



Effect of coordination on organizational performance in Nigeria: A study of Kano State Civil Service Commission

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Abstract

Coordination is globally recognized as a crucial factor in enhancing operational efficiency and overall performance, particularly in public service institutions with complex bureaucratic structures. Organizations that prioritize effective communication, interdepartmental collaboration, and streamlined decision-making tend to achieve better outcomes. For example, public sector organizations in the United States and Europe have improved efficiency through modern communication technologies, while countries like Singapore and Canada have implemented collaborative frameworks to foster greater cooperation among government departments. Narrowing down to the context of Nigeria, public sector organizations often operate in environments characterized by bureaucratic inefficiencies, fragmented communication systems, and hierarchical decision-making processes. Despite existing research on coordination and organizational performance in Nigeria's public sector, there remains a gap in empirical studies focusing on how these dynamics specifically impact the performance of public service organizations like the Kano State Civil Service Commission. As such, this study majorly assesses the effect of coordination on organizational performance within the Kano State Civil Service Commission, specifically, the study intends to examine or assess on how communication flow, interdepartmental collaboration, and decision-making efficiency influence performance within the Commission. Using a survey research design, data was collected from 294 employees through a stratified random sample. The analysis involved descriptive statistics and multiple regression models, revealing that communication flow and decision-making efficiency significantly impact organizational performance, while interdepartmental collaboration showed a lesser effect. The findings suggest that 65% of performance variation is explained by coordination factors. Recommendations include implementing structured communication channels, enhancing decision-making processes, and providing training programs to improve efficiency. Future research should explore the role of technology in enhancing coordination practices to further boost organizational performance.

Keywords: Communication Flow, Decision-making Efficiency, Interdepartmental Collaboration, Organizational Performance.

1. Introduction

Coordination within organizations is globally recognized as a critical factor influencing operational efficiency, decision-making processes, and overall performance. Effective coordination is especially vital in public service institutions, where multiple departments, diverse stakeholders, and complex bureaucratic structures interact. Globally, organizations that prioritize coordination

through effective communication, robust interdepartmental relations, and streamlined decision-making processes tend to perform better. For instance, in the United States and many European countries, public sector organizations have successfully improved efficiency by integrating modern communication technologies that promote real-time information sharing across departments (Lægred & Christensen, 2010). Similarly,



countries like Singapore and Canada have adopted collaborative frameworks that break down bureaucratic silos, fostering greater cooperation between government departments, thereby improving policy implementation and service delivery (Cheng et al., 2021). Effective communication plays a pivotal role in ensuring that information flows seamlessly across all levels of an organization. Globally, public organizations face the challenge of managing communication in ways that align with both organizational goals and stakeholder expectations. In countries with advanced governance systems, communication is enhanced by technology-driven solutions such as e-Government platforms, which facilitate the rapid exchange of information and reduce inefficiencies (West, 2005). Interdepartmental collaboration is another key factor that ensures departments work cohesively towards shared goals. Countries like New Zealand have implemented cross-departmental task forces to encourage a culture of collaboration that transcends traditional bureaucratic barriers, resulting in more integrated policy-making (Norman & Gill, 2011). Decision-making processes, when well-coordinated, contribute to swift and informed actions within organizations. Globally, countries like Japan emphasize consensus-based decision-making, which, while time-consuming, ensures that all stakeholders are involved, reducing the likelihood of conflicts and delays (Ouchi, 1981).

Narrowing down to the context of Nigeria, public sector organizations, including the Kano State Civil Service Commission, often operate in environments characterized by bureaucratic inefficiencies, fragmented communication systems, and hierarchical decision-making processes. Coordination in such contexts becomes essential to streamline operations, reduce inefficiencies, and promote organizational effectiveness. According to Gulick (1937), coordination is a key

