Exit-based communication and organizational resilience of deposit money banks in South-South Nigeria

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Abstract

This research paper focused on assessing the extent to which exist-based communication significantly influences outcomes of organizational resilience which in this study comprised on of situation awareness, adaptability and vulnerability management. The data for the study was acquired through the administration of the structured questionnaire, from primary sources comprising 46 management staff from 24 deposit money banks in the South-South of Nigeria. The research also adopted the cross-sectional survey as the design for the study while the test for instrument reliability was carried out using the Cronbach alpha reliability test tool (based on a threshold of 0.70). Three null hypotheses were tested using the Spearman's rank order correlation coefficient at a 0.05 level of significance. The findings showed that exit-based contingency, significantly enhances outcomes of situation awareness, adaptability and vulnerability management within the context of deposit money banks in South-South Nigeria; hence all previously stated null hypotheses were rejected. In conclusion, it was stated that through the reinforcement of exit-based communication, organizations could effectively advance their resilience features. It was recommended that the action of communicating during employee exit occasions by the management of deposit money banks in South-south Nigeria should emphasize on strengthening bonds and connections between management and employees; thus creating understanding and shared responsibility within the organization.

Keywords:

Exit-based communication, organizational resilience, deposit money banks, adaptive capacity, situation awareness, vulnerability management.

Introduction

The banking sector in Nigeria have faced a lot of daunting challenges amongst which are high employee turnover of specialized skilled labour, hyper competition, cybercrime and fluctuating macro-economic variables arising from the turbulent and dynamic business environment in which it operates; and this have made the sector highly volatile.These challenges have increased the unpredictability of the industry and have in recent years, led to the instability experienced by most banks within the country (Ateke, Zeb-Obipi, &Ekweozor, 2020).The above mentioned factors have contributed to inadequate operational performance and affected the functionality on consistent basis of deposit money banks, highlighting the imperatives of organizational resilience, and the need for the appropriate policies, processes and actions to be instituted to enhance the growth and development of the banking sector.

The concept of organizational resilience was born out of the requirement for businesses to constantly keep themselves informed about potential threats to their very survival. As a result, they must put necessary preventative measures in place that are viewed as anticipatory measures, such as offering employees training programs and a technological foundation for their operations.Denyer (2017) opined that organizational resilience is the ability of an organization to anticipate, prepare for, respond and adapt to incremental change and sudden disruptions in order to survive and prosper. In the same manner, Kpakol and Zeb-Obipi (2017) defined resilience as leader's ability to anticipate and plan for conflict or the other forms of perturbation state as much as possible. Organizations often faces crisis; and it is necessary to state that organizations who survive challenges resulting from sudden changes and show resilience take precautionary measures so that they are not overwhelmed when these crisis occurs.

Some related studies carried out by scholars (Cooper, Liu &Tarba, 2014; Javed, Ahmad &Khahro, 2020; Ayham& Backhouse, 2014) on organizational resilience point to the imperatives of bridging operational gaps with the required levels of competence. This implies a capacity for effectively managing and coordinating the internal resources and systems of the organization, enabling internal reinforcement for contending with the pressure from the external environment. Ahmed, Sabir, Khosa, Ahmad and Bilal (2016) observed that breakages in communication or roles can be devastating for the internal network and flow of functions in the workplace. One factor which could impact on the linkage of functions, disrupting organizational operations, is the exit of employees from the organization.

As organization grows, changes takes place inevitably. One of such changes that will occur is the exit of employee from the organization either voluntarily or involuntarily. It is therefore imperative that plans are put in place to accommodate such exit in such a manner that it does not disrupt the functionality of operations. The exit of a valuable employee creates an immediate and long-term impact on the existing employees for issues that bother on re-assigned new job roles and responsibilities, and other stakeholders on clarity on reasons behind the exit of an employee. The requirement for exit-based communication stems from the fact that high turnover rates of employees could be a signal and be interpreted as portraying the existence of a problem with the organization's culture or management. Exit-based communication is channeled towards ensuring that the organization's operations and functions continue while also providing stability.Providing notice periods, going over the reasons for leaving, and taking care of any unfinished business are all included in the exit-based communication. It is important to know that expectations from both parties are best set by open communication.

