



# INTERNATIONAL SCIENTIFIC COMPILATION RESEARCH CONGRESS-V

March 01-03, 2026  
Ankara, Türkiye

## THE PROCEEDINGS BOOK

**EDITOR**

**Prof. Dr. Mustafa AKBULUT**

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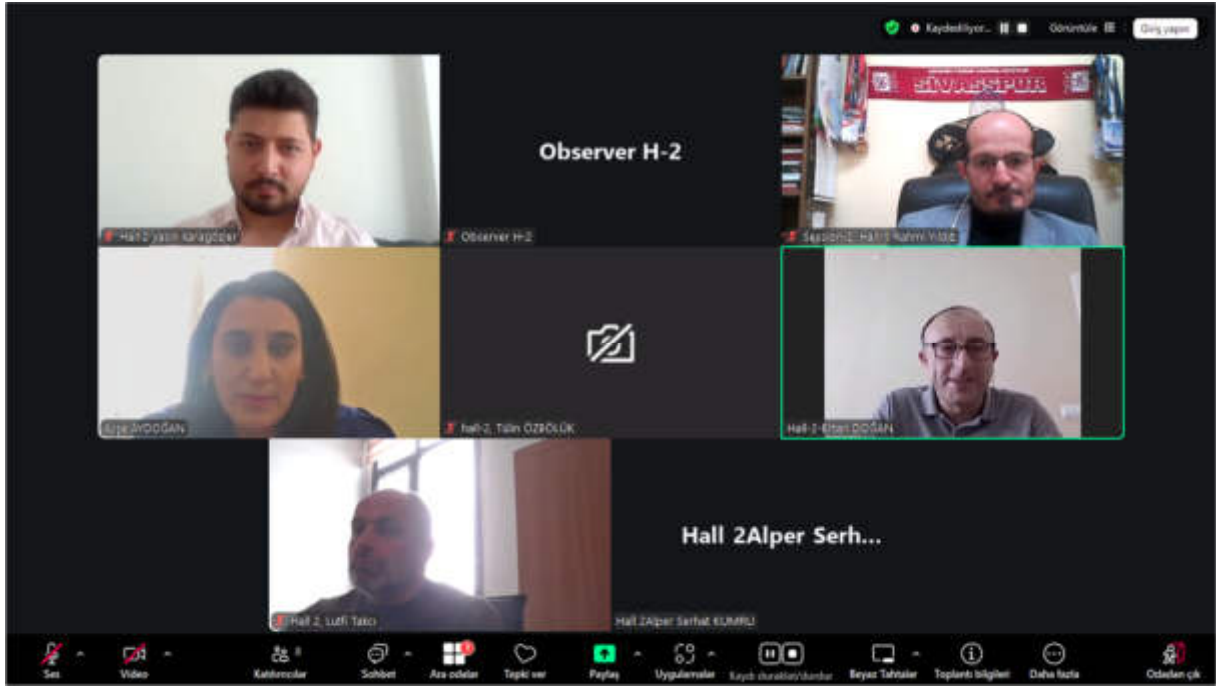
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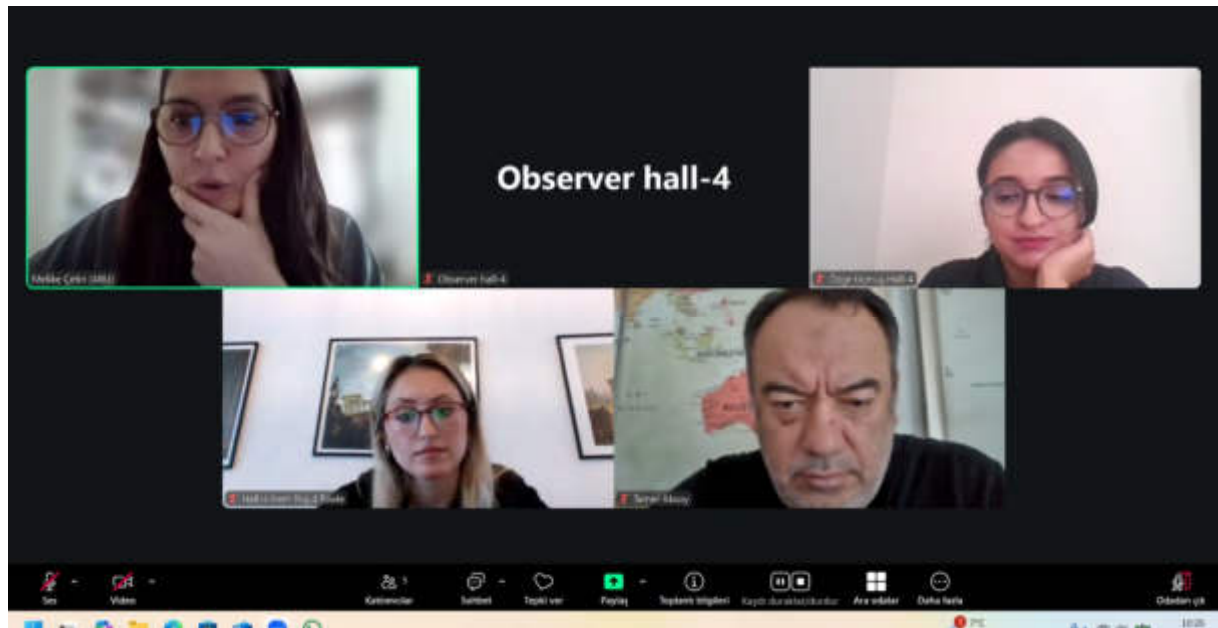
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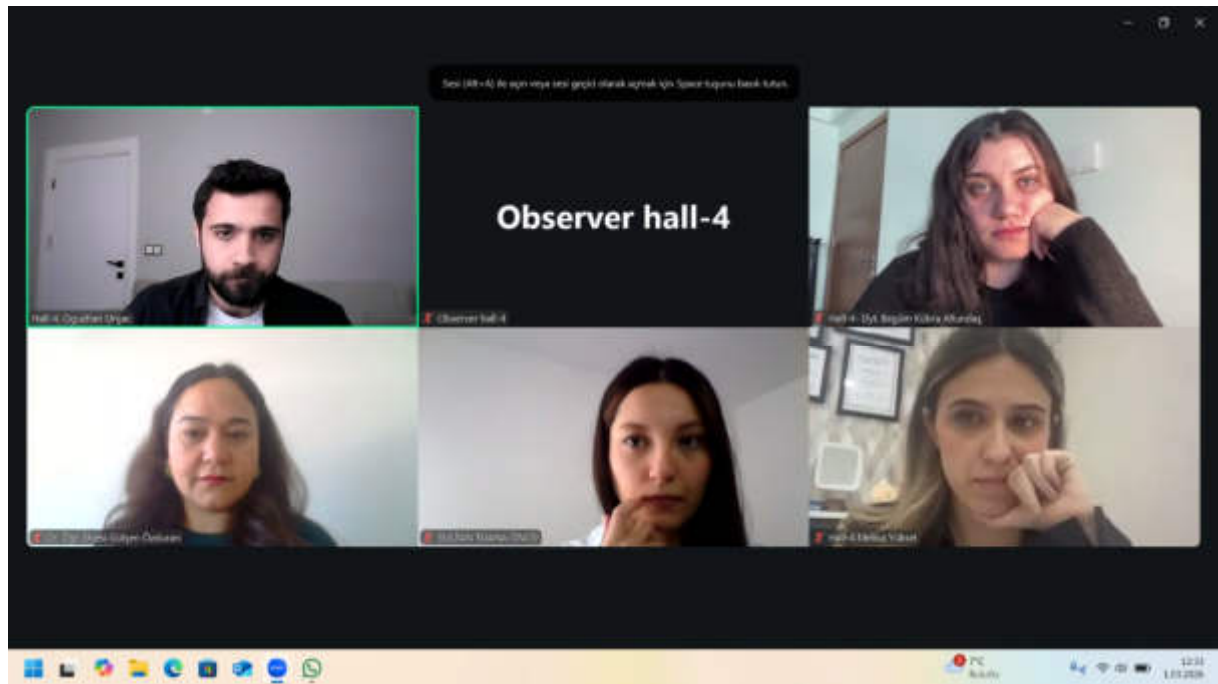