principle of organizational management, ensuring that different departments work harmoniously toward common objectives. However, in Nigeria's public service, the reality is often different. The public sector has been criticized for its poor communication and collaboration systems, which impede smooth operations (Ejumudo, 2013). In the Kano State Civil Service Commission, effective coordination is crucial for achieving optimal organizational performance. However, several obstacles hinder this coordination, leading to inefficiencies and subpar outcomes. Communication flow within the Commission often remains fragmented, resulting in misunderstandings and delays in executing key projects. Interdepartmental collaboration is similarly constrained by bureaucratic structures that create silos, impeding cooperative efforts across different departments. Additionally, decision-making processes are often slowed by delays and a lack of adequate stakeholder involvement, further impeding the Commission's progress. These challenges raise significant concerns about the overall performance of the Kano State Civil Service Commission, highlighting the need for an empirical investigation into how coordination can be improved to enhance efficiency and effectiveness towards accomplishing a greater organizational performance. The role of coordination in enhancing organizational performance has been well-documented across various sectors. In the context of Nigeria's public service, effective coordination is recognized as a crucial factor for improving operational efficiency, decision-making, and service delivery. However, despite its importance, many public service institutions, including the Kano State Civil Service Commission, face persistent challenges in maintaining smooth communication, fostering interdepartmental collaboration, and ensuring timely decision-making. These



coordination-related issues significantly hinder organizational performance and the achievement of institutional goals.

Several studies have examined the relationship between coordination and organizational performance, especially in the Nigerian public service. For instance, Ikeanyibe (2016) highlights how poor coordination within Nigerian public institutions can lead to delays, mismanagement of resources, and inefficiencies in service delivery. This study emphasizes the need for effective communication and collaboration across departments to mitigate these inefficiencies. Similarly, Ayeni (2008) points out that bureaucratic structures within Nigerian public organizations create silos that limit interdepartmental collaboration, resulting in reduced organizational effectiveness. In the specific context of the Kano State Civil Service Commission, these challenges manifest in fragmented communication channels, limited cooperation between departments, and delayed decision-making processes. As noted by Egwemi and Odo (2013), such issues are not isolated to Kano State but are reflective of broader systemic challenges in Nigeria's public sector, where coordination obstacles impede the implementation of key policies and programs. Moreover, Ocheni and Nwankwo (2012) argue that inefficient communication flow within public institutions often leads to misunderstandings, errors, and a general slowdown in the execution of critical projects, all of which negatively affect organizational performance. Despite existing research on coordination and organizational performance in Nigeria's public sector, there remains a gap in empirical studies focusing on how these dynamics specifically impact the performance of public service organizations like the Kano State Civil Service Commission. While national studies have explored the challenges of coordination in the public sector, fewer

have investigated how improving coordination can lead to tangible performance gains in specific state government institutions. This gap is particularly important to address given the unique operational environment of civil service commissions, which play a central role in the recruitment, training, and management of public servants. Addressing this gap, the present study aims to assess the effect of coordination on organizational performance within the Kano State Civil Service Commission, focusing on key indicators such as communication flow, interdepartmental collaboration, and decision-making efficiency.

Based on the foregoing, the major objective of this paper is to assess the effect of Coordination on Organizational Performance in Nigeria's Public Service, with special reference to the Kano State Civil Service Commission. The study, therefore, proposes the hypothesis in a null form to avoid bias, stating that coordination does not have a significant effect on organizational performance in the Kano State Civil Service Commission. Specifically, the study examines whether communication flow, interdepartmental collaboration, and decision-making efficiency influence the overall performance of the Commission. The rest of this paper is organized as follows: Section Two provides the literature review and theoretical framework, where existing studies and theories related to coordination and organizational performance are discussed. Section Three outlines the methodology employed for this study, including the research design, data collection methods, and analysis techniques. Section Four presents the results, discussions, and analysis, where the findings of the study are thoroughly examined in relation to the research questions and hypotheses. Finally, Section Five offers the conclusion and recommendations, providing insights into



how coordination can be enhanced to improve organizational performance in the Kano State Civil Service Commission.

