

Original Research Article

STRATEGIC USE OF EXIT INTERVIEWS: THE ART OF RETENTION

ABSTRACT

Skilled human resource is considered to be one of the key drivers of company performance and sustainability. But retaining skilled employees is presumed to be a tough and multifaceted task for the organizations. This paper has applied multiple case study based thematic coding technique, a qualitative research method, to investigate the strategic use of exit interview data for policy revision and its subsequent impact on employee retention. The findings suggest that exit interview information is used for revising organization policies, for introducing new benefit policy at times. Sometimes based on exit interview information job profiles get changed too. All in all, the strategic use of exit interview data can eventually enable companies to retain their key employees with revised policies and other changes.

Keywords: HRM, Exit Interview, Employee Turnover, Employee Retention, Bangladesh Context

INTRODUCTION

Skilled human resources are considered to be one of the key drivers of company performance and sustainability these days. But retaining skilled employees is presumed to be a tough task for the organizations. Human resource management (HRM) wing of every organization come up with different policies to ensure stable workforce management. Attracting and retaining quality human resource can be considered as the core deliverables or objectives of HRM department.

Exit interview is a HRM tool which can be strategically used to source critical information about the organization, revise and formulate policies, and eventually retain skilled employees in long run. It is an oral conversation between the departing employees and a representative of the organization regarding the reasons triggering the separation (resignation). It provides the concerned authority with information that might help them to improve their organizational policy. Sometime an effective exit interview may prevent the employee retention. A proper exit interview discloses authentic information of employee perception regarding the organization. Hence, it's worth

29 investigating **that** how the practice of exit interview is panning out in modern workplace and helping
30 the practicing organization to retain key employees in future.

31 **LITERATURE REVIEW**

32 **JOB SATISFACTION**

33 "Satisfaction means fulfillment of one's needs, wants, and desire. It is basically upon what an
34 individual want, and what he gets." Job satisfaction is a measure of how happy workers are with their
35 job and working environment. There may be many factors affecting the organizational effectiveness
36 and one of them is the employee satisfaction. Any organization should have a culture encouraging
37 the employee satisfaction for being effective (Bhatti & Qureshi, 2007). It is the degree to which
38 individuals like or dislike their occupation so it can show up in any given work circumstances. Work
39 satisfaction addresses how much wishes are and facilitate the authentic respects. Job satisfaction is
40 firmly connected to individual's conduct in the workplace (Davis, 1985). Job satisfaction is a number of
41 feelings that shows up subsequently of the recognition that the occupation empowers the material and
42 psychological needs (Aziri, 2008). It is the collection of feelings and convictions that individuals have
43 about their present place of employment. It can extend from extraordinary fulfillment to outrageous
44 disappointment. Individuals can have different thoughts about different parts of their occupations, for
45 example, the sort of work they do, the colleagues, supervisors or subordinates and their salary that
46 creates the effect on job satisfaction (George, 2008).

47 According to Currivan proposed ambitious research, there are four possible causal models
48 (satisfaction comes before dedication, dedication comes before satisfaction, satisfaction and
49 dedication have a reciprocal relationship, and satisfaction and dedication have no significant
50 relationship), assuming the view dominant up to now, that job satisfaction was the cause of greater
51 organizational commitment. The result could not determine this causality significantly (Currivan,
52 1999). Any particular Job that can satisfy a person's physiologically, psychologically, and
53 environmentally made him say that he/she is satisfied with his/her work (Hoppock, 1935). Vroom
54 defines job satisfaction on the base of the roles employees are playing on the workplace (vroom,
55 1964).

56

57 In relation to the background, it's worth highlighting the positive relationship with peer support,
 58 with superiors or with pay satisfaction, and negative relationships with unclear promotion expectations
 59 and excessive workload, among other things (Currivan, 1999). With regard to behavioral outcomes, it
 60 is common to find a positive relationship with most of the behaviors that organizations desire (Meyer,
 61 2002). Job satisfaction is basically the positive and the negative feelings an employee have towards
 62 his/her work. When a worker is employed in a business organization that brings needs desires and
 63 experiences, which can be, determine as the expectation that he should be dismissed. Job
 64 satisfaction constitutes on both that matches expectations and real award (Davis et al., 1985).
 65 According to the traditional model, job satisfaction refers to all the feelings about the job of an
 66 individual. However, job satisfaction or dissatisfaction does not only depend on the job but also
 67 depend on the expectation that individuals have about their job. This expectation refers to the facilities
 68 that their organization should provide (Lu, While, and Barriball, 2005). Job satisfaction comes with a
 69 feeling of achieving something and being successful in workplace. It directly affects the productivity
 70 and personal gaining. The point of job satisfaction is that one will enjoy his work and will be rewarded
 71 for the efforts. Job satisfaction is the main factor to earn promotion, healthy amount of money,
 72 recognition, and the other goals to achieve self -fulfillment (Kaliski, 2007). So, job satisfaction is the
 73 mixing of some factors, which bring the feelings of satisfaction.

