The Effects of Coordination on Organizational Performance: An Intra and Inter Perspective

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ABSTRACT—*An organization goes with different things that make it broad and complex. Therefore, understanding coordination as an essential for achieving a balanced organizational performance is ideal. The existence of organizations represents the desire to fulfill needs. The essential frameworks for achieving these needs are often not given adequate attention. The questions of competition, performance, and expectations are best answered through a good networking of men, material, and ideas. The main result of the research shows that the effective and efficient linkages of internal and external components of an organization help in reducing internal and external complexities.*

Keywords— Coordination, Organization, Performance, and Trust

1. INTRODUCTION

Poor productivity and intra- and inter organizational conflicts often arising from improper networking of men, materials, and ideas are some of the key problems of most modern day organizations. Modern day organizations are characterised by complexities and this has greatly informed more questions about organizational performance. To properly answer these emerging questions experts in the field of organizational performance have been putting forward various innovative theories and paradigms (Gilliland, Steiner, & Skarlicki, 2007). According to Saunders, Skinner, Dietz, Gillespie & Lewicki (2010), organizations and their composites are increasingly being tied to manage unfamiliar relationships with unfamiliar parties and competitors. These relationships do not only involve working across various national cultures, but also various professional cultures and even different areas of internal specialization.

Coordination terms and theories have been developed in various fields to coordinate the functioning between components and objects, because of their usefulness to organization. From another perspective, organizational concepts are used to enhance the existing coordination terms and theories (Boella & van der Torre, 2006).

The term organization, which can have different models, is often associated with coordination; from bureaucratic system based on norms to competitive system based on market (Boella & van der Torre, 2006). Also in most theoretical discussions, coordination is classified as an element of organization. Conceptualizing organization can start with the aggregation of formal (classical), informal (Human Relation or Behavioural), and the system (Decision Making) theories; because organizational theory is still broadly used to study organizational characteristics as well as individual behaviour (Edigin, 2009). Chester Barnard argues that an organization comes into being when certain conditions are in place: (1) when people are able and willing to communicate with one another (2) when the same people are also willing to do something to contribute action, as he puts it, in order (3) to accomplish a common purpose. The two important things here are that when individuals are able to cooperate, and derive satisfactions in the process of cooperation; organizations become efficient and effective, because performance is gladly achieved. (Mangham, 1986.) Edigin (2009), has characterised organization from a structural and process perspective with a link on vertical and horizontal relationships; according to him, structural characteristics are hierarchy, specialization, span of control etc., while the process characteristics include such features as planning, organizing, coordinating etc.

If interdependence is missing, there will be nothing to coordinate (Beuselinck, Verhoest, & Bourckaert, 2007). Coordination is the interrelation of functions, structures, and resources in an organizational context (Viinamäki, 2004), which can take place at different levels (Mangham, 1986) or possess different dimensions. Interest in organizational networking that is the structures of interpersonal or inter-group interactions, is only likely going to increase due to

different factors; especially, through contribution to organizational research and the desire for achieving organizational goals (Lehtimäki, 1996). The concept of coordination can be made more real, if critical examination is carried out about the design of main coordination instruments and their underlying mechanisms (Beuselinck et al., 2007).

Numerous studies have been able to justify the hypothesis that coordination and cooperation lead to better interpersonal and inter-group relations; because they create advance approaches in dealing with issues that emanate from intra-link and cross-cultural contexts (Kramer, 2010). A special focus on coordination gives a good answer to the question of performance. According to Viinamäki (2004), the more efficient coordination is in all levels of administration, the common outcome, cohesion, will be arrived at the most appropriate way; because coordination is a tool of bringing different components together. Every activity in an organization requires coordination of a variety of functions within and between firms in order to avoid complexities and unintended loses (Enright, 1992).

Purpose of Study

The primary purpose of this paper is to state that coordination to an organization has both internal and external importance. To scientifically drive home this position, literature review with a narrative premise is adopted as a methodology to answering the following questions:

1. How can coordination lead to better organizational performance?
2. How can coordination help in increasing organizational trust?

Figure 1 below (A model of coordination and organizational performance) is a comprehensive model of coordination and organizational performance, although the model could still be expanded to accommodate more propositions.