Exit-based communication involves allforms of communication that is initiated before,

during, and after the exit of employee(s) in an organization between the management and all its stakeholders (employees, customers, shareholders, management, etc.) with the aim of information clarity. Harris (2000) observed that the organizations capacity to manage and control for the negative effect of employee turnover or exit, reduces related frictions associated with litigations and conflict between management and staff. The organization therefore must managed the process of employee exit professionally by putting all related effort channeled toward ensuring a positive communication during and after the period of the employee exit. Exit-based communication describes management effort concerned with informing other related elements, workers or units in the organization about the change resulting from the exit of the employee (Sengupta *et al*, 2018). Communication is essential in ensuring that other functions and constituents of the organization, are realigned with the exit of then employee; thus, creating awareness of the change, in employees and even clients where necessary.

Ayham and Backhouse (2014) demonstrated the significance of role design and arrangements in bridging functional gaps, thus driving outcomes of resilience and organizational adaptability. Despite the evidence of research on organizational resilience, scant interest has been paid to the role of employee exit-based communication in the outcomes of situation awareness, vulnerability management and adaptive capacity. Exit is clearly an important stage of organizational life. However, of the over one thousand studies examining exit (Steers & Mowday, 1981), very few focus on communication during exit. There are two potential reasons for the lack of research in this area.This research departs from previous research based on its focus in establishing the nature of the relationship between exit-based communication and organizational resilience in of deposit money banks in South-South Nigeria.
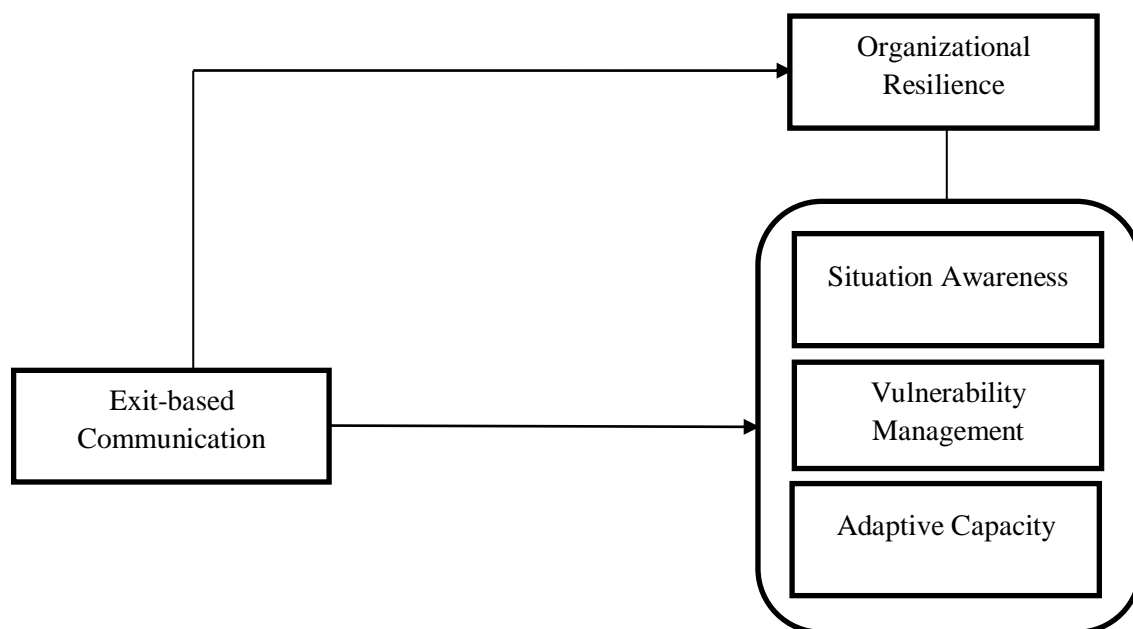
Conceptual Framework

Figure 1.1 Conceptual Framework for Exit-based Communication and Organizational Resilience

Source: Research desk (2023); dimensions (Sengupta, Sengupta & Bandopadhyay, 2018); measures (Bhamra *et al*, 2011).