74 Job satisfaction is the concept, which is multifaceted and complex, and different people
 75 understand it in different ways. Job satisfaction is connected with motivation. But there is no clear
 76 relation between them. Satisfaction is not as same as motivation. Job satisfaction is the internal
 77 feelings of a person, so it may contain personal feelings, qualitative or quantitative achievements and
 78 so on (Mullins, 2005).

79 **Job Turnover**

80 There are two key variables of turnover. One is job satisfaction another one is opportunity.
 81 Job satisfaction is generally called the 'push' of internal organization and it refers to the positive
 82 favorable attitudes toward their jobs. On the other hand, opportunity is the 'pull' of external labor
 83 market in which alternative occupational roles are available. At the same time, there are also some
 84 other sides which needs to be distinguished in between voluntary and involuntary turnover along with
 85 avoidable and unavoidable separations. Situation that can be avoided relates to the conditions on

86 which the employer has some control such as, salary, opportunities and working environment or
87 working conditions. Whereas, unavoidable separations are uncontrollable such as, maternity leave,
88 retirement and death. Voluntary turnover refers to quit the job or resignation that is frequently given by
89 the employee while involuntary refers to dismissals or layoffs that is happened by the employee. Many
90 more researches focus on voluntary and avoidable separations because they can be easily controlled
91 by the organizations (Price, 1977).

92 The main focus of any organization's management should be concerned with the impact of
93 job turnover on organization's effectiveness, efficiency and costs. Turnover can be seen as some
94 specific benefits that can help to keep their salary costs down, creating opportunities in nearer future,
95 encouraging flexibility of staffing and restructuring the organization. Hiring new employees with new
96 ideas and experiences can reduce the frustration which has been already created by dead-end jobs.
97 There are some other positional replacement costs that can be summarized as incurring cost when
98 any individual leaves the organization, cost of making advertisement, recruitment and selection for the
99 replacement, cost of orientation and training which is needed for better efficiency and cost of losing
100 production and productivity (Flamholtz, 1973).

101 **THE EXIT INTERVIEW**

102 The exit interview is a conversation between a representative of the organization and a
103 departing employee to reveal reasons for departing (Gordon, 2011). It is nothing but taking
104 information from ex-employees about their experience on this job and also the real reason for quitting
105 the job (Neil, Martha 2006). An exit interview is actually a bunch of question, why the employees are
106 leaving? What does HR department think about it? About 79 percent organizations do not have a
107 proper budget for employee retention. Most of the time anonymous information gives the most
108 important value. In exit interview data, the organization should not always try to find the fault of
109 supervision and has confusion on ownership (Faragher, jo, 2008). Data collected from exit interviews
110 are highly affected the culture, career planning and other factors of an organization (Bhatnagar, 2007)

111 The Exit interview survey knows the reason why representatives leave, likewise gives
112 chances to effective correspondence in a few extra territories also. These include, for example,
113 clarification of complaints against employees being released, sharing of information about benefits of
114 medical insurance, pension programs, and eligibility for unemployment compensation, promotion of

