Review

Organisational entry, assimilation and exit: the place of communication in building a viral workforce for business organisations in Nigeria

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Business organisations in Nigeria are often faced with the challenge of getting suitably qualified candidates to fill up job openings. The situation becomes even more complex when those who had been judged suitable and have been hired, are not properly assimilated into the organisation. This often leads to lack of job satisfaction and poor performance, which eventually makes the ultimate exit of such employees most imminent. Hence, this work employed conceptual research method to examine the complexities associated with organisational entry, assimilation and exit with a bid to reducing the tensions that go with the processes in the Nigerian context. The work was built around Maslow's hierarchy of needs theory and the leader-member exchange (LMX) theory. Findings showed that organisations make the wrong choice of workforce when they fail to take into consideration the kind of recruitment system that best suits them. Also, when there are no proper channels of communication between management and employees and among employees, the end result is low productivity and exit of workers. The study, therefore, recommended thorough recruitment process and training of employees, as well as congenial communication environment in organisations.

Keywords: Business organisation, entry, assimilation, exit, communication.

INTRODUCTION

Organisations are broadly structured along the lines of management versus employees. Management or entrepreneur makes organisational decisions. Employees, who are collaborators, are brought in based on need to help drive the vision and mission of the organisation for the attainment of set goals. The coordination of the twin variables of material and manpower falls within the purview of an organisation's management team. While the entrepreneur mobilizes relevant resources, it is the employed human labour that

processes and turns the raw resources into finished goods and services. Just like the material resources, the human variable is neither easy to control (Nwachukwu, 2006, p, 8) nor the right persons for the job easy to come by; because in order to achieve organizational objectives, the right manpower must necessarily be in place. Hence, management and managers of organizations take great pains in getting well-suited individuals as employees and collaborators to help realize their goals. While it is no mean task getting the right personnel with a congenial attitude, it is equally a herculean task getting the recruited personnel to imbibe the organisation's culture and key into its vision and mission. Consequently, it becomes another cause for concern when employees decide to quit an organisation for whatever reasons.

Therefore, organizational entry, assimilation and exit have to do with such issues pertaining to why and how individuals get into organizations, how they become incorporated into the organizational goal pursuit, as well as why and how they leave organizations. As it were, it should be stated that the management of persons is much more demanding than when the task is simply to manage material resources. Hence, this work examines the complexities associated with organisational entry, assimilation and exit with a bid to reducing the tensions that go with the processes in the Nigerian context. The work is built around two management theoretical frameworks and critically examining relevant past studies on the subject, will draw conclusion and make recommendations.

Clarification of Concepts

For a better understanding of the essay, it would make sense to explicate the key concepts that form the topic of the paper. The definitions given are how the terms would be understood for the purpose of this paper.

Business Organisation: this is an economic interest group that provides goods or renders certain defined services to the public that ultimately leads to the financial well-being of the organisation and its members.

Organisation: this is a group of individuals who are mutually interdependent and have come together based on formal agreement and terms to achieve a defined goal.

Organisational Assimilation: it refers to the practice of getting new members of an organisation to imbibe the peculiar cultures of the organisation and to make them feel at home to freely contribute their quotas to the growth of the organisation.

Organisational Entry: it has to do with the processes which intending candidates must undergo in order to become employees of an organisation. The process of getting the right manpower for the right job is called recruitment.

Organisational Exit: it entails the processes leading to the eventual quitting of a member of staff of an organisation.

Theoretical Framework

This work rests on the hierarchy of needs theory and the leader-member exchange (LMX) theory. Nwachukwu (2006, pp. 187-192) holds that the hierarchy of needs theory was developed by A.H. Maslow who says that man always has needs to satisfy starting from the basic needs to the higher order of needs. According to Nwachukwu, Maslow is of the view that needs are motivators of behaviour because once a particular need has been satisfied, which dictated the behaviour of the individual at a given time, another need emerges to condition how the individual behaves until it is met. Nwachukwu also presents the needs as classified by Maslow. They are physiological need, safety need, social need, esteem need and self-actualization need.