Literature Review

Intra- and inter-organizational challenges inform the need for coordination (Viinamäki, 2004). Diversity is a thing of yesterday, today, and tomorrow and it is for this reason that strategic planning for the aim of maintaining harmony has become a thing of compulsion; because it is part of coordinative framework, which enriches and explore broader and profitable policies and activities for realizing better outcomes in different types of organizations (Lewis, 2006).

Organization is engrossed in circles of interdependence and it is aligned to culture and environment; in addition with their conditions. There is a purpose to question the pace of change and contingency in the culture and environment within which organizations have to function in our modern world (Pfeffer & Salancik, 1978 & Thompson & Jones, 2007). The environment is where other competing organizations and customers are located; every organization has its unique structure, policies, and ethics that differentiate it from others. The relationship between coordination and organization is most assumed to be reciprocal. Since organization does not exist in a vacuum, there is the need for coordination to tie and functionalize the components of organization. This process starts with the management, which adopt different organizational skills and strategies to see that employees are well positioned and certified to make use of organizational tools in the best ways that would guarantee acceptable outcomes.

Defined organizational goals can be influenced in various dimensions by challenges that can inform or create emerging goals. Internally, because of the role of coordination in an organizational setting, perceived cooperation that is informed by participation, transparency, motivation, and satisfaction sets in. Externally, because of the role of coordination in an organizational setting, defined boundary sets the right vision and focus for an organization. The external and internal roles of coordination set in the desired organizational trust. The relationship between trust and performance is also reciprocal; the internal outcome of organizational trust leads to the effective and efficient utilization of staffs and tools that affect performance positively. The external outcome of organizational trust leads to comparative cost advantage and goodwill that also affect performance positively.

2. THEORETICAL RESEARCH DVELOPMENT

A considerable part of research on social networks goes with ideas, behaviours, and trends relating to interrelationships (Tzoumas, Amanatidis, & Markakis, 2012). A theoretical evaluation of performance that is tied to coordination and organization can be understood through networking. This can in addition create the following problems, which is also a representation of the structure of how my argument proceeds.

- how organization is defined
- how coordination is part of organization
- how coordination is part of trust and performance

Different fields of social sciences currently place key emphasis on networks and collaborations across time. The relevance of collaborative networks has become clear to experts in emergency management, because it is essential to the improvement of emergency management and response networks (Robinson, Eller, Gall, & Gerber, 2013). According to Shaw (2009), the social learning process is complementary to the social narrative process that depicts social realities amidst complexities and ineffectiveness. Understanding the concept of performance can be of numerous facets; one way to understand this in relation to coordination is that bilateral exchange is often embedded in networks (Casssar & Rigdon, 2011). Social network encourages a culture of performance, because of its positive relationship to trustworthiness (Di Cagno & Sciubba, 2010). The most notable challenges to performance are social network or coordination constraints (Serrien, 2008).

Network theory provides a framework and tools for studying structures of interpersonal and inter-group interactions. According to Wellman (1998), structural analysts follow different approaches. There are the formalists who main foci are on the form rather than the substances of a network; the formalists are of the opinion that uniform shapes of relationship may have uniform behavioural outcomes separate of the substantive context. On the other hand, we have the structuralists, who focus on the substantive questions related to both the pattern and the type of links between the nodes (Lehtimäki, 1996.) Evaluating the structure of organization can take both inter and intra organizational shapes that discuss the relevance and challenges of cooperation (Gelfand, Beng-Chong, & Raver, 2004). At the inter-organizational level, the focus is primarily on the relationship of two or more organizations; while the internal relationship within a particular organization is what matters at the intra-organization level. Lehtimäki (1996), has also argued that social networks are often described via a critical analysis of the patterns of social networks as well as an analysis of positional and cohesive structures within the networks.

Social network gives a better understanding to organizational behaviour (Krackhardt & Hanson, 1993). Coordination has been linked to trust, because coordination creates the network via which organizational performance is understood (Lehtimäki, 1996). According to Selznick (1957), performance in an organization is most often unrealizable when the instrument to keep the differentiated functions and structures in line with overall purpose is missing. From the perspective of Barney and Hansen (1994), the main enhancer of organizational competitiveness and performance is trust that is ushered in by coordination. It is true that a number of factors influence the growing flexibility of the work place and the work schedule, but it is coordination that plays the role of a balancer in this flexibility (Ronen, Friedman, & Ben-Asher, 2007).