positive relations with former employees, discussion of policies on references and eligibility for rehiring, and identification of problems required some corrective measures. The exit interview survey ought not to be viewed as a chance to hold skilled workers by investigating the reasons for disappointment and looking for answers for their worries including upkeep (Neal, 1982). The motivation behind exit interview survey is to assemble genuine data about their involvement with the firm and furthermore to comprehend why they need to leave and what lead them to settle on that choice (Neil, Martha, 2006). Exit interviews should not be taken in a corporate atmosphere. If any third party takes the interview of the ex-employee he/she would be more comfortable to share their experience with the firm, and its lacking and the reason behind the leaving. It will increase the standard of the interview which is very important (Levin, Geg, 2007). Exit Interviews should focus on the company and the information gathered should have helpful and constructive feedback that can be used to move the company, employees, and processes forward (Kumar, Garg, Jagdale & Advani, 2004). In today's knowledge economy, the skilled employee drives organizational success thus work as an asset of that particular organization. So, the company must learn from them—why they stay, why they want to leave, and how the organization needs to change. A thoughtful exit-interview process can create a constant flow of feedback on all three fronts (Bender, 2006). Silverman indicated the importance of employee exit interviews, as it prevents some potential problems that may occur. Firstly, the ownership of intellectual property rights that is owned by the departing employee would not be taken to another organization. Secondly, the relationship between the organization and the departing employee would not be jeopardized. Finally, the departing employee should not have any hostile feelings about any parts of that organization or the employee (Silverman, 2001).

Two main purposes of exit interviews are discovery and communication. What is the element that motivated the employee to vacant the post is not an easy task to invent for the management? It demands the quality amount of time, a smart employee for delivering dialogue, a proper analysis, and feedback. In terms of understanding the behavior of employees and their cooperation organization makes exit interviews mandatory before paying their final pay cheek (Garretson & Teel, 1982). According to Giacalone, Elig, Ginexi, and Bright, exit interviews and surveys are beneficial for providing information about both diagnosis and strategy, improving public relations goals that allow the employee for venting his or her pent-up feelings (Giacalone, Elig, Ginexi, and Bright, 1995). Exit interview helps to know the real reasons for leaving the job of the employees and also makes an

145 effective communication in several areas. For example: clarification of complaints against employees
 146 being released, sharing of information about benefits, including maintaining medical insurance,
 147 pension, and unemployment Compensation depending on eligibility, promotion of positive relations
 148 with former employees, discussion of policies on references and rehiring depending on eligibility, and
 149 problem identification areas also required corrective measures (Flamholtz, 2003). However, the
 150 essence of an interview requires elicitation of self-report data which yields the potential for biases,
 151 especially in the instance of exit interviews. Many companies refrain from using exit interviews
 152 because the exiting employees are not diverse, which automatically creates biased results (Demars,
 153 2007). Lack of motivation, retaliation, and lack of anonymity are such reasons why employees are
 154 motivated to provide biased responses on their exit interviews (Giacalone, Knouse, &Montaglaiani,
 155 1997). It is also thought that the mode and timing of a exit interview survey can influence the precision
 156 of data (Hinrichs, 1975). Based on the information by Van (2004), it has been stated that a new
 157 perception of the exit interview is, there should be the reduction of efficiency or effectiveness as a
 158 mandatory factor. A good management always ensures the acceptance of such corrosion and that
 159 stays that way. He also said that the exit has to have a rational reason and it should perform in a
 160 systematic way. Most of the time managers are trying to ignore this system of taking exit interviews,
 161 as most of them believe that it might reveal the organizational flaws and failures. And top
 162 management will not go to like this. He also suggests the information collected from exit interviews
 163 that should be used as the form of recommendation and suggestions for training (Van Wert, 2004). In
 164 1981-82, a study was completed on the management of 150 North American university libraries on
 165 turnover of employees in support staff positions and the findings indicate that about 50 percent of
 166 these libraries always carried out exit interviews where 36 percent sometimes and 14 percent never.
 167 Individuals who are responsible for conducting the exit interviews were identified. Nearly 60 percent of
 168 these cases, the library personnel officer or a representative of the university personnel officer was
 169 involved. Generally, a library administrator or the employee's supervisor as the interviewer and it was
 170 the preference of the departing employee (Neal, 1982). The interviewer should avoid asking some
 171 questions. Targeted question about specific people or issues and office gossip. It should never be
 172 constructive and won't be reliable information. Anything could be constructed as a slander. The
 173 conversation should focus on the employee's experience. Although, they may have a negative feeling
 174 to say about some certain people. So, you should listen without agreeing or disagree with his or her

point rather than get into personal issues and keep the conversation professional and work-related (Hilb, 1978). Departing employees should be treated with respect and gratitude. That may encourage them to recommend their previous companies to potential employees, to use and suggest the companies' products and services create business alliances between their previous and new employers. Letting them leave as an ambassador and customer is fruitful for an organization (Giacalone, Elig, Ginexi, and Bright, 1995).

