

PRIMARY RESEARCH

The effect of value congruence on employees' performance at Khomas Directorate of Education in Windhoek, Namibia

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The study examined the impact of value congruence on employees' performance at the Khomas Directorate of Education in Windhoek, Namibia. It used a quantitative research approach to assess the relationship between value congruence and service delivery, job satisfaction, motivation, emotional intelligence (EI), and teamwork. The study used a correlational research design, which examines the relationship between value congruence and employee performance without manipulating variables. The study used descriptive statistics, regression analysis, and Statistical Package for the Social Sciences (SPSS) version 29 software to analyze data. A chi-squared test was used to examine the relationship between value congruence and employees' performance, with a significance level of 0.05. The results were presented in graphs and tables. The results showed no significant relationship between value congruence and service delivery. However, it found a significant relationship between value congruence and job satisfaction, leading to higher performance and customer satisfaction. The study also revealed a significant relationship between value congruence and employees' EI, influenced by positive organizational values. The findings suggest that organizations should recognize and respect employees' values, use appropriate leadership, promote teamwork and collaboration, uphold ethical and motivational values, and provide further training to management on employee evaluation.

Keywords: effect of value congruence, value congruence, employees' performance, Khomas, directorate, education, Windhoek, Namibia

Introduction

Value congruence is a key factor in enhancing employees' performance, as it is linked to teamwork, professionalism, and ethical values (1). It describes how a person's values and those of the company connect, which boosts motivation, job happiness, and overall performance (1). The three main components of value congruence that are the subject of this study are professionalism, teamwork, and work ethics. A sense of shared purpose, mutual understanding, and enhanced cooperation and productivity are all fostered when values are in line with those espoused within a team (2). A cohesive workplace is ensured by teamwork, which also improves cooperation, communication, and trust (3). Value congruence and professionalism are strongly related

because people who share comparable professional values are more likely to collaborate to accomplish corporate goals (4). Because they direct decision-making procedures and foster an environment of trust and accountability, ethical values further strengthen the link between value congruence and workers' performance (3). Organizations can establish a favorable work environment that encourages cooperation, professionalism, and moral behavior by cultivating alignment in these areas, which will ultimately improve both individual and team performance. The Ministry of Education, Arts, and Culture's Khomas Directorate of Education has come under fire for failing to uphold fundamental principles, including responsibility, dedication, empathy, honesty, professionalism, decency, cooperation, and openness (1). These organizational cultural flaws, which include a lack of professionalism, collaboration, and ethical standards,

have a detrimental effect on employee performance and cause values and behaviors to diverge, which in turn affects the organization's overall performance (5). Due to a clear lack of understanding among staff members about the significance of their roles and how they affect overall performance, the Human Resources (HR) division of the Khomas Directorate of Education has also been found to perform below expectations on a number of Key Performance Indicators (KPIs), which undermines the effectiveness of the directorate (5). This research therefore sought to address the misalignment between employees' values and organizational values (lack of value congruence) by examining the relationship between value congruence and employees' performance at the Khomas Directorate of Education, offering recommendations to enhance organizational effectiveness. The study further interrogated the lack of teamwork, professionalism, and work ethics as value congruence dimensions affecting the Khomas Directorate of Education in the Khomas region. The main objective of the study was to assess the effects of value congruence on employees' performance within the Khomas Directorate of Education in Namibia. The following research objectives were pursued in the study: to assess the relationship between value congruence and employees' service delivery at the Khomas Directorate of Education; to examine the relationship between value congruence and employees' job satisfaction and motivation at the Khomas Directorate of Education; to evaluate the relationship between value congruence and employees' emotional intelligence (EI) at the Khomas Directorate of Education; and to explore the relationship between value congruence and employees' teamwork and collaboration in the Khomas Directorate of Education.

The role of congruence values in shaping employees' performance is well-documented, with significant positive impacts on motivation, satisfaction, and productivity. There are still issues, however, such as the dangers of leaders betraying common principles and the differences in value orientation between generations. In order to close these gaps, the current study focuses on value congruence in Namibia's public education system, where enhancing employee performance requires alignment of organizational, ethical, and professional values. The results of this study could guide evidence-based initiatives that address systemic issues and promote value congruence, providing a path forward for long-term growth in public institutions.

Given the fact that value congruence leads to better performance, it is essential for employees to match their personal values with those of the company. It is not without difficulties, though, as cultural and generational differences can make alignment difficult. Although some research indicates a negative or no association because of personality factors, others have found a favorable correlation between employee performance and value congruence. The three value aspects of the educational system that are the

subject of this study are professionalism, team value, and ethical value. By filling a vacuum in the research, the goal is to evaluate how value congruence affects workers' performance at Namibia's Khomas Directorate of Education. The study also emphasizes how crucial cultural congruence and person-environment fit are in influencing how employees perceive their performance. Further investigation into these theories and their application in educational settings in Namibia could provide valuable insights into enhancing employee performance through value alignment.