Organizational networking takes different shapes and sizes. Experts in the field of Supply Chain Management (SCM) for example, have shown that a key avenue of cost savings and improved service performance in the supply link is via increased collaboration and integration among supply chain participants. (Eng, 2006.) The realization of the relevance of information flow interaction and integration set an organization towards efficient performance. Understanding network centrality variations gives a clearer overview about the ability to coordinate, because centrality is a structural attribute of nodes in a network. The difference between formal and informal sources of influence is that informal power emanates from an actor's position in communication patterns and interaction, while formal sources are defined by position in the organizational hierarchy. (Hossain & Wu, 2009.) Positioning in this regard, tries to explain whether high level placement affect the ability to coordinate and its success more than low level placement.

Studies have shown that top placement in organization has better tendency to affect coordination, because in there are the top management responsibilities engrossed. Top management employees in an organization assign responsibilities or delegate authority to lower lever employee in order to accomplish collective or stated organizational goals. Lower level employees are also relevant to the coordination scheme, because without them the network is not complete. (Hossain & Wu, 2009.) In summarized conclusion, both the higher and lower level employees are relevant in relative ways to the goals of an organization.

Roles are created and responsibility defined as models of re-establishing obligation in our modern society where the need for everyday advancement has become imperative. Responsibility attributes action to an agent; it does so in push of natural structures of obligation. Responsibility tries to make up for the space by evaluating the scope of accountability and obligation within the boundary of law and common culture. (McKeon, 1957 & Winter, 1966.) Networking theory therefore, helps in understanding the responsibility and role dynamics and how they relate to achieving organizational performance via intra- and inter-relationships.

2.1. Organization Defined

Organization can be defined as a social entity, where people are systematically structured and managed to meet a set target on an endless basis. Organizations can possess public or private outlook; organization can be driven by profit making or humanitarian interest. According to Presthus (1979), organization can also be defined as large, fairly

permanent social system designed to realize set objectives via coordinated activities of its members. It has become obvious that organizations, both public and private are changing significantly, and the fundamental problem for most organizations is how to modify their design and structure to better accommodate environmental and cultural challenges (Thompson & Jones, 2007). Organizational norms as a set of embedded values and beliefs have long been noted in literature to provide norms that bind individuals into collectivities (Eng, 2006). The organizational theory is important, because it deals with the formal structures, internal workings and external environment of complex human organization (Edigin, 2009). Formal organization is designed to perform some specified tasks, while informal organization has no such legal rationale for existence, but it is acknowledged as a special part of organization (Chisholm, 1989).

An understanding of the formal theories of organization can be a good start to any organizational discussion. Frederick Taylor the father of scientific management argues that the main task of scientific management principles is to prove that science can produce good result (Taylor, 1912). Max Weber has stated that one key principle of bureaucracy is the fixing of official jurisdiction areas, which are governed by laws or administrative regulations; while others deal with the issues of hierarchy, documentary formalization, dichotomy of private and official lives, and the training prerequisite (Weber, 1922). Henri Fayol, a proponent of administrative efficiency was interested about the functions of top management and the principles of management (Pugh & Pugh, 2005). Colonel Urwich and Luther Gulick developed on Fayol's Principles, though they rephrased them to POSDCORB acronym, which stands for: planning, organizing, staffing, directing, coordinating, reporting, and budgeting (Gulick & Urwirck, 1957).

Analysis of the informal theory of organization can begin from the human relation school. This school of thought focuses on the placement of human factor as the most primary in a productive process. Elton Mayo, who is part of this school of thought pointed out that it takes more than financial incentives to be motivated, because job frustration and dissatisfaction for examples cannot be won over by money. According to Frager (1987), Abraham H. Maslow the scholar, most linked to the theory of motivation was a man who patiently listened to himself and to his unshaken philosophy in the positive attributes of the human species; because of his ability to ask important questions that are useful to the life of a man. His need hierarchy classification goes from the physiological needs to safety needs; belongingness and love needs to esteem needs; and then self-actualization need (Frager, Fadiman & McReynolds, 1987).

The systems organization theory emphasizes the relevance of decision making over structural and behavioural dynamics of organizations. Decision-making is the foundation of administration, and that the vocabulary of administrative theory should be deduced from the logic and psychology of human choice. Administration is literally, defined as the art of getting things done and it focuses upon models for insuring incisive action. Principles are set forth for getting concerted action from groups of men. It is reasonable to argue that every practical activity involves both deciding and doing, but the responsibility of deciding also cut across administrative organization quite as much does the responsibility of doing, which of course is a strong part of the latter. Therefore, a general administrative theory of administration must go with principles of organization that will guarantee right decision-making along with the principles that will guarantee viable action. (Simon, 1997.)

