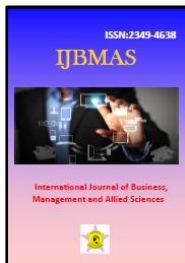

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**A CASE STUDY ON EXIT INTERVIEW IN RELATION TO EMPLOYER
BRANDING**

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ABSTRACT

This research intends to investigate the relative focal points of utilizing business branding in recruitment process. The research question is raised regardless of whether there is some relationship between the encouraged recruitment scores and in the apparent manager branding score. The flow of Manager branding as successful long haul recruitment procedure was investigated. This research was laid out through blend of subjective contextual analysis and with quantitative overview plan. The information gathering techniques were involving interviews, gathering of existing departmental record: documented examination and so forth. The substantive help was looked for from few surveys like business branding agenda and recruitment assets agendas. Findings raise discussion questions regarding the effectiveness of information provided by both NSL & NKR textile parks exit interview process, and furthermore lead the authors to ask how organizational improvement be directed if there is a process in place that fails to provide applicable employee feedback?

Keywords: Exit Interviews, Retention, Employer brand, Selection, Recruitment process, NSL & NKR textile industries

Introduction

Every company loses employees, but successful organizations understand why and make improvements to retain their best employees. The exit interview has gotten a considerable measure of flack from the HR business for being inefficient, uncertain and skewed. By it's extremely nature it can fit reactions that are uneven, overstated or even slippery, yet it can likewise be exceptionally recounting the occasionally shrouded inward workings of an association. On the off chance that done effectively, it can be a valuable instrument that demonstrates to you what no other apparatus can: the shortcomings, and once in a while qualities, of an organization.

Exit Interviews are one of the last things an employee encounters before they formally leave an Industry. Despite the fact that there exist measure up to measures of endorsement and feedback, exit interviews have a tendency to be feared discussions, by both the gatherings included. Exit interviews are done to diminish costs related with employee whittling down, enhance relations with

your workforce, distinguish shortcomings and crimps in the present stream of procedures, settle holes as far as assets, devices, preparing, and aptitudes and so on and hold human capital ability.

Exit interviews are considered to be a powerful tool for analysing turnover (Mok & Luk, 1995). An exit interview is a discussion, which can vary in structure and formality, between the departing employee and the employer, designed to get information about their employment experience and motivations for leaving (Evans 2006; Rudman, 2002, Stone, 2005). The content discussed in such an interview can be wide ranging, including reasons for leaving; perception of management and organisation; satisfaction with job, working conditions, organisational climate; socialisation issues; training received and career opportunities. A principal aim of conducting exit interviews is to provide employers with information to help prevent the loss of other employees later, for example, through the identification of training and development needs (Green, 2004). The interviews are a two way process, as meeting with departing employees in an exit interview also gives employers an opportunity to express their feelings (Knouse, Beard, Pollard, & Giacalone, 1996). Engaging employees in a dialogue just prior to their departure may encourage them to consider returning in future as an employee and/or as a longer term stakeholder in the form of a customer, organisational advocate etc. For the conversation to be meaningful and the data of value, it is vital for a climate to be created in which both parties feel comfortable to enable them to gain a direct insight into employees' opinions of the role, work processes, relationships and the organisation. Accordingly open-ended questions should be asked and ideally the interview should be conducted by a human resource person or someone other than the employee's immediate supervisors (Schachter, 2005).

Today, a powerful employer brand is a key for upper hand. Dynamically, Indian organizations are ending up being deliberately key to utilize the employer brand to pull in and hold ability and, finally, to broaden and create. Successful employer branding and brand administration requires an unmistakable Employer Brand suggestion. This serves to describe what the association may most need to be associated with as an employer; feature the properties that different the association from various employers; and clear up the 'give and get' of the work deal (altering the esteem that employees are depended upon to contribute with the incentive from business that they can expect therefore). This last piece of the employer brand suggestion is routinely insinuated in the HR composing as the "mental contract".

Lefkowitz and Katz (1969) believe that a post-termination questionnaire method is a better way to obtain valid information than an exit interview. Furthermore Feldman & Klaas (1999) believe that exit questionnaires may generate more reliable and valid information, while also being more efficient to administer in terms of cost and time. Many organisations have also developed a web-based system for conducting their exit questionnaires. The data gained from any form of exit process though may be of questionable use if immediate line managers are not given meaningful results and/or encouraged to make changes regarding training, relationships and processes based on analysis of the feedback from departing employees.

Objectives and Scope

Characterizing the destinations of the employer brand spares the time and cash in the long run and keep the program on time and inside the financial plan. The goals might be identified with the entire employer brand program or a particular employer brand venture. Different goals may incorporate coordinating the societies of two organizations amid an amalgamation, declining staff turnover rates, expanding volume of contracts for an enrolling effort, edifying applicant quality, or assessing and refreshing the profession site to request the audience

The major objective of the study can be listed as

Developing Textile industry as a unique employer in job market attracting the best potential talent in the industry

- Building a distinct brand and brand image for NSL and NKR textile industry
- And Retention of the existing employees and imparting long term commitment to the firm.