Literature

The study explored the effect of value congruence on employee performance. It also investigated the effect of mediating factors on the congruence level of the employees. This section provides the theoretical underpinnings of the research, drawing from the person-organization fit and cultural congruence theories discussed by Boikanyo (6). The two theories provide lenses through which a comprehensive analysis of value congruence can be conducted.

Figure 1 visualizes the conceptual framework by which the study was guided. It presents how the variables are related, with value congruence being the independent variable while the employees' performance is the dependent variable. The mediating factors are also considered in the framework, as they were expected to affect the results.

The research model for this study is represented by the simple linear regression model. The following research model underpinned the study:

$$X^2(df, N) = \text{chi-squared value, } p = p \text{ value}$$

The model represents the association/relationship between value congruence (independent variable) and employees' performance (dependent variable) denoted by $(X^2) = p\text{-value}$ of the X^2 statistical test results at 0.05 significance level; df represents the degree of freedom, while N represents the sample size. The study assumed that value congruence serves as a predictor of employees' performance, and the linear regression model was utilized to test this relationship empirically (7).

Employees' performance

Employee performance in educational organizations is influenced by key performance metrics, leadership dynamics, and organizational culture. KPIs drive accountability and quality in educational settings, while effective delegation and robust feedback mechanisms improve decision-making and service delivery (8). A learning organization framework can serve as a foundation for continuous improvement and accountability among educational staff. Soelton's (9) study examines the relationship between work engagement,

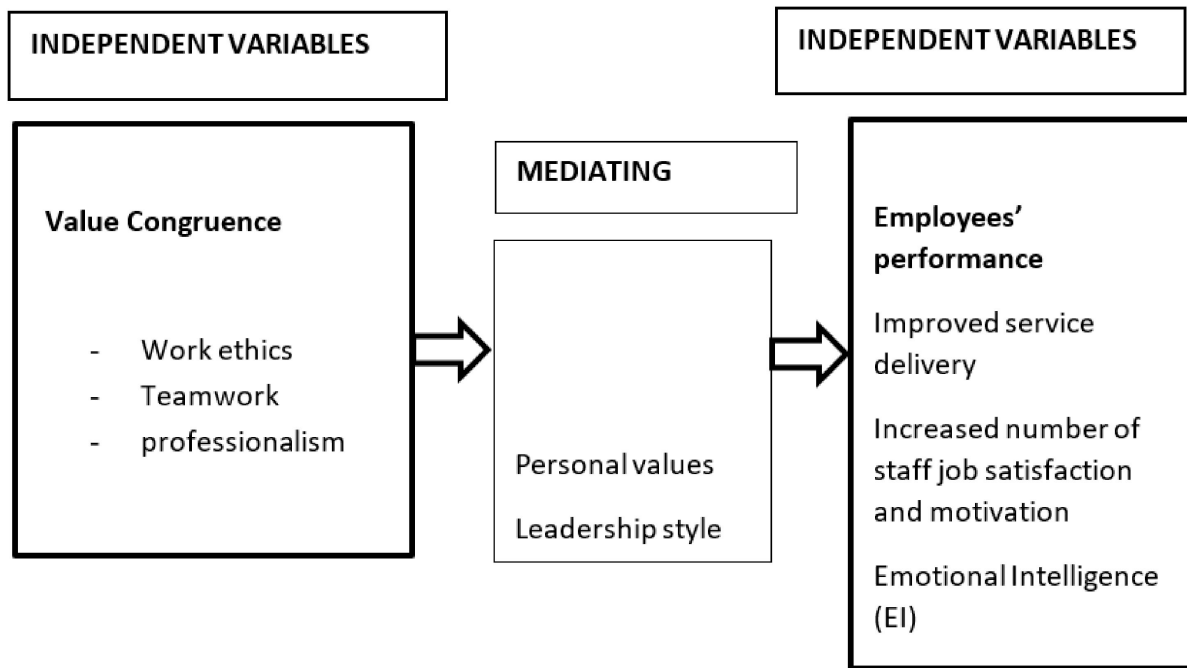


FIGURE 1 | Research model and hypotheses development. Source: Authors' construction (2025).

transformational leadership, and organizational citizenship behaviors (OCBs), finding that transformational leadership negatively impacts OCBs, while work engagement has a significant positive influence. This is in contrast to a large portion of the research, which frequently emphasizes its contribution to favorable organizational outcomes. Green work engagement serves as a mediating variable in Aboramadan's (10) investigation on Green Human Resource Management (GHRM) and its impact on employee behaviors. This study has significant ramifications for higher education officials since it emphasizes how crucial GHRM is to promoting sustainability-focused employee outcomes. The transformative impact of artificial intelligence (AI) in the workplace is examined by Morandini et al. (11), with an emphasis on how AI may change professional skills and solve labor market issues. They propose strategies for reskilling and upskilling employees, emphasizing the need for training solutions that promote equity and inclusion.

