

Effects of the Medium of Interdepartmental Communication, Interdepartmental Communicator 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 medium on organization performance and determining the effect of interdepartmental communicator 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

I. 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 establish the effect of Interdepartmental communication medium on organization performance.
- ii. To determine the effect of interdepartmental communicator on organization performance.

Research Questions

- i. How does the interdepartmental medium of communication affect organization performance?
- ii. To what extent does the interdepartmental communicator 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 individual's 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 Communication Medium and Performance

It is a fact that all organizations, public or private rely on information in arriving at decisions, controlling tasks and coordinating interrelated activities. For info to serve those functions, it should be transferred among members of a corporation a method or another, e.g., by face-to-face conferences, phone-phone conversations, memoranda and alternative media (Akam, 2011). Depending on the geographical and or time separation among members of an organization, they will need to use completely different media for communicating. For example, if members are physically separated, they might exchange information through an electronic mail system (Bansal & Gupta, 2011). Many studies have prompt that those sorts of systems have the potential to reinforce the flow of information among members of an organization. However, research geared toward analyzing the effective use of different communication systems in organizations has found different conclusions.

Carriere, (2009), states that the communication richness of a medium explains why it is more or less effective. Communication richness refers to the power of a communication system to transfer enough cues in order that people will reach an understanding within a short time interval. The effectiveness of the information exchange is expounded on establishing an understanding of the ideas exchanged between sender and receiver and overcoming the issues of equivocality and ambiguity that may exist. Media high in richness allow a quick, unambiguous and unequivocal exchange of information. This makes face-to-face communication the richest media as a result of it provides immediate feedback so interpretation is crosschecked. In addition, it permits the exchange of multiple cues through visual communication, a tone of voice and natural language. On the opposite extreme, media like impersonal written documents provide fewer cues and restricted feedback. Thus, these media are low in richness and inappropriate for resolving equivocal problems. Other studies have shown that organizational members could effectively communicate under ambiguous conditions with "lean" media, contrary to the prediction that "rich" media would be required (Bélanger, 2008).

The main idea of these studies is that the richness of any communication medium changes according to the organizational context in which it is used: The person who sends a message and the one who receives it is part of an

organizational context, so they not only derive the meaning of the message from the information provided by the message but also interpret it taking into account other information they have at their disposal, such as knowledge of the other person, of the situation at hand and of the organization (ANNUAL REPORT, 2016). The individuals who are communicating are an active part of the communication method and not merely passive subjects who restrict their attention to the bare facts reflected within the message. The effects of a strong culture are more beneficial when the communication medium exhibits a low capacity for transferring multiple aspects of the culture than when it has a high capacity for doing so (Bennebroek-Gravenhorst, 2013).

If the communication medium will transfer a restricted number of cues, then the contextual factors provided by a strong culture enhance the basis among structure members. This enhanced common ground allows a better communication process and thus may improve the performance of the organization (Shafique M.N, 2015). Additionally, the results show that a stable network of contacts among agents fosters a high achievement of organizational tasks, but when agents are forced to establish contacts with agents outside the usual network for doing their work, the accomplishment of tasks decreases (Caro & García, 2009). These outcomes might have interesting implications for the effective use of plays in permitting nearly collocated work and enhancing the flow of information among members of an organization these implications are important to consider when deploying the media in an organization.

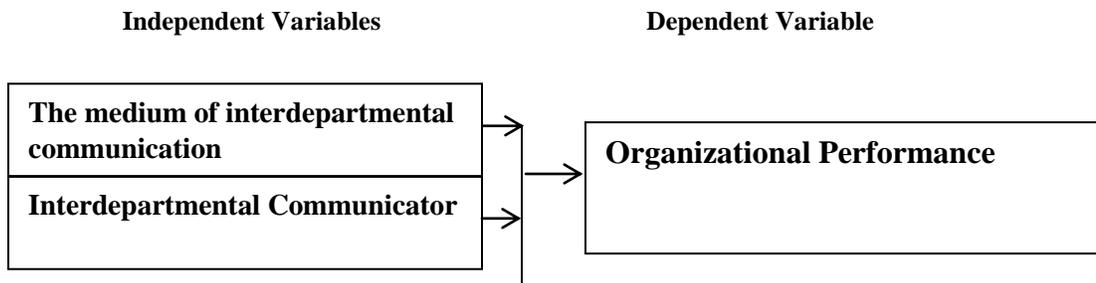
Effects of Communicator and Performance

Performance is considered as one of the factors that maintains effective and efficiency in the organization as well as the efforts that make sure organization becomes competitive in the market level (Chen, 2011). Organizations cannot be formed without existing staff, for that reason managers have to determine the causes that lead to deteriorating of performance. Organizational performance is both affected by external and internal forces (Clutterbuck & Kernaghan, 2009). The internal forces that influence performance include completion, technology and working environment, while the internal forces include ability, motivation levels, skills and knowledge. Therefore its significant to understand internal forces as well as external forces affects performance of employees (Green & Heywood, 2007).

