

EFFECTS OF THE INTERDEPARTMENTAL COMMUNICATION FEEDBACK MANAGEMENT, COMMUNICATION CONTROL SYSTEM ON ORGANISATIONAL PERFORMANCE: A CASE STUDY OF COUNTY GOVERNMENT OF “L”, KENYA

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Abstract

This study set out to evaluate and understand some of the factors that affect interdepartmental communication with the “L” county government, a case study. The study specific objective is establishing the effect of Interdepartmental communication feedback management on organization performance and determining the effect of interdepartmental communication control system on organization performance. The study applied a descriptive format where the effects of any given factor are described. The data collection was done on the basis of a questionnaire. Data collected was from a sample drawn from employees of the “L” County government. The sample was determined on a stratified random case in order to give every employee an equal chance to be part of the sample. Data collected was analyzed and presented in tables and percentages largely describing the correlation between a variable and its effect. The study found out that indeed, there is a strong relationship between interdepartmental communication and productivity whereby the use of formal communication instead of memos was found to be more effective. Again, the source of the communication determined the speed of execution of the communication while it is also established that there needs to be a way to regulate interdepartmental communication. The study recommends that county governments institute measures to have some control over communication and to also establish an electronic means of interdepartmental communication. The use of informal means of communication between departments must be discouraged as this leads to less effectiveness. It is desirable to have communication between departments going through a departmental spokesperson or at least a senior person for that communication to be more effective.

Key Words: Commission for University Education, Human Resource Management, Information Communication Technology, Service Delivery, Performance

INTRODUCTION

Communication is a medium, a means to performance ends, or as constitutive, as the end in itself. Interdepartmental communication may be a method of sending info from one department to a different. It is the basis of any improvements in any organization performance (Bélanger, 2008).

For a better understanding of the interactions amongst employees, there is need to understand the basics of communication in use amongst the employees and between departments. This will bring about increased performance of all parties involved in the communication process or chain. According to Carriere (2009), communication is a critical factor in directing and mobilizing the workforce towards the accomplishment of the overall organizational goals or objectives. By creating understanding, it enhances interdepartmental co-operation and promote effective performance (Caro & García, 2009).

Smart managers understand that at the end effective and straight forward interdepartmental communication between employees is essential for effective team performance and interdepartmental communications for any organization is like blood flow within the human body .Therefore any organization that understands the importance of communication uses it in their organizational environment (Akam, 2011). Since, it ensures coordination of factors of production and most significantly material and human elements of organization as an economical network of amendment and advancement. Since most of the fundamental management method planning, organizing, leading and controlling can't be performed with no effective interdepartmental communication. Importantly, the relevance of interdepartmental communication keeps advancing as the world becomes a Global village. Thus the need to become visible to the world has made

many organizations to embrace new technology that would increase communication efficiency (ANNUAL REPORT, 2016).

In Kenya, the public sector has over the years been associated with poor service delivery as a result of practices such as corruption, nepotism and tribalism (Chebet, 2015). The last decade has seen a lot of efforts are placed to boost the character of the general public sector in terms of the services delivery offered to the citizens. The government has introduced performance catching within the public sector as an example in the Judiciary and within the civil service that is predicted to boost the service quality to citizens In the case of county government (Alande, 2013), the adoption of private sector practices has been one of the main strategies that have helped to improve service delivery. The Counties have adopted the use of effective communication to improve performance. Further the counties are today using social media networks such as Face book and Twitter to address customer complaints and enquiries in a move to make the process easier (Caro & García, 2009).