Purpose and Objectives of the Paper

The goal of this paper was to examine the relationship between exit-based communication and organizational resilience of deposit money banks in South-South Nigeria. The related objectives are as designed to:

i. Ascertain the extent of the relationship between exit-based communication and situation awareness of deposit money banks in the South-South of Nigeria
ii. Examine the nature of the relationship between exit-based communicationand vulnerability management of deposit money banks in the South-South of Nigeria
iii. Ascertain the extent of the relationship between exit-based communication and adaptive capacity of deposit money banks in the South-South of Nigeria.

Research Questions

The following research questions are put forward in line with the addressing the concerns and interest of the study. These are as follows:

i. What is the relationship between exit-based communication and situation awareness of deposit money banks in the South-South of Nigeria?
ii. What is the relationship between exit-based communication and vulnerability management of deposit money banks in the South-South of Nigeria?
iii. What is the relationship between exit-based communication and adaptive capacity of deposit money banks in the South-South of Nigeria?

LITERATURE REVIEW

Institutional Theory (Theoretical Foundation)

The institutional theory was proposed by Meyer and Rowan in the late 1970s (Stryker, 2000). The theory identifies the organization as being characterized or shaped by the conditions of the environment in which it operates; hence, policies and norms emerge and are institutionalized in response to its coping and survival goals. Functional limitations may arise from its choices and practices and are imposed affect contextual shaping of desirable behavior, depending on the organization's field or market. When composing its behavior, the process of institutionalization enables the organization achieve legitimacy, and also enhance and ensure its chance of survival (Robbins & Barnwell, 2006). Doing business in an environment characterized by uncertainty has consistently proved to be a fertile ground for isomorphism among organizations (Stryker, 2000).

Institutional theory focuses on the more complex and durable facets of social organization. It examines how frameworks, such as schemas, rules, norms, and routines, come to be accepted as authoritative standards for social conduct. It looks into how these elements are produced, disseminated, adopted, and modified over time and space, as well as how they deteriorate and become obsolete. Although the ostensible subject is stability and order in social life, students of institutions must perforce attend not just to consensus and conformity but to conflict and change in social structures (Scott 2004).

Aligning the institutional theory as a framework in this research, one could argue that during times when organizations are faced with the need for strategic decision-making with incomplete information regarding the changes in their internal work environment or the workplace, it is imperative to focus not only on the external but also on the internal

characteristics and processes of the organization. During change events such as employee exit, it is expected that individuals and organizations would seek to achieve their own ends through negotiations that focus on interest, however, the advancement of policies and structures that help to foster understanding and healthier outcomes for both parties is crucial to the well-being and image of the organization; especially since such can be used to demonstrate the organizations fairness, support and magnanimity towards staff that are leaving (Stryker, 2000).

The institutional theory is utilized in this study as it provides explanations for the adoption and instituting of policies and frameworks, particularly such that are concerned with employee exit management. The volatility of the environment and business context of today's era is such that has increasingly advanced work flexibility as well as job mobility; this way, aggravating the rate of employee turnover in most industries, especially the banking industry (Adewuyi, 2012; Ernst & Young, 2014;). Such conditions and context, contribute toward demonstrating the importance of HR strategies that focus on controlling or addressing the negative impact of employee exit on the organization - thus ensuring the survival and continued operations of the organization through resilience.

Exit-based Communication

Communication is essential in an organization at all times, and quite important during exit of an employee in ensuring that other functions and constituents of the organization, are realigned with the exit of then employee; thus, creating awareness of the change, in employees and even clients where necessary. According to Sengupta *et al* (2018), communication of employee exit, enhances stakeholders' awareness and knowledge of the changes in organizational agency and also allows for the effective reconfiguration of relationships within the organization.
Depending on the circumstances, a person may be forced to quit the company due to their own conduct or because of organizational strategy that is out of their control. The organization must understand the causes of exit, including voluntary exit, if it wants organizational exit to be manageable, involuntary, and functional.Communication is an asset available to each organization and must be harnessed for the purpose of attaining the aims set out which are of major importance. This asset is seen, on the one hand, as a series of products, services, brands, and performance, part of respecting the objectives of the organization and on the other hand even as personality. Permanent contact with the developing organization creates connections: whether you are with your customers, suppliers, competitors, employees, or other audiences, all of which cannot exist without a communicative potential (Slatten, Göran and Sander, 2011).As a result, the communication process within the organization is a crucial management tool and a unique complexity of the management system. Communication serves as a tool for management by fostering interpersonal interactions and creating an environment that is conducive to the internal growth of the business. Some organizations use exit interviews as one of the methods in making the exit-based communication achievable. Exit interviews are used in an effort to ascertain the reasons why people are leaving the company. The goal is to identify the organization's strengths and weaknesses so that management may use this information to create or change programs that will enhance organizational performance.