What comes to mind first when the relationships between formal and informal organizations are discussed is complexity. One main representation of informal interactions is that they happen repeatedly without any conscious purpose and this makes it evident that informal organizations are structureless without defined subdivisions. This is because informal organization creates certain attitudes, understandings, customs, habits, institutions; and the condition under which formal organization may arise. The primary aim of our argumentation therefore, is that informal organization informs a certain amount of formal organization, and may be a mirage without the presence of formal organization, because a solid object of action is important for social satisfaction. The easiest form of doing things together then becomes *conversation*. (Barnard, 1938.) To talk about organization therefore, is to talk about achieving results; structures and formation; management's responsibilities; employees´ wellbeing; understanding and relating with other organizations; and marking costumers/citizens expectations and desires.

2.2. Coordination as Part of Organization

Emile Durkheim the foremost sociologist has referred the result of lack of concrete purposes in a condition of social complexity as *anomie.* Winning over the heart and consent of people who do not share the same hopes, ideas, aspirations, values, customs, habits, preferences, rules, and laws can be naturally challenging in a singular context. The important need of individual is association and purposive cooperation is the desire of every right thinking man. (Barnard, 1938 & Lewis, 2006.) Evaluation and empirical analyses on decision making are intertwined; it is within this premise that instrumentalism, finds a foot holding. Decision-making is ordinarily formalized as means-ends relationship; because the agreement on policy is the practicable test of policy correctness. (Lindblom, 1959.) The mixed scanning approach to decision making therefore, suggests the incorporation of some aspects of both rational compressive and incremental approaches to decision making (Etzioni, 1967).

Vertical organizational structure is characterised by hierarchy, because of the power context or pattern that flows from top to bottom; while there is horizontal organizational structure when there are more preferences for specialization and participation. The organizational structure becomes decentralized, flat, and, flexible because employees are granted more responsibilities for their task (Ronen et al., 2007). Irrespective of the posture of an organization, coordination is relevant. Coordination is a formal process, because it is scientific; coordination is an informal process, because it is human relation oriented; and coordination is a systemic process, because it is arriving at the most appropriate decision that can have good internal and external effects. Fayol, Gullick, and Urwick are some notable administrative scholars who have dealt with coordination as a principle of organization. But little has been done to explicate the centrality of coordination to other principles of administration. In re-examining Urwick and Gulick POSCORB; an acronym that stands for planning, organizing, staffing, directing, coordinating, reporting, and budgeting.

Coordination is a part of planning, because it tells what to include in a good plan and how to execute it. Coordination is part of organizing, because it takes the first lead (Gulick & Urwirck, 1957). Coordination is part of staffing, because it specifies who should be a staff and the rational placement. Coordination is part of directing, because it gives it a clear focus. Coordination is coordinating. Coordination is a part of reporting, because it makes it realistic. Finally, coordination is part of budgeting, because it gives it a good appraisal.

For there to be an effective coordination, a clear definition of roles and responsibilities must be emphasized (Viinamäki, 2004). According to Boella and van der Torre (2006), roles structure personnel and departments, which in turn structure organization. Discussing organization generally goes with broad and complex challenges. In this regard, coordination informs the needs for reformation and ethicality at the most appropriate times. The fact that often our organizations are quite large and studies about effect of group size have tended to focus on process dynamics. Generally, no collective good can be attained without some group agreement and coordination; because obligation is best fulfilled with reciprocation. (Provis, 2004.) Coordination therefore, tries to answer the questions of why, how, when, and who of organization.

The State Service Commission of New Zealand (2013), has enumerated some disadvantages of coordination in an organization to include: 1) *"less clear lines of accountability for policy development and service delivery; 2) longer decision-making processes; 3) greater difficulty in measuring effectiveness and determining impact, because of the need to develop and maintain more sophisticated performance measurement systems; 4) direct and indirect costs of management and staff time spent establishing and sustaining joint working arrangements; 5) organizational and transitional costs of introducing joint approaches and structures; and 6) can lead towards consensus and the "lowest common denominator" at the expense of making tougher decisions about trade-offs to get better results for the public"*. However, the advantages of coordination to an organization to a large amount from different perspectives surpass the disadvantages, because most of the disadvantages listed in this paragraph and others can easily be turned into advantages with little modified positive thinking towards the roles of coordination.