Interdepartmental communication is bothered with the long-term direction and scope of a corporation. It is also crucially concerned with how the organization positions itself with regard to the environment and in particular to its stakeholders (Bélanger, 2008). It is concerned with establishing a competitive advantage which is ideally sustainable over the long term, not by technical maneuvering, but by taking all long-term perspective

Internal communication is also closely associated with the direction and scope of an organization over the long term. The organization must match its recourses, to the changing business environment. This is particularly important in reference to any changes in the market environment, regulatory environment and stakeholder expectations (Bansal & Gupta, 2011). The concept of interdepartmental communication is based on a number of associated concepts: communicator's facets, medium of communication, feedback

consciousness, information control, training, problem analysis, competition and political environment in the county (Laikipia, 2016)

Statement of the Problem

According to (Altinöz, 2011) departments have been known to compete for scarce resources within the organization, such as office space, lab time, personnel and finances. Such situations invite interdepartmental conflict to the detriment of the whole organization. Competitive interdepartmental relations, stimulated by opposing interests may spill over into other areas such as the need to coordinate task efforts between departments. On the other hand, when different departments collaborate in cross-functional teams this may promote organizational performance. According to Altinöz (2011), interdepartmental communication is unanimously recognized as the key to organizational excellence and effectiveness. No matter how strong a company is, it cannot function properly without a good communication system: (Kalla, 2006). Many disputes originate due to failure in interdepartmental communication. In majority of case, organizational structure conflict has been traced to breakage in interdepartmental communication linkages.

As effective communication is in rising of performances, it's too bad that counties offer less attention to communication inside; rather they care much on their communication outside due to political mileage. It has been argued that any delay in accessing crucial information by staff limits their performance. This in turn is a source of problems in the employees executing their mandate as some decisions may be delayed to the point that the large citizenry may experience disservice. This in turn creates maladministration in coordination of organizational activities. It is therefore important to establish the effects

of interdepartmental communication on the overall performance of the organizational entity known as the County

Research Objective

This general objective is to investigate the effects of interdepartmental communication on organizational performance

The specific objectives were

- i. To find out the effect of interdepartmental communication feedback management on organization performance
- ii. To investigate the effect of interdepartmental communication control systems on organization performance

Research Questions

- i. How does interdepartmental communication feedback management affect organization performance?
- ii. How does the interdepartmental communication control system affect organization performance?

Theoretical Literature Review

This research was underpinned by the following theories: Theory of Cooperation and Competition, Social Identity Theory and Dynamic Theory of Personality

a. Theory of Cooperation and Competition

Interpersonal bargaining is one of the many activities we usually engage in without even realizing it. The Moran Deutsch and Robert Krauss Experiment investigated two central factors in bargaining, namely how we communicate with each other and the use of

threats. According to Carriere (2009), effective communication is where ideas are expressed in words, group members pay attention to one another and at the same time accept their ideas and are then influenced by them. These groups tend to possess fewer issues communicating and understanding others. Friendliness, helpfulness, and fewer obstructiveness is expressed in conversations amongst the members of such groups. Members tend to be generally more satisfied with the group and its solutions as well as being impressed by the contributions of other group members (Dennis, et al 2011).

According to Ferkins, et.al (2009), the coordination of effort, a division of labour, orientation to task accomplishment, orderliness in the discussion, and high productivity tend to exist in cooperative teams. Feeling of agreement with the ideas of others and a sense of basic similarity in beliefs and values and the confidence in one's own ideas and in the value that other members attach to those ideas are better obtained in cooperative groups (Harter, 2012). Willingness to enhance the other's power to achieve their goals, as other's capabilities area unit strong in a very cooperative relationship, you're strong and contrariwise. Shaping conflicting interests as a mutual drawback to be solved by cooperative effort facilitates recognizing the legitimacy of every other's interests and therefore the necessity to go looking for an answer tuned in to the wants of all. This tends to limit the scope of conflicting interests and keep attempts to influence each other to decent forms of persuasion (He, 2010)

Social Identity Theory

Dennis, (2011), states that this theory has been the most important impetus for social psychological research on intergroup relations since late 1970. This theory attempts to explain relations between groups from a group perspective. This characteristic sets it

apart from a number of other major social psychological theories. According to the theory, motivation enables individuals to target a favorable social identity. This is defined as that part of an individual's self-concept which comes from his knowledge of his membership to a group in which some measure of value is attached

Social identity theory originates in the study of intergroup relations in no organizational contexts (Chebet, 2015). Despite the fact it provides a well-articulated theoretical framework for the study of intergroup relations in organizations, the research on intergroup relations in organizations has remained sparse. In fact, the use of organizational resources and contributions to organizational goals often has a social dilemma character (Ooi, 2006). Social dilemma situations confront departments with a choice between two alternatives, each of which is problematic. On the one hand, because resources are finite, each department should exercise some degree of restraint in order to conserve and create resources for future use. On the other hand, departments realize that their own efforts to conserve resources will have little impact if others do not do the same (Zhang, 2007).

