

A Study on Exit Interview in Relation to Employer Branding

Ravali K

MBA 2nd Year Sridevi Women's Engineering College

Abstract - The organizations are conducting Exit interviews to gather data for improving working conditions to find the underlying reasons for employee turnover and also for retaining talented employees. The study focusses on the concept of exit interviews there purpose who should conduct, how to conduct, When and where to conduct and also how to use the data collected from Exit interviews for the benefit of the organisations. The art of putting the right man in right place is perhaps the first in the science of management, but the art of finding a satisfactory position for the discontented is most difficult. It also deals with the brand image of Employee and Employer when the person is reliving from his duties.

Index Terms – Exit interviews, Improving Working Conditions, Employee Turnover, Brand Image.

INTRODUCTION

In human resource terms, an exit interview is a survey that is conducted with an employee when he or she leaves the company. The information from each survey is used to provide feedback on why employees are leaving, what they liked about their employment and what areas of the company need improvement. Exit interviews are most effective when the data is compiled and tracked over time.

An exit interview is really nothing to stress over. Think of it as your chance to have a valuable and honest discussion about the ins and outs of the position you're leaving. And, if you do start to feel stressed, just ask yourself what's the worst that can happen. After all, they can't fire you.

At a recent Society for Human Resource Management conference, presenter Dick Finnegan talked about using "stay interviews" to gather insights. He asserted that exit interviews are "autopsies that seldom lead to improvements." Exit Interview is final formal meeting between the management and an employee leaving the

firm. It is used as a learning opportunity for the executive concerned who seeks candid views on work related problems. An exit interview is an interview conducted by an employer of a departing employee. They are generally conducted by a relatively neutral party, such as a human resources staff member, so that the employee will be more inclined to be candid, as opposed to worrying about "burning bridges". Exit interviews are conducted by paper-and-pencil forms, telephone interviews, in-person meetings, or online through exit interview management systems. Some companies opt to employ a third party to conduct the interviews and provide feedback. What exactly Exit Interview mean?

It is a meeting between an employee who has voluntarily resigned from the organization and at least one representative from the human resources management (HRM or HR) department or any other executive of the organization from any department, particularly designated for the purpose of exit interview.

The exit interview may be conducted through a variety of methods. Some of the methods include: in-person, over the telephone, on paper, and through the Internet such as with Nobscot's Web Exit.

NEED AND IMPORTANCE OF THE STUDY

Exit interviews are conducted with employees, once they have resigned before they leave the company. ... However most importantly information gathered during the exit interview, can help to address problem areas within the company, in order to prevent more resignations. Exit interview is normally conducted after the employee's resignation has been accepted.

It is normally conducted while the employee is still serving his last days in the organization. At times, the ex-employee is invited for the exit interview within a

short time after he has physically departed from the organization

SCOPE OF THE STUDY

The interviewer from the organization's side should be an un-biased person with maturity and objectivity. The representative of HR department or any other department assigned for exit interview and the departing employee get into a dialogue based on the experiences and impressions of the employee about various aspects of the organization. The organizational representative normally facilitates this discussion. Lots of listening during the exit interview is expected from the organization's representative for achieving the objectives of the exit interview.

OBJECTIVES OF THE STUDY

- To retain the employee who wishes to resign
- To analyze the factors for frequent resignations in order to overcome them
- To Provide an opportunity with valuable feedback concerning benefits and compensation
- To know negative and positive aspects about the organization by the employee who is leaving
- Implementation of strategies to increase retention and reduce turnover

RESEARCH METHODOLOGY

Research Designs

There are generally three categories of research based on the type of information required, they are

1. Exploratory research
2. Descriptive research
3. Casual research

The research category used in this project in descriptive research, which is focused on the accurate description of the variable in the problem model. Consumer profile studies, market potential studies, product usage studies, Attitude surveys, sales analysis, media research and prove surveys are the, examples of this research. Any source of information can be used in this study although most studies of this nature rely heavily on secondary data sources and survey research.