In their analysis of the increasing use of people analytics in AI-driven decision-making processes, Giermindl et al. (12) identified six major dangers. By bridging the gap between analytics, AI, and human resource management (HRM) methods, this analysis provides a basis for future research aimed at creating answers to these urgent problems. Komalasari et al. (13) examine how principals at SD Negeri 1 Epil, Lais District, Musi Banyuasin Regency, contribute to bettering the quality of instruction in the field of educational leadership. While Loan's (14) study looks at the relationship between organizational commitment and work performance in a non-Western culture, Zhang and Yu (15) emphasize the mediating function of organizational learning in improving job performance. In order to

improve performance, Gravina et al. (16) concentrate on Organizational Behavior Management (OBM) and its evaluation techniques. These suggestions offer practical advice for enhancing OBM interventions.

Key performance indicators for employee performance

Key Performance Indicators (KPIs) are crucial for coordinating individual contributions with corporate objectives, particularly in value-congruent companies (17). By measuring both the quantitative and qualitative components of employee contributions, these metrics promote long-term motivation and enhanced output. According to Sepdunha (17), KPIs are crucial for improving organizational success because they ensure accountability, facilitate benchmarking, and enable a systematic evaluation of employee contributions. Real-time insights and increased accuracy are provided by incorporating technology into KPI tracking. Vincent (18) examined the connection between KPIs and business sustainability goals, emphasizing how crucial it is to include sustainability goals in KPIs. In order to develop a proactive workforce, Roselló-Marín et al. (19) emphasized the significance of creativity and adaptation as new KPIs. Furthermore, Boikanyo (6) emphasized the function of collaborative KPIs in team-based performance management, encouraging shared accountability, goal alignment, and team cohesion. The Khomas Directorate of Education employs KPIs as benchmarks in performance agreements, promoting a culture of performance management that connects individual employees' aspirations with bigger corporate objectives.

Dimensions of value congruence

Organizational culture, employee performance, and value congruence are all significantly influenced by ethical ideals (6). Leaders who uphold moral principles set an example for their staff, encouraging a climate of loyalty, honesty, and trust. Employee pride and accountability are fostered by this alignment, which improves the fit between the values of the organization and its employees (20). Ethical values are fundamental components that preserve value congruence and direct organizational procedures; they are not only idealistic concepts. They serve as crucial frameworks for the planning and execution of organizational systems in addition to serving as manuals for interpersonal interactions and leadership. Value congruence is greatly influenced by team values, especially in high-stakes situations like hospital operating rooms. By bringing team values into alignment, Shared Mental Models (SMMs) enhance coordination, communication, and performance. A crucial element of team values, EI fosters cooperation, trust, and alignment with corporate objectives.

For team values to flourish, especially in intricate and high-stakes situations, there must be a balance between cognitive alignment and emotional connectivity. A cohesive and flexible team that can achieve both individual fulfillment and group success can be produced by placing a high priority on the development of shared team values. Values of professionalism are crucial for creating a courteous and encouraging work atmosphere. When these values are maintained in healthcare settings, people's expectations and actions match the moral principles and institutional values of their organizations (21). This alignment improves medical staff members' well-being and quality of life in addition to reducing workplace bullying. Professionalism values improve performance, contentment, and alignment in larger corporate environments (22). Organizations may establish cultures that foster trust, respect, and ethical accountability by placing a high priority on professionalism principles. This will guarantee long-term success and resilience in a world that is becoming more complex and competitive.

Mediating factors

The mediating elements impacting value congruence among employees inside firms were investigated by Boikanyo (6). Key components include accountability, transparency, integrity, leadership style, and resource provision. Transparency guarantees that policies and decision-making procedures are clear, accountability builds confidence, and leadership integrity creates an atmosphere where staff members feel a sense of belonging to the organization's objectives. The availability of resources enables workers to carry out their responsibilities efficiently while reaffirming their conformity to the standards and principles of the company. In State-Owned Enterprises (SOEs) in Indonesia, Yuliarso and Pusparini (21) investigated

how these mediating elements shaped organizational communication satisfaction and how that in turn affected employees' OCBs practices. Knowledge of the mediating factors influencing value congruence in businesses has improved as a result of recent studies. In establishing value congruence, Vincent (18) highlighted the significance of organizational justice, psychological safety, open lines of communication, employee well-being, digital transformation, organizational climate, innovation, and flexibility. As such, in order to shape value congruence inside organizations and eventually improve employee engagement and performance, mediating elements including responsibility, transparency, integrity, leadership style, and resource provision are essential.

The impact of moral leadership on worker performance in public institutions—especially in education—was examined in the current study. It highlighted the importance of aligning leadership practices with organizational goals to improve performance and address inefficiencies. The research also highlighted the potential of value congruence to mitigate turnover and enhance job satisfaction. Aligning management and employee values reduces turnover intentions and fosters intrinsic job satisfaction, which is relevant for public educational institutions. The study explored the role of accountability and transparency in promoting alignment and trust within organizations. Transformational leadership is effective in aligning organizational and personal values through motivation and vision-sharing, while transactional leadership emphasizes structured rewards and penalties. The study also laid bare the need for strong communication systems to have a significant effect on value congruence.