Dynamic Theory of Personality

This theory has the basic assertion that an individuals' life is a structure of many distinct spaces each of which is distinct. The individual or group image is given as an example of the total field, or environment for an individual. Various forces act on an individual in his bid to reach or attain their and the means through which this effort may be executed. Accordingly, an individual must pass through many spaces (Alande, 2013). Though different individuals may have the same target, the fields they have to go through to get to their targets may be distinctly different. This calls for individuals to adjust their field to

get the most out of life. An individual will adjust his fields to get the most out of life. This adjustment may mean that some fields are deleted while others are added depending on the circumstances of one's environment (Bansal & Gupta, 2011).

According to the theory, every individual holds different experience for different situations. For this reason, different individuals may hold nearly the same experience about a situation but how they react and adjust to the situation or to be precise to the experience of the field will differ. As such, no two experiences are the same for a person as regards a situation because the fields are dynamic and are therefore constantly changing. This implies that the dynamic field is like a river or other flowing water which though flowing, the flow is also changing. (Alande, 2013)

Empirical Literature Review

Effect of Feedback Management and Performance

Effective feedback between employees and supervisors is that key to thriving organization productivity. Regular feedback helps employees focus their work activities so that the employees, the department, and also the organization to attain their goals. It builds accountability since employees and supervisors participate in developing goals, distinguishing competencies, discussing career development and employee motivation. However, there are some organizations that fail to provide feedback (Wang, 2009). Although a number of managers could intentionally hold back employee feedback, many are overwhelmed with different management tasks that take up their valuable time. In addition, many organizations lack formal evaluation systems or the managers do not apply the systems that are in place without any type of formal system and with many

other demands. Otherwise, good managers often let feedback fall to the wayside (He, et al 2010).

The lack of feedback also leaves good employees unrecognized. Even poor performance may not be given adequate feedback. Many managers often are uncomfortable giving negative feedback to employees. This leads to significant problems where the organization finds itself at a crisis point. Further exacerbating the feedback dilemma is the lack of an organized feedback system in many organizations (Ooi, 2006). Becoming frustrated with ancient performance appraisal systems, several corporations have abandoned them altogether and feedback has become a successful or miss proposition. In doing so, feedback has become sporadic and unpredictable. But with the change of times, the desire for a more formalized feedback system is becoming essential. Managers have realized that they have to inform their workers when they have done an honest job and after they have not. In this instance, silence is not golden, this has revealed that there are three types of managers for those who look for good performance, those who look for poor performance, and those who do very little to reinforce either type of behavior and those managers who provide the least feedback will have the least satisfied employees. It improves the effectiveness and helps in decision making within the organization (Bansal & Gupta, 2011).

The feedback directs the individual to the organization missions and objectives. In the ideal scenario, the employee receives information about how they are performing and where they could improve. Williamson, (2008) suggest that feedback can serve as a way of knowing the employee's strength and weaknesses. Feedback can also serve as a crucial element that enhances the performance of individual employees in the areas of weakness.

For the sustenance of the organization performance, it is important for the top management to frequently provide employees with feedback on their efforts and strengthen the progress of their jobs through unbiased feedback. In this regard, feedback records need to be retained for future references. Akam, (2011) argues that feedback provides people with information about the effect of their action on others in the workplace also believe that a notion of behavioral change might be elicited through a process of enhanced self-awareness. Individuals are forced into a cognitive process of reflection that ultimately results in greater levels of awareness of their own actions and the consequences those actions have on others across various levels in and out of the organization. propose that teambuilding skills of managers, which are one of the most effective means of changing employees` attitudes or satisfaction, might be evaluated by relevant others (Altinöz, 2011). Managers might receive feedback from peers and subordinates and building comparisons how their skills are perceived by the two constituencies at intervals team; this affords the manager the opportunity to assess the performance of an individual employee through his interaction with different co-workers or departments, external customers, and the employee himself. As a company will increase its staff, a more formal system using a written appraisal form developed internally or outwardly should be used, with the results of the appraisal being tied to regular payment will increase or bonuses. Whether the appraisal is provided verbally or in writing, the organization must give provide consistent feedback on a regular basis so that employees can improve their work performance. (Chebet, 2015)

