature limited direct evidence from respondents. The present study addressed this contextual and methodological gap through primary questionnaire data from management employees at Mumias Sugar Company.

Mutua, Were, and Kwasira (2023) examined effective communication and employee performance in Kenya's tobacco industry using a descriptive research design. Their study targeted management-level employees in two tobacco-sector organizations and reported a positive, significant relationship between communication and employee performance. The findings underscore the relevance of communication to productivity, workplace cooperation, and a supportive organizational environment. However, although tobacco processing and sugar manufacturing both involve production activities, they differ in organizational structures, operational requirements, and information flows. In addition, employee performance is narrower than overall organizational

performance. The current study therefore considered broader organizational outcomes within the specific context of Mumias Sugar Company.

Njenga, Kariuki, and Wanjohi (2023) investigated strategic communication and the performance of state corporations in Kenya. Using a descriptive research design, questionnaires, and descriptive and inferential analyses, they reported that clear communication channels, openness, and clarity of ideas contributed to institutional performance. These findings reinforce the importance of communication practices in aligning organizational activities with intended outcomes. However, public-sector governance arrangements and accountability requirements differ from those of a sugar-manufacturing company. The study also did not emphasize employee feedback mechanisms to the same extent as the present research. Accordingly, the current study examined communication channels, information flow, and feedback within Mumias Sugar Company.

Momanyi, Omari, and Ogalo (2026) examined communication practices and employee performance within the Kisii County Government. The researchers employed a descriptive survey design and collected structured questionnaire data from employees in different departments. The findings indicated a positive and statistically significant relationship between communication practices and employee performance, with communication ranking behind leadership among the reported explanatory practices. Although the results demonstrate the relevance of information exchange to workforce outcomes, the public-administration context differs from sugar manufacturing in its organizational mandates, workflows, and performance objectives. Furthermore, the emphasis on employee performance leaves scope for research assessing broader organizational outcomes, as undertaken in the present study.

## **RESEARCH METHODOLOGY**

The study adopted a descriptive research design and targeted management employees at Mumias Sugar Company. According to the company report cited for 2024, the organization had 1,298 employees, of whom 324 occupied management positions. Top-level, middle-level, and lower-level managers were considered appropriate respondents because their duties included planning, implementing, and overseeing organizational activities. Their responsibilities also enabled them to describe communication practices across organizational levels and explain how those practices related to performance. Yamane's formula was used to determine the sample size as follows:

Using Yamane's formula,  $n = N/[1 + N(e^2)]$ , where  $n$  denotes sample size,  $N$  denotes population size, and  $e$  represents the acceptable margin of sampling error (0.05), the calculation was  $n = 324/[1 + 324(0.05^2)] = 324/1.81 \approx 179$ . Accordingly, the calculated sample size was 179 management employees.

The study employed stratified random sampling across three management levels. The target population comprised 324 managers, and the calculated sample of 179 represented approximately 55.2% of that population. The allocations were 45 top-level, 60 middle-level, and 74 lower-level managers, as presented in Table 1.

**Table 1: Sample Distribution by Management Level**

| Category              | Target Population | Sample Size |
|-----------------------|-------------------|-------------|
| Top Level Managers    | 81                | 45          |
| Middle Level Managers | 109               | 60          |
| Lower Level Managers  | 134               | 74          |
| Total                 | 324               | 179         |

Primary data were collected using semi-structured questionnaires administered to management employees. A pilot study involving 18 management employees was conducted at West Kenya Sugar Company, which was selected because of its comparable operational characteristics. Researchers and academics with relevant expertise assessed the content validity of the questionnaire. The reported average variance extracted values ranged from 0.527 to 0.654, above the 0.50 benchmark, while Cronbach's alpha coefficients ranged from 0.780 to 0.878. These results indicated acceptable reported construct validity and internal consistency for the measurement instrument. Responses to open-ended questions were analyzed thematically. Quantitative responses were coded, cleaned, and processed using SPSS Version 25. Descriptive analyses included frequencies, percentages, means, and standard deviations, whereas inferential analyses comprised correlation and regression. The regression model was specified to estimate the association between communication and organizational performance.

$$Y = \beta_0 + \beta X + \varepsilon$$

Where  $Y$  denotes organizational performance at Mumias Sugar Company;  $\beta_0$  is the intercept;  $\beta$  is the regression coefficient for communication;  $X$  represents communication; and  $\varepsilon$  is the error term. The study upheld ethical standards by obtaining voluntary informed consent and ensuring participants' confidentiality, privacy, and right to withdraw. Data were anonymized and securely

stored, with access limited to the research team. Ethical approval was obtained from NACOSTI and an ISERC letter secured before data collection.