-      Physiological need: this is the basic need of people- food, clothing and shelter. These needs are strongest in a man's life and must be satisfied before other needs.

-      Safety need: it is a protection against bodily harm, danger of loss of employment, deprivation or threat, i.e. an employee gets worried if he is not confirmed staff or subjected to discrimination or arbitrary managerial action.

-      Social need: this need is often referred to as acceptance need. Having satisfied his two basic needs, an individual's attention will then shift to acceptance in society, to love and be loved. At this stage, the individual belongs to small clubs or informal groups at work place.

-      Esteem need: at this stage the individual has need for recognition, accomplishment, achievement and the need for self-respect. He loves to take responsibilities and prove himself. It is important for management to recognize and reward him for his contribution to the organizational effort.

-      Self-actualization: this is often called fulfilment need. A man is actualized when he feels he has reached the highest he is capable of reaching in an organization or life. The feeling of competency, being the best or having achieved manifests itself.

The Leader-Member Exchange (LMX) Theory

The leader-member exchange theory as propounded by Graen and Uhl-Bien (1995, pp. 219-234) is used to explain how people become members of an organisation. The theory identifies five stages through which people become members of an organisation namely:

Role Taking: here, the manager and the employee meet through job application, entrance examination, or interview where the manager starts to assess the abilities and qualifications of the employee.

Role Making: this is the stage after which applicants had been admitted. Members begin to take up assignments while the manager commences an assessment of how devoted they are to the assigned tasks. During this stage, managers, knowingly or not, begin to separate employees into two different groups;

In-group: based on the manager's evaluation of the new recruits at work, those who seem dedicated to tasks fall into this group. They earn the manager's trust, and they start to get more challenging roles that would further bring out the best in them. Communication with them is cordial and dialogic.

Out-group: the manager does not really trust this group. They are not given challenging or critical tasks that would further develop their skills, while communication with them is more direct and somewhat linear.

Routinization: this is the final stage where individuals are finally settled and members fall into the daily working schedule of the organisation.

Organizational Entry

Jain (2012, pp. 29-30) says that an organisation is a group of individuals pursuing a set of collective goals with established rules, methods of coordination, procedures, culture and space. Organizational goals are attained through adequate planning. The planning process will include identifying and harnessing the two basic production variables of every organization which are: material resources and manpower. It is the proper coordination of the available manpower to drive the scarce resources that ensures that the target organizational goals are efficiently achieved with the minimum resources, energy and time.

Organizations survive because there are competent persons or employees working with the entrepreneur to realize set goals.Organisational entry of new employees according to Holton and Russell (2000, p. 311) is a critical human resource process that cannot be underestimated. The relationship between an organization and its employees is often a symbiotic one. For, while the organization depends on its employees to attain its set goals, employees in turn depend on the organization for their livelihood (Pettinger, 2001, p. 2). The process of entry into an organization begins with recruitment. Job recruitment is the search for proper persons to fill job openings in an organization. As Nwachukuwu (2006, p. 110) notes, the function of manpower recruitment in modern organizations is delegated to the human resources department or the personnel office as some call it. He posits that it is the

duty of the personnel office to select, train, develop, assimilate and remunerate employees, as well as formulate manpower policies.

The personnel office equally takes care of manpower planning. Manpower planning aims at evolving the most effective ways of matching people with jobs at which they are most proficient. The essence "is to have the right people in the right number with the right knowledge in the right jobs, in the right places" (Nwachukwu 2006, p. 111). In other words, the recruitment process requires an uncompromising thoroughness which will ensure that those to be eventually selected and employed are persons whose personal goal may not continually be in conflict with the organizational goal.

Getting the right persons and the right number to fill specific openings in an organization demands some form of job and position descriptions, together with hiring requirements. Stoner et al. (2005, p. 379) advocate that recruiters must have some clear ideas regarding the activities and responsibilities required in the job being filled. This entails analysing and writing a statement which explains the job content and location. They say that this statement could either be called a job description or a position description. Following closely the position or job description would be the hiring specification. Hiring specification, for them, defines the education, experience and skills an individual must have in order to perform effectively in the position to be filled. With adequate job description and specification in place, job seekers who eventually become job holders would easily find job satisfaction because already they are familiar with the job challenges. They are also optimistic because they would have known that they possess the requisite abilities and skills to confront the work challenges.