So, the exit interview is a structured process where the employee can open up, to share their experiences with the firm, the reason behind quitting the job, and the flaws in the organization so that the management can take the better solution to improve things if needed and can modify the human recruitment process.

THE POST-TURNOVER SURVEY

Most of the organizations conduct a post-turnover survey as a substitute of the exit interview. Several advantages are cited for the use of questionnaires. The lapse of time will encourage the former employee to be more rational and make honest assessments about the employee and the supervisor. If the surveys are anonymously conducted then both the employer and the employee will be relieved from the pressure of a face to face confrontation. The use of questionnaire helps the organization to sample consistently rather than depending on the evidence produced by an individual employee (Yourman, 1965). The reactions to exit interview survey questions must be full scale and consistent from time to time so they can be translated suitably or factually dissected (Valentine, 2005). This represents an issue for up close and personal meetings that ask unstructured and open-finished inquiries. This kind of meeting brings out information that is exceptional, and along these lines, it can't be organized to differentiate and other existing representatives. Inquire about recommends that the data that is picked up from the post employment surveys is just helpful to the entire association for discovering patterns. Along these lines the suitable reactions ought to be differentiated and other leaving workers (Giacalone, Knouse & Montaglaiani, 1997). The Nebraska Department of Correctional Services moved toward the Center for Applied Psychological Services to assess their present exit interview process. They were given a couple of proposals. Firstly, they were encouraged to execute their answer elective, "Other," on the request that have been asked to specialists to check their motivations behind leaving since it would not summon enough information. Next, they proposed the

204 making of different more answer choices with particular illuminations behind taking off. In the wake of
 205 considering 54 rating-scale explanations they proposed including three open-ended demand with
 206 respect to recommendation for the affiliation and from which answers would be collected into six
 207 classes for examination. The eventual outcomes of the post work studies were then easily separated
 208 and measured. (Layman, 2007).

209 The results of conducting the exit interview results in targeting several key areas that are,
 210 management practices, employee replacement, training and development, compensation and
 211 benefits, health and safety, job security and relations between supervisor and employee. These
 212 preliminary findings for turnover are the reasons for leaving (Neal, 1984). There are numerous ways
 213 organizations can control for a one-sided reaction. A significant part of the inquiries convey about
 214 various ways to deal with assurance secrecy to the agent. Furthermore evidence suggests that a
 215 delegate will reveal exact information depending upon his or her general perspective. In case if the
 216 current employees feel that they have been generally and genuinely treated well by the organization,
 217 their reports will be straightforward. On the other hand, while existing employees feel that they have
 218 been extremely mishandled by the association, they are frequently moved to be sincere in spite of the
 219 possible repercussions of their report (Giacalone, Knouse & Montagnaiani, 1997). Similarly, the
 220 technique for exit interview survey can influence answers. While the most as frequently as possible
 221 utilized method is face-to-face questionnaire (Hutchinson, 2002). A few associations have started the
 222 utilization of online exit employment surveys. Since, Fifth Third Bank got Web exit from Nobscot
 223 Corp (a web-based exit interview tool), the organization reports getting higher quality data in a
 224 productive house from exit interview survey. Vice-president of Human resource, Teresa tanner
 225 commented, "Because it's from an outside vendor, workers feel that their privacy is secured"
 226 (Valentine, 2005). Face-to-face interview takes more times than any form of questionnaire tends.
 227 Despite this their cost in time and money, eye to eye gatherings are seen as the most productive to
 228 the present specialist since he or she has a chance to be "heard" (Hutchinson, 2002). For the
 229 association, the advantages of up close and personal survey are more inside and out appraisal of the
 230 center reasons left the affiliation. In view of the customized inquiries of an experienced examiner,
 231 semi-composed very close meeting can locate the base of an issue where a structured questionnaire
 232 could not (Hutchinson, 2002). Whenever possible, a blend of up close and personal and survey might
 233 be best. The evaluation of exit interview program is not well documented. There are several amounts

of considerable distortions in the information that has been gathered through exit interviews when comparing the results of the survey completed by the same employees. One study concluded that unavoidable terminations such as, moving or pregnancy appear as the only exit interviews that express the accurate information. This extra organizational nature of such turnover poses a little threat when it is revealed during an exit interview (Lefkowitz, 1969).