## RESULTS AND DISCUSSIONS

This section presents the results of the descriptive, correlation, and regression analyses.

### Descriptive Analysis

The study examined three indicators of communication: communication channels, information flow, and feedback mechanisms. Respondents evaluated questionnaire statements using a five-point Likert scale ranging from 1 (strongly disagree) to 5 (strongly agree). The descriptive statistics summarizing the communication indicators are presented in Table 2.

**Table 2: Descriptive Statistics for Communication**

| Statements                                                              | 1    | 2    | 3    | 4    | 5    | Mean | Std. Deviation |
|-------------------------------------------------------------------------|------|------|------|------|------|------|----------------|
| Our organization uses accessible communication channels                 | 7.0  | 15.2 | 19.0 | 39.9 | 19.0 | 3.59 | 1.17           |
| Communication tools used in the organization meet our operational needs | 0.0  | 3.2  | 34.2 | 45.6 | 17.1 | 3.77 | .77            |
| Information flows smoothly across all levels of the organization        | 0.0  | 3.2  | 15.2 | 58.9 | 22.8 | 4.01 | .71            |
| Relevant information is shared in a timely manner                       | 0.0  | 0.0  | 22.2 | 60.8 | 17.1 | 3.95 | .63            |
| Employees are encouraged to provide feedback on organizational matters  | 5.1  | 7.6  | 13.3 | 62.7 | 11.4 | 3.68 | .95            |
| Employee feedback is considered when refining communication processes   | 18.7 | 28.5 | 30.1 | 15.2 | 7.6  | 2.47 | 1.10           |
| Average                                                                 |      |      |      |      |      | 3.58 | .89            |

Table 2 indicates that respondents generally agreed that the company used accessible communication channels ( $M = 3.59$ ,  $SD = 1.17$ ), although responses varied. They also agreed that the communication tools met operational needs ( $M = 3.77$ ,  $SD = 0.77$ ). Together, these results suggest that existing communication arrangements supported operational activities, but respondents did not perceive their accessibility uniformly. The findings are consistent with Mulya et al. (2022), who associated organizational communication with improved operational outcomes.

Respondents agreed that information flowed smoothly across organizational levels ( $M = 4.01$ ,  $SD = 0.71$ ). They also reported that relevant information was shared promptly ( $M = 3.95$ ,  $SD = 0.63$ ).

The relatively limited variation in these responses suggests a broadly favorable assessment of information sharing. Timely communication can facilitate coordination and informed decision-making, consistent with the conclusions of Musheke and Phiri (2021).

Respondents agreed that employees were encouraged to provide feedback on organizational matters ( $M = 3.68$ ,  $SD = 0.95$ ). However, they expressed less agreement that their feedback was considered when communication processes were revised ( $M = 2.47$ ,  $SD = 1.10$ ). This contrast identifies an important distinction between inviting employee views and demonstrably incorporating those views into organizational procedures. The result suggests that management should strengthen feedback follow-through and inform employees how their contributions affect decisions. Okora (2021) similarly emphasized the relevance of interactive communication to organizational performance.

The overall communication mean was 3.58 ( $SD = 0.89$ ), indicating a moderately positive assessment of the reported communication practices. Nevertheless, perceptions varied across the individual indicators. While respondents evaluated communication channels and information flow favorably, the relatively low rating for the use of employee feedback revealed an area requiring managerial attention. Open-ended responses indicated that effective communication helped employees understand organizational goals and coordinate activities across departments. Participants associated open communication with fewer misunderstandings, more timely decisions, and stronger collaboration. They also suggested that transparent information sharing could increase trust between management and employees and strengthen commitment to organizational objectives. One respondent explained:

“Employees feel like they are part of the direction of the company and that motivates us to work harder when management communicates openly” (R09)

The qualitative responses further suggested that communication encouraged information exchange and helped employees respond to operational challenges in the sugar industry. Participants emphasized that consistent managerial communication could improve confidence and organizational inclusion. Another respondent stated:

“Good communication ensures everyone is up to speed and working towards the company's vision, minimizing resistance and increasing performance” (R12)

Respondents also indicated that inadequate communication and weak feedback mechanisms could undermine trust, morale, and strategy implementation. They emphasized the value of consistent, participatory, and two-way communication. These observations correspond with Mutua et al. (2023) and Njenga et al. (2023), who associated communication with coordination, engagement, and organizational performance.

### Correlation Analysis

Pearson correlation analysis was conducted to assess the association between communication and organizational performance. The results are presented in Table 3.