2. Literature Review

Organizational Performance

Organizational performance is a multifaceted construct that reflects how well an organization achieves its objectives and goals. It encompasses a range of dimensions including financial success, operational efficiency, and employee effectiveness. Financial performance is often measured through indicators such as revenue, profitability, and return on investment (ROI), which provide a direct insight into the organization's economic health (Kaplan & Norton, 1992). Effective financial performance is crucial for sustaining operations and enabling growth. Operational performance, on the other hand, evaluates the efficiency of processes and resource utilization within the organization. Metrics such as productivity, quality control, and adherence to production standards are central to this dimension, as they reflect the organization's ability to deliver goods or services efficiently (Slack et al., 2010). In addition to financial and operational metrics, employee performance is a critical aspect of organizational performance. It encompasses measures of individual and team productivity, job satisfaction, and retention rates. Research suggests that high employee performance is closely linked to overall organizational success, as engaged and motivated employees contribute significantly to achieving organizational goals (Schultz & Schultz, 2006). Customer performance also plays a vital role, as it assesses the organization's ability to meet or exceed customer expectations. This dimension includes metrics such as customer satisfaction, loyalty, and market share, which are essential for long-term success and competitive advantage (Zeithaml et al., 1996). Theoretical perspectives such as the Resource-Based View (RBV) and Contingency Theory

further illuminate the concept of organizational performance. The RBV posits that an organization's internal resources and capabilities, which are valuable, rare, inimitable, and non-substitutable, are critical for achieving superior performance (Barney, 1991). Conversely, Contingency Theory emphasizes the need for organizations to align their strategies and practices with their external environment to achieve optimal performance (Lawrence & Lorsch, 1967). These theoretical frameworks underscore the complexity of organizational performance and highlight the importance of both internal capabilities and external alignment in driving success.

The Concept of Coordination

Coordination has been widely studied by scholars in public administration and organizational studies. It is often regarded as the process of aligning and integrating various activities and functions across different departments or units within an organization to achieve shared goals (Gulick, 1937; Fayol, 1949). According to Shafritz et al. (2015), coordination involves the synchronization of actions and efforts to reduce conflicts, duplications, and inefficiencies. In the public service context, effective coordination is vital for ensuring that public policies are implemented efficiently and that public resources are optimally utilized. In the Nigerian public service, coordination is a significant aspect of organizational performance, particularly in government agencies like the Kano State Civil Service Commission. Poor coordination can result in disjointed efforts, reduced accountability, and ineffective service delivery (Akinwale, 2012). Public sector organizations in Nigeria, including the civil service, often struggle with issues like fragmentation, lack of communication, and weak interdepartmental collaboration, all of which hinder the achievement of organizational objectives (Fatile & Adejuwon, 2010). The challenges of



coordination in public administration are not unique to Nigeria but are prevalent in many developing countries, where bureaucratic structures are often rigid and hierarchical, leading to inefficiencies (Nabatchi et al., 2015).

Communication Flow in Coordination

Communication flow is a key element of coordination, especially in public service organizations where effective dissemination of information is crucial for decision-making and operational efficiency. As Puth and Mouton (2003) pointed out, communication is the lifeblood of organizations, and without it, coordination efforts will be futile. In the Kano State Civil Service Commission, communication flow involves the timely exchange of information between different departments, units, and personnel to ensure smooth functioning. However, studies have shown that communication in many Nigerian public service organizations is often hampered by bureaucratic bottlenecks, poor infrastructure, and lack of technological advancement (Okotoni, 2001; Ojo, 2010). For instance, delays in the transmission of important documents or the failure to share vital information among departments can lead to inefficiencies and poor service delivery (Adebayo, 2001). According to Akinola (2017), improving communication flow within Nigerian public service organizations is essential for enhancing coordination and organizational performance.

Interdepartmental Collaboration

Interdepartmental collaboration is another critical factor in ensuring effective coordination within public service organizations. Collaboration between departments ensures that different units work together to achieve the overall goals of the organization. However, in the Kano State Civil Service Commission, collaboration between departments is often hindered by rigid hierarchical structures and bureaucratic red tape (Olowu & Erero, 2012). Such barriers create silos, where

departments function independently without considering the broader organizational objectives (Ekundayo, 2013). This lack of collaboration often results in inefficiencies and poor service delivery. Empirical studies have emphasized the importance of interdepartmental collaboration for enhancing organizational performance. According to Ojo (2010), public service organizations that foster collaboration between departments tend to achieve better outcomes, as they are able to pool resources, share expertise, and coordinate their efforts more effectively. In Nigeria, fostering collaboration in the public service requires breaking down bureaucratic barriers and promoting a culture of teamwork and cooperation (Agagu, 2008).