Most separations between employees and employers have very little structured documentation; hence, there are a lot of room for different positive or speculations on reasons why an employee is exiting the organization. In order to curtail what these speculations could be, the management need to communicate clearly to its stakeholders.

Exit interview: Exit interviews take the form of a chat, dialogue, or discussion between the employer and the employee who is leaving the company or organization for any number of reasons. Heathfield (2019) also uses the term "exit interview" to describe a meeting with a departing employee that is often facilitated by a member of the human resources staff. Muller (2020) provided a more in-depth look into the workplace's culture, regular operations, management strategies, and employee morale. According to the descriptions given above, ideas or information are shared mostly through face-to-face interaction during an exit interview. As a result, given its important functions inside the organization, such a meeting cannot be avoided. Additionally, Muller (2020) asserts that exit interviews could be utilized to find ways to boost engagement and retention. According to Bhasin (2019), if management does not have processes or corrective actions in place to review the data collected, an exit interview may be pointless or simply a formality. Management must exercise caution and consideration in this regard.

Increased impressions of fair treatment during the separating process should result from such an exit interview. It should be seen as a reasonable action on the part of the employer if an exit interview allows exiting employees the chance to express any concerns, admiration they may still have for the organization, or any other subject they choose to bring up. According to Colquitt (2001), such acts of interpersonal justice would have a favorable effect on employees' attitudes.Any business organization's ability to achieve success is heavily reliant on the consistent efforts of its employees to move the business ahead. It goes without saying that an employer makes investments in new employees with the hope that they will stay and benefit the company's goals for the longest possible time. Contrarily, organizations around the world are now extremely concerned about employees quitting unexpectedly.

The capacity to attract top talented people may be negatively impacted by poorly executed exit management practices in communication, which may likely also lower team morale internally for current employees, impact on the organization's image perception with its stakeholders, and could also lead to needless legal disputes. In light of this, it should not be ignored.

Organizational Resilience

The idea of "organizational resilience" has evolved into the "new normal" due to the complexity and volatility of organizational contexts. A complicated and multifaceted idea, organizational resilience builds on the wide range of skills that an organization acquires throughout the course of its existence.The concept of 'resilience' as a formal paradigm of organizations is still evolving, but continues to gain momentum in academia. In responding to any potential barriers such as expense, engagement or cultural change, it is important to note that the various elements of a resilient organization are all fundamental to an effective and efficient business that is cognizant of risk, crisis management, business continuity planning, organizational leadership and contingency based management (Stephenson et al. 2010). Moreover, a resilient organization's objectives and strategies will not conflict with its overall business goals but will complement them. This makes resilience a multifaceted and multidimensional as well as very insightful concept (Ponomarov&Holcomb 2009). As all organizations face unique risk landscapes, resilience is seen as both an outcome and a fundamental part of the governance of an organization.

A resilient organization should be able to absorb disturbances or stresses through resistance or adaptation; maintain its basic services during a disturbance and; 'bounce back' after such a

disturbance (Gunderson 2000). Resilience is not only about building back better, but also about transformation thereby requiring both innovation and creativity (Dekker, 2011). Within this view, resilience involves a rejection of the status quo; a return to the pre-event situation would leave the organization equally vulnerable to the next disturbance. The transformation view of resilience is concerned with concepts of renewal, regeneration and re-organization (Folke 2006).