Organisations carry out recruitment exercises based on organisational interests. However, Coyle-Shapiro and Shore (2007, pp. 7-8) believe that in many instances interests other than those of the organisation may exert an important influence on the extent to which managers enact their role as organisational recruitment agents. They argue that often times, the informal methods used by organisations to assess fit would certainly allow managers to choose applicants that fit with their own personal interests or the interests of a particular group that the manager identified with.

Communicating Vacancies

It is one thing to have a job opening, and another for prospective employees to be aware of such vacancies. To be sure, an organisation has to attract a pool of quality applicants so that the chances of recruiting the very best would be higher. Kelly Global Workforce Index (2012, p. 2) recommends that employers avoid the communications blackout by making it as easy as

possible to submit applications; job requirements, qualifications, salary and experience should be easy to understand; employers should respond timely to applicants to assure them that they are being fairly evaluated and respected; once employed candidates should be provided with a planned approach to onboarding.

Consequently, Terjesen et al. (2007, p. 505) note that the recruitment process begins with communicating the values and image of the organisation through publicity and advertising. It is based on the communicated image and values that potential employees will evaluate whether to apply or not.When an organisation desires that job openings be filled internally, Richardson (2004, pp. 5-6) says that such job openings could be advertised by job posting (placing notices on manual and electronic bulletin boards, in company newsletter and office memoranda); and referrals (usually word-of-mouth advertisements). However, she notes that when it involves external recruitment, organisations either need to encourage walk-in applicants, advertise vacancies in newspapers, magazines and journals, and the electronic media; use employment agents to "head hunt"; advertise on-line via the internet; or through job fairs and the use of college recruitment.

Sources of Manpower for Recruitment

This has to do with where the right persons who possess the corresponding skills to fill up open positions are found and recruited. Generally, people are recruited into organisations from the labour market. The labour market is a pool of available people with working ability, who are willing to be hired. There are basically two sources of recruitment into positions in organisations: recruitment from within and recruitment from outside (Stoner, et al., 2005, pp. 381-382; Nwachukwu, 2006, p. 115; Bhattacharya, 2002, p. 195). On the one hand, recruitment from within is the practice of choosing from eligible and qualified persons already employed in an organization to occupy new and higher posts in the same organization, i.e.through promotion. Richardson (2004, pp. 8-9) gives sound reasons for recruiting from sources within the organisation.

1.   The ability of the recruit is known so it is easy to assess potential for the next level.
2.   Insiders know the organisation, its strengths and weaknesses, its culture, and most of all, its people.
3.   Promotion from within build motivation and a sense of commitment to the organisation.
4.   Internal recruitment is cheaper and quicker than advertising in various media and interviewing "outsiders".

She equally lists some of the disadvantages of the system:

1.   Sometimes it is difficult to find the 'right' candidate within and the organisation may settle for an employee who possesses a less than ideal mix of competencies.
2.   If the vacancies are being caused by rapid expansion of the organisation there might be insufficient supply of qualified individuals above the entry level. This may result in people being promoted before they are ready, or not being allowed to stay in a position long enough to learn how to do the job well.
3.   Infighting, inbreeding, and a shortage of varied perspectives and interests may reduce organisational flexibility and growth, and resistance to change by those who have an interest in maintaining the status quo may present long term problems.
4.   Usually when organisations promote individuals from within regardless of their competencies during rapid growth and expansion periods, their managerial deficiencies become apparent only when the rate of growth slows down, and by then, the company would suffer and the resulting cost of remedial training can prove prohibitive.

On the other hand, recruitment from without or outside, also known as direct recruitment, is often used to fill lower posts (Bhattacharya, 2002, p. 195). External recruiting according to Richardson (2004, pp. 10-11) is grouped into informal and formal methods. For her, the informal method may include, rehiring former employees, choosing from walk-in applicants, use of referrals, and students who participated in internship programmes. While the formal method entail searching the labour market more widely for candidates with no previous connection to the organisation. She notes that the method is relatively expensive and time-consuming.