2.3. Coordination as Part of Trust and Performance

Every practice to a large extent is determined by theory (Drucker, 1985). According to TutorVista (2013), *"coordination like the nervous system perceives the changes around us through our senses; it controls all the activities of the muscles in* response *to the changes outside; it maintains the internal environment of the body by interrelating the functions of the various internal organs and the involuntary muscles; it stores the previous experiences as memory that helps us to think and analyse our reactions; and it conducts messages between different parts of the body"*.

Coordination has links to trust and performance in many ways. Coordination produces performance, because it produces the necessary trust needed for achieving performance through networking. The demand for performance has been one issue that has characterized organization in recent times (Radin, 2000), because it has become the most regularly studied concept in organizational management (Cohen & Vigoda–Gabot, 2004). According to Geuras and Garofalo (2005), performance in most instances is substituted for productivity, since the "real world" of the manager is a world filled with deadlines, budgets, and clientele to serve. Trust, or the lack of it, has been identified as a 'make-or-break' factor in partnership and strategic cooperation; crisis conditions tend to stress trust indicators, many believe trust is central to coordination and cooperation (Smith & Schwegler, 2010).

Arnaud and Schminke (2007), have argued that the placement of every element in an organization should have a viability to positively affect performance. The interaction of the different components in and outside organization is what coordination represents. Internally, coordination is setting rules and standards based on cooperation; externally, coordination is fostering relationship and interest aggregation. The enhancements of inter-personal and inter-group relationships, guarantee performance that goes with trust. Through cohesion, conflicting interest are understood and

balanced in congruence with expectations from the larger society or external environment. In the external environment are culture, competition, and expectations. Through coordination, essentials from the external environment are imported into organization; these include staffs and other relevant factors of production that help in actualizing performance. On the other hand, trust is boosted when the end result and ideological representations of an organization are well exported to the external environment. It is obvious therefore, that trust and performance can be a mirage if coordination is missing.

3. PREVIOUS STUDIES

As stated earlier, the empirical part of this research is premised on previous studies or literature review. Previous research helps a researcher in understanding conventional/popular and reliable/tested positions about a present research inquiry or work. The qualitative analysis of data from literatures is premised on the narratives of the main assumptions on the concepts and variables of study. Table 1 (A Selection of Literature on Coordination, Organization, Trust, and Performance) contains some main assumptions about coordination and organization; and trust and performance from different views.

Table 1 (A Selection of Literature on Coordination, Organization, Trust, and Performance) has been able to display that organization has links to different elements. Explicating the relationship between coordination and organization cannot be completed without a look at the relationship between trust and performance. If collective responsibility is tied to social structures, then the social trust that collective responsibility generates also enhances the outcomes of social structures. The nervous system among many things absolves internal and external shocks in order to achieve a focused outcome. Organization successfully exists when gains outnumber deficit based on long term progression. When incompatible behaviours are reconciled, successful interaction and collaboration are achieved through the establishment of trustworthiness. The integration of organizational dynamics leads to sustainable relationship and outcomes. The reduction of uncertainty helps in the realization of vision. Smooth networking leads to understanding that informs competitive cost advantage. The connection of roles among intra and inter groups leads to profitable expertise. The linking of trust and performance among competing groups leads to specialization that generates better outcomes. The delineation and assigning of responsibilities create the most appropriate structures for achieving results.

In addition, the renewal of continuity enhances trust and performance in different ways. Interdependence leads to merger, growth, and sustainability. The establishment of trust is the beginning of avoiding social milieu. Reinventing ideal structure helps to smoothing the relationships between superior and junior personnel in an ideal organization. Rational ideas/decisions in an organization emerge and materialize through the coordination framework and this to an appreciable extent positively affects the formal and informal channels of performance. A coordinated management of diversity positively affects performance and trust on long term basis. Participation generated by trust is one main solution to negative organizational isolation and redundancy. Specialization becomes established through satisfaction that is made possible by coordination, because consistency and improved outcomes are what specialization informs. Coordination, organization, trust, and performance are no doubt tied to one another and relatively useful interdependently.

