that can be understood by the receiver. This step is the decoding of the message. The final link in the communication process is a Feedback Loop. Feedback is the check on how successful we have been in transferring our message as originally intended. It determines whether meaning has been understood.

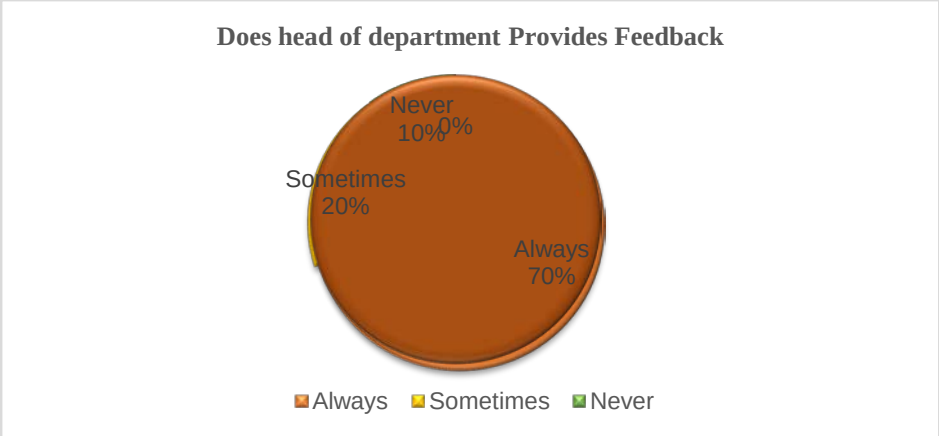
Employees are empowered, provided certain incentives and given the necessary resources to perform at an optional level. Managers at the technical core of an organization are obligated to develop good working relations with their staff by providing them with a comfortable work environment and swiftly resolving issues that could possibly hinder performance. Managers should lead and motivate their staff to perform at a level that inspires them to achieve the goals and objectives set forth by the organization. The practice of effective communication is a leadership attribute that facilitates managers in becoming the prospective leaders of their organization.

Managerial communication is defined as "the downward, horizontal, or upward exchange of information and transmission of meaning through informal or formal channels that enables managers to achieve their goals[18]." The performance of visionary organizations is linked to their managers' efficient and effective use of communication, which inculcates confidence in employees. It is imperative managers in organizations, both large and small; understand the significance of establishing meaningful relationships with their employees. Moreover, beneficial relationships can be established through achieving organizational goals, providing performance feedback, and engaging in formal and informal communication networks.

The top echelons of any organization should bestow confidence in their employees by clearly communicating the vision, core ideology, and giving them leeway to affect change. Information and communication are two distinct but interdependent entities. The selective and opposite flow of information is desirable for an effective communique. The overflow of information results in an increased communication gap between the management and employees[19]. This in turn enhances the autistic hostility leading to the distortion of the communication. Managers can bridge the gap by polishing communication skills and adopting better techniques. There should be greater focus on the objectivity, content, and brevity of messages, which assists in the

[18] R.L. Bell, J. Martin, *The Promise of Managerial Communication as a field of Research*: International Journal of Business and Public Administration, vol. 5, 125-142
[19] D. Katz, R.L. Kahn, *The Social Psychology of Organizations*, New York: Valley & Sons Inc., (1996)

and Consults recognize that the manager always provides feedback, 20.0% said sometimes and 10.0% said never. This is a good revelation because managers will be able to advice employees on their performance and how to even improve upon it.



Source: Field data, 2020

Figure 5.5: Provision of feedback to employees

5.6 Information Flow

Respondents were asked whether departmental heads withhold information from them. From the table below 75.0% out of the 20 replied in the negative while 25.0% replied in the affirmative. The employees indicated that the departmental heads only give out the information that is relevant to their work

Table 5.6: information flow

Response	No. of Respondents	Percentage %
Yes	5	25%
No	15	75%
Total	20	100%

Source: Field data, 2020

5.7 The speed of Communication

When respondents were asked how fast information flow between the management and employee 75.0% of the 20 respondents said it was slow and 25.0% said it was fast. This revealed that when the head of department passes on a message which is