Situation Awareness

Situational awareness is the capacity to gather, process, and analyze information about significant events. Situational awareness, in its simplest form, is the capacity to be aware of what is happening in the immediate surroundings, how things change over time, and how to be relevant in any given setting.This measure of organizational resilience describes the extent to which the organization is conscious or cognizant of the factors and conditions that shape their environment or context of operations (Dekker, 2011).

Vulnerability Management

Ahiauzu and Jaja (2015) stated that the management of keystone vulnerability refers to the operational and managerial aspects of an organization that could affect the organization negatively in instantaneous or insidious crisis situations. Vulnerability management describes the level to which an organization concentrates on identifying and managing specific parts or features in its operations that might be considered susceptible or vulnerable under pressure, change, or competition (Folke, 2006). In this vein, the organization focuses on addressing its shortcomings through the resource reinforcement and support actions. Bhamra *et al* (2011) observed that vulnerability management can also be carried out or expressed in the organizations partnerships and its capacity to leverage on its networks in bridging its functional or operational vulnerabilities.

Adaptive Capacity

The organization's capacity to adapt its form, methods, and systems to address new or developing issues from time to time(Folke, 2006; Bhamra et al, 2011). The ability to adapt includes many different talents, technologies, networks, and partnerships that provide the organization with the necessary resources and avenues through which they are able to effectively respond to the events that force them to make modifications. The capacity to adapt is also facilitated by the organization's understanding of what is required and the nature of change that impacts on its behaviour and operations (Cumming et al. 2005).

Exit-based Communication and Organizational Resilience

Exit-Based Communication plays a critical role, and can be considered integral in ensuring stability and harmony during the process of employee exit (Sengupta *et al*, 2018; Sand, 2021). This is because it focuses on addressing underlying issues, while at the same time, it is also concerned with the transfer or sharing of information on the recent changes in the workplace and the new status of work arrangements in the organization (Kramer, 2017). Exit-Based Communication is as such, an important aspect of the organization; bridging possible functional gaps that may arise from the absence, through the creation of awareness and also stabilizing operations and processes through correspondence between units and departments in the organization (Sengupta *et al*, 2018). Hence, drawing on the review of literature, the following hypotheses are put forward:

HO₁: There is no significant relationship between exit-based communication and situation awareness

HO₂: There is no significant relationship between exit-based communication and vulnerability management

HO₃: There is no significant relationship between exit-based communication and adaptive capacity

Methodology

This cross sectional survey design was considered adequate and appropriate for the study given its objectives; which requires generating data on the target organizations' members' general observations, feelings and opinions on the manifestations of the variables: exit-based contingency and organizational resilience and its analysis as a means of ascertaining the distribution and relationship between the variables. The population for this study comprised of the twenty-four (24) deposit money banks with regional operational bases in South-South, Nigeria.The study adopted the entire population as the sample size due to its accessible size (Bryman & Bell, 2003). Hence the sample size of the study comprised of all the twenty (24) deposit money banks with operational bases in South-South, Nigeria.

Data for this study was predominantly primary and quantitative in nature. According to Neuman (2003), primary data describes raw data usually obtained through questionnaire, interviews or observation. The structured questionnaire was adopted as the primary instrument for data collection for this study. The questionnaire instrument for this study was structured into two sections, namely: Section A = which was concerned with capturing the demographic data and characteristics of the participants of the study, and Section B= which was concerned with capturing the data on the two major variables of the study (exit-based contingency and organizational resilience). Items (indicators) were structured and designed to elicit information from respondents with regards to their feelings, activities and opinions concerning the manifestations of the study variables.

The reliability of this instrument according to Bryman and Bell, (2003) refers to the ability of a research method to yield consistently the same results over repeated testing periods. However, the reliability of this study was carried out through confirmatory test of internal consistency on the instrument with our sample using the Cronbach Alpha coefficient. The expected value of the Cronbach Alpha Coefficient is between 0.00 and 1.0, moreover, the higher the value, the higher the degree of reliability (Bryman & Bell, 2003).