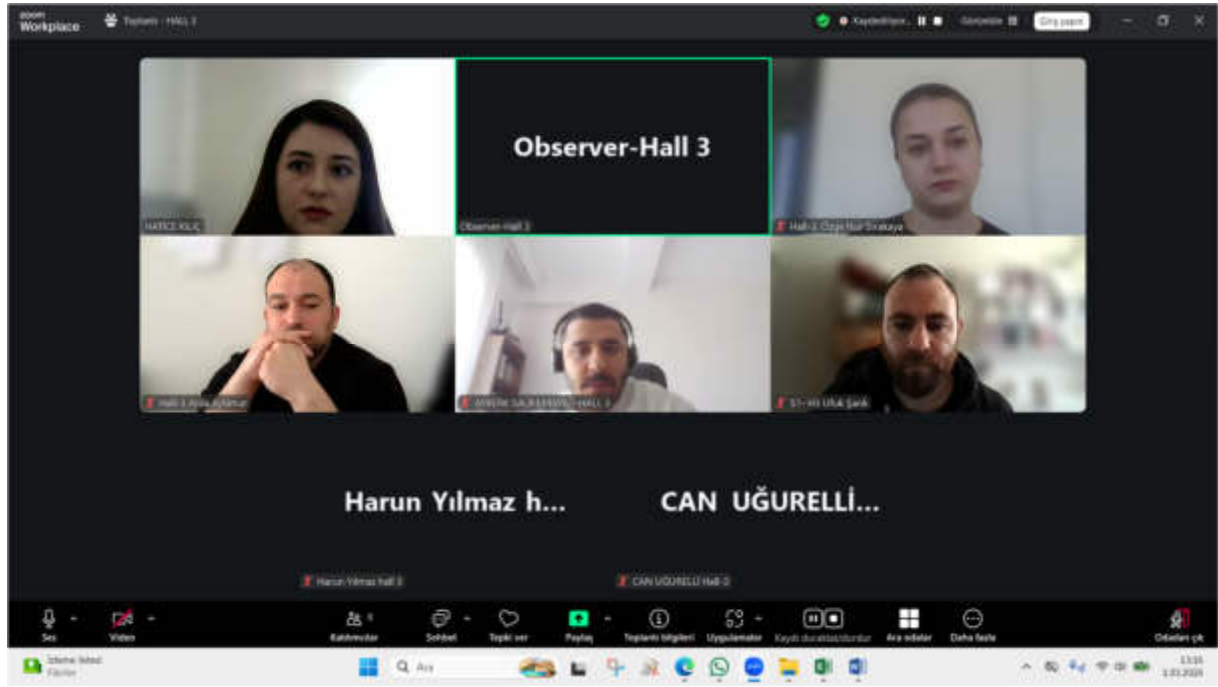
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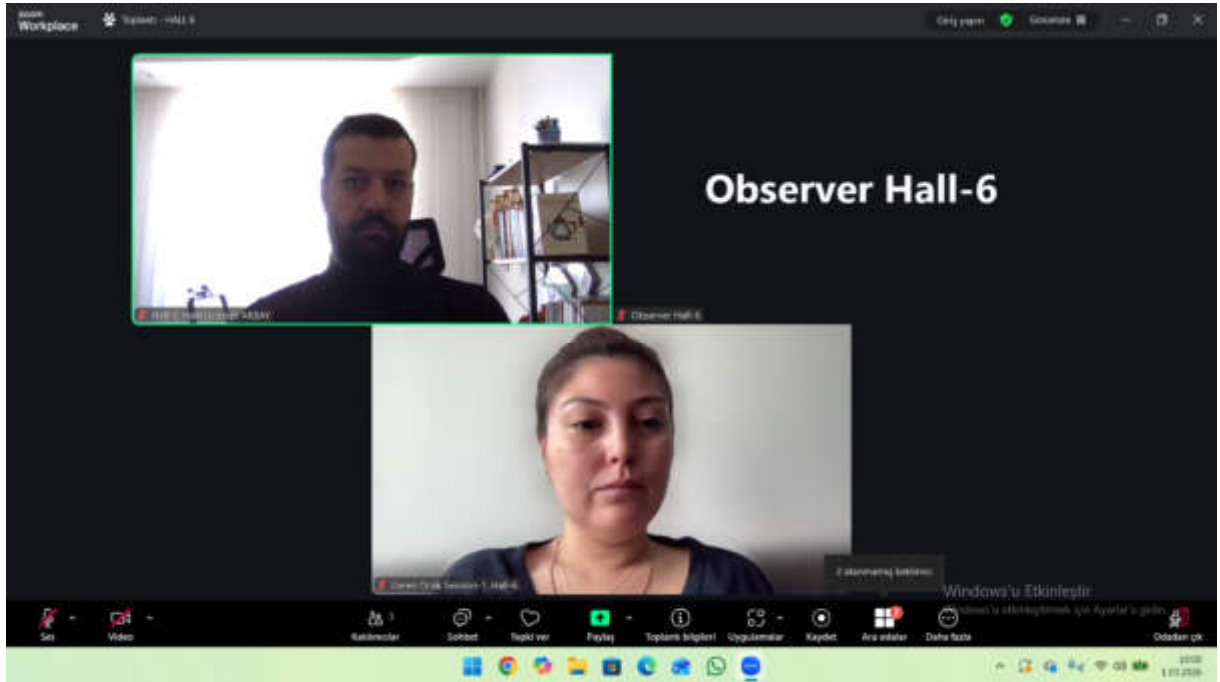
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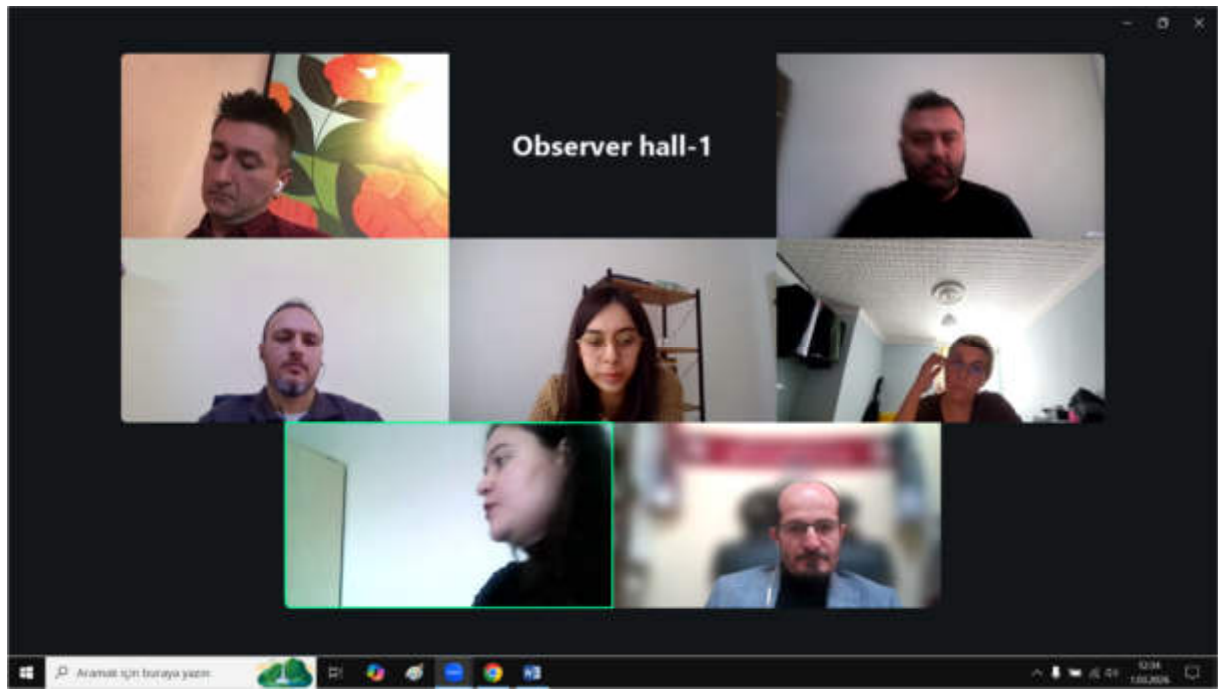