Insufficient resource allocation hinders the alignment of corporate and employee values in resource-constrained situations, undermining trust and performance (23). This study suggests that addressing operational and logistical issues is equally important as focusing on cultural and value-based solutions. However, the study also posits that moral leadership and clear company principles can foster a resilient workplace culture, suggesting that strategic leadership can be a game-changer in promoting alignment and good performance, especially in public sectors with limited funding. Neher and Maley (24) found that teachers' commitment and confidence are damaged when there is a lack of congruence between school administration principles and implementation. They advocate for professional development (PD) programs focused on ethical decision-making and shared values. In order to promote congruence, Elsharnouby et al. (23) recommended integrating common professional standards into the hiring, onboarding, and evaluation procedures. The effect of intergenerational differences in value orientation on organizational alignment was investigated by Aboramadan (10). They discovered that whereas younger employees prefer transparency, inclusivity, and moral leadership, older employees place a higher priority on loyalty and conventional governance

systems. This emphasizes how crucial it is to actively manage value congruence in settings such as Namibia's Khomas Directorate.

Methodology

Research design

The study utilized a correlational research design, which examines the relationship between value congruence and employee performance without manipulating variables (23). This design is used because it aided the researcher in assessing the extent of association between the value congruence and employee performance, providing valuable insights into their interdependence (25).

Population and sample

The study targeted 140 employees from various subdivisions of the Khomas Directorate of Education, such as Program & Quality Assurance (PQA), PD, Planning & Development, Adult & Continuing Education, Libraries, Archives & Information Services, HR, General Services, and Financial and Management. A total of 140 employees were sampled using the Krejcie and Morgan table (26). Appropriate sample size minimizes sampling errors and increases the study's reliability and validity (23).

Sampling procedure

A stratified random sampling method was employed to select employees from eight subdivisions (as strata) within the Khomas Directorate of Education, comprised of PQA, PD, Adult & Continuing Education, Libraries, Archives & Information Services, HR, General Services, and Financial and Management. This approach ensured representation from all subdivisions within the directorate (25).

Measurement instruments

Structured Google questionnaires were used to collect the data. The Google structured questionnaires reach many participants within a limited time to ensure consistency in data collection, minimize bias, and facilitate the analysis of responses (23). The value congruence scale was used, and for easy and fast completion, the matrix item five-point Likert scale was used. The questionnaire was first piloted for validity, reliability, and readability purposes.

Addressing common method bias

Statistical remedies such as Harman's single-factor test and the use of a marker variable were employed in the study. In addition, procedural remedies, including gathering data from several respondents or at various times, helped address common method bias. Such bias was further lessened by measuring value congruence and employee performance independently.

Data analysis techniques

Descriptive statistics, such as means, frequencies, percentages, graphs, tables, and inferential statistics using regression analysis, were used to analyze and present the collected data. All the analyses were performed using Statistical Package for the Social Sciences (SPSS) version 29 software (27). A chi-squared test for association was used using the following expression:

$$\chi^2(df, N) = \text{chi-squared value, } p = \text{p value}$$

The relationship between value congruence (independent variable) and employees' performance (dependent variable) denoted by $(X^2) = p\text{-value}$ of the X^2 statistical test results at 0.05 significance level; df represents the degree of freedom while N represents the sample size.

Results or findings

The section presents the data and results of the study in accordance with the research objectives and the research questions. In addition, an analysis of the data is provided in line with the research hypothesis that was formulated for the study. The results are further analyzed and discussed in the context of research that has been conducted on the topic, both current and previous.

Descriptive statistics

A total of 140 employees from the Khomas Directorate of Education took part in the study. Most of the respondents (41%) were aged 36–45, followed by those between the ages of 26 and 35, who comprised 29%, and those between the ages of 46 and 55, who comprised 27%. The least represented age group was those who were less than 26 years old. The highest academic qualification achieved by most respondents who participated in the research was a bachelor's degree (33%), followed by those with other postgraduate degrees (29%) and diplomas (11%). Respondents with certificates as their highest academic qualification comprised 10%, while those

with other unspecified qualifications comprised 9%. The least represented respondents in terms of highest academic qualification achieved were those with master's degrees (5%) and honors degrees in education. The majority (51%) of the respondents indicated that they have been employed at the Khomas Directorate of Education for over six (6) years, while 21% stated that they have worked at the Directorate for 1–3 years (Figure 5). 18% expressed that they have been employed at the Directorate for 4–6 years, while 10% stated that they have worked there for less than a year.

Reliability and validity

To ensure reliability and validity, the researcher pretested the questionnaire with employees at the ministry of education but from a different region who were not part of the actual data collection to ensure reliability and improve any weaknesses. This method helped to assess the stability of the questionnaire items over time by administering the questionnaire to the same group of participants. Internal Consistency Reliability was attained by using measures such as Cronbach's alpha to determine the reliability of the questionnaire items in measuring the value congruence and employees' performance (25).