Table 1: Reliability coefficient for the instrument

Variables	Dimensions/Measures	No. of Items	Alpha Coefficients
Employee Exit Management	Exit-based Contingency	4	0.780
	Exit-based Relationship	4	0.852
	Exit-Based Communication	4	0.829
Organizational Resilience	Situation Awareness	4	0.821
	Vulnerability	4	0.871
	Adaptive Capacity	4	0.816
Organizational Structure	Organizational Specialization	4	0.870
	Organizational Complexity	4	0.819

The result from the instrument assessment showed that all adopted instruments are shown to be reliable with good results ($\alpha > 0.70$) indicating that the instruments are suitable and adequate in the measurement and assessment of the constructs of interest.

Data Results

Field Report

In carrying out the fieldwork, 48 copies of the questionnaire were administered to the deposit money banks in South-south, Nigeria. The distribution and retrieval of the questionnaire spanned a time period of two weeks with all 48 (100%) were successfully retrieved from the field. However, in assessing retrieved copies it was observed that two of the copies were unsuitable due to issues such as the incomprehensive choices in one copy and a missing section (page) in the other one; thus leaving a total of 46 (96%) copies for the analysis. Retrieved copies were coded as cases into the Statistical Package for the Social Sciences (SPSS version 22). After coding, data was still assessed for missing values and outliers as a way of ensuring data consistency and result validity.

Table 2: Descriptive statistics for the variables

		Exit-based Communication	Situation Awareness	Vulnerability Management	Adaptive Capacity
N	Valid	46	46	46	46
	Missing	0	0	0	0
Mean		3.5435	3.5163	3.8043	3.7989
Std. Deviation		.75333	.81207	.97740	.75759
Skewness		-1.214	-1.391	-1.458	-1.302
Std. Error of Skewness		.350	.350	.350	.350
Kurtosis		.946	.704	.847	.588
Std. Error of Kurtosis		.688	.688	.688	.688

The summary for the distribution for the variables is presented in Table 2. The evidence from the analysis identifies the variables as substantially evident and as characterizing the target organizations. The variables: exit-based communication (x= 3.5435), situation awareness (x = 3.5163), vulnerability management (x = 3.8043) and adaptive capacity (x = 3.7989). The evidence from the analysis presents these factors as attributes, clearly reflected in the behaviour of the deposit money banks in South-south, Nigeria.

Bivariate data analysis
Bivariate analysis was carried out using the Spearman's rank order correlation coefficient with correlation significance determined based on the probability value (PV); hence where P > 0.05, the null hypothesis of no significant relationship is accepted, whereas where P < 0.05, the null hypothesis of no significant relationship is rejected.

Exit-based communication and organizational resilience
The assessment of the relationship between exit-based communication and the measures of organizational resilience (situation awareness, vulnerability management and adaptive capacity) is carried out in this section. The result for the test is presented in Table 3.

Table 3. Relationship between exit-based communication and organizational resilience

			Exit-based Management	Situation Awareness	Vulnerability Management	Adaptive Capacity
Spearman's rho	Exit-based Management	Correlation Coefficient	1.000	.566**	.381**	.581**
		Sig. (2-tailed)	.	0.000	0.009	0.000
		N	46	46	46	46
	Situation Awareness	Correlation Coefficient	.566**	1.000	.503**	.304*
		Sig. (2-tailed)	0.000	.	0.000	0.040
		N	46	46	46	46
	Vulnerability Management	Correlation Coefficient	.381**	.503**	1.000	.322*
		Sig. (2-tailed)	0.009	0.000	.	0.029
		N	46	46	46	46
	Adaptive Capacity	Correlation Coefficient	.581**	.304*	.322*	1.000
		Sig. (2-tailed)	0.000	0.040	0.029	.
		N	46	46	46	46

**. Correlation is significant at the 0.01 level (2-tailed).

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

The test for the relationship between exit-based communication and the measures of organizational resilience is shown on Table 3. The outcome of the analysis shows that exit-based communication significantly correlates with the three measures of organizational resilience which are situation awareness (R = 0.566 and P = 0.000), vulnerability management (R = 0.381 and P = 0.009) and adaptive capacity (R = 0.581 and P = 0.000). The test shows that exit-based communication significantly and positively influences the outcomes of situation awareness, vulnerability management and adaptive capacity within the context of deposit money banks in South-south, Nigeria. On this basis, the findings show that:

i. There is a significant relationship between exit-based communication and situation awareness in deposit money banks in the South-South of Nigeria.
ii. There is a significant relationship between exit-based communication and vulnerability management in deposit money banks in the South-South of Nigeria.
iii. There is a significant relationship between exit-based communication and adaptive capacity in deposit money banks in the South-South of Nigeria.