In order to transform exit interview surveys into a successful method of authoritative change, their examination must be put to utilize. Shockingly, in America, an investigation of CEOs definite that while 81% reliably lead exit interview reviews, only 17% constantly or to some degree as regularly as conceivable use the results (Demars, 2007). Other written work suggests that associations use the information of exit interview overviews on an individual commence, seeing each meeting as its own particular story rather than a bit of a turnover slant(Valentine, 2005). The outcomes of this audit and the written work recommend that more research is required as for the definitive use of exit interview survey overviews. One study determined whether exit interviews are cost-effective or not, whether savings in turnover costs exceed the cost of the interviews or not. This investigation has reached three major conclusions. For many organizations, the exit interview is just only a symbolic gesture that has no use of information that has been obtained from the interviews. Many organizations are securing information that is affecting the quality of work life as thus it is used for the reduction of turnover. Even, a little effort is being made to quantify the costs of turnover. So, this is impossible to determine whether exit interviews are cost- effective or not (Garretson & Teel, 1982).

By using exit interview results, any organization can distinguish issues on a bigger scale. Online exit meeting has made understanding association turnover glides simple. Presently, that Fifth Third Bank utilizes online post employment surveys, its Human Resources division go through reports every month on every office to discover the top reasons why individuals are leaving job(Valentine, 2005). Companies use this data analysis from the appropriate response to find the examples of turnover. After the Nebraska Department of Correctional Services glorified their exit interview, they could distinguish a turnover example, why workers were leaving, all things considered, in light of the way that their stresses were not dealt with the organization. The organization took the data for making a continuous Leadership Development Program for its managers. In this way, the association has altogether enhanced maintenance of its workers (Layman, 2007). Organizations can use turnover

survey to improve it if employee retention is done in right process. Dependent upon its available time, money and size, an association can use composed eye to eye interviews with answers that are outright or polls in electronic casing with especially assessing request to inspire authentic information in the midst of exit interview reviews. exit interview surveys may be led by an outside consultant or outsider gathering, for the best HR practice and increment legitimacy. Successful associations plan to keep data as obscure as could be permitted and assurance that leaving employee will know the inspiration driving the exit interview survey.

RESEARCH OBJECTIVE(S)

The primary objective of this study is to investigate the strategic use of exit interview data for policy revision and its subsequent impact on employee retention. Additionally this study also aims at unfolding the true intentions of the concerned companies behind exit interview practice.

METHODOLOGY

Case study method is a well established research method to study real life situations to understand core problems and factors and the study can be tested on “an event” or “an individual” or “a company” (Yin, 1984). On the other hand, multiple case study method is expected to include two or more cases to track down replication of logic, variables and eventually generate more robust study results (Yin, 1993).

Multiple case study method has been used in this paper for better understanding. For data collection under the multiple case study method, audio taped in-depth interviews were conducted on the HR personnel from the sample organizations. The study was carried out under two broad themes to understand the strategic interplay among exit interview practice, policy revision, policy introduction, and eventually employee retention in near future. The broad two themes are:

THEME A: INTENTIONS BEHIND EXIT INTERVIEW PRACTICE

This broad theme explored the reasons and purposes of the concerned companies behind exit interview practice primarily. This section also aims at reporting the exit interview practice from different angles, i.e., department wise practice, organizational level (root level, mid level, top level) etc.

Theme B: Strategic Use of Exit Interview Information (Exit Interviews' Findings)

This broad theme explored the strategic use of exit interview findings. In other words, this section explored how exit interview findings triggered policy revision, policy introduction, and other changes for ensuring better employee retention in near future.

SAMPLE

The study has been carried out on three renowned companies, local Bangladeshi companies and the other being a multinational company which is operating in Bangladesh too. The sample companies have been selected purposively to incorporate the practices of well performing local companies and a well established foreign company.

