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**COMMUNICATION AND EMPLOYEE TURNOVER
INTENTION OF MANUFACTURING FIRMS IN RIVERS
STATE**

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ABSTRACT

This study examined the relationship between communication and employee turnover intention of manufacturing firms in Rivers State, Nigeria. Cross sectional research design was adopted in studying six (6) of these firms. Our respondents were non managerial employees constituting the population of the study. From the field survey, we retrieved and analyzed one hundred and eighty seven (187) copies of questionnaire from the participants; Spearman's rank correlation coefficient statistical tool was used to determine the relationship existing between the variables while the p-value obtained were used to test hypotheses developed for the study, partial correlation was adopted for the multivariate level analysis to ascertain the moderating effect of organizational culture on the relationship between the predictor and criterion variables. Findings revealed non existence of significant relationship between the dimensions of communication namely; energy, engagement and exploration and employee turnover intention and that organizational culture moderates the relationship between the variables. It was then concluded that adequate communication systems do not result to turnover intentions among workers instead employee loyalty and commitment. This gave rise to our recommendations for the firms and other business organizations in the 21st century market place never to underplay the place of communication within the business organization as it remains a critical factor to drive success within the organization to promote and facilitate the accomplishment of corporate goals and objectives.

KEYWORDS: *Communication, energy, engagement, exploration and employee turnover intention*

INTRODUCTION

It was observed by Pires (2009) that the foremost critical issue for employers today in all industries is hiring and keeping qualified and capable employees. In a new study by Future Workplace and Kronos (2016), it was found that 87% of employers said that retaining qualified employees is a critical priority for their organization. This is due to the fact that as the economy continues to improve and employees have more job options, companies will have to provide additional compensation, expand benefits and improve their employee experience. Bothma (2011) argued that leaving a job may not always be an option for an individual. The decision to leave is influenced by many personal and contextual factors such as employability and labor market conditions. An individual's turnover intention is dependent on perceived chances and the ease of finding another job (especially in tough economic conditions), the role of mobility cognitions, as well as individual differences in search behavior. Employees quit their job for many reasons; they follow spouses across the country, stay home with children or go back to school. Those reasons are tough to address by an employer because they involve life events in the employee's world outside of work. Majority of reasons why employees quit their job are under the control of the employer. Do they have the communication, problem-solving, feedback and recognition that they need from their boss? In fact, the employer affects many elements of the workplace, the culture and environment, the employee's perception of his job and opportunities.

Communication in man as a social animal is very important. It is how he gets his thoughts across and allows him to share experiences. Only speaking/talking is not communication. Communication can take place in many forms, sometimes through written words or non-verbally but whatever form we choose, getting the message across is what communication is all about. Communication is an ongoing process, it is reciprocal in nature and it helps us understand others. According to Pentland (2012) individuals that demonstrate high levels of energy, engagement and exploration outperform their peers. He stated that the three critical dimensions of communication are energy, engagement and exploration. Energy is the number or frequency of communication exchanges among individuals in a team. Engagement is the distribution of communications among individuals in a group (for instance, engagement would be low if most team members are quiet and only a few team members interact, even if it is with high energy). Exploration is the extent to which individuals communicate outside their team to gather information to solve problems or share solutions—in effect, it is the energy outside of

the team. Communication links people together to achieve common goals; it is also required to maintain good public relations. Effective communication is needed for growth and development of any organization and the inability to communicate can lead to a lot of problems both personally and professionally.

Turnover intention seems to be an important topic in human resources management because it can create negative consequences to organizations. The factors leading to employees' decision to stay or leave includes reward, fairness at workplace, poor management relationship, management support, co-worker relationship, job satisfaction etc. Negative consequence from turnover includes unnecessary monetary costs, waste of management efforts, and demoralization of other employees (Hom & Griffeth, 1995; Lee & Chon, 2000; Mobley, 1982). Studies show several antecedents of turnover, such as compensation, work environment, and organizational culture (Boxall, Macky & Rasmussen, 2003; Deery & Shaw, 1999; Gustafson, 2002). Communication is also one of the antecedents of turnover.