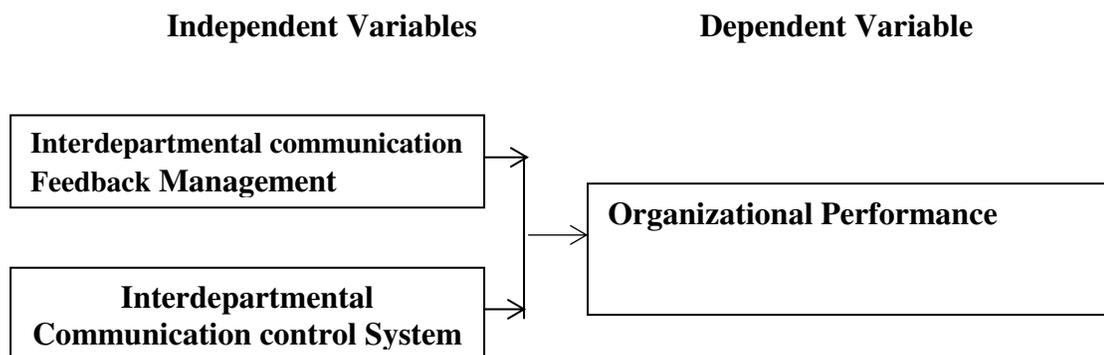
Effects of Communication Control System and Performance

The effectiveness of communication management of the organization indicates the level of independence, objectivity and competence of the organization. Akam, (2011) who stated that internal communication auditing is a systematic, objective appraisal by internal auditors of the diverse operations and controls within an organization to determine whether satisfactory operating criteria are met, resources are used efficiently and economically. Internal auditing is "an independent appraisal function, established within an organization to examine and evaluate its activities as a service to the organization" (Bennebroek-Gravenhorst, 2013). By measurement and evaluating the effectiveness of structure controls, internal communication audit, itself, is a crucial managerial control device that is directly linked to the organizational structure and the general rules of the business, E-mail and the Internet are integral components of the everyday worker's daily routine. Owing to its speed and overall convenience, e-mail has replaced the inter-office memo because of the most popular technique of communication in corporate America. Therefore, many employees are using e-mail and the Internet for simply business. (Caro & García, 2009)

The problems arise when employees use business resources for non-business related tasks. Therefore, businesses are responding to legal risks by proactively combating problems of employee non-work Internet use (Bélanger, 2008). The proactive step that businesses are unit taking is to monitor the activities of their employees, additional specifically monitoring employees' electronic activities, various employers across the nation utilize some type of employee monitoring. The court cites statistics of Internet and e-mail misuse by workers, and potential liability traps, as the main reasons for employee monitoring (Bansal & Gupta, 2011). The employee monitoring in many cases is there to

guard the business against legal liability, as well as to produce a more efficient employee. , it is required for employers to notify employees of monitoring, however, several countries do not have specific laws requiring employee notification. One problem with workplace monitoring is that despite employers informing employees about monitoring, several employees still let their guards down and commit acts subject to disciplinary action. The organization provides additional employees with web access and e-mail at work, which gives them a new way to cause potential problems for their employers. To address the problem of employee computer misuse, many businesses implement systems to monitor the actions of their employees (Coole, 2012).

Figure 1: Conceptual Framework



RESEARCH METHODOLOGY

Research Design

This study adopted a descriptive survey research design. This is because it attempts to gather information from members of a population in order to determine the current status of that population with respect to one or more variables. According to Consuelo, (2010) descriptive research design is suitable because the researcher collects data and reports it's the way the situation is without manipulating any variable.