OVERVIEW OF THE COMPANIES:

BRITISH AMERICAN TOBACCO BANGLADESH (BATB):

Founded in 1902, British American Tobacco is the leading tobacco company worldwide. With the name Pakistan Tobacco Company, British American Tobacco's first factory in Bangladesh was situated in Fauzdarhat, Chittagong in 1949. During 1965 the second factory was set up in Mohakhali, Dhaka. After the Independence in 1972 it became Bangladesh tobacco company limited. In 1998 the company changed its identity to British American Tobacco Bangladesh. With a view to meet consumer demand for a legal product that causes many serious diseases BAT Bangladesh's key role is to conduct their business responsibly. BAT Bangladesh aspire to develop tobacco products with critical mass appeal that will, over time, be recognized by scientific and regulatory authorities as posing substantially reduced risks to health. BAT Bangladesh has a vision of commercializing a range of products that offer consumers potentially less risky alternatives to conventional cigarettes. BAT also looks forward to be the world's best at satisfying consumer moments in tobacco and beyond. Enterprising spirit, Freedom through responsibility, Open minded and Strength from diversity are some of the values that BATBD keeps. Among their popular products are Benson and Hedges, John Player, Gold Leaf etc. Currently BAT Bangladesh company is chaired by Mr. Golam Mohiuddin. Globally the British American Tobacco has a net income of 4.522 billion dollars with a total asset of 46.45 billion dollars.

320 **BKASH LIMITED (BKL):**

321 BKash Limited, a subsidiary of BRAC Bank, started as a joint venture between BRAC Bank
 322 Limited, Bangladesh and Money in Motion LLC, USA. In April 2013, International Finance Corporation
 323 (IFC), a member of the World Bank Group, became an equity partner and in April 2014, Bill & Melinda
 324 Gates Foundation became the investor of the company. With a view to widen the net of financial
 325 inclusion, BKash focuses on providing financial services that are convenient, affordable and reliable.
 326 Bkash works to become a reliable source to Mobile Financial Services, allowing the people of
 327 Bangladesh to safely send and receive money via mobile. BKash has a vision to utilize mobile
 328 devices and the telecom networks to extend financial services in a secure manner to the under-
 329 served remote population of Bangladesh. Integrity, Innovation, Inclusiveness and Effectiveness are
 330 the values that the company carries. bKash serves Mobile Financial service as their product. Currently
 331 the company is chaired by Mr. Shameran Abed. The company currently makes a revenue of 560 crore
 332 tk. It is counted to be one of the most potential company in Bangladesh.

333 **PANJEREE PUBLICATION LIMITED (PPL):**

334 Panjeree publication ltd. is one of the leading publication companies in Bangladesh.
 335 Incorporated in the year of 2000 as a private limited company, this organization started publishing text
 336 books firstly. Letter on, they started publishing other books like suggestions, reference books, creative
 337 books, computer books and so on. This organization has established the largest retail bookshop in
 338 Bangladesh named "PBS (Panjeree Book Shop)" which has got all the modern facilities including a
 339 theater. Panjeree Publications is committed to publish quality books. After enjoying tremendous
 340 success in within the country, the organization is now exporting books to India and United Kingdom
 341 currently. The organization is planning to increase the volume of book export as well as to increase
 342 the number of countries where the books will be exported. With the aim of helping the government
 343 with the "Education for All" programmer this organization is working too hard to ensure that the
 344 company will provide guide for each and every one. The organization is also focusing on publishing
 345 books for all ages along with the CD/ electronic publications.

346 **FINDINGS:**

347 As described under the methodology part, in-depth interviews were conducted for data collection. The
 348 discussions were framed under broad Theme A and Theme B. The findings are described below:

349 **THEME A: FINDINGS**

350 The first homogeneous finding of this theme was the fact that all three companies practice
351 exit interview for a long time to unveil the unknown facts.

352 **Practice by organizational level:**

There are three types of levels in an organization. From root to top it is named accordingly front line, Middle level and Top level management of an organization. These three levels are equally important to push forward the organization's name and fame. For avoiding such circumstances of turnover, it is important to take exit interview. The information collected from exit interview will help the company to know the reasons about leaving, reducing turnover and helps in avoiding such circumstances. All three companies practice exit interview for all levels. Some relevant quotes are given below:

360

361 "All the levels from root to top should have gone through this process".

362 (Assistant manager of HR department, BKL)

363

364 "We do this interview across the levels and every voluntary leaver would go through this interview
365 process."