The role of communication in every organization cannot be over emphasized. It is reminiscent to the function of blood within the human physiology because it is a process of creating, transmitting, disseminating and interpreting ideas, facts, messages, opinions, feelings and information between one person and the other. In fact, it is not an error of over claim to contend that the standard of an organization's productivity and efficiency is directly and indirectly related to the standard of the communication system and networks. The enhancement of an organization's communication capabilities may influence performance through improved strategic decision making, better coordination of strategic actions and by facilitating learning from strategic initiatives (Andersen, 2001).

According to Hybel & Weaver (2001) communication is a process that is essentially a sharing one - a mutual interchange between two or more persons that would ensure that the entire system functions as an organic whole. It consists of the content which can be the factual information, discussion points, formal notices as well as the form of communication which are the memos, reports and bulletins, to mention a few. The media which can be face to face, written reports/memos, e-mail, fax, telephone, audio (radio) and audio-visual which is the TV sets are also crucial. Also, in broadcasting, the medium is often said to be the message. This is to underline the role and importance of the medium in the effective dissemination of the message. Inclusive in this communication network is the skill which involves report writing, chairing meetings, interviewing and telephone selling. It can be through formal channels of communication, committee structures, authority levels,

communication procedures and disciplinary issues all subsumed under the idea of communication organization (Cole, 2004).

An important fact about communication is that it always involves at least two parties: a sender and a receiver. One person alone cannot communicate, only the receiver can complete the act. Normally, the person also wants his receiver to understand or decode what is sent. Therefore, understanding is the very essence of communication otherwise dissonance/distortion is said to have occurred. Or that noise has infiltrated the message and there is ineffective communication (Dale, 1972). Nevertheless, this process is now a highly specialized field involving a vast range of equipment and technology from the simple portable typewriter to computer terminals linked by satellites to computers thousands of miles away.

One of the major variables in communication is feedback. It is like a mirror, a parameter or yardstick for measuring the effectiveness of the message that is encoded by the sender to the receiver. Its essence is in value added because without the feedback mechanism, there is no way of gauging the extent to which a message has effectively been disseminated. It is through feedback mechanisms that improvement can be brought to the quality of the message sent so that the possibility of distortion is totally controlled. Feedback is the response to the message sent and it indicates whether the communication is effective or not. In an organization, the manager has to read, speak, write, listen, observe and supervise, and these are all media of communication.

Previous studies have reported that employee turnover could pose a serious threat to the growth and productivity of any business organization (Tetty, 2006; Ally, 2011; Mrope & Bangi, 2014). In fact, Armstrong (2004) recognizes that employees' turnover rates are considered to be one of the persistent problems in organizations. Nwagbara, Oruh, Ugorji & Ennsra (2013), posit that effective communication can create an atmosphere of communication satisfaction that can foster low employee turnover intention as we have seen with first bank of Nigeria between floor managers and their subordinates. In the same vein, Waiganjo & Njeru (2015); concludes that employee communication is a major determinant of organization performance in the horticultural sector in Kenya.

Thus, for business organizations to stand the test of time in a highly competitive environment, the issue of employees' turnover must be addressed. The end goal of every organization is productivity and profitability because this will lead to the success of the organization. For an organization to be productive and profitable, it will require its employees to come together and work as a team to achieve its organizations set goals and objectives. This will not be possible without communication. Although, it may not

be feasible for any organization to totally eliminate employees' turnover due to several reasons, nevertheless it could be reduced to the barest minimum. Several studies like that of Zeljko and Fasic (2013), Nwagbara, Oruh, Ugorji & Ennsra (2013), Elyse (2006), Evangelista (2016) have suggested dimensions of communication to be formal and informal, direct and indirect, verbal, non verbal and written communication respectively. But the three critical dimensions of communication which are energy, engagement and exploration suggested by Pentland (2012) are seldom used especially in the context of manufacturing firms. This study will be one of the pioneer studies which will use the 3 E's as dimensions of communication in studying manufacturing firms in Rivers state.