Target Population

The target populations were all the employees of County Government of “L”. The County Government of “L” Databank (2015) indicated that the organization had a total of 3500 employees in three broad categories namely; top management with 340 employees, middle level management with 1250 employees and lower level management/support with 1910 employees. This population is sufficient to allow for generalizations on the effects of interdepartmental communication on organizational performance.

3.3 Sample and Sampling Technique

3.3.1 Sample Size Determination

The main factor to consider in determining the sample size is the need to keep the sample size manageable enough. A sample size of between 10% and 30% is a good representation of the target population (Consuelo S. G., 2010). A sample size of 10% will be used to ensure that the sample size is manageable enough.

Sampling Technique

Stratified random sampling procedure was used by grouping the employees into their respective categories and then randomly selecting respondents from each category. This is as shown in Table 1

Table 1: Sample Size

Category	Population	Sample
Top Level	340	34
Middle Level	1250	125
Lower Level	1910	191

Total	3500	350
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Data collection Instrument

The study used a questionnaire as the research instrument. The questions were designed to elicit responses appropriate to the questions that needed to be answered for the study to achieve its specific objectives.

Questionnaires were distributed to randomly selected workers in their individual offices.

This provided a chance for respondents to think through their answers and consult wherever necessary.

Pilot Study

Since the questionnaires were self-administered they were pre-tested to make sure elimination of obscure queries for simple understanding by giving some to my class mates before actual study was done. Using questionnaires that were well-structured target-hunting the respondents in providing relevant and precise information required for the analysis. They made the tabulation of information much easier.

a. Validity

According to Marvin B. Liebmann, D. B. (2008), validity is the extent to which the instrument measures what it seems to appear per the researcher's subjective assessment. Research instrument is valid counting on however the information collected is expounded in terms of how effective the items sampled have important aspects of the purpose of the questionnaire. Questions were constructed using valid wordings with logical sequencing of inquiries to guarantee logical flow of information and thought the method of

respondents. The research instrument was additionally reviewed and amended by experts within the space of study.

A pilot study was conducted to assist establish content validity of the questionnaires. The questions were carefully constructed and refined after the pilot study. The research instrument was also reviewed and amended on the advice of experts in the area of study

b. Reliability

According to Marvin B. Liebmann, D. B. (2008), reliability refers to the ability to check systematically yield identical results once repeated measurements are taken of identical individual underneath the same conditions.

To establish the reliability of the questionnaires the instrument was provided to a complete of 35 respondents (least 10% of the sample size) at the county government. The respondents were repeatedly asked the same questions and the answers they gave were eventually used in the construction of the final questionnaire.

Data Collection Procedure

An introductory letter was done by the researcher to be presented to respondents as proof of academic reasons for the collecting the data. The researcher presented the letter during data collection to the county authorities to be given permission to collect data. The researchers proceed to collect data after permission was granted.

Data Analysis and Presentation

Both qualitative and quantitative data was collected. Data was then classified consistent with the properties that characterized each of them. Respondents' total scores and

percentages were used to analyze data. Respondents' scores were analyzed by descriptive statistics using tables and percentages. Furthermore charts and graphs are used in presentation.

Ethical Considerations

The respondent in this study were needed not to use their names or offer any kind of identification. Full consent of all respondents was sought before the questionnaires were administered. All subjects were assured of total confidentiality and therefore the data obtained used for research purpose only. The study has tried to avoid creating any form of risk to the participants. There aren't any direct benefits to the subject but the results are expected to be important to the entire organization.

RESEARCH FINDINGS AND DISCUSSION

Official Communication channel and feedback

The study had put the statement "Where interdepartmental communication follows the set channels, effectiveness is enhanced because feedback is ensured" to the respondents so as to establish the level of agreement with the statement. Feedback is important to ensure that communication was effective or not. The responses are as shown in the Table 2.