4. CONCLUSION

This study is a qualitative research that emphasizes the effects of coordination on organization, from an intra-and inter performance outlook. As it has been argued, it is challenges that inform the need for coordination and challenges can be of different forms or dimensions. The primary drive or purpose of any organization is to achieve a meaningful outcome or performance. Due to the natures of internal and external complexities that go with organization, coordination becomes a relevant element. Internally, organization comprises of management, employee, tools, structures etc. Externally, organization comprises of environment, culture, competitors etc. Coordination is part of network analysis, because of its emphasis on interdependence, cooperation, trust, performance and competition.

Emphasizing the internal and external relevance of coordination has been the main task of this research along with answering the questions of how coordination can lead to better organizational performance; and how coordination can help in increasing organizational trust. The main findings of this research are presented in table 2 (Main Findings of the Study) below in relation to special issues like the effective and efficient connections of internal and external organizational components; and the clear definition of internal and external organizational interests and goals. These issues have different implications in regards to organization, trust, and performance.

Coordination has different ways it can lead to better organizational performance. From the various literature reviewed, it can be summed that coordination lead to better organizational performance through internal and external strings that give every nature of advantage to an organization. Internally, personnel and tools are structured in the order of producing the best result. Externally, organization is best positioned in the form of realizing internally set objectives even with the presence of other competing organizations.

Coordination can help in increasing organizational trust also through different ways. From the various literature reviewed, it was visible that trust is part of performance, because trust represents a foundation and instrument/value of performance. Coordination can help in enhancing the internal and external dimensions of trust. Internally, more interaction leads to better cooperation, and better cooperation leads to higher trust. Externally, better interaction leads to focus, and focus leads to comparative cost or competitive advantage and goodwill. Increasing organizational trust is increasing organizational performance, because trust is performance. From a general conclusion, it is arguable that coordination is important, because it is tied to both the internal and external aspects of organizational performance.

5. RECOMMENDATIONS FOR FUTURE STUDY

Every research work has its areas of weakness or missing links relating to unexplored perspectives and ideas not fully operationalized. Therefore, in order to develop this present area of research I would recommend first that more researches should be conducted to ascertain the challenges coordination might encounter in multi-cultural organizations.

Secondly, I would recommend that more researches that use primary empirical data should conducted to understand how coordination affects the performances of private and public organizations from relative perspectives.

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Table 1: A Selection of Literature on Coordination, Organization, Trust, and Performance

Authors and Literatures	Main Assumptions about Coordination and Organization	Main Assumptions about Trust and Performance
D.S. Pugh & D.J. Hickson (1976). Organizational Structure in its Context. Hants, England: SAXON HOUSE, Teakfield Limited.	The renewal of continuity is one main function of coordination in an organization.	Trust as an enhancer of performance has been crucial in all eras of civilization.
Jeffery Pfeffer & Gerald R. Salancik (1978). The External Control of Organizations: A Resource Dependence Perspective. New York: Harper & Row, Publishers.	Coordination between organizations goes with requirements for controlling interdependence that leads to merger and growth.	Making provision for performance starts by creating an atmosphere of intra and inter organizational trust.
Presthus Robert (1979). The Organizational Society. London: St. Martin´s Press, Inc.	Organizations are miniature societies that need coordination in order to avoid milieu.	Trust serves as a positive alternative to result achievement amidst imperfect competition and hijacked end goals.
Frank Fischer & Carmel Sirianni (1984). Organizational Theory and Bureaucracy. A Critical Introduction. In: Critical Studies in Organization & Bureaucracy, 3-20. Eds. Frank Fischer & Carmel Sirianni. Philadelphia: Temple University Press.	The reinvention of ideal structures is what makes coordination to be a very strategic concept to organization.	Trust is the performance bridge between superiors and subordinates in an organization.
Donald Chisholm (1989). Coordination without Hierarchy: Informal Structures in Multiorganizational Systems. Berkeley: University of California Press.	Main rational ideas/decisions in an organization emerge and materialize through the coordination framework.	Trust makes possible coordinative arrangements through informal channels that enhance outcomes.
Michael T. Hanna & John Freeman (1989). Organizational Ecology. Cambridge: Harvard University Press.	Coordination answers the questions of organizational diversity.	Trust shapes the structures of organizations over a long time span that also enhances performance.
Ahrne Göran (1990). Agency and Organization: Towards an Organizational Theory of Society. London: Sage Publications.	Coordination is part of organization, because an institution cannot grow by itself or in isolation.	Trust is an ideal part of participation that improves collective and collaborative outcomes.
Andrew D. Szilagyi & Marc J. Wallace (1990). Organizational Behaviour and Performance. Glenview: Foresman and Company.	Coordination is the framework for intergroup performance in an organization.	Trust is an attitude that enhances effective communication and organizational performance between intergroup.
Michael J. Enright (1995). Organization and Coordination in Geographically Concentrated Industries. In Naomi R. Lamoreaux, & Daniel M.G. Raff (Eds.), Coordination and Information: Historical Perspectives on the Organization of Enterprise (103–146). Chicago: Chicago University Press.	Coordination serves as a bridge for trust and performance among competing groups.	Trust establishes focus for competitive advantage