LITERATURE REVIEW

Theoretical Framework Social Judgment Theory

This theory postulate that people respond to communication with latitude of acceptance, rejection, or non-commitment. Depending on ego-involvement (i.e., how important an issue is to them), people can be influenced along certain latitude. Social judgment theory is a self-persuasion theory proposed by Sherif and Hovland (1961), they defined it as the perception and evaluation of an idea by comparing it with current attitudes. According to this theory, an individual weighs every new idea, comparing it with the individual's present point of view to determine where it should be placed on the attitude scale in an individual's mind. It is the subconscious sorting out of ideas that occurs at the instant of perception. Social judgment theory is a framework that studies human judgment. It is a meta-theory that directs research on cognitive perspective, which is how you perceive the situations. The psychophysical principle involved for example, is when a stimulus is farther away from one's judgmental anchor, a contrast effect is highly possible; when the stimulus is close to the anchor, an assimilation effect can happen. Social judgment theory represents an attempt to generalize psychophysical judgmental principles and the findings to the social judgment. With the person's preferred position serving as the judgmental anchor, it is a theory that mainly focuses on the internal processes of a person's own judgment in regards to the relation within a communicated message. The concept was intended to be an explanatory method designed to detail when persuasive messages are most likely to succeed. Attitude change is the fundamental objective of persuasive communication. Social judgment theory seeks to specify the conditions under which this change takes place and predict the direction and extent of the attitude change, while attempting to explain how likely a person might be to change his or her opinion, the

probable direction of that change, their tolerance toward the opinion of others, and their level of commitment to their position. The Social judgment theory researchers claimed expectations regarding attitude change could be based on the message receiver's level of involvement, the structure of the stimulus (and how many alternatives it allows), and the value (credibility) of the source. Rooted in judgment theory, which is concerned with the discrimination and categorization of stimuli, it attempts to explain how attitudes are expressed, judged, and modified. A judgment occurs when a person compares at least two stimuli and makes a choice about them. With regard to social stimuli specifically, judgment processes incorporate both past experiences and present circumstances. Sherif (1965) defined attitudes as "the stands the individual upholds and cherishes about objects, issues, persons, groups, or institutions". Researchers must infer attitudes from behavior. The behavior can be in response to arranged or naturally occurring stimuli. True attitudes are fundamental to self-identity and are complex, and thus can be difficult to change. As seen by Sherif (1965) attitude are of three zones or latitudes. There is the latitude of acceptance, which is the range of ideas that a person sees as reasonable or worthy of consideration; the latitude of rejection, which is the range of ideas that a person sees as unreasonable or objectionable; and, finally, the latitude of non commitment, which is the range of ideas that a person sees as neither acceptable nor questionable.

These degrees or latitudes together create the full spectrum of an individual's attitude. Sherif and Hovland (1961) define the latitude of acceptance as "the range of positions on an issue ... an individual considers acceptable to him (including the one 'most acceptable' to him)". On the opposite end of the continuum lies the latitude of rejection. This is defined as including the "positions he finds objectionable (including the one 'most objectionable' to him)". This latitude of rejection was deemed essential by the Social judgment theory developers in determining an individual's level of involvement and, thus, his or her propensity to an attitude change. The greater the rejection latitude, the more involved the individual is in the issue and, thus, harder to persuade. In the middle of these opposites lies the latitude of non commitment, a range of viewpoints where one feels primarily indifferent. Sherif (1965) claimed that the greater the discrepancy, the more listeners will adjust their attitudes. Thus, the message that persuades the most is the one that is most discrepant from the listener's position yet falls within his or her latitude of acceptance or latitude of non commitment. Sometimes people perceive a message that falls within their latitude of rejection as farther from their anchor than it really is; a phenomenon known as contrast. The

opposite of contrast is assimilation, a perceptual error whereby people judge messages that fall within their latitude of acceptance as less discrepant from their anchor than they really are.

These latitudes dictate the likelihood of assimilation and contrast. When a discrepant viewpoint is expressed in a communication message within the person's latitude of acceptance, the message is more likely to be assimilated or viewed as being closer to person's anchor, or his or her own viewpoint, than it actually is. When the message is perceived as being very different from one's anchor and, thus, falling within the latitude of rejection, persuasion is unlikely, due to a contrast effect. The contrast effect is what happens when the message is viewed as being further away than it actually is from the anchor. Messages falling within the latitude of non commitment, however, are the ones most likely to achieve the desired attitude change. Therefore, the more extreme an individual's stand, the greater his or her latitude of rejection and, thus, the harder he or she is to persuade.