- To find the relation and effect of Human Resources Management with organization effectiveness.
- To understand the recruitment procedure adopted by the Indian companies
- To understand the HR Practices and policies adopted by Indian companies.
- To identify the training and development program adopted by the Indian companies
- To identify compensation salary increment policy adopted by the Indian companies
- To identify the present performance of an employee being appraised through career advancement.
- To identify employee welfare scheme launch by the govt.
- To identify working hours of the Indian companies.
- To provide better employee health, safety, welfare facilities as per their standard policies.
- To understand the quality circle is beneficial for solving the problem.
- To understand the reason of employee turnover.

Statement of the problem

Employees have the power to either reinforce or break a brand's promise every time they interact with customer, shareholder or even another employee. Because of that, we cannot build and sustain a strong brand externally if we do not start with our employees.

In the present scenario, one of the goals of a company is related to employee branding. This goal is to achieve customer satisfaction where the customers are nobody but the employees themselves. Employee branding is help to attract the employees and also for their subsequent retention in times to come so as to improve the company's image of employee branding. This article aims to identify whether the India Cement Ltd. is either having employee branding or not.

SCOPE OF THE STUDY

The scope of the research is very vast; however the total time period available was very limited for the purpose of the study observation, analysis and conclusion. Second important thing is on account of ethical and moral obligation of a manager disclosure of all pertained and particular policies has got limitation because of his positional accountability and responsibility.

LIMITATIONS OF THE STUDY

- The time limit to complete the project was less.
- There is lot of difference between authors of same subject.
- All data collection is based on books, internet and employees of different-different companies.
- The information provided by the companies is not very specified and clear in order to analyze the statement.
- The basic nature of these statements is historical and past can never be precise.
- Analysis of primary data is done on the assumption that the answers given by the respondents are true and correct.
- Most of the employees are not ready to share the information

RESEARCH METHODOLOGY

This research is both empirical and intangible in nature. In order to achieve the above said objectives the following methods were used to collect data

- Exit Interview Analysis
- Focus Group Discussions

Survey

In human asset management, a post-employment survey is a study that is directed with an employee when he or she leaves the organization. A systematic survey conducted in the NSL textile park located in Guntur District, and in NKR (Nukala Koteswarao) textile industry nearby Guntur with a group of 90 members in between 2015-16 years and survey results given in Table 1 and figure 1 and Exit Data by Reasons analysis given in table 2

Questionnaire Method: Questionnaire is the only medium of communication between the investigator and the customers. It consists of number of questions pertaining to the field of enquiry. It includes both close end and open-end questions.

Results and Discussion

General profile of the employees

The general profile of the employees plays a vital role in determining branding. The main purpose of the study is how to build employee branding in the organization. Thus the researcher has identified the following general background of the employees.

The study shows that out of 90 employees, 55% of them are coming under the age group of 45-55 and 58% of them are having work experience of 10-15 years in the organization

Tool: Secondary Data - Exit interview of ex-employees from the year 2015-2016.

1. The first step started by finding out the turnover ratio in various all the levels of employees of two textile parks in Guntur and nearby Guntur city. The level at which the attrition rate is maximum turned out to be L4.
2. The second stage analyzed the exit interview of L4 employees (Highest to middle attrition level) in detail including. The sample size taken for L4 level exit interview was 90.

From the above data the critical factors were identified are summarized as below:

Table 1: Reason for Resignation No of Employees

Reason	Responded employers
Better Offer	21
Career Growth	22
Change in domain	3
Exposure	10
Higher Studies	3
Performance Management	6
Personal	4
Recognition and Rewards	1
Reporting Structure	2
Salary	14
Saturday Working	2
Work Life Balance	2
	Total =90