Relationship between value congruence and employees' service delivery

Figure 2 indicates that most respondents (50%) agreed strongly that they provide good quality customer service that ensures customer satisfaction, while 42% of other respondents also agreed with the statements and questions posed in this regard. However, 7% of the respondents were neutral in their responses to the statements posed, while 1% disagreed. In addition, the statistical test results from the chi-squared for association yielded that $X^2(21, 140) = 0.0054$. Given that the p-value of 0.0054 was less than the significance of 0.05, the null hypothesis was not rejected; hence, it was established that there was no significant relationship between value congruence and employees' service delivery at the Khomas Directorate of Education.

Relationship between value congruence and employees' job satisfaction and motivation

As far as the relationship between value congruence and employees' job satisfaction and motivation is concerned, the results in Figure 3 reveal that most respondents (41%) were satisfied with their jobs, felt committed to the organization, and were motivated to work at the current organization, while 28% of other respondents were also strongly satisfied.

However, 21% of the respondents were neutral in their responses to the statements, while 7% disagreed and 3% disagreed strongly. Moreover, the statistical test results from the chi-squared for association yielded that $X^2(8, 140) = 1.819$. Given that the p-value of 1.819 was greater than the significance of 0.05, the null hypothesis was rejected; hence, it was established that there was a significant relationship between value congruence and employees' job satisfaction and motivation at the Khomas Directorate of Education.

Relationship between value congruence and employees' emotional intelligence

In terms of the relationship between value congruence and employees' EI at the Khomas Directorate of Education, Figure 4 reveals that most respondents (44%) fully understood how their emotions impacted their work, provided support to colleagues during challenging times, and managed their stress levels to ensure that it did not affect their performance, while 41% of other respondents also agreed strongly with the statements and questions posed in this regard. However, 14% of the respondents were neutral in their responses to the statements, and less than 1% disagreed or strongly disagreed. Furthermore, the statistical test results from the chi-squared for association yielded that $X^2(8, 140) = 0.896$. Given that the p-value of 0.896 was greater than the significance of 0.05, the null hypothesis was rejected; hence, it was established that there was a significant relationship between value congruence and employees' EI at the Khomas Directorate of Education.

Relationship between value congruence and employees' teamwork and collaboration

As far as the relationship between value congruence and employees' teamwork and collaboration at the Khomas Directorate of Education is concerned, Figure 5 indicates that most respondents (40%) contributed positively to team discussions and activities, encouraged collaboration among team members, and trusted each other in the workplace. On the other hand, 33% of the respondents also agreed strongly with the statements and questions posed in this regard. However, 20% of the respondents were neutral in their responses to the statements, while 4% disagreed and another 3% strongly disagreed. In addition, the statistical test results from the chi-squared for association yielded that $X^2(8, 140) = 1.248$. Given that the p-value of 1.248 was greater than the significance of 0.05, the null hypothesis was rejected; hence, it was established that there was a significant relationship between value congruence and employees' teamwork and collaboration at the Khomas Directorate of Education.