Table 2: Use of set communication channels ensures feedback and organizational effectiveness

"Where interdepartmental communication follows the set channels, effectiveness is enhanced because feedback is ensured"	Frequency	Percentage of sample
Strongly disagree	10	2.9
Disagree	32	9.1
Neutral	48	13.7
Agree	120	34.3

Strongly agree	110	31.4
Non response	30	8.6
Total	350	100.0

From the data analysis, the majority of respondents (34.3%) agree that using the set channels of communication, feedback is ensured. Wherever there is feedback, the sender is sure that the message in the communication has reached its intended target and will most probably be acted upon. This is likely to enhance effectiveness and therefore improve organizational performance. This is supported by the fact that another 31.4% of the respondents are in strong agreement with the statement. Those in disagreement are much fewer at 2.9% for those who strongly disagree and 9.1% for those who just disagree. It can therefore be agreed that the use of set or official channels in interdepartmental communication will enhance organizational performance.

Regulating interdepartmental communication and organizational effectiveness

Too much communication between departments may mean that a lot of time and resources are used for this unnecessarily. At the same time, too much control on communication between departments may mean that essential communication is hindered to the detriment of the organization. To establish the effect of regulating communication, responses obtained are as shown in the table 2.

Table 2: Effects of regulating interdepartmental communication

Regulating interdepartmental communication reduces effectiveness in the organization.	Frequency	Percentage of sample
Strongly disagree	86	24.6
Disagree	132	37.7
Neutral	42	12.0
Agree	40	11.4
Strongly agree	20	5.7
Non response	30	8.6

Total	350	100.0
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Regulating communication between departments does not reduce effectiveness in the organization. This is supported by the fact that the majority disagree with this statement. From the analysis, 37.7% and 24.6% are in strong disagreement and in agreement respectfully. This indicates that the organization is better off put some control on communication as unregulated interdepartmental communication is detrimental to effectiveness. The explanation is in that uncontrolled or unregulated communication between departments may be confusing to the intended targets. It may also be too much where employees are responding to unessential communication instead of working.

Method of interdepartmental communication

Interdepartmental communication can be formal or informal. Each method has some effect on the effectiveness of work in the organization. For informal interdepartmental communication, respondents were asked to state their level of agreement on whether or not it leads to enhanced organizational effectiveness. Responses are as shown in Table 3.

Table 3: Interdepartmental Communication should always be formal to enhance organizational effectiveness

Interdepartmental Communication should always be formal to enhance organizational effectiveness.	Frequency	Percentage of sample
Strongly disagree	12	3.4
Disagree	17	4.9
Neutral	38	10.9
Agree	117	33.4
Strongly agree	136	38.9
Non response	30	8.6
Total	350	100.0

Interdepartmental communication needs to be formal as this enhances organizational effectiveness. This is the opinion of the majority (38.9%) who strongly agree with the

statement “Interdepartmental Communication should always be formal to enhance organizational effectiveness”. Another 33.4% are in agreement making a total 72.1% in agreement against 8.3% who disagree. Formality in interdepartmental communication means that the information being passed on and the medium used have been well thought out and are therefore important and have to be acted upon. This enhances effectiveness of the organization as a whole. The end result is enhanced organizational performance.

SUMMARY OF FINDINGS, CONCLUSION AND RECOMMENDATIONS

Summary of Findings

The response rate for this study is very high at 91.4%. As mentioned in the analysis, this rate means that the study findings are representative of the population and as such valid. Gender wise, though males are more than females, still the sample population meets the agreed minimum of gender parity where neither gender is less than 30% of the total. Males constituted 62.5% of the population while females were 37.5% of the population. Though not equal, this distribution is likely to give valid results as each gender is represented.

Majority of employees (34.3%) are aged between 41-50 years. 14.6% are between the ages of 18-30 years, while those between the ages of 31-40 years are the second largest group at 25.6%. All age groups are represented. This indicates that there is no bias towards any one age group and the responses are therefore valid as the views of every age category on aspects of communication is represented. Employees are well educated with all levels of education from secondary school to degree level being represented. Majority of employees are diploma holders at 40% followed by degree holders at 34.4%. This implies that the majority can communicate effectively in any situation as education and communication about work go hand in hand. There’s no employee who has not clocked at least a year in the organization. This means that they all have the knowledge on how

the company works. The majority (34%) has 11 years and above, while those that have 6-10 years in the organization are 29.1%.