REVIEW OF LITERATURE

Introduction To Human Resource Management

Human resources are the people who make up the workforce of an organization, business sector, or economy. "Human capital" is sometimes used synonymously with "human resources", although human capital typically refers to a more narrow effect (i.e., the knowledge the individuals embody and economic growth). Likewise, other terms sometimes used include manpower, talent, labor, personnel, or simply people.

Human resources is the company department charged with finding, screening, recruiting and training job applicants, and administering employee-benefit programs. As companies reorganize to gain a competitive edge, HR plays a key role in helping companies deal with a fast-changing environment and the greater demand for quality employees.

Bharthvajan R (2017) The organizations are conducting exit interviews to gather data for improving working conditions, to find out the underlying reasons for employee turnover and also for retaining talented employees. This article focuses on the concept of exit interviews, their purpose, who should conduct, how to conduct, when and where to conduct and also how to use the data collected from exit interviews for the benefit of the organization. The art of putting the right man in right place is perhaps the first in the science of management, but the art of finding a satisfactory position for the discontented is the most difficult.

Sunita Shukla (2016) In their research article they pointed out that to meet the unique need of the organization, retention policies to be kept in mind. The researcher has concluded that employee friendly policies and systems and other innovative methods of employee welfare programs are must to retain the employees and minimize attrition. In her research she pointed out that transparent and fare appraisal system is the first rank and need to looked into matter.

Srinivas P S(2015) in their research paper published in Journal of health research and reviews in 2015 " IT professionals are subjected to high level of stress which affects their mental health by doing yoga job anxiety and perceived stress modifiable in Indian IT professionals has reduced. The IT companies must ensure to reduce stress levels among their employees.

DATA ANALYSIS AND INTERPRETATION

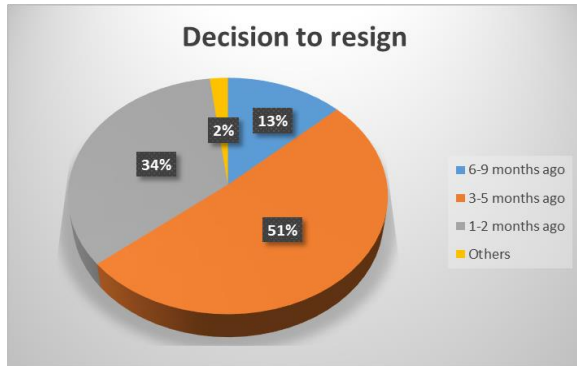
1. At approximately what point in time did you begin making your decision to resign?

- 6-9 months ago 3-5 months ago
 1-2 months ago Other _____

Tab 1

Sl. No.	Decision to resign	Respondents
1	6-9 months ago	13
2	3-5 months ago	51
3	1-2 months ago	34
4	Others	2

Figure 1



Interpretation:

From the above pie chart 51% of the employees decide to resign the job in 3-5 months, 34% of them decided in 1-2 months and the least 13% of them decide in 6-9 months whereas there are also few employees who have decided before that who are just 2% of them. From the above analysis it is clear that most of the employees have decided to resign their job between 3-5 months.

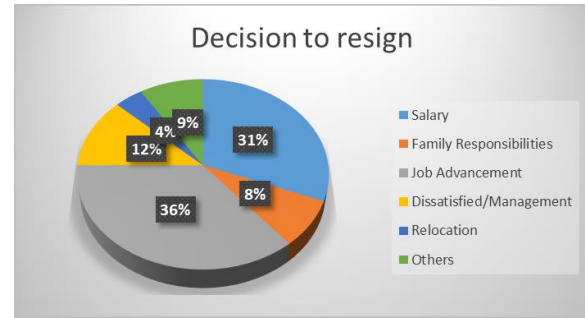
2. Please indicate reason(s) below, which contributed to your decision to resign your current position?

- Salary Family Responsibilities
 Job Advancement Dissatisfied/Management
 Relocation Other _____

Table 2

Sl No.	Decision to resign	Respondents
1	Salary	31
2	Family Responsibilities	8
3	Job Advancement	36
4	Dissatisfied/Management	12
5	Relocation	4
6	Others	9

Figure 2



Interpretation:

From the above pie chart 31% of the respondents have decided to resign the job because of salary, 8% of them for family responsibilities, 36% of them for job advancement, 12% for dissatisfied management, 4% for relocation and 9% because of other reasons. From the above analysis it is clear that most of the respondents has resigned the job because of the job advancement.