THE CONCEPT OF COMMUNICATION

The word "communication" is derived from a Latin word "Communis" meaning "Common". It stands for a natural activity of all human beings to convey opinions, feelings, information and ideas to others through words (written or spoken), body language or signs. In the book *Effective Communication of Ideas* by Geroge Varman, he defines effective communication as "purposive interchange, resulting in workable understanding and agreement between the sender and receiver of a message". In modern connotation, communication is not mere the exchange of the idea and thoughts and is said to be, "The total sum of all aspects that individuals do when they want to create a clear-cut understanding in the receivers' minds and persuades them to act or react in desired manner." Communication is likely considered to be the back bone of the organizations. The entire process of inputs and outputs of organizations is likely to be mediated through Communication. The structure, extensiveness, and scope of organizations are almost entirely determined by communication techniques (Bernard, 1938). Communication plays an imperative role in knowledge management; particularly in minimizing the "silos of knowledge" problem that undermines an organizations potential (Greegard, 1998).

Communication is significant as it serves four major functions within a groups or organization-control, emotional, motivation expression and information (Robbins, 1993). Communication refers to the process whereby information is transmitted and understood between two and more people. We emphasize the word understood because transmitting the sender's intended meaning is the essence of good

communication. Corporate leaders spend almost 80% of their day communicating (Penley, Alenander, Jernigan & Henwood 1991). They are supposed to be relegated to communication. It is possible for example, that message passing from one person to another is inversely proportional to the distance between them. (Miller, 1951; French, 1956). Communication covers the activities that an individual does when he wants to make a transformation in someone's mind. This is a meaning bridge between an individual or individuals and organization. Communication is a process that contains expressing, listening and understanding (Banerji & Dayal, 2005). Similarly, emphasizing social aspect of communication, communication that takes part on the base of social life and forms the content of organizational structure which is a process that aims at conducting good relationships between groups and organizations (Dogan, 2005).

ENERGY AND EMPLOYEE TURNOVER INTENTION

Energy in this context explains how organizational members communicate with one another and the frequency of their exchanges. It is measured by the number and the nature of exchanges among organization members. A single exchange is defined as a comment and some acknowledgement, for example, a "yes" or a nod of the head. Normal conversations are often made of these exchanges, and in an organization setting more than one exchange may be going on at a time. Face to face communication is the next most valuable form of communication. The next most valuable is by phone or video conference. What this means is that leaders should encourage their members to communicate face to face at all times possible. When working with remote teams, encourage telephone conversations, over and above emailing, texting and video conferencing, but with a caveat. Make sure that there are not too many people on the video conference, it diminishes the effectiveness. The number of face to face exchanges alone provides a good rough measure of energy, the number of exchanges engaged in, weighted for their value by type of communication, gives each member of the organization an energy score, which is averaged with other members result to create a team score.

Energy levels within the organization are not static. In a research group at MIT for instance, they sometimes have meetings at which they update people on upcoming events, rule changes and other administrative details. These meetings are invariably low energy but when someone announces a new discovery in the same group, excitement and energy skyrocket as the numbers start talking to one another at once. Trust is a key aspect of interpersonal communication. According to Drath (2015) trust is built by the quality and frequency of communication,

which can sometimes be more limited with global teams. Leaders need a more educated view of technology and by utilizing better technology; leaders can simulate some of the energy created in face to face meetings. Another important aspect of energy is leading inclusively, working with people of different cultures and beliefs. Green (2015) opined that leaders need to be more inclusive with regards to how and when they schedule meetings with direct reports. Meeting times should be flexible and leaders should avoid talking to some individuals more than others. Still on the idea of leading inclusively, Drath (2015) added that there is a lot of talk about diversity, but leaders need to really embrace difference. In as much as it is tempting to cancel one on one communication with a subordinate, doing so is a mistake when leaders check in regularly with their subordinate, they create an environment with authentic communication and mutual respect.

H0₁: There is no significant relationship between energy and employee turnover intention in manufacturing firms in Rivers State.