The study has established that verbal communication between departments is ineffective leading to inefficiency. This is the view of 40.0% of the population. It is therefore safe to say that verbal communication between departments lead to inefficiencies because it is ineffective hence lowers performance.

The use of memos for interdepartmental communication, according to 36.3% of the population leads to inefficiency. This results to low organizational performance. However, using E-mail for interdepartmental communication leads to organizational efficiency. This is the opinion of 37.1% of the population. If the organization used e mail as the form of interdepartmental communication, the overall effect would be enhanced efficiency. The use of e-mail is seen as more effective in delivering the communication

According to the data analysis, informal requests from colleagues are largely not followed up according 40.6% of the population. This indicates that informal requests could lead to inefficiency resulting to poor organizational performance. However, informal requests from senior management is followed up and executed as per 42.9% of the respondents. As such, this could lead to effectiveness where only the senior managers are allowed to make informal requests. At the same time, information relayed from a departmental spokesperson is treated as a priority because it is acted upon without any delay. This is the opinion of the majority (37.1%) of the respondents. The indication is that official communication through the established channels is effectively and could lead to enhanced organizational performance.

From the data collected and analyzed, anyone who communicates informally must follow up on their communication to enhance effectiveness. This is the opinion of the majority (45.7%). This translates to organizational efficiency and enhanced performance.

Using the set channels of communication ensures feedback according to 34.3%. Wherever there is feedback, the sender is sure that the message in the communication has reached its intended target and will most probably be acted upon. This is likely to enhance effectiveness and therefore improve organizational performance.

From the analysis, 37.7% are in agreement regulating communication between departments does not reduce effectiveness in the organization. The indication is that the organization is better off putting some control on communication as unregulated interdepartmental communication is detrimental to effectiveness. The explanation is in that uncontrolled or unregulated communication between departments may be confusing to the intended targets. At the same time interdepartmental communication needs to be formal as this enhances organizational effectiveness. From data analysis, 72.1% in agreement with this assertion Formality in interdepartmental communication means that the information being passed on and the medium used have been well thought out and are therefore important and have to act upon. This enhances effectiveness of the organization as a whole. The end result is enhanced organizational performance.

5.2 Recommendations

From the foregoing, it is clear that interdepartmental communication is a major factor that determines how effective the organization is and this in turn affects the overall organizational performance. It is therefore recommended that any interdepartmental

organization needs to be well thought out as this may have a serious impact on the effectiveness and therefore the overall organizational performance.

5.3 Conclusion

Interdepartmental communication has been demonstrated to be a major determinant of organizational performance. As such the factors that influence interdepartmental organization should be factored in any effort to improve performance.

The medium of communication influences organization performance. Memos are a poor way of interdepartmental organization. From the data analyzed it is clear that inter office memos are an ineffective way to communicate between departments. However, the study has also demonstrated the effectiveness of e mail as a way for departments to communicate. The study shows that memos are not taken seriously and as such if used, there is a high chance that the organization will not perform as highly as it should. Use of electronic mail is more effective and definitely leads to higher organizational performance.

The source of the communication is also important in determining whether or not the communication will be acted upon. Where fellow colleagues put in informal requests, they are hardly ever followed up and as such there is little chance that they are acted upon. For this reason, communication needs to be formal to as all formal communication is acted upon. To enhance effectiveness of communication, the communicator needs to be recognized as senior. There is evidence that any communication from seniors is acted upon fast. To enhance communication and therefore overall organizational performance, formality must be ensured by going through the official channel that is through the departmental spokesperson.

There should be a system of regulating communication. Unregulated communication is confusing and leads to overload on the part of those to whom it is directed. As such it is important that the organization establishes some regulation on the use of medium and source of communication. This will enhance the organizational effectiveness and lead to better performance.

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