Ching, Chee, Clyde W. Holsapple, & Andrew B. Whinston (1996). Toward IT Support for Coordination in Network Organizations. Information & Management 30, 179-199.	Coordination increases structural effectiveness and responsiveness in an organization; especially in extremely turbulent environment.	Trust is the foundation of reciprocity that increases organizational outcomes.
Hanna Lehtimäki (1996). Coordination through Social Networks. University of Tampere, A1(43).	Coordination reduces uncertainty through informal and formal mechanisms.	Trust institutionalizes words with actions.
Herbert A. Simon (1997). Administrative Behaviour: A Study of Decision-Making Processes in Administrative Organizations.	Coordination which can be substantive or procedural helps in establishing lines of authority and specification of duties in an organization.	Trust is the beginning of satisfaction that enriches performance from a decision-making perspective.
John Storey (2003). Signs of Change: 'Damned Rascals' and Beyond. In John Storey (Ed.), Leadership in Organizations: Current Issues and Key Trends (pp. 4–13). Oxon: Routledge.	Coordination connects roles among intra-and inter groups.	Trust creates expertise along with strategic contents.
Olli-Pekka Viinamäki (2004). A Theory of Coordination and Its Implications on EU Structural Policy: A Comparative Study of the Challenges for Coordination in Structural Funds in Finland, Ireland, and Sweden. ACTA WASAENSIA No. 132, Administrative Science 9. University of Vaasa: Publication Unit.	Coordination is the interrelations of functions, structures, and resources within and outside an organization.	Trust enhances stability that on the other hand positively affects structural efficiency.
Groenewegan, L.P.J, A.W Stan, P.J. Toussaint, & E.P. de Vink (2006). Paradigm as Organization-Oriented. Electronic Notes in Theoretical Computer Science 150, 93-113	Intra- and inter components consistency is determine by coordination in an organization.	Positive performance behaviour is established by trust in an organization.
Richard D. Lewis (2006). When Cultures Collide: Leading Across Cultures. Boston: Nicholas Brealey Publishing	People of different values are best managed through the coordination network in a multicultural establishment.	Trust helps in strengthening outcome and productivity that would naturally be difficult to realize.
Eva Beuselinck, Koen Verhoest, & Geert Bouckaert, (2007). Reforms of Central Government Coordination in OECD-Countries for Cross-National Unifying Processes? In Kuno Schedler & Isabella Proeller (Eds.), Cultural Aspects of Public Management Reform (pp. 77–109). Amsterdam: JAI Press.	A well-coordinated organization is often considered to be at advantage over others.	Trust is a foundation for performance, because it is an instrument throughout time.
Arshinder, Arun Kanda & S.G. Desmukh (2008). Supply Chain Coordination: Perspectives, empirical studies and research directions. Int. J. Production Economics 115, 316-335	Coordination determines intra-and inter organizational relationships and performance measures.	Performance enhancement within a network framework is a function of cooperation generated by trust.
Lambert Uyi Edigin (2009). Organizational Theories: A Conceptual Analysis. The Nigerian Journal of Politics and Public Policy, 5, (1 & 2), 64-75.	Coordination defines 'how' and 'who' to accomplish a task.	Trust establishes rational structure for result achievement.
Amr G.E. Sabet (2010). Wickedness,	Collective responsibility is tied	Social trust enhances