ENGAGEMENT AND EMPLOYEE TURNOVER INTENTION

In a simple three member organization, engagement is a function of the average amount of energy between member A and B, B and C, and C and A. This reflects the distribution of energy among individual members of an organization. If all individuals of an organization have relatively equal and reasonably high energy with other members, engagement is extremely strong. The leaders need to encourage all members of their organization to communicate at all level that is fairly equal so as not to have clusters of people who communicate a lot and others who do not, and also individual team members who only communicate up to the team leader or project leader but not with each other. Engagement can be tough to balance for remote or global teams, but there are a number of ways teams can improve in this area. They can invest in face to face interaction meeting at least once annually. Face to face meetings increase trust and openness according to Drath (2015). Leaders can help their employees' balance listening and talking by role modeling. Role modeling's can also mitigate a common problem for an organization. When you are not hearing from everyone, you run the risk of marginalizing some members of the organization. It is extremely important that leader's role model the behavior they want to see Drath (2015).

H0₂: There is no significant relationship between engagement and employee turnover intention of manufacturing firms in Rivers State.

EXPLORATION AND EMPLOYEE TURNOVER INTENTION

Green (2015) stated that one of the most important things a leader can do is help its subordinates utilize system thinking and recognize interdependencies within and among other members of the organization. Exploration is essentially the energy between a team/group of individuals in the organization and the other teams it interacts with. It was found that high performing individuals seek more outside connections, especially when they have teams that are involved in innovations. What this means is that leaders must be careful not to be too controlling of their subordinates and make sure that they only sit by their desk without talking to other members of the organization. It can be very beneficial for them to walk outside, explore, seek information and then bring it back into the team where they disseminate it. Leaders can also encourage members to seek outside-in feedback from partner organizations and stakeholders. This strengthens connections and can be done in the context of mission/vision development, goal setting or other strategic project work. Leaders should ensure every voice is heard both those in the immediate organization, and stakeholders who interact with and affect the organization. Teams may want to set up on-going check-ins or feedback loops with key stakeholders or sponsors. This keeps lines of communication open and helps ensure the team is staying current on what is happening inside and outside of the organization.

Communication is critical to building high performing individuals. Enhance your communication patterns, and enhance your employee's ability to succeed. Energy is a finite source. The more that people devote to their own team (engagement), the less they have to use outside their team (exploration), and vice versa. But they must do both. Successful individuals, especially successful creative teams, oscillate between exploration for discovery and engagement for integration of the ideas gathered from outside sources.

H₀₃: There is no significant relationship between exploration and employee turnover intention of manufacturing firms in Rivers State.

THE CONCEPT OF EMPLOYEE TURNOVER INTENTION

Turnover intention can be described as an individual's behavioral intention or *conation*, in Fishbein and Ajzen's (1975) framework of planned behavior, to leave the employ of the organization. Lacity, Lyer and Rudramuniyaiah (2008) defined turnover intention as '... the extent to which an employee plans to leave the organization'. For the purpose of this study, the definition of Tett and Meyer (1993) is used, who aptly defined turnover intention as:

'... the conscious and deliberate willfulness to leave the organization'. It has also been empirically established that turnover intention (conation) has a positive relationship with actual turnover (Byrne 2005; Miller & Summers, 1998). Several authors argued that turnover intention can be used as a valid proxy for actual labor turnover (Tett & Meyer, 1993). Karin and Birgit (2007) defined it as "the intention to voluntarily change companies or to leave the labor market altogether". Price and Mueller (1981) argued that the use of turnover intention over actual turnover is better and more practical. They noted that there are many external factors that influence actual turnover behavior. Moore (2002) explained that although actual turnover behavior is still a popular construct among researchers, turnover intention represents a strong surrogate variable. Moreover, in some contexts, turnover intention can be a better barometer than actual turnover for management practices. For example, in some economic cycles, such that have high unemployment rates, actual turnover is low despite having high turnover intention (Khatri, Fern & Budhwar, 2001). Turnover intention and intention to quit are used interchangeably in the literature (Balogun, Adetula & Olowodunoye, 2013). When employees seriously consider quitting their jobs, they are thought to have the intention to quit the organization (Omar, Anuar, Majid & Johari, 2012). The term "intention" describes an employee's desire or deliberateness to leave the organization (Tett & Meyer, 1993). Turnover intention, a strong predictor of quitting an organization as discussed earlier, becomes a final step before an employee actually leaves the organization (Lee & Bruvold, 2003). The measurement of this construct often entails using a certain period of time (Suliman & Al-Junaibi, 2010). The thought behind using this interval as a measurement is that employee turnover intention is a time-consuming process. According to Falkenburg & Schyns (2007) this process has three stages; it starts with thinking of leaving the organization followed by the intention to search for a new job and is finally directed to the intention to leave. The intention to quit is not only conceived as an important determinant of actual turnover but also provides important information for management to control employees' avoidance behaviors. For example, employees with high turnover intention tend to become less productive and efficient (Balogun, 2013).