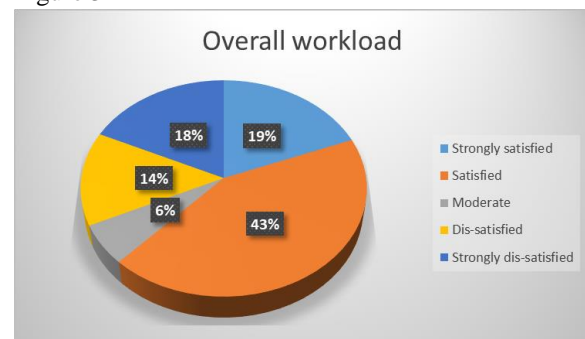
3. Overall workload for your position.

- Strongly satisfied Satisfied
 Moderate
 Dissatisfied Strongly Dissatisfied

Table 3

Sl. No.	Overall workload	Respondents
1	Strongly satisfied	19
2	Satisfied	43
3	Moderate	6
4	Dis-satisfied	14
5	Strongly dis-satisfied	18

Figure 3



Interpretation:

From the above pie chart 19% are strongly satisfied with the Overall workload for your position, 43% are

satisfied, 6% are moderately satisfied, 14% are dis-satisfied and 18% are strongly dis-satisfied. From the above analysis it is clear that most of the respondents are satisfied with the Overall workload for your position.

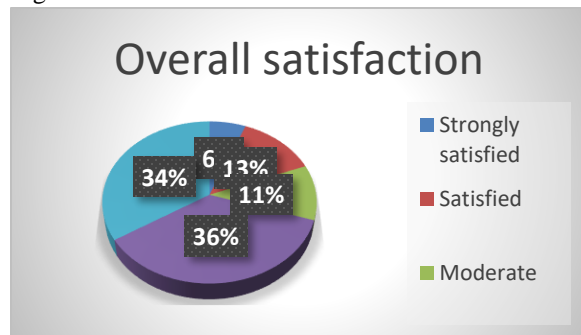
4. Overall satisfaction and enjoyment in your current position.

- Strongly satisfied Satisfied
 Moderate
 Dissatisfied Strongly Dissatisfied

Table 4

Sl. No.	Overall satisfaction	Respondents
1	Strongly satisfied	6
2	Satisfied	13
3	Moderate	11
4	Dis-satisfied	36
5	Strongly dis-satisfied	34

Figure 4



Interpretation:

From the above pie chart 6% are strongly satisfied with the overall satisfaction and enjoyment in your current position, 13% are satisfied, 11% are moderately satisfied, 36% are dis-satisfied and 34% are strongly dis-satisfied. From the above analysis it is clear that most of the respondents are Dis-satisfied with the overall satisfaction and enjoyment in your current position.

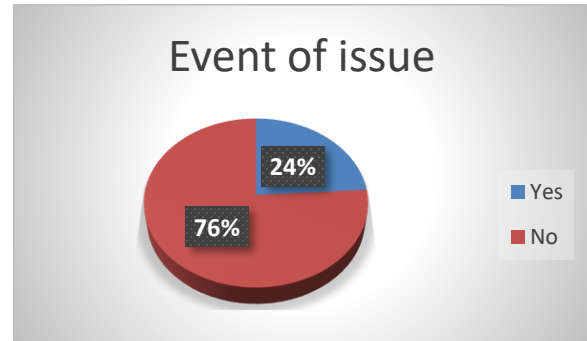
5. Was there a specific event of issue that prompted your resignation?

- Yes No

Table 5

Sl. No.	Event of issue	Respondents
1	Yes	24
2	No	76

Figure 5



Interpretation:

From the above pie chart 24% of the respondents had a specific event of issue that prompted them to resign whereas 76% of them did not have any. From the above analysis it is clear that most of the respondents did not have a specific event of issue that prompted them to resign.