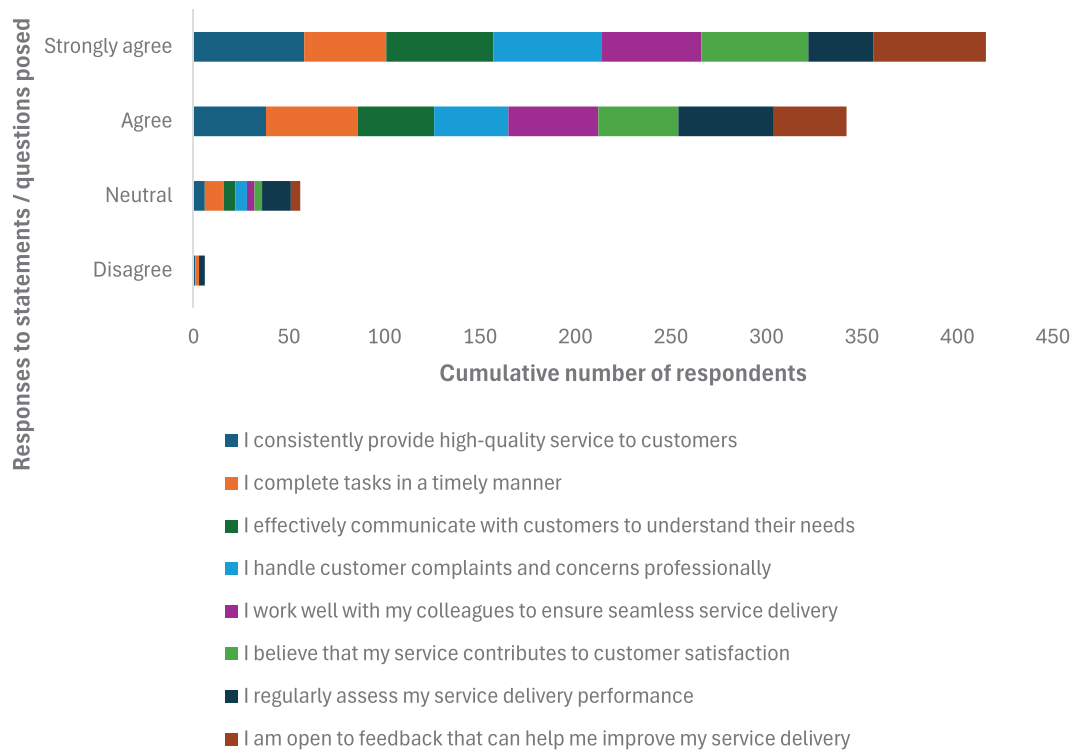


FIGURE 2 | Effects of value congruence on employees' service delivery at the Khomas Directorate of Education. Source: Authors' construction (2025).

Discussion of results

The results in **Figure 2** suggest that while the respondents expressed their ability to cultivate and practice various key values that are essential to enhance employee performance, some of those values may not have been as effective in the areas of service delivery. This may be because service delivery is a rather complex theme that encompasses various motivational factors (28). As such, while the influence of value congruence on service delivery may not be apparent, it may be worthwhile to explore the influence of some of the specific factors related to such values, which may drive service delivery. In this context, some of the specific values, such as ethical and professional values, may still feature as driving factors of employee performance. For instance, Felix et al. (29) argued for the preservation of a productive workplace under moral principles and the influence of moral leaders on followers by their unselfish actions and charitable qualities.

These test statistical results on the relationship between value congruence and employees' job satisfaction and motivation conform with the descriptive statistics in **Figure 3**, which further show the importance of value congruence on employees' satisfaction and motivation. By consequence, highly satisfied and motivated employees often deliver high performances and can deliver services that are satisfactory to the customers. For this reason, efforts to develop a contented and driven workforce to increase

productivity continue to be vital in the modern day (30). At the same time, research by Rahman et al. (31) establishes that there is a positive or negative correlation between job satisfaction and human health, both mental and physical, adding that job happiness is as unique as a person's emotions or mental health.

The results in **Figure 4** imply that EI is tested to the limits in environments that are characterized by deteriorating values (32). In the current study, however, it is apparent that the organizational value congruence at the Khomas Directorate of Education is characterized by positive values and attributes as revealed by the data and results presented in the study. As such, it can be argued that such values would go a long way in influencing the EI of employees, arguably in a positive way, thereby positively influencing employees' performance. A similar line of argument is towed by Lubis et al. (33), who argued that the performance of employees or members of the organization is also strongly correlated with EI, and that the production of indicators and professions during a certain period can be regarded as the performance of HR. Similarly, Kamphuis (34) found that, in general, EI is self-help, and it entails emotional stability, flexibility, collaboration, and the capacity to keep an eye on one's attitude through procedures that produce pertinent behavior but have a bigger effect on both the organization and its personnel. Both leaders and those with EI can successfully enhance the performance of their teams (34).

The results in **Figure 5** suggest that an organization that promotes positive values such as teamwork, professionalism,