Pinder (2008) efficiency of performance can be determined by natural aptitude or talent or the skills the person has acquire over time and motivation. The reason is a person is motivated to perform certain tasks but he does not have the necessary skills and ability to perform the job, the performance can still be affected because it won't be performed well. Positive staff perception in terms of ability, motivation and conducive working environment is important to enhance and drive interests of employees to accomplish organizational goals (Gray, 2011). Employees with high level of decision making will put more efforts in completing their job hence performance level will increase as well as work progress was enhanced. Amar (2012) productivity levels can be enhanced with motivation and economic wellbeing can be increased as well. In other words if staff are not motivated to perform their duties, their personal satisfaction cannot be achieved and as result performance level was low hence decrease in productivity. Once productivity is reduced the economics of that organization will go down in the market. Kreitner and Kinicki (2011), workers' ability in determining the effectiveness of performance is crucial for the organization, although staff with high motivational level can still perform well if they have sufficient skills or ability required for the task given. In order to be employable and marketable staffs have to make sure that they have the ability to perform better than others in any assignment given to them by their employers. Individual performance can be identified by role perception (Locke, 2011). Employees role perception is crucial in determine staff performance, because each staff has a clear perception on what tasks they are going to accomplish and the can commit and put more efforts in achieving the goals without any doubt (Elnaga & Imran, 2014).

On the other hand if staff have role ambiguity they are unclear of what their actual roles are and they cannot concentrate on their jobs and may lack self-confidence when working due to psychological effect, hence it can affect staff performance level (Daft, 2007). It has been established that several environmental factors influence and affect the performance of employees they include competitors, work place hygiene, organizational policies and working environment among others (Lucas & Diener, 2007)

Figure 1: Conceptual Framework



II. 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.

Sample and Sampling Technique

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

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.

III. RESEARCH FINDINGS AND DISCUSSION

Verbal communication leads to inefficiency

The effects of verbal communication between departments could lead to efficiency or inefficiency. The respondents were to rate their agreement with the statement "Using verbal communication for communication between departments is ineffective leading to inefficiencies". The responses obtained are as follows in the Table 2.

Table 2: Verbal communication between departments and efficiency

Using verbal communication for communication between departments is ineffective leading to inefficiencies	Frequency	Percentage of sample
Strongly disagree	3	0.9
Disagree	12	3.4
Neutral	40	11.4
Agree	140	40.0
Strongly agree	125	35.7
Non response	30	8.6
Total	350	100.0

From the data analyzed, it is clear as said by the majority that verbal communication between departments is ineffective and this leads to inefficiency. The majority (40.0%) agree with this statement while another 35.7% strongly agree with the statement. It is therefore safe to say that verbal communication between departments lead to inefficiencies because it is ineffective hence lowers performance.

Use of memos in interdepartmental communication and organizational Efficiency

Memos are another means of communication between departments. Their use could also lead to infectiveness hence inefficiency. From the statement put to respondents, the responses are as outlined in table 3.

Table 3: Use of Memos for interdepartmental communication and organizational

Using memos for communication between departments is ineffective leading to inefficiencies	Frequency	Percentage of sample
Strongly disagree	16	4.6
Disagree	12	3.4
Neutral	40	11.4
Agree	125	35.7
Strongly agree	127	36.3
Non response	30	8.6
Total	350	100.0

Using memos for interdepartmental communication leads to inefficiency because the use is ineffective. The majority, (36.3%), strongly agree that the use of memorandums for interdepartmental communication leads to infectiveness hence low organizational performance. Another 35.7% are of the opinion that use of memoranda leads to low organizational performance.

Use of Electronic mail and efficiency in the organization

Electronic mail is another method an organization may employ for intra company communication. Its use, also, may lead to the organization becoming efficient or less efficient. Responses from the question on use of e-mail are as outlined in the table 4.