As an element of productivity and manufacturing, employee turnover in manufacturing firms has been one of the most significant challenges that managers and employers have faced in a rapidly expanding economy (Jehanzeb & Rasheed, 2013). At present, many employers remain unaware of why employees decide to leave. When they quit their jobs, employees in the manufacturing sector, which is highly dependent on constant production, cause an extensive

amount of disruption in terms of the operations, dynamics, and overall performance. As a result of this, creates more cost for the companies (Jehanzeb & Rasheed, 2013).

Hom and Griffeth (1991) on their research opine that having intent of quitting a job and actually quitting the job has a positive significant relationship. According to Harpet (2013), having the intention of turnover could be seen as the best pointer of actually leaving the organization judging from the findings of previous researches. Gregory, Way, Lefort, Barrett and Parfey (2007) claims that theoretically, behavioral intent to leave a job is viewed as a relevant antecedent to turnover proper. Mobley (1977) on his own account opine intentions of turnover as the very last cognitive step when decision is made about staying or leaving.

Authorities have tried measuring turnover intention in several empirical works. For instance, Glebbeck and Bax (2002) measured employee turnover using intention to leave the job. Samad (2006) measured turnover intention using intention to quit. Based on the context of this study, employee turnover intention will be assessed by three item measures. This measure was based on Mobley, Horner and Hollingsworth theory (1978). The items were; I think a lot about leaving my organization, I am actively searching for an alternative to the organization, and as soon as it is possible, I will leave my organization.

COMMUNICATION AND EMPLOYEE TURNOVER INTENTION

Communication is an antecedent of turnover. Communication has either a direct or an indirect relationship with turnover intention. The direct relationship between communication and turnover intention implies that there is no variable present to mediate the relationship. Meanwhile, in the indirect relationship, there are one or more variables that link the relationship between communication and turnover intention. Pettitt, Goris and Vaught (1997) reported there was a high positive correlation between communication and job satisfaction, while other studies showed a link between job satisfaction and turnover intention (Muchinsky & Tuttle, 1979; Price, 1977; Tett & Meyer, 1993). It can be concluded, therefore, that job satisfaction was a variable that could mediate the relationship between communication and turnover intention.

In a study by Jablin (1987), a model of communication and turnover was theorized that deals with intent to leave as a predictor of employee turnover. To this end, this study highlighted that communication issues are antecedent to employees' affective responses in relation to communication satisfaction and job satisfaction as well as organizational commitment, which eventually lead to employee turnover. In this direction, the study shows

that managers' methods and strategies of communication have a great deal of impact on subordinates' turnover. Thus, these two variables: manager's communication method and workers' turnover intention are correlated.

There are a range of factors that cause employee turnover. These factors include job satisfaction, demographics, organizational structure and culture, work load, pay, and communication. These predictors of employee turnover vary from industry to industry; they are also based on individual's preferences (Gustafson, 2002). However, the aim of this paper is to investigate one aspect of the factors enumerated, which are possible predictors of employee turnover. This factor is communication. It has been argued that effective communication is an important way to retain employees as lack of communication satisfaction can trigger exodus of employees for greener pastures since communication mediates leadership and organizational culture, which is at the heart of intention to leave organization (Clifton et al, 1980).

METHODOLOGY

This study adopted a cross sectional survey research design in studying six (6) manufacturing firms which forms our accessible population, however our study units include the non managerial employees of the firms having that our unit of analysis is at individual level and such employees we elicit our information. The human resource department provided us the needed information. Because the study elements were remarkably few in number; there was no need for sampling as we included all as our study objects. The instrument with which we elicited data from the respondents is the questionnaire (187 copies of questionnaire) and was analyzed using Spearman's rank correlation statistical tool.

Operational Measures of Variables

As observed by Adam and Johnson (2002), it is vital in statistics to know how a set of observation is measured because this will influence the method of analysis. This research considers primarily two variables which are Independent and Dependent variables. The independent variable is Communication while the dependent variable is Employee Turnover Intention. The independent variable considerably determines the extent the dependent variable can be affected. Both the independent and dependent variables will be measured. Communication as the independent variable has three items namely; Energy, Engagement and Exploration as its dimensions. Employee Turnover Intention has its measures as the dependent variable. The variables were measured Likert' 4-point scale of strongly disagree, disagree, agree and strongly agree.