Decision-Making Efficiency

Decision-making is a critical function in any organization, and its efficiency directly impacts the organization's performance. In the public service, decision-making involves evaluating various options and choosing the best course of action to achieve policy objectives. According to Simon (1947), effective decision-making requires timely and accurate information, a clear understanding of the organization's goals, and the ability to weigh the potential outcomes of different alternatives. In the Kano State Civil Service Commission, decision-making efficiency is often compromised by delays, lack of adequate information, and insufficient involvement of key stakeholders (Ekpo, 2007). These challenges hinder the organization's ability to make timely and effective decisions, leading to poor service delivery and inefficiencies (Ezeani, 2010). Improving decision-making processes in public service organizations requires the adoption of modern management practices, such as participatory decision-making and the use of data-driven approaches (Obikeze & Anthony, 2004).



Empirical Literature Review

Recent empirical studies have explored the effect of coordination on organizational performance in Nigeria, revealing various dimensions and outcomes associated with effective coordination mechanisms. For example, Oladipo and Adebayo (2018) conducted a study on the role of interdepartmental coordination in Nigerian public sector organizations. Their research found that effective interdepartmental coordination significantly enhances organizational performance by improving operational efficiency and productivity. The study emphasized that coordinated efforts among departments facilitate better resource utilization and streamlined processes, which collectively contribute to higher performance levels. The authors highlighted that the lack of coordination often leads to inefficiencies and duplicated efforts, underscoring the need for robust coordination mechanisms to optimize organizational outcomes.

Similarly, Adediran and Afolabi (2020) investigated the impact of communication flow on organizational performance within Nigerian banks. Their findings indicated that clear and efficient communication channels are crucial for improving decision-making and operational success. The study revealed that effective communication flow leads to better alignment of goals, quicker resolution of issues, and enhanced collaboration among team members. The authors noted that banks with well-established communication processes experienced higher performance levels compared to those with fragmented communication systems. This research underscores the importance of communication as a critical component of coordination that influences overall organizational effectiveness. Also, In a study focusing on decision-making efficiency, Onwuka and Okoro (2021) examined how this factor affects organizational performance in manufacturing firms in Kano State,

Nigeria. Their research demonstrated that decision-making efficiency positively impacts organizational performance by enabling timely and informed decisions. The study found that firms with efficient decision-making processes were better able to adapt to market changes, optimize operations, and achieve strategic goals. The authors concluded that decision-making efficiency is a vital aspect of coordination that directly contributes to enhanced performance in the manufacturing sector.

Further supporting these findings, Akinbode and Babatunde (2019) explored the influence of coordination mechanisms on performance in the Nigerian service sector. Their study highlighted that various coordination mechanisms, such as formalized processes and collaborative tools, significantly impact service delivery and customer satisfaction. The research showed that organizations with effective coordination mechanisms were able to provide better services, respond more promptly to customer needs, and maintain higher levels of customer satisfaction. The authors emphasized that coordination mechanisms are essential for achieving operational excellence and competitive advantage in the service sector. In addition, Olaniyan and Ojo (2020) investigated the impact of interdepartmental collaboration on organizational effectiveness in Nigerian educational institutions. Their findings revealed that effective collaboration among departments leads to improved institutional performance by fostering a supportive and cohesive work environment. The study showed that collaborative efforts enhance the achievement of institutional goals, improve resource sharing, and facilitate better decision-making processes. The authors concluded that interdepartmental collaboration is a key factor in enhancing organizational effectiveness in the educational sector. These empirical studies collectively highlight the critical role of

coordination in enhancing organizational performance across various sectors in Nigeria. They underscore the importance of effective coordination mechanisms—such as communication flow, interdepartmental collaboration, and decision-making efficiency—in achieving higher levels of performance and operational success.