Discussion of the Findings

The finding on the relationship between exit-based communication and the measures of organizational resilience are such that demonstrate the significance of communication as a powerful and effective tool to connect the dots corresponding to the internal and external stakeholders and to create the kind of culture that will serve as basis for a strong collaboration between organizational management and staff that may help in less favourable moments of the company (Romenti, Murtarelli&Valentini, 2014). Communication contributes to the process of formation of the image and reputation and may be used by companies to strengthen long-term relationships with stakeholders (Argenti and Druckenmiller 2004). In quality working relationships, the manager offers the employee desirable responsibilities, information and communication sharing, development opportunities, verbal rewards, and benefits in exchange for strong communication, loyalty, and trust (Ballinger, Schoorman, &

Lehman, 2009).

Ballinger, Schoorman, and Lehman (2009) discovered conversely, where there are no communication conditions, a lack of respect and trust existed. Therefore, employees who recognize a manager's interest in establishing a relationship felt grateful for the perceived intention by their manager to provide support (Mignonac&Richebe, 2013). Employees who receive continuous support from their manager and co-workers experience a high level of attachment to, and satisfaction with, their jobs and tend to sustain healthy relationships with the organization (Karatepe, 2013). Employees' satisfaction with their jobs was vital to business success and employee retention as well (Karatepe, 2013). Managers add to organizational value by becoming more sensitive to the flow and control of information especially as employee job satisfaction helps reduce turnover (Tews, Michel, & Stafford, 2013).

The findings of this research corroborate those of Vickery, Keaton, and Bodie (2015) who observed that the higher an employee's gratification through effective and positive communication, the lower the chance of that employee's departure. Vickery et al. (2015) added effective communication is a predictor of employee productivity. Thus, positive communication exchanges yield proven benefits. Losing effective workers to non-employee communication negatively affects businesses on a strategic level (William-Lee, Burch & Mitchell, 2014). Furthermore, William-Lee et al. (2014) found the focus on the past, present, and the future across levels of leadership and employee communication practices is a need with studying communication strategies. Employee engagement and effective communication with employees contributes to remaining in the organization or leaving the job based upon engagement with their leaders (William-Lee et al., 2014). Managers' communication techniques influence employees' desire to stay with the organization for a longer period (William-Lee et al., 2014).

Communication is integral to managing employee exit as it focuses on the need for managers to stabilize the workplace based on the negative implications of such an event (Gounaris&Boukis, 2013; Mishra, Boynton, & Mishra, 2014). Organizations management have a high regard for human capital (Gounaris&Boukis, 2013); for this reason, manager communication retains employees to provide a competitive advantage (Gounaris&Boukis, 2013). Effective leadership communication and employee engagement strategies motivate employees to contribute effectively and remain with the organization for a longer amount of time (Mishra et al., 2014). Leadership communication and employee engagement are fundamental organizational success factors (Mishra et al., 2014). Deploying leadership communication strategies increases the chances of retaining long-term high performing employees. Bradler, Dur, Neckermann, and Non (2013) noted that employee recognition does not have to be extravagant; a simple communication of thank you made employees feel rewarded for their contribution to the organization.

Conclusion

The study, drawing on the evidence generated, concludes that the action of exit-based communication of a positive exit-based relationship, contributes significantly to outcomes of situation awareness, vulnerability management and adaptive capacity; thus advancing positive outcomes of organizational resilience of deposit money banks in South-South, Nigeria.This goes to show that through the action or reinforcement of exit-based communication policies, the deposit money banks can achieve improved coping levels and sustain their operations within their context.

Recommendation

In line with the findings of this research, it is recommended that the action of communicating during employee exit occasions by the management of deposit money banks in South-south Nigeria should emphasize on strengthening bonds and connections between management and staff; thus creating understanding and shared responsibility within the organization.

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