RESULTS AND DATA ANALYSES

Correlations

		Energy	Engagement	Exploration	Employee turnover intention	
Spearman's rho	Energy	Correlation Coefficient	1.000	.790**	.883**	.881**
		Sig. (2-tailed)	.	.000	.000	.000
		N	187	187	187	187
	Engagement	Correlation Coefficient	.790**	1.000	.769**	.862**
		Sig. (2-tailed)	.000	.	.000	.000
		N	187	187	187	187
	Exploration	Correlation Coefficient	.883**	.769**	1.000	.911**
		Sig. (2-tailed)	.000	.000	.	.000
		N	187	187	187	187
	Employee Turnover Intention	Correlation Coefficient	-.314	-.207	-.347	1.000
		Sig. (2-tailed)	.200	.320	.170	.
		N	187	187	187	187

** . Correlation is significant at the 0.05 level (2-tailed).

Source: SPSS Output–Version 20 (field survey)

DISCUSSION OF FINDINGS

- i. The result of the tested H0₁ revealed non existence of a significant relationship between energy and employee turnover intention; (rho = -.314, p = .200); in a study by Green (2015); it was opined that leaders need to be more inclusive with regards to how and when they schedule meetings with direct reports which delineates energy in this context and explains how organizational members communicate with one another and the frequency of their exchanges and the positive impact it does yield.
- ii. The result of the tested H0₂ indicated that engagement has no significant relationship with employee turnover intention among employees of manufacturing firms as reported in the study; (rho = -.207, p = .320). In a simple three member organization, engagement is a function of the average amount of energy between member A and B, B and C, and C and A. This reflects the distribution of energy among individual members of an organization. If all individuals of an organization have relatively equal and reasonably high energy with other members, engagement is extremely strong stated Drath (2015).

- iii. The result of the tested H0₃ indicated that exploration also has no significant relationship with employee turnover intention among employees of manufacturing firms as reported in the study; (rho = -.347, p = .170). Face to face meetings increase trust and openness according to Drath (2015); this connotes exploration which is essentially the energy between a team/group of individuals in the organization and the other teams it interacts with. It was found that high performing individuals seek more outside connections, especially when they have teams that are involved in innovations.

CONCLUSION

Empirical findings from data analyzed predicate the following conclusions relative to the scope of our study;

Energy as a dimension of communication explains how organizational members communicate with one another and the frequency of their exchanges which brings about inclusiveness with regards to how and when they schedule meetings with direct reports among and between teams.

Engagement on the other hand reflects the distribution of energy among individual members of an organization. If all individuals of an organization have relatively equal and reasonably high energy with other

members, engagement is extremely strong and this will definitely lead to employee turnover intention.

Exploration is essentially the energy between a team/group of individuals in the organization and the other teams it interacts with. This contributes to high performance among individuals leading them to seek more outside connections, especially when they have teams that are involved in innovations.

As stated in literature that one of the most important things a leader can do is help its subordinates utilize system thinking and recognize interdependencies within and among other members of the organization which connotes exploration.

Recommendations of the Study

The following recommendations come about as a result of prior findings and conclusions reached relative to the variables studied, thus;

- i. Leaders should encourage their members to communicate face to face at all times possible. When working with remote teams, encourage telephone conversations, over and above emailing, texting and video conferencing, but with a caveat. Ensure that there are not too many people on the video conference, it diminishes the effectiveness.
- ii. The leaders need to encourage all members of their organization to communicate at all level that is fairly equal so as not to have clusters of people who communicate a lot and others who do not, and also individual team members who only communicate up to the team leader or project leader but not with each other; this will lend positive outcomes for the organization as information generation and dissemination will have a free flow.
- iii. Leaders must be careful not to be too controlling of their subordinates and make sure that they only sit by their desk without talking to other members of the organization. It can be very beneficial for them to walk outside, explore, seek information and then bring it back into the team where they disseminate it.
- iv. Leaders can also encourage members to seek outside-in feedback from partner organizations and stakeholders.

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