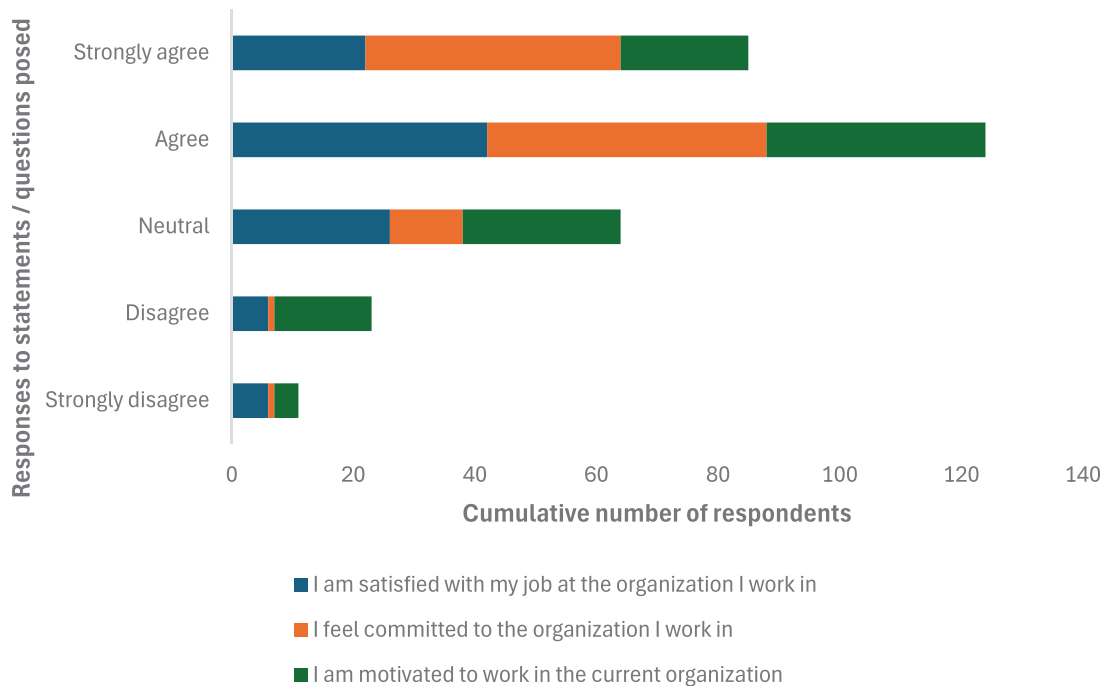


FIGURE 3 | Effects of value congruence and employees’ job satisfaction on employees’ motivation at the Khomas Directorate of Education. Source: Authors’ construction (2025).

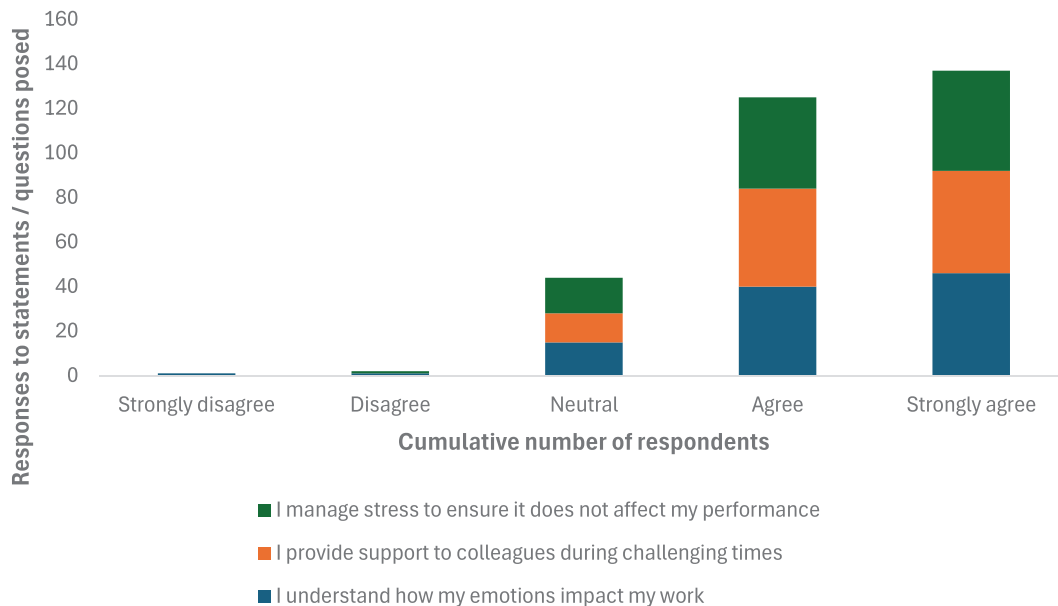


FIGURE 4 | Effects of value congruence and employees’ job satisfaction on employees’ emotional intelligence (EI) at the Khomas Directorate of Education. Source: Authors’ construction (2025).

motivation, and ethical standards, such as those expressed by the employees at the Khomas Directorate of Education, is likely to observe high employee performance and good service delivery. However, literature provides mixed perspectives and findings in this regard, with Kamphuis (34) stating that high-performing teams have limited levels of value congruence, which means that agile team performance can be positively correlated with values congruence without it. However, other studies, such as

Rahman et al. (31), have discovered favorable relationships between organizational value congruence and teamwork and collaborations. However, personal values such as openness to change and self-enhancement have been found to have less congruence, whereas high-performing teams were found by Rahman et al. (31) to have substantially lower congruence, indicating that shared values like power do not improve team performance. Similarly, Lubis et al. (33) discovered that low-performing agile teams are more likely to participate in