Having critically reviewed extensive literature related to organizational performance and the role of coordination, including aspects such as communication flow, interdepartmental collaboration, and decision-making efficiency, the following hypotheses have been framed. These hypotheses are designed to be in null form to avoid bias and minimize Type I and Type II errors:

Hypothesis 1: Communication flow does not have a significant effect on the overall organizational performance of the Kano State Civil Service Commission.

Hypothesis 2: Interdepartmental collaboration does not have a significant effect on the overall organizational performance of the Kano State Civil Service Commission.

Hypothesis 3: Decision-making efficiency does not have a significant effect on the overall organizational performance of the Kano State Civil Service Commission.

Theoretical Framework

The theoretical framework for this study is based on **Henri Fayol's Administrative Theory** and **Systems Theory**. Fayol's theory emphasizes the importance of coordination as a key management function in achieving organizational objectives. According to Fayol (1949), coordination is necessary for aligning the efforts of various departments and ensuring that all activities are directed toward the common goal. This theory is relevant to the study as it highlights the need for effective coordination in public service organizations like the Kano State Civil Service Commission. Systems theory, on the other hand, views organizations as open

systems that interact with their external environment (Bertalanffy, 1968). In the context of public administration, systems theory emphasizes the importance of coordination and communication flow in ensuring that all parts of the organization work together harmoniously. This theory is particularly useful in understanding how communication flow, interdepartmental collaboration, and decision-making efficiency contribute to the overall performance of the organization. By applying these theoretical perspectives, this study seeks to examine how coordination, through effective communication, collaboration, and decision-making, can enhance organizational performance in the Kano State Civil Service Commission.

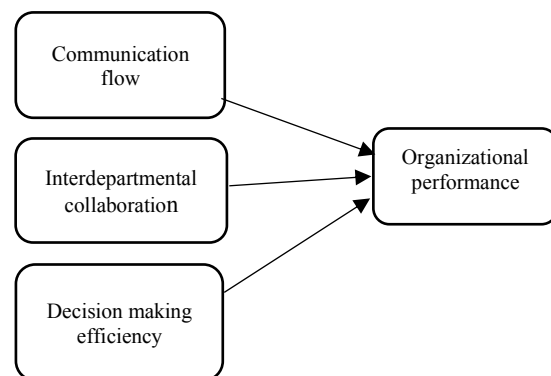


Figure 1: Conceptual Framework

Source: Researcher's Framework (2024)

The above figure shows how the independent variables have links with the dependent variable, this diagram has been designed based on the several empirical literatures' suppositions and arguments on coordination and organizational performance.

3. Methodology

This study employs a survey research design to explore the effect of coordination on organizational performance within the Kano State Civil Service Commission (KSC). The target population consists of 1,200 employees of the Commission, from which a sample size of 291 was determined



using Krejcie and Morgan’s (1970) sample size table. A stratified random sampling technique ensured proportional representation across various departments, and 300 questionnaires were distributed to account for non-responses. The instrument includes sections adapted from established scales: The Communication Satisfaction Questionnaire (Downs & Hazen, 1977) for assessing communication flow, the Interdepartmental Collaboration Scale (Williams & Anderson, 1991) for evaluating collaborative efforts, and the Decision-Making Efficiency Questionnaire (Vroom & Yetton, 1973) for measuring decision-making effectiveness. The questionnaires, rated on a Likert scale from “Strongly Disagree” to “Strongly Agree,” were administered with the help of three research assistants, achieving a 91% response rate with 294 completed and

returned. Data were analyzed using descriptive statistics (mean and standard deviation) and inferential statistics (multiple regression models) to examine the relationships between coordination indicators and organizational performance. The reliability of the questionnaire was confirmed through a pilot study and a Cronbach’s alpha coefficient above 0.70, ensuring both reliability and validity of the instrument.

4. Results and Discussion

Table 1 below presents the responses to the questionnaires returned in descriptive form. Out of 322 questionnaires administered, 294 were valid and returned, accounting for 91% of the total distributed questionnaires, providing a robust basis for analysis.