Governance and Collective Sanctions: Can Corruption be Tamed? In: Ethical Governance: A Citizen Perspective, 91–112. Ed. Ari Salminen. Public Management 39. University of Vaasa: Publication Unit.	to social structures.	reputation building.
Mark N. K Saunders, Denise Skinner, Graham Dietz, Nicole Gillespie, & Roy J. Lewicki (2010). Organizational Trust: A Cultural Perspective. Cambridge: Cambridge University Press.	Coordination brings together and reconciles incompatible behaviours in organization	Trust institutes trustworthiness for successful interaction and fruitful collaboration
Graham Dietz, Nicole Gillespie, & Chao, Georgia T. (2010). Unravelling the Complexities of Trust and Culture. In Mark N.K. Saunders, Denise Skinner, Graham Dietz, Nicole Gillespie, & Roy J. Lewicki (Eds.), Organizational Trust: A Cultural Perspective (pp. 3-41). Cambridge: Cambridge University Press.	Coordination integrates micro-level psychological processes (intrapersonal, interpersonal) and group dynamics with micro-level, societal and institutional forms.	Trust secures sustainable relationship among unequal parties in unclear situation that is characterised by uncertainty.
Daniela Di Cagno & Emanuela Sciubba (2010). Trust, Trustworthiness and Social Networks: Playing a Trust Game when Networks are Formed in the Lab. Journal of Economic Behaviour & Organization, 75, 156–167. Retrieved from http://www.ems.bbk-.ac.uk/faculty/sciubba/JEBO_2010.pdf.	Coordination generates endogenous network among anonymous group	Trust generates higher profit, because of focus creation
Cason Timothy N., Anya C. Savikhin, & Roman M. Sheremeta (2012). Behavioural spillovers in coordination games. European Economic Review, 56, 233-245.	Coordination helps to structure organizational behaviour along with the external environment.	Accomplishing group task relies on the interdependences generated by trust.
TutorVista (2013). Nervous Control in Human Beings. Available 2013–06–20: http://www.tutorvista.com/content/science/science-ii/control-coordination/nervous-control.php	Coordination to organization is like a nervous system to the human body.	Trust is like shock absorber, because it absolves and utilizes external elements in congruence with internal elements.
Scott E. Robinson et al., (2013). The Core and Periphery of Emergency Management Networks: A Multi-modal Assessment of two Evacuation-hosting Networks from 2000 to 2009. Public Management Review, 15(3), Special Issue: Disaster and Crisis Management. 344–362. Eds. Naim Kapucu and Arjen Bion. Oxfordshire: Taylor & Francis.	Coordination enhances the participatory networks among emergency organizations.	Trust has a community value that improves the outcomes of emergency services.

Table 2: Main Findings of the study

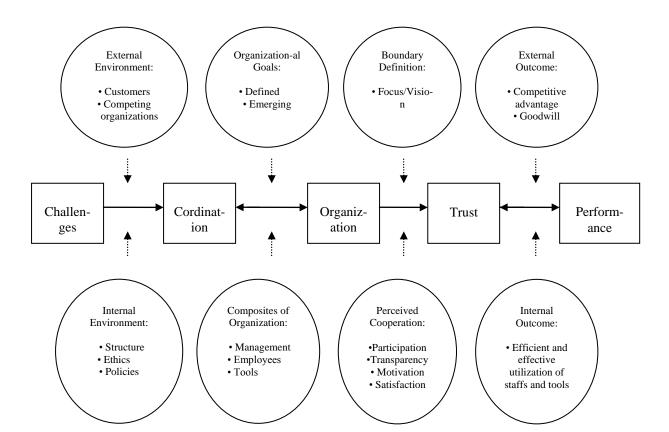| Issues	Implications
The effective and efficient connections of internal and external organizational components	• Reduction of internal and external complexities and uncertainties in an organization • Productivity increase in an organization • Integration of micro and macro levels dynamics in an organization • Connection of roles among inter and intra organizational groups • Bridging of performance and trust among competing organizational groups • Definition of organizational tasks and ways of their accomplishment
The clear definition of internal and external organizational interests and goals	• Enhancement of organizational reputation • Utilization of external organizational elements in congruence with internal organizational elements • Establishment of long term foundation for organizational performance and trust • Securing of sustainable organizational relationships among unequal parties in unclear situation, which is often characterised by uncertainty • Institutionalization of actions that help in realizing organizational vision • Generation of high profit through the creation of organizational focus • Creation of organizational expertise along with strategic contents • Establishment of competitive advantage for an organization • Establishment of result oriented structures in an organization

Figure 1: A model of coordination and organizational performance