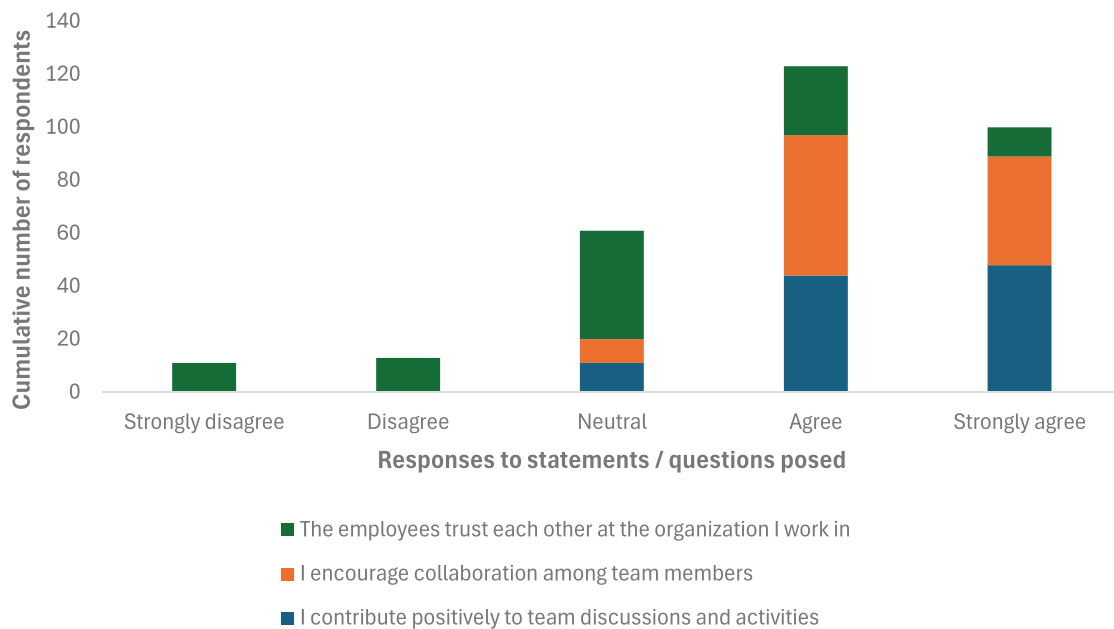


FIGURE 5 | Effects of value congruence on employees' teamwork and collaboration at the Khomas Directorate of Education. Source: Authors' construction (2025).

change-related and unproductive behaviors, whereas high-performing agile teams are more likely to exhibit relation-oriented behaviors such as humor and active listening.

Conclusion

The study focused on determining the relationship between value congruence and employees' performance at the Khomas Directorate of Education. The research found no significant relationship between value congruence and service delivery at the Khomas Directorate of Education. The results suggest that while employees can cultivate key values to enhance performance, some may not be as effective in terms of service delivery due to the complexity of service delivery. The study further found that there was a significant relationship between value congruence and employees' job satisfaction and motivation at the Khomas Directorate of Education. Research also shows a positive or negative correlation between job satisfaction and mental and physical health. It is posited by the study that high satisfaction and motivation lead to high performance and customer satisfaction. Developing a contented workforce is therefore crucial for productivity. It was established from the study that there was a significant relationship between value congruence and employees' EI at the Khomas Directorate of Education. In this regard, most employees understood how their emotions impacted their work, provided support to colleagues, and managed stress levels. The study further suggests that positive organizational values can influence employees' EI, positively affecting their performance. Essentially, EI is self-help and entails

emotional stability, flexibility, collaboration, and the capacity to monitor one's attitude. As such, it is argued by the current study that leaders and those with EI can enhance the performance of their teams. Finally, the study found that most employees contributed positively to team discussions, encouraged collaboration, and trusted each other. The results suggest that organizations that promote positive values like teamwork, professionalism, motivation, and ethical standards are likely to have high employee performance and good service delivery. The study further suggests that high-performing teams have limited levels of value congruence, while low-performing agile teams exhibit relation-oriented behaviors. Overall, the research posits that positive values can improve team performance.

The current study explored the relationship between value congruence and employee performance indicators such as service delivery from a rather broader perspective. However, the research was limited in the sense that the evaluation was not narrowed down to specific values, as the relationship between the parameters may not be as apparent when the congruence values are lumped or grouped into one broad category. In addition, the study was further limited in that it did not explore other underlying factors that may influence some of the employee and organizational congruence values in addition to professionalism, ethics, motivation, and teamwork, which require specific interrogation. These include leadership and foresight, which often set the tone for members of the organization and inspire them to perform better. Nonetheless, the research implies that EI is a critical value when it comes to employee performance. However, it was well established that other factors such as the work environment, leadership, and guidance may influence EI. As

such, it is imperative to assess the relationship between EI and the aforementioned factors and, by association, explore how this in turn influences employees' performance.

The Khomas Directorate of Education is encouraged to put mechanisms in place to ensure that the personal values of employees are recognized and respected within the context of the organisational values. This is because the harmonization of these two sets of values enables the organization to best visualize the effects of value congruence on employees' performance. It has emerged from the current study that the right leadership and mentorship must be applied to enable employees to harness their values and those of the organization for the betterment of their performance. The values of teamwork and collaboration must be promoted, as the current study and relevant literature lay bare the fact that organizations that promote teamwork and collaboration often excel and achieve high organizational performance. It is also recommended that the Khomas Directorate of Education focus on sharpening and upholding ethical and motivational values among employees, as these emerged in the current study as key drivers of employee performance. Lastly, further training is recommended for the Management Team of the Khomas Directorate of Education on how to best evaluate employees' personal values and organizational values in order to find remedies in cases where such values may be found to be lacking and enhance them in instances where employees and the organization demonstrated progress in that regard.

Author contributions

JH: Conceptualization, Data curation, Formal analysis, Investigation, Methodology, Project administration, Resources, Software, Supervision, Visualization, Writing – original draft, Writing – review & editing. NA: Validation, Writing – review & editing.

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Conflict of interest

The authors declare that the research was conducted in the absence of any commercial or financial relationships that could be construed as a potential conflict of interest.

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