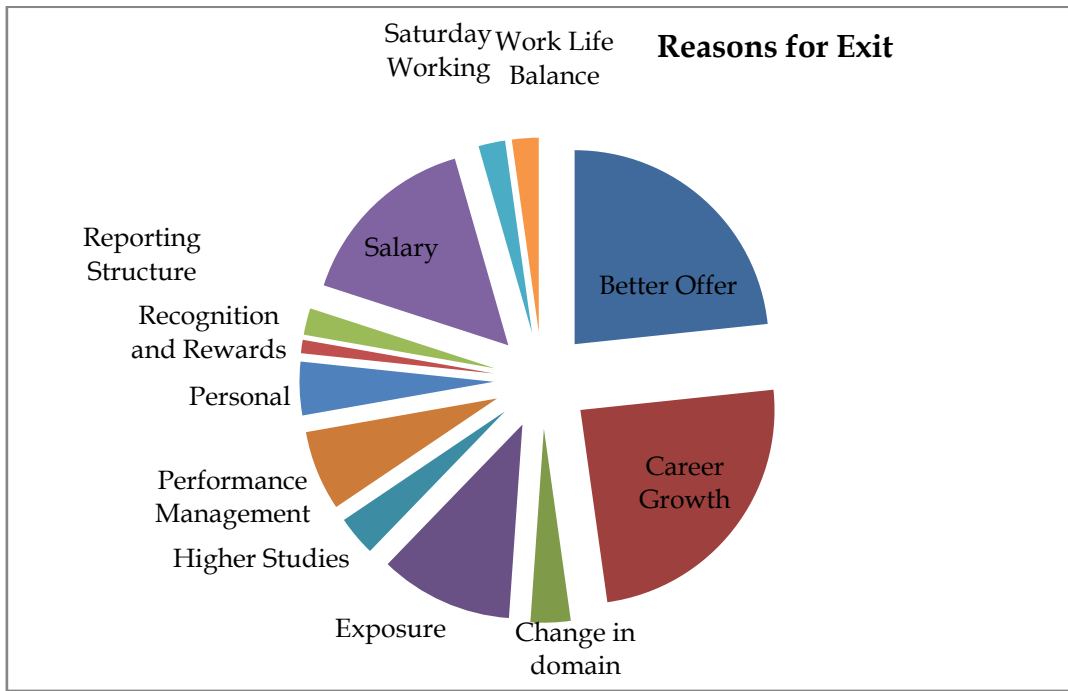


Figure 1: Pictorial representation of Reasons for exit the industry

Table 2: Exit Data by Reasons analysis

S.No		Analysis of Data of Exit Interviews					
		2015 Exits			2016 Exits		
		Response (%)			Response (%)		
	Good	Average	Poor	Good	Average	Poor	
1	Compensation and Reward System	5	35	60	3	11	60
2	Appraisal System Very Effective	2	45	50	1	14	50
3	How is your immediate supervisor?	24	19	57	14	6	80
4	Communication between superiors and subordinates	25	45	30	15	14	71
5	Professional growth	28	57	15	17	17	66
6	Level of communication Excellent	28	60	12	17	18	65
7	Information on overall business	2	54	44	1	16	83
8	Information production related	12	27	61	7	8	85
9	Relevant office communication	61	27	12	37	8	55
10	Critical events related information	10	10	80	6	3	91
11	Team work in work place	27	51	22	16	15	69
12	What do you think about enforcement of discipline	15	57	28	9	17	74
13	Freedom to use your own judgment to do job effectively	2	14	84	1	4	95
14	Equipment facilities to do work	27	27	46	16	8	76
15	Personnel and welfare need met	2	18	80	1	5	94

Findings and suggestions

On overall investigations the following points were explained

- 86% of the employees are coordinated with appropriate occupations.
- 41% of the employees are in nonpartisan employees' feeling about great execution and reward.
- 94% of the employees are fulfilled about necessities to do work well.
- 92% of the employees are particularly fulfilled about working condition.
- 89% of the employees are not having working weight and worry in the association.
- 88% of them are particularly intrigued by working here.
- 80% of them are having great feeling with respect to administration's choices.
- 91% of them employees are stating extremely glad to work in this association.
- 61% of them are said that working condition is especially adaptable in the organization.
- 48% of them are in unbiased with respect to correspondence of objectives and procedures of the organization.
- 62% of them firmly concur about chance to interface with others on a formal level.
- 77% of the employees firmly concur about professional stability exist in the organization.
- 49% of the employees are concurred the execution examination framework received in the association.
- 64% of the employees are firmly
- 66% of the employees are firmly concurred about brand value of the association in the market.
- Pay increment possesses first rank with weighted normal score of 54%

From the above discoveries we can induce two textile industries employees are especially alright with their administration. They feel that there is no work press and worry in the association. In addition, they are getting a charge out of employer stability and augmentation and advancement. Be that as it may, employees' are not fulfilled about rearrangement and reward. Henceforth, India bonds Ltd. ought to concentrate in the aspects of motivation like reorganization and rewards etc.

Proposed Solutions

The Identified textile industries have suggested continuing to use exit interviews as an essential component of its employee retention and talent management strategy. Textile industries should revised their HR initiatives have allowed the organization to be more competitive and cost effective. Quantitative and qualitative methods used to identify supervisor ratings, turnover rates and costs, and employees' real reasons for leaving. Employee turnover in the departments where it was disproportionately high was reduced with all of the associated cost savings and obvious increase in employee performance and satisfaction. As the organization has learned, implementing and sustaining human capital analytics is no longer an option. When combined with a hospital's financial metrics, there is a clear correlation between the Industry talent management strategy and the Textile industry bottom line performance.

CONCLUSION

Turnover research has focused excessively on the antecedents, and has neglected the consequences and prevention of turnover. As a result this highlights the significant gaps between the conceptual research and the management practice. The concept of exit interviews superbly illustrates this gap, since conceptual research states that exit interviews are a powerful tool to combat turnover, however analysis of the outputs of exit interview data shows that few links can be made back to organisational improvement.

Organisations typically focus the exit interviews on the reasons of leaving, rather than the attitudinal and organisational causes for turnover. This focus results in data that fails to inform organisational improvement. Having argued that employee attitude surveys, unlike exit interviews,

generate high-quality reliable information about the organisation, a serious question mark hangs over the efficacy of exit interviews.

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