However, scholars have no fast rule as per which of the two sources should be adopted by an employer. Rather, it is left to the discretion of organizational management based on peculiar organizational policies to know which source of recruitment yields the best result. Each organization needs to develop a dynamic recruitment framework that would help it strike the balance and cushion the side-effects of one form or the other.

Organizational Assimilation

Organisational goals may never be realized if at the end of the recruitment and selection exercise successful candidates are not consciously incorporated and integrated seamlessly into the new work environment. Every corporate environment is unique and requires that new-comers get acquainted with both the written and unwritten codes guiding life and work operations in a particular organizational environment. Bauer (2010, p. 2)

calls the process of assimilation onboarding. She maintains that "the faster new hires feel welcome and prepared for their jobs, the faster they will be able to successfully contribute to the firm's mission". She observes that the onboarding process could be formal or informal, while it is up to the human resource office to decide which best suits their organisation. She states that onboarding has four distinct levels which she terms the four C's. These according to her are:

•   Compliance: includes teaching employees basic legal and policy-related rules and regulations.

•   Clarification: ensuring that employees understand their new jobs and all related expectations.

•   Culture: it includes providing employees with a sense of organisational norms- both formal and informal.

•   Connection: refers to the vital interpersonal relationships and information networks that new employees must establish.

It is against this view point that DBM and Human Capital Institute (2011, p. 4) observe that onboarding programmes provide very individualised, targeted learning opportunities and are an integral part of a broad talent development strategy designed to accelerate and enhance performance. Similarly, defining onboarding "as the process ofintegratingand acculturating new employees into the organization and providing them with the tools, resources and knowledge to become successful and productive", Partnership for public service & Booz Allen Hamilton (2008, pp. 2-3) believe that such key onboarding activities as: clearly communicating performance expectations, providing feedback, involving co-workers and peers, and providing training result in enormous benefits which include: improves employee performance, increases employee engagement, increases employee retention, and accelerates time-to-productivity.

It is important to note that the time and resources devoted to attracting the best talent can quickly be undone by a poor assimilation process (Kelly Global Workforce index, 2012, P. 11). Hence, National Human Services Assembly (2013, p. 14) maintain that onboarding is a period when an organisation can set a path for a new hire towards retention by using the opportunity to impart the organisation's values in the new hire rather than treating it as a process of completing paper work. Kelly Global Workforce index (2012, p. 13) says that the first three months are typically critical for both employees and employers because it is the period where new hires are tested by their employers and early judgements are formed about performance, capability and potential. Consequently, National Human Services Assembly (2013, p. 14) recommends certain guidelines to help build an effective onboarding programme. These include:

Align and Acquire: it is important to ensure that the key stakeholders involved in hiring for a position agree on the position description, role and level and approve of the hiring decision; though this may seem obvious, it is important to remember that the way a hire will be accepted by the stakeholders is determined before the new hire even begins work.

Accommodate: from the outset, provide new hires with the necessary tools and resources for them to have the best opportunity to perform well. Hold leadership responsible for the development of new hires.

Assimilate: assign a mentor/sponsor/coach for new hires. Train the mentors on how to assist the new hires. You may also consider buddy programmes and employee resource groups to help new hires to build relationships during their early days, weeks and months with the organisation.

Accelerate: map the first hundred days of successful candidates. Onboarding does not just stop with the first week, but continuous at least for a year. After identifying individual needs, provide new hires with training and other developmental opportunities throughout the year.