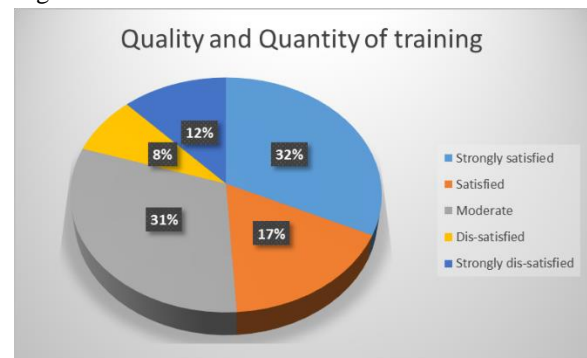
6. Quantity and quality of training received for your position(s) here at Integrated Thermoplastics Limited.

- Strongly satisfied Satisfied
 Moderate
 Dissatisfied Strongly Dissatisfied

Table 6

Sl. No.	Quality and Quantity of training	Respondents
1	Strongly satisfied	32
2	Satisfied	17
3	Moderate	31
4	Dis-satisfied	8
5	Strongly dis-satisfied	12

Figure 6



Interpretation:

From the above pie chart 32% are strongly satisfied with the quality and quantity of training, 17% are satisfied, 31% are moderately satisfied, 8% are dis-

satisfied and 12 are strongly dis-satisfied. From the above analysis it is clear that most of the respondents are strongly satisfied with the quality and quantity of training.

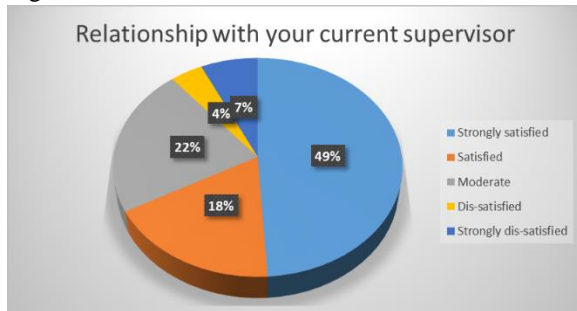
7. Working relationship with your current supervisor.

- Strongly satisfied Satisfied
 Moderate
 Dissatisfied Strongly Dissatisfied

Table 7

Sl. No.	Relationship with your current supervisor	Respondents
1	Strongly satisfied	49
2	Satisfied	18
3	Moderate	22
4	Dis-satisfied	4
5	Strongly dis-satisfied	7

Figure 7



Interpretation:

From the above pie chart 49% are strongly satisfied with the working relationship with their current supervisor, 18% are satisfied, 22% are moderately satisfied, 4% are dis-satisfied and 7% are strongly dis-satisfied. From the above analysis it is clear that most of the respondents are strongly satisfied with the working relationship with their current supervisor.

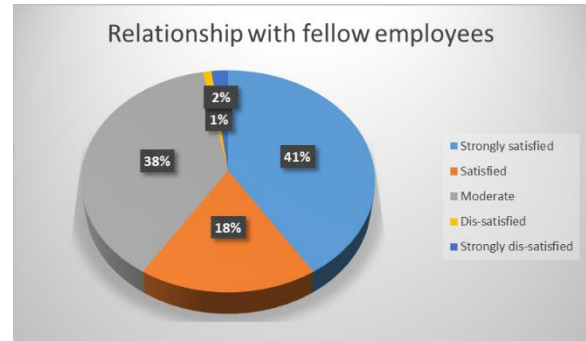
8. Working relationship with fellow employees.

- Strongly satisfied Satisfied
 Moderate
 Dissatisfied Strongly Dissatisfied

Table 8

Sl. No.	Relationship with fellow employees	Respondents
1	Strongly satisfied	41
2	Satisfied	18
3	Moderate	38
4	Dis-satisfied	1
5	Strongly dis-satisfied	2

Figure 8



Interpretation:

From the above pie chart 41% are strongly satisfied with the working relationship with fellow employees, 18% are satisfied, 38% are moderately satisfied, 1% are dis-satisfied and 2% are strongly dis-satisfied. From the above analysis it is clear that most of the respondents are strongly satisfied with the working relationship with fellow employees.