366 (Senior HR partner of HR department, BATB)

367

368 “Every employee is important. Whoever resigns we conduct the exit interview for obvious
369 reasons, knowing the core reasons behind their resignation. The process applies to employees from
370 all levels, not just top level.” (HR Manager,
371 PPL)

372 Discovering core reasons:

373 Discovering the core reasons behind voluntary resignation is a prime motive behind practicing
374 exit interviews in BATB, PPL, and BKL. The companies intend to know why and for what specific
375 reasons employees are leaving. Some relevant quotes are given below:

376

377 *"We do exit interview to know why they are leaving, whether there is any reason related to*
 378 *supervisor's behavior, nature of the job itself, is he fit for the position or did we able to select the right*
 379 *person for the right position or not."* (Assistant manager of HR

380 *department, BKL)*

381

382 *"We do exit interview to get an insight. We take collections of exit interview and ask many people and*
 383 *try to know about the trend that is basically triggering their exit."* (Senior HR partner of HR
 384 *department, BATB)*

385

386 *"Every employee is important. Whoever resigns we conduct the exit interview for obvious reasons,*
 387 *knowing the core reasons behind their resignation."* (HR Manager,
 388 *PPL)*

389 **THEME B: FINDINGS**

390 Findings under this theme identified how BATB, BKL, and PPL are using the exit interview information
 391 in their regular HRM practices. The findings are described below:

392 **Policy Revision and Policy Introduction:** Policies are mandatory part of an organization, which
 393 includes salary and benefits, these policies can sometimes be the reason of de-motivation and job
 394 switch, to know so Exit interview gives a complete insight on the fact that whether policies of the
 395 company are triggering some issues in the organization or not. Subsequently policies are revised time
 396 to time. Some relevant quotes are given below:

397 *"Exit interview gives us an idea of the effectiveness of our policy. We give significant importance to*
 398 *Exit interview data while revising our whole company policy"* (Senior HR partner of HR department,
 399 *BATB)*

400

401 *"Exit interview information is used to identify and solve the department wise policy every year"*

402 (Assistant manager of HR department, BKL)

403

404 *"We changed our salary policy on 2014. Input from exit interviews was quite helpful."*

405 *(HR Manager, PPL)*

406

407 *"Findings from the pool of exit interviews do form a strong basis for thinking differently and introduce*

408 *required policies as per the situational demand."* *(HR Manager,*

409 *PPL)*

410

411 **Change in Job profile:**

412 Another intriguing finding under this section was that even the job profile is subject to change based

413 on exit interview information. Though it was not echoed by all three companies but it was evident that

414 it is also a possible use of exit interview information. Some relevant quotes are given below:

415 *"We use exit interview data widely to change or update job profiles"*

416 *(Assistant manager of HR department, BKL)*

417 *"If some work responsibilities are inappropriately assigned and employees resign for that then it is*

418 *perhaps required to change the job profile. Exit interview can be a handy source for such information."*

419 *(HR Manager, PPL)*

420 **Cultural Development:**

421 Organization culture is an important element. It determines the values and believes and how people

422 behave. Exit interview is the most reliable source in terms of knowing the organizational culture. Only

423 by taking exit interview we can get close to perfect insight of an organizational culture its effectiveness

424 and drawbacks. BAT significantly emphasizes on this element. As BAT HR partner said, *"We strongly*

425 *maintain our organizational culture and through exit interview we mostly seek if our culture is*

426 *triggering the turnover"* she also added, *"Organizational culture is not something that we teach, If an*

427 *employee is unhappy with the culture through exit interview we discuss the matter and make him*
 428 *understand why we have that element, so he might have a clear idea."*

429 **Employee Retention: the ultimate target:**

430 It was quite clear from the discussion that eventually companies want to retain their key employees or
 431 skilled employees. Based on exit interview companies revise policies, introduce new policies or even
 432 change job profile to make sure that skilled employees are happy with company policies and other
 433 practices. Some quotes are given below:

434 *"Some action plans must be taken so that we don't face that trap of turnover again"*

435 *(Senior HR partner of HR department, BATB)*

436 *"We intend to indentify the core reasons of resignations and try to solve them so that in future we can*
 437 *retain our important employees."* *(HR Manager,*
 438 *PPL)*

439 **LIMITATION OF THE STUDY**

440 Data size can be increased to study the same phenomenon for tracking possible result deviations or
 441 forming greater generalization. Moreover, this study only collected data from the HR professionals
 442 who conduct and use the exit interviews. General employees can be included under the study to track
 443 their view points

444 **CONCLUSION**

445 This study puts forward some findings which can actually help companies to retain their employees in
 446 long run. The findings also indicated that exit interview plays a pivotal role in works like job profile
 447 change, forming and changing organization culture, and eventually retaining skilled employees.

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