Some scholars believe that new employees get assimilated into the work place through proper orientation programmes and training. However, there seems to be key differences between onboarding and orientation (DBM and Human Capital Institute, 2011, p. 4; Saratoga and Global Best Practices, 2008, p. 2). While orientation involves: communicating information about pay and benefits; reviewing organizational rules and policies; completing paperwork; receiving and accessing systems and work tools; onboarding programmes stress the importance of:

• Understanding the competencies and cultural requirements of both the company and the role and assessing and selecting candidates most likely to succeed in the position

• Measuring hiring success not simply by the amount of time it takes to hire or the cost to hire, but ultimately by the success of the new hire in the organization

• Coordinating multiple internal functions to seamlessly support both the new hire and the hiring manager, including functions such as human resources and employee records, payroll, benefits, information technology systems, and facilities

• Socializing employees and assimilating them into the company culture

• Soliciting the active participation of new hires and encouraging them to ask questions

• Involving management and new hires' peers in the onboarding process (Saratoga and Global Best Practices, 2008, p. 2)

Organizational Orientation or Socialization

Individuals do not often find it so easy at first in new environments. It is against this backdrop that Baron

(1986, p. 61) emphasizes that entry into a new job can often be a traumatic experience: hence, the need for urgent integration into the organization. He identifies areas new employees must be acquainted with in an organization. Firstly, they must come to understand the norms of the organization- formal and informal rules that tell members how to behave in various situations. Second, they must form a clear picture of role requirements, both their own and those of others. Third, they need an accurate grasp of the organisation's internal culture – its major values, attitudes and perspectives. Finally, they must understand how it really works: who holds power and who does not, which informal networks of communication are reliable and which are unreliable, and what political manoeuvres they are likely to encounter in their department or unit.

Based on the recommendations of Baron, it is evident that the new employees need much help from management and older staff in the organization to really fit in. it is on this note that Pettinger (2001, p. 14) underscores the importance of adequate and effective induction processes. He argues that the processes ensure that the new starter understands the full operational demands of the situation and that they have the desired attitudes and behavioural standards. For him, the ultimate purpose of induction is to get the new member of staff as productive as possible within the shortest possible time. He observes that an effective inductive process consists of the following:

1. Setting the attitudes and standards of behaviour required, ensuring that all employees know what is expected of them, and that they conform to these expectations and requirements.

2. Job familiarization, mainly to do with the ways of working required by the organization, and including any technological, customer, supplier or the colleague familiarization necessary.

3. Establishing the required standards and methods of work, where to go for supplies and inputs, how to deal with customers and clients.

4. Introductions to the team, work colleagues and other key contacts as part of the process of gaining confidence, understanding and mutuality of interest and for the development of effective enduring working relationships.

5. Familiarization with the environment, premises, ways of working and particular obligations on the part of the employer; familiarization and understanding of emergency procedures and other written rules and regulations.

Extending the argument, Stoner et al. (2005, p. 389) opine that socialization conveys three types of information which include: general information about the daily work routine; a review of the organization's history, purpose, operations, and products and services, as well as a sense of how the employee's job contributes to the

organization's needs; and, a detailed presentation of the organization's policies, work rules, and employee benefits.

Meanwhile, Ali et al. (2002, p, 430) stress that at the end of the formal induction or orientation period, there should be held follow-up meetings to ask new employees for feedback on the induction, agree on job descriptions, and set performance. These meetings would afford them the first opportunities of being able to express their opinions about the organizational culture and register any regrets or lapses they may have observed. Consequently, Training and Organizational Effectiveness, Office of Human Resources, Oregon State University (2012, p. 11) opines that establishing regular, on-going, and straightforward communication on how well new employees are doing in their job and in building their network allows management to reinforce what is going well and help make corrections while they are minor concerns.

On their part Rothmann et al. (2013) say that social exchanges help to satisfy psychological needs at work. They imply that social exchange at work satisfies the employee's desire to feel connected to others, to love and care for others as well as for others to love and care for him or her in return. This serves as a motivating factor to the employee's optimal performance towards the realisation of organisational goal because it would increase the autonomy to participate in the life of the organisation.