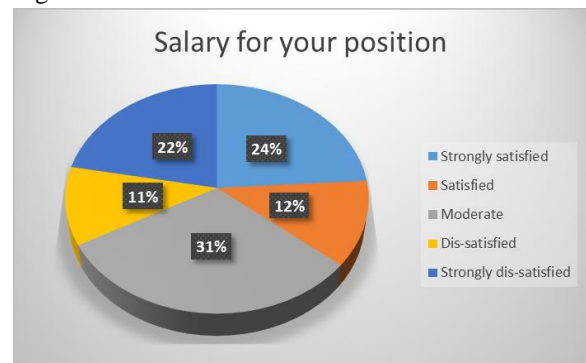
9. Salary for your position.

- Strongly satisfied Satisfied
 Moderate
 Dissatisfied Strongly Dissatisfied

Table 9

Sl. No.	Salary for your position	Respondents
1	Strongly satisfied	24
2	Satisfied	12
3	Moderate	31
4	Dis-satisfied	11
5	Strongly dis-satisfied	22

Figure 9



INTERPRETATION:

From the above pie chart 24% are strongly satisfied with the salary for their current position, 12% are

satisfied, 31% are moderately satisfied, 11% are dissatisfied and 22% are strongly dis-satisfied. From the above analysis it is clear that most of the respondents are moderately satisfied with the salary for their current position.

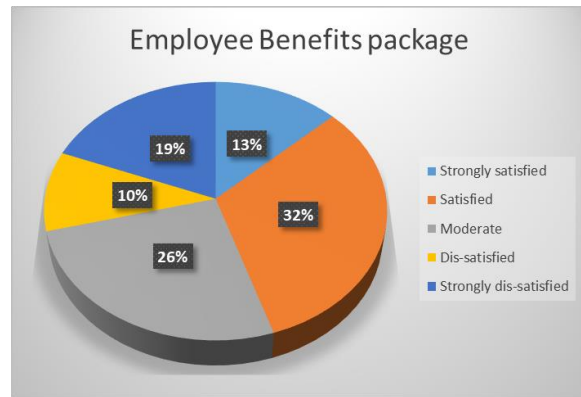
10. Employee Benefits package.

- Strongly satisfied Satisfied
- Moderate
- Dissatisfied Strongly Dissatisfied

TABLE 10

Sl. No.	Employee Benefits package	Respondents
1	Strongly satisfied	13
2	Satisfied	32
3	Moderate	26
4	Dis-satisfied	10
5	Strongly dis-satisfied	19

FIGURE 10



Interpretation:

From the above pie chart 13% are strongly satisfied with the Employee Benefits package, 32% are satisfied, 26% are moderately satisfied, 10% are dis-satisfied and 19% are strongly dis-satisfied. From the above analysis it is clear that most of the respondents are satisfied with the Employee Benefits package.

FINDINGS

1. Most of the Employees are planning to resign job for every two quarter with lack of job advancement in the company.
2. Employees are satisfied with the team culture but they are not extent to reporting authority.

3. It is observed that employees are ready to leave the job without any reason as they receive a qualitative in the company.
4. It is observed that working relationship is neutral in all levels in the company.
5. It is observed that most of the respondents are in a moderate satisfied position in terms of payment, Bonus and workload in the company.

REFERENCE

- [1] Aswatappa K. Organizational behavior, Himalaya Publication house 2010, Mumbai 400004, P 249277 Adhikari Atanu (2009), factors effecting Employee Attrition: A multiple regression approach, the Indian Journal of Management research, Vol VIII, number 5, 1990P 43
- [2] Batt Rosemary and Alexander J.S. Colvin, (2011), Cornell University, Academy of Management Journal, Vol 54, Number 4 August 2011 p697
- [3] Bojagar S.A. A Study of Attrition as HR challenge in medium scale industries in Pimpri- Chinchward area, contemporary research in India Vol 12, Issue2, June 2012
- [4] Bhargava R.C., The chairman of Maruti Suzuki India Ltd, bad managers cruel to corporate culture, Business and management for emerging Business Managers chronicle, Vol 16, November 3, January 2012, p66