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## AN CONCEPTUAL FRAMEWORK STUDY ON EXIT INTERVIEW IN RELATION TO EMPLOYER BRANDING

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### ABSTRACT:

Exit interviews play a crucial role in enabling employers to gather valuable feedback from departing employees. This feedback can encompass the employees' perceptions of the employer's brand, particularly in the context of employer branding. Through exit interviews, employers can gain insights into the strengths and weaknesses of their employer brand as seen by their employees. By asking pertinent questions, employers can encourage honest and constructive feedback that can aid in identifying areas for improvement and refining their employer branding strategy. By conducting exit interviews, companies can bolster their reputation as an employer and strengthen their capacity to attract and retain exceptional talent in the future.

Keywords: Exit interview, Employer branding, Employee experience, Retention, Culture, Feedback, Insight, Attrition, Improvement

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### INTRODUCTION:

An exit interview is a meeting that occurs between an employer and a departing employee, with the objective of obtaining feedback about the employee's experience working for the company. This feedback is useful for the company to enhance its operations, address any issues, and enhance employee retention. Usually, the human resources department member conducts the exit interview, which may involve inquiries about the employee's reasons for leaving, their perception of the company, and suggestions for improvement. Exit interviews are an essential tool for companies to gather candid and constructive feedback from their employees, ensuring that they offer a positive work environment. They are typically one of the final steps before an employee leaves the organization. Despite other feedback methods, such as communication, exit interviews tend to be uneasy conversations for both the employer and employee involved.

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### REVIEW OF LITERATURE

**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 fair appraisal system is the first rank and need to be looked into matter.

**Abelson and Baysinger. (1984)**, expressed maintenance expenses to incorporate higher pay, advancement and intra association exchange, struggle upgrade, and lessened staffing adaptability. The exit interview is a conversation between an interviewer and an employee who is ready to leave. It collects data on experiences and genuine explanations from employees who are about to leave.

**Faragher J. (2017)**, an exit interview is done by using a set of structured questions, through which management can be able to record why employee wants to leave? What does HR Department think about it? Till today many organizations don't have a proper support system for employee concerns. Levin G. (2007), Exit interview should be done in win-win environment and it is suggestable that it is taken up by a third party. This act makes employees much comfortable in sharing their concerns and reasons behind leaving. Through this important data can be which can control employee turnover rate.

**Silverman WK. (2001)**, mentioned the importance of exit interviews, as they avert some potential impediments that may occur. The ownership rights of an innovation that is owned by the departing employee in association with the current organization would not be taken to a new organization where he joins. It improves the relationship between departing employee and current organization. And it ensures all necessary explanations and further possibilities in the organization to the departing employees.

**Van Wert IG. (2004)**, it has been identified that the perception of the exit interview is reduction of efficiency or effectiveness. A good management always accepts their own flaws and take actions in that way. It is also stated that the employee who is leaving should have a rational reason. Most of the time management is adamant to take exit interviews, as management believes that it might disclose the organizational failures. Training should be given to the employees on the basis of exit interview recommendations.

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## RESEARCH METHODOLOGY:

The respective study is based on secondary data collected from research articles, thesis and books. The method of research used is descriptive research method.

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## OBJECTIVE OF THE STUDY:

1. To study the relationship between exit interview and employer branding.
2. To analyze the factor for frequent resignation in order to overcome them.
3. To provide an opportunity with valuable feedback.

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## SCOPE OF THE STUDY:

Exit interviews in relation to employer branding would investigate the reasons why employees leave a company and how their experience with the company's employer brand contributed to that decision. The study would examine the company's recruitment and retention practices, culture, leadership, and employee experience. It would also evaluate the types of questions that should be asked during an exit interview to gather relevant insights about the company's employer branding and areas that require improvement.

The study would analyze the company's recruitment and retention practices, culture, leadership, and employee experience, as well as the types of questions that should be asked during an exit interview to obtain meaningful insights on employer branding. The study would also provide recommendations for how employers can use the information gathered from exit interviews to enhance their employer branding strategy and attract and retain top talent.