Training

Among other benefits of training Bhattacharya (2002, p, 202) observes that "Training helps mould and shape the entrants to internalize the organisational skills and character and helps them to adapt to new environments".Similarly, Bauer (2010, p. 13)says that training can show newcomers how to proactively help their own adjustment and therefore encourage successful onboarding. Successful onboarding is the first step towards commitment and success. Nwachukwu (2006, p. 127) says that the reason why many employees fail is because management has compromised on the need to train them. He stresses that training is an organizational effort, and that the aim is to help an employee acquire basic peculiar skills or culture of an organization that are required in the execution of the functions for which he is hired. By the time the new employee has acquired these skills, it would be for him a morale booster to be a problem solver rather than being dependent on older employees or the manager.In other words, the new employee would be committed. Obviously, when an employee notices that the employer appreciates the efforts being put in, the employee would be motivated to stay on in the company (Kumar et al., 2012, p. 15).

Similarly, while the new employee is about the business of settling down and making meaning of the new environment, management needs also take advantage of the period to further get to know him/her. This is because people are difficult and their real selves play out more in informal and calm settings. Observing and trying to understand employees in such a manner helps to anticipate their behaviour and take action to prevent problems and reduce conflict (Ali et al., 2002, p. 10).

The Place of Communication in Employee Assimilation

Effective communication makes the assimilation process easier. Dartmouths (2009, pp. 3-5) advocate that managers of new hires initiate conversations with them during the first one to three months as a way of helping them adjust to their new job, the organisation, the culture and the work environment. They note that effective communication is necessary for institutional success; while communication breakdown can result in low productivity. They propose that one way to address communication challenges is to understand the way people prefer to communicate. That is, the manager should convey how he likes to communicate and try to learn how the new hires prefer to communicate also.

As it were, Waldeck et al. (2004, pp. 165-166) have argued that the use of advanced communication and information technologies, ACITs, could contribute significantly to successful organisational assimilation. They identified some of the ACITs common to organisations today to include email, internet and web pages, intranet, online chat facilities, voicemail, cellular telephones, online data bases and calendars, instant messaging, videoconferencing, pagers and fax. They agree with other scholars that:

• electronic communication and information technologies can carry more information, faster, at a lower cost, and to more people while also offering increased data communality, processing and powerful recombinant capabilities.

• They extend the number and variety of people involved in organisational decisions.

• They diminish temporal and physical interaction constraints and increase horizontal and vertical communication.

• They increase the duration, frequency and depth of communication among employees both online and offline.

• Advanced communication and information technologies such as email and teleconferencing make it possible for employees to form coalitions and acquire information.

• They equally enhance workgroup performance

Organizational Exit

In the same way organisations get new employees, so should they anticipate staff exit. Neal (1989, p. 33) indicates that turnover is characterised by two key variables of job satisfaction and opportunity. By job satisfaction he meant the extent to which employees have positive and affective attitudes toward their job. He defines opportunity to mean the extent to which alternative occupational roles are available.

Kuria et al. (2012, p. 312) are of the view that employee turnover is usually a gradual process. They opine that work environment plays a pivotal role on an employee's decision to continue working in an organisation or to quit. According to them, when the employee is not satisfied with the job, he or she launches a search for an alternative job and evaluates it against the current one. Consequently, they argue that there exist independent variables upon which an employee evaluates a job. These include the pay package, company policies, rules and regulations, work monotony and burnouts. Pettinger (2001, p. 8) says that one important managerial quality in any organization is knowing and understanding why people dislike or leave jobs. He notes that the reasons may be positive or negative. Some of the positive reasons according to him include: increased wages or salaries, better opportunities, more variety, entry into a new field, career change and development, greater convenience, closeness to home and, less trouble getting to work. The negative reasons would be: dishonesty and duplicity in dealings with the organization and its managers and supervisors, bullying, victimisation and harassment, bad or declining interpersonal, inter-professional and inter-occupational relationships, scapegoating and blame, boredom and lack of opportunities.

Similarly, Allen et al. (2010, pp. 48-50) note that employees leave an organization for wide variety of reasons which may include: taking a better paying job, leaving an abusive supervisor, going back to school, following a relocating spouse, or getting fired.Scholars distinguish between voluntary and involuntary turnover or exit (Neal 1989, p. 33;Allen, et al. 2010, pp. 48-50). They explain that voluntary turnover is initiated by the employee, while involuntary turnover is initiated by the organisation, often because of poor job performance ororganisational restructuring. While Allen, et al.argue that employee turnover or exit could be certainly problematic and in some cases, devastating for some organisations, they equally add that it could in some cases be beneficial for organisations. For them, the problematic aspect would be the cost of having to hire and train fresh people to replace the departed ones, and the exit of high performers or employees who have difficult-to-replace skill sets. And, the positive side would be the exit of poor performers.