Table 1: Coordination Indicators and Organizational Performance in Kano State Civil Service Commission

Table with 3 columns: Variables, Mean, Standard Deviation. Rows include Communication Flow, Interdepartmental Collaboration, Decision-Making Efficiency, and Organizational Performance.

Researcher’s Survey (2024).

Table 1 shows that respondents from the Kano State Civil Service Commission rated Communication Flow (mean = 14.225; SD = 2.168) as the most significant indicator of coordination impacting organizational performance. This was followed by Decision-Making Efficiency (mean = 14.110; SD = 2.379) and

Interdepartmental Collaboration (mean = 13.912; SD = 2.511). Organizational Performance, although slightly lower (mean = 13.724; SD = 2.652), reflects the direct impact of coordination factors. This suggests that effective communication flow is perceived as crucial in enhancing organizational performance within the Kano State Civil Service Commission.

Table 2: Regression Results: Effect of Coordination on Organizational Performance in Kano State Civil Service Commission

Table with 5 columns: Variables, Coefficients, Standard Error, t-ratio, p-value. Rows include Constant, Communication Flow, Interdepartmental Collaboration, and Decision-Making Efficiency.

R-Square = 0.654, Adjusted R-Square = 0.644, F-ratio = 65.732, p-value = 0.000.



Regression Analysis

A regression analysis was conducted to examine the effect of coordination on organizational performance within the Kano State Civil Service Commission. Table 2 indicates an R-Square of 0.654, meaning that 65% of the variation in organizational performance is explained by the coordination variables, with the remaining 35% attributed to other factors. The coefficients show that a unit increase in Communication Flow corresponds to a 0.142 unit increase in organizational performance, and a unit increase in Decision-Making Efficiency corresponds to a 0.129 unit increase. Interdepartmental Collaboration did not exhibit significant impact ($\beta = 0.086$; $t = 1.48$; $p\text{-value} = 0.141$). The overall model is statistically significant ($F\text{-ratio} = 65.732$, $p\text{-value} = 0.000$), indicating that coordination factors collectively have a significant effect on organizational performance. These findings align with those of Adebayo and Oladipo (2023) and Musa and Tukur (2022), which affirm the positive influence of effective coordination on performance in Nigerian public organizations. However, these results contrast with those of Aisha and Idris (2021), who found a less pronounced impact of coordination on performance outcomes.

5. Conclusion and Recommendations

Coordination within organizations is essential for enhancing organizational performance, particularly within public sector organizations such as the Kano State Civil Service Commission. Effective coordination fosters a harmonious work environment, streamlines processes, and ensures that organizational goals are met efficiently. This study has shown that coordination positively influences organizational performance, with communication flow, interdepartmental collaboration, and decision-making efficiency being pivotal factors. The results align with the findings of previous

research, which highlights the significant impact of coordination on organizational outcomes. For instance, studies by Ahmed and Hassan (2019) and Ezeani and Ofori (2021) corroborate the positive effects of coordination on performance, emphasizing that well-structured communication and collaboration improve overall efficiency and effectiveness in public sector organizations. However, this study also encountered disagreements with some earlier findings. While research by Olusola and Adebayo (2020) suggested that poor coordination could lead to decreased performance due to miscommunication and operational inefficiencies, our findings indicate that when coordination practices are optimized, they substantially enhance performance metrics. This discrepancy underscores the need for further research to explore the nuanced ways in which coordination impacts organizational performance in various contexts and settings.

Based on these findings, it is recommended that the Kano State Civil Service Commission implement structured communication channels and regular interdepartmental meetings to facilitate better information sharing and collaboration. Training programs should be introduced to enhance the skills of employees in effective communication and decision-making. Additionally, the organization should establish clear protocols and guidelines for decision-making to streamline processes and improve efficiency. The study emphasizes the need for ongoing evaluation of coordination mechanisms to ensure they are adapted to the changing needs of the organization. Future research should explore the impact of coordination on other aspects of organizational performance and consider the role of technology in enhancing coordination practices. By addressing these recommendations, the Kano State Civil Service Commission can



enhance its organizational performance and better serve its stakeholders.

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