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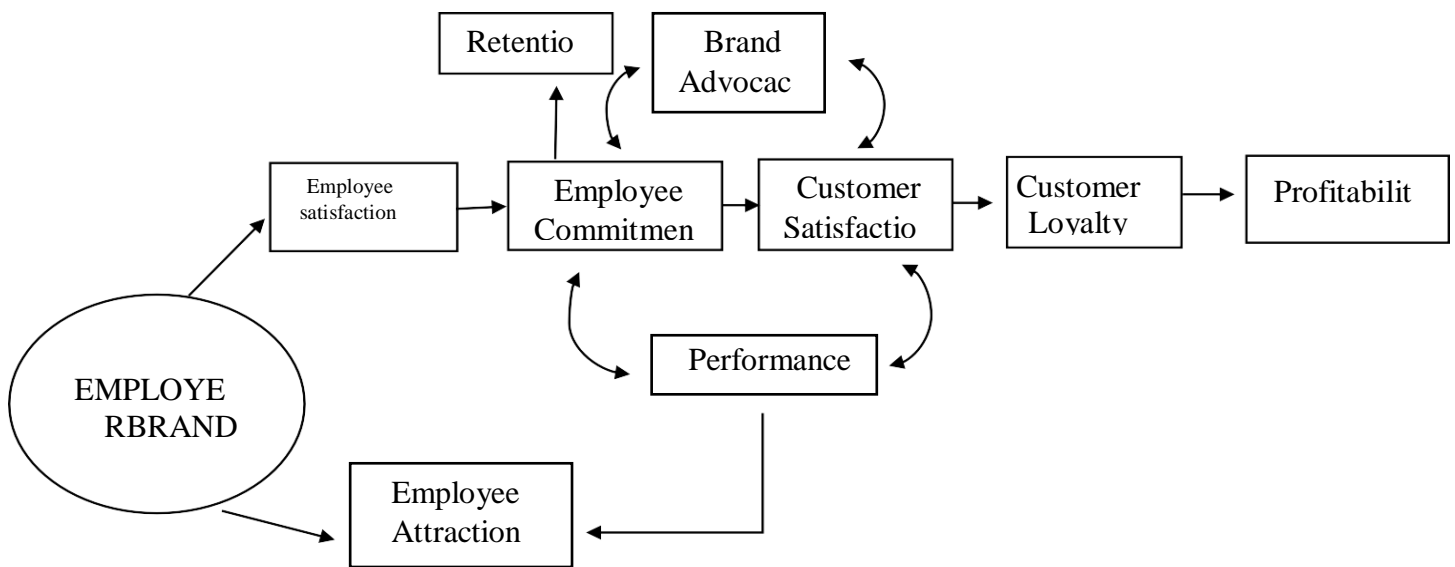
## Employer Branding:

The concept of Employer Branding was first brought up in literature in the 1990s in consequence to the "war for talent" (**Mosley, 2007**). In the beginning of the 21st century due to tight labor markets and low rate of unemployment companies were facing skill shortages (**CIPD, 2010**) yielding a need to attract the best talent to survive in the markets. In literature it is agreed that the rising interest in employer brands has emerged from economic and demographic changes locally and globally (**Moroko and Uncles, 2008**). This has led to companies increasingly understanding the value of attracting and retaining the top talent (**Mosley, 2007**). Employer branding aims to promote both internally and externally the desirable aspects of working for a specific company in order to attract recruits and engage current employees (**Backhaus and Tikoo, 2004**).

Strong brands have brand equity which positively leads the behavior of the customer in favor of the certain brand (Kotler and Armstrong, 2005) and Doyle and Stern (2006) believe that consumers prefer stronger brands and are willing to pay more for them. Hence brands not only differentiate, but also bring financial returns to organization (Bick, 2009). Aaker defines brand equity to be "a set of brand assets and liabilities linked to a brand that add to or subtract from value provided by a product or service to a firm and/or to that firm's customer" (p.15). It is the intangible asset that reflects the value of the brand has to the consumer

When a brand is strong a company can expect to receive strong market shares, maintain good price levels and generate cash flows (Doyle and Stern, 2006). Brands help to increase awareness and loyalty, bring credibility, win price competition and enhance customer relations (Kotler and Armstrong, 2005; Backhaus and Tikoo, 2004). Strong brands create wealth by higher customer loyalty by capturing consumer's preference leading to high brand equity (Doyle, 1990; Kotler and Armstrong, 2005).

Framework (i) The employer branding model (adopted from Gaddam, 2008, p. 47)