The bottom-line remains that when an employee leaves an organisation, a vacancy is created. But by way of summary, Brereton et al. (2003, pp. 2-6) note that vacancies may be the result of resignations, retirements, dismissals, or the completion of fixed term contracts, and of course, death. They add that some turnover may also be socially desirable, especially for the employee, as it gives people an opportunity to obtain entry into the labour market and to move to different and better jobs.

Employee Exit Communication

Even while organisations desire to retain employees, especially highly skilled personnel, they also anticipate their turnover, albeit, voluntarily. Most times, the exit of an employee does not occur suddenly. Scholars identify turnover intention and actual turnover: whereas turnover intention is described as a deliberate and conscious consideration to leave an organisation, actual turnover refers to the actual termination of an individual's employment with an organisation (Emberland and Rundmo, 2010; Mishra and Bhatnagar, 2010).They argue that the intention to leave is associated with negative work factors such as organisational climate and perceptions of job insecurity (Emberland and Rundmo, 2010; Mishra and Bhatnagar, 2010). Meanwhile, Saungweme and Gwandure (2011, p. 148) maintain that human resource managers could actually monitor turnover intentions among employees by carrying out intention-to-leave survey among employees and to have dialogue with employees so that they get a sense of employees' intentions to quit in the short and long terms.

Already it is has been stated that employee turnover could present certain challenges, especially the high cost of replacement and training, and loss of productive time to the period of initial socialisation and assimilation of organisational culture before the new employee adjusts properly. However, one way to improve employee retention, according to (Hsu et al. 2002, p. 362) is through a lower rate of intent to leave- that is, one's behavioural intention to quit an organisation. They observe that the relationship between the intent to leave and the actual turnover is most glaring, since behaviour intent is a practical proxy of actual behaviour.

Effective communication can checkmate unnecessary turnovers. Nwagbara et al. (2013, pp. 14-19), affirm that there is a direct relationship between communication and the rate at which employees leave or come into an organisation as well as their intention to leave. They define effective communication as the situation in which there is shared meaning consequent upon mutual sense-making and sense-giving between a speaker and hearer. They opine that ineffective communication leads to lack of communication satisfaction among employees, which is a harbinger of turnover or intention to leave an organisation. Thus, to reduce high employee turnover, they propose that employers initiate mechanisms that will engender effective communication which is a source of low employee turnover intention.

As it were, there are often communicative signs that could serve as indicators of an impending exit. Observable behaviours, such as absenteeism, often precede the departure of many talents (Veloso et al., 2014, p. 57). Earlier, Farrel and Peterson (1984) had discovered that communicative signs of turnover followed a process in which there are initial declines in employee commitment and increases in absenteeism, which ultimately leads to exit. Theyargue that withdrawal problems are often severe among new employees. They posit that until members feel settled within the organisation, they typically invest few resources and avoid deepening involvement in the affairs of the organisation. Therefore, employers are to be on the look-out at the rate at which a new employee is willing to get along with others and the enthusiasm to learn about or embrace the organisational culture. If the enthusiasm is not there, then they should be prepared for a turnover.

Consequently, experts recommend an exit interview before an employee finally leaves. The exit interview enables not only an improved understanding of the reasons why employees leave, but provides opportunities for effective communication in several additional areas as well such as, clarifications of complaints against employees being released, sharing of information about benefits, promotion of positive relations with former employees, discussion of policies on references and eligibility for rehire, and identification of problem areas that require corrective measures (Neal, 1989, pp. 33-34). Similarly, South West Sydney Workforce Issues Working Party (2011, pp. 4-5) calls this sound exit practice. The document explains that sound exit practice involves providing confidential and respectful opportunities for all paid staff and volunteers who are leaving an organisation to discuss their reasons for leaving and provide feedback on their experiences while working there. All things being equal, the document maintains that the feedback from departing staff is generally forthcoming, honest, constructive and objective. It states that if an organisation does not know the real reasons why an employee is leaving, it could be losing key informationabout how it could improve its policies, processes and performance and thus, avoid future unnecessary turnovers. As contained in the document also, good exit processes also provide an opportunity for the handover of vital information about the current responsibilities, tasks, project, issues and important contacts.