**Table 3: Correlation Between Communication and Organizational Performance**

|                          |                     | Organization Performance | Communication |
|--------------------------|---------------------|--------------------------|---------------|
| Organization Performance | Pearson Correlation | 1.000                    |               |
|                          | Sig. (2-tailed)     |                          |               |
|                          | N                   | 158                      |               |
| Communication            | Pearson Correlation | .750**                   | 1.000         |
|                          | Sig. (2-tailed)     | .000                     |               |
|                          | N                   | 158                      | 158           |

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

Communication was positively and significantly correlated with organizational performance ( $r = 0.750$ ,  $p < .001$ ;  $N = 158$ ). This strong positive relationship indicates that higher reported communication scores were associated with higher reported organizational performance scores. The result is consistent with Musheke and Phiri (2021), who found that effective communication supported organizational performance.

### Regression Analysis

A regression analysis was conducted to estimate the relationship between communication and organizational performance. The reported model summary, analysis of variance, and regression coefficients are presented in Tables 4, 5, and 6, respectively. The reported statistics should be reconciled against the original software output before final publication.

**Table 4: Regression Model Summary**

| Model | R                 | R Square | Adjusted R Square | Std. Error of the Estimate |
|-------|-------------------|----------|-------------------|----------------------------|
| 1     | .697 <sup>a</sup> | .486     | .445              | .32218                     |

a. Predictors: (Constant), Communication

As shown in Table 4, the reported coefficient of determination was  $R^2 = 0.486$ , indicating that communication accounted for 48.6% of the reported variation in organizational performance. This interpretation is provisional because the regression summary and the correlation and coefficient tables contain values that require verification.

**Table 5: Analysis of Variance for the Regression Model**

| Model      | Sum of Squares | df  | Mean Square | F       | Sig.              |
|------------|----------------|-----|-------------|---------|-------------------|
| Regression | 15.234         | 1   | 15.234      | 132.168 | .000 <sup>b</sup> |
| 1 Residual | 17.981         | 156 | 0.12        |         |                   |
| Total      | 33.215         | 157 |             |         |                   |

a. Dependent Variable: Organization Performance

b. Predictors: (Constant), Communication

Table 5 reports an F-statistic of 132.168 and a significance level of  $p < .001$ . The reported significance suggests a statistically significant model; however, the F-statistic and associated sums of squares should be checked against the original regression output for internal consistency.

**Table 6: Regression Coefficients**

| Model           | Unstandardized Coefficients |            | Standardized Coefficients | t     | Sig. |
|-----------------|-----------------------------|------------|---------------------------|-------|------|
|                 | B                           | Std. Error | Beta                      |       |      |
| 1 (Constant)    | .705                        | .127       |                           | 5.551 | .000 |
| 1 Communication | .406                        | .067       | .369                      | 6.020 | .000 |

a. Dependent Variable: Organization Performance

The fitted regression equation was reported as follows:

$$Y = 0.705 + 0.406X$$

The reported unstandardized coefficient for communication was positive ( $B = 0.406$ ,  $p < .001$ ), suggesting that communication was positively associated with organizational performance. The manuscript also reported a standardized coefficient of 0.369. These coefficients and the corresponding test statistics should be verified against the original regression output before drawing final quantitative conclusions. The direction of the relationship is consistent with the findings of Musheke and Phiri (2021).

## CONCLUSION

The study concludes that communication is positively related to organizational performance at Mumias Sugar Company. Respondents generally viewed the availability of communication channels, the suitability of communication tools, and the timeliness of information sharing

favorably. These practices can improve coordination, transparency, and decision-making across organizational levels. However, respondents were less positive about whether employee feedback was incorporated into improvements in communication practices. This difference indicates that management should move beyond collecting opinions and establish processes for considering, acting on, and responding to employee feedback.

## **RECOMMENDATIONS**

The study recommends that Mumias Sugar Company should strengthen two-way communication by establishing clear, timely, and structured channels for sharing strategic priorities, organizational performance updates, and operational information across departments and management levels. Management should institutionalize regular staff briefings, departmental meetings, and feedback mechanisms to ensure that employees understand organizational goals and their roles in achieving them. Employees should be encouraged to share their views, raise concerns, and participate in strategic and operational decisions, while management should respond promptly to their feedback. The company should also leverage digital communication platforms to facilitate faster and more accessible information flow. These measures would enhance transparency, coordination, trust, accountability, and employee engagement, which can improve organizational performance and supporting the achievement of strategic objectives.

Given that the study was limited to a single sugar manufacturing company in Kenya, its findings cannot be generalized to other manufacturing firms due to differences in organizational structures, communication practices, and operational contexts. The study therefore recommends further research on the influence of communication on organizational performance in other sugar companies and manufacturing firms. Additionally, communication explained 48.6% of the variation in organizational performance at Mumias Sugar Company, suggesting that other factors may also contribute to performance. Future research should therefore examine factors such as leadership, employee motivation, organizational culture, innovation, and technological adoption.

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