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**THE IMPACT OF COMMUNICATION & COORDINATION BETWEEN MANAGERS AND DEPARTMENTS ON ORGANIZATIONAL PERFORMANCE: CASE OF A METROPOLITAN DISTRICT MUNICIPALITY**

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**ABSTRACT**

This study aimed to examine and demographically analyze employees' perceptions of the impact of communication & coordination between managers and units on organizational performance, within the context of the information-communication internal control component of the COSO model, using the example of a metropolitan district municipality in İstanbul. The study investigated whether there was a significant relationship between employees' perceptions of the impact of communication & coordination between managers and departments on organizational performance. It also examined whether these perceptions differed according to demographic characteristics such as gender, age, education level, years of experience, position. Methodologically, a descriptive online survey method including a questionnaire was used to collect data. The survey was responded by 343 participants working in different departments and positions in the municipality. Data were analyzed using SPSS-23. The questionnaire, which is suitable for a 5-point Likert scale, included statements regarding demographic characteristics and the impact of inter-managerial and inter-departmental communication & coordination on performance within the context of COSO's information-communication internal control component. The study concluded that there is a significant relationship between perceptions of communication & coordination between managers and departments and organizational performance. It also revealed that communication & coordination between managers and departments was found to have a positive impact on organizational performance. Furthermore, it was indicated that employees' perceptions did not vary according to demographic characteristics (i.e. gender, age, education level, years of service, position). The study is limited to the perceptions of 343 municipal employees. Therefore, it is recommended that similar studies be conducted with a larger number of municipalities and employees to obtain more general results.

**Keywords:** Information-Communication-Coordination, COSO Internal Control System, Performance, Municipality

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İlgili kararın ifası için görevlendirilen düzenleme kurulu üyeleri unvan ve isimleri aşağıda belirtilmiş olup bilim ve danışma kurulunun düzenleme kurulu tarafından teşekkül ettirilmesi ile kongreye bizzat iştirak edecek düzenleme kurulu üyelerinin yolluk ve gündeliklerinin saymanlığımız tarafından ilgili harcama kaleminden ödenmesi

Arz rica olunur



Sefa Salih BİLDİRİCİ  
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