Table 4: Use of E-mail and efficiency

Using Electronic mail for interdepartmental communication is ineffective leading to inefficiencies	Frequency	Percentage of sample
Strongly disagree	10	2.9
Disagree	12	3.4
Neutral	43	12.3
Agree	125	35.7
Strongly agree	130	37.1
Non response	30	8.6
Total	350	100.0

It appears that the use of e-mail for interdepartmental communication is a good thing. The majority are in strong agreement with the statement that using E-mail for interdepartmental communication is effective leading to organizational efficiency. Another 35.7% just agree with the statement. As such, it can be concluded that if the organization used e mail as the form of interdepartmental communication, the overall effect would be enhanced efficiency because the e-mail is seen as more effective in delivering the communication.

Follow up on informal requests from colleagues

In organizations, colleagues sometimes communicate informally by making requests to each other and formalizing these requests later. This can enhance efficiency or could be detrimental to effectiveness. The responses obtained from the respondents are as indicated in table 5

Table 5: Follow-up on informal requests

Informal requests by colleagues from other departments are rarely ever followed leading to low effectiveness	Frequency	Percentage of sample
Strongly disagree	2	0.6
Disagree	8	2.3
Neutral	38	10.9
Agree	130	37.1
Strongly agree	142	40.6
Nonresponse	30	8.6
Total	350	100.0

Informal requests from colleagues are largely not followed up. This is the opinion of the majority (40.6%) who strongly agree. Those who just agree that informal requests from colleagues are never followed up are 37.1%. The meaning here is that informal requests could lead to inefficiency because they are never followed up or formalized as is the understanding. As such, it is safe to conclude that informal communication between departments should lead to poor performance as it is ineffective and not efficient.

Follow up on formal or informal communication from seniors and management

One may treat an informal request from colleagues differently from an informal request from the managers. This applies to formal requests also. This may have some effect on effectiveness of the employees and thus the efficiency. The study needed to find out the situation in this organization and the results are as tabulated in table 6

Table 6: Follow up on requests from senior people

Formal or informal instructions and or requests from senior people are always followed up leading to enhanced effectiveness	Frequency	Percentage of sample
Strongly disagree	6	1.7
Disagree	8	2.3
Neutral	30	8.6
Agree	126	36.0
Strongly agree	150	42.9
Non response	30	8.6
Total	350	100.0

All communication from senior management is taken serious because there is always follow-up. This can be seen to

enhance effectiveness and efficiency. The majority (42.9%) are in strong agreement with 36% in agreement. Those in strong disagreement constitute a small minority at 1.7 %.

Action on information from departmental spokesperson

Responses on the statement “Any information from department spokesperson is acted upon without delay leading to enhanced performance” are as illustrated in Table 7.

Table 7: Action on communication from Departmental Spokespersons

Any information from department spokesperson is acted upon without delay leading to enhanced performance	Frequency	Percentage of sample
Strongly disagree	2	0.6
Disagree	8	2.3
Neutral	20	10.9
Agree	130	37.1
Strongly agree	160	40.5
Non response	30	8.6
Total	350	100.0

Majority of respondents are of the view that any information relayed from a departmental spokesperson is treated as a priority because it is acted upon without any delay. From the data analyzed, 40.55 of the respondents strongly agree, 37.1% just agree while those who are neutral constitute 10.9%. This indicates that official communication through the established channels is effectively acted upon and this leads to efficiency and better organizational performance.

Staff initiative in following up on their own for requests

Staff may make requests to other departments or sections of the organization. Where employees have to follow up on their requests, the effects are expected to be different from where all requests are processed centrally and passed on to the relevant department. The responses obtained from respondents on the effects of follow up by the person making the request are as set out in table 9.

Table 9: Follow up by person making the request

All personnel should follow upon their own for requests and other communications to their colleagues to enhance effectiveness	Frequency	Percentage of sample
Strongly disagree	1	0.3
Disagree	5	1.4
Neutral	18	5.1
Agree	136	38.9
Strongly agree	160	45.7
Non response	30	8.6
Total	350	100.0

It is strongly agreed by the majority (45.7%) that if one makes a request they should follow it upon themselves. This accordingly enhances effectiveness which ultimately translates to organizational efficiency and enhanced performance. This is still the opinion of 38.9% of the respondents who agree to this fact. There really is very little disagreement with this statement because those in strong disagreement are a very small minority at 0.3%, those who just disagree are 1.4% and those who have no say in the matter (neutral) are 5.1%.

IV. 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.

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.

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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