However, there is doubt as regards the extent to which results from exit interviews can be reflective of the exact reality which the employer desires from the process. Bosch (1998, pp. 232-234) states that two of the most serious concerns about exit interviews are convincing

employees to open up in exit interviews, and that data collected in such interviews are of a one-sided nature because they do not concern the out-going staff. Rather than the traditional exit interview which has a negative tone, Bosch advocates the appreciative approach to exit interview. According to her, the appreciative approach turns the interview with a departing employee into an opportunity to discover the organisation's core life-giving factors, and how to build upon these, rather than a routine discussion to identify the organisation's problems, and ways to fix these problems. She notes that the goal of the new approach was to improve the quality of the data gathered, and encourage senior management to act upon it.

CONCLUSION

For any organisation to survive or achieve desired results, it needs to pay particular attention to its human resource. It needs to attract the best hands from the labour market, do all it can to retain them by giving them the sense of social and economic security, as well as ensure that there exist adequate flow of communication- horizontally and vertically, so that workers do not leave due to factors the organisation could have fixed easily.

It is important to note that organisational entry, assimilation and exit are core communication issues. Obviously, before a talent is attracted to an organisation, such an organisation would have communicated its intention to hire talents. Consequently, the potential employee establishes a rapport with the management through an application which signals the beginning of the recruitment process. An interview is later conducted; which is a session of dialogue between both parties. Here the organisational culture is laid bare before the applicant for consideration, while the applicant equally submits his or her worldviews to the recruitment panel for consideration as well.

The assimilation period is equally propelled by communication: in which case the new employee is immersed in the rivers of the organisation's ideologies and values through training and socialisation. Without appropriate communication techniques and competencies, the new employee will find it difficult to fit in or contribute to the success of the organisation. While turnover or exit in most cases, especially due to negative reasons, convey the message that something is wrong somewhere either with an organisation or the employee.

RECOMMENDATIONS

Since organisations are purposeful associations of individuals who have similar aspirations and pursuing set goals, persons seeking entry into business organisations in Nigeria,

1. Should be persons who are competent and can contribute towards the attainment of set goals: since organisations are set up with particular aims and objectives, there is need to get on board, persons who are capable of bringing their skills and experiences to bear on the overall success of the organisation so that the set aims and objectives can be achieved. They should be trained to acquire the peculiar work culture of the specific organisation into which they are being hired. But to get such competent persons an organisation should ensure it carries out thorough screening of candidates who are to be recruited.

2. An organisation should prove to its employees that it has their welfare at heart: individuals should begiven the assurance that they can truly satisfy their needs in their hierarchy as presented by Maslow. An organisation should begin by ensuring that its workers are well remunerated. They should be provided with other work incentives and reward hard work openly; but this should be done in such a way that the process would not breed jealousy and hatred among members of staff in the long run.

3. Organisations should adopt effective approaches that would ensure the proper assimilation of its employees there should be a proper blend of both the formal and informal onboarding processes based on research to know what onboarding activities would prove most rewarding for the organisation.

4. Effective lines of communication: there should exist between management and its employees, congenial communication pattern to make for smooth onboarding and retention which would eventually translate into high productivity. Management should form the habit of having regular interactions with employees both formally and informally, collectively and individually.

5. Organisations should avoid the unnecessary exit of valued employees: they should do this by maintaining effective communication patterns with such personnel and ensuring that the work environment and conditions are friendly. Consequently, in order not to be left stranded at the sudden exit of a valued employee, organisations should form the habit of employing another staff who would be attached to the fellow to tap into his/her skills, in the form of mentorship.The attached personnel should be evaluated periodically to ascertain how well he/she could work in the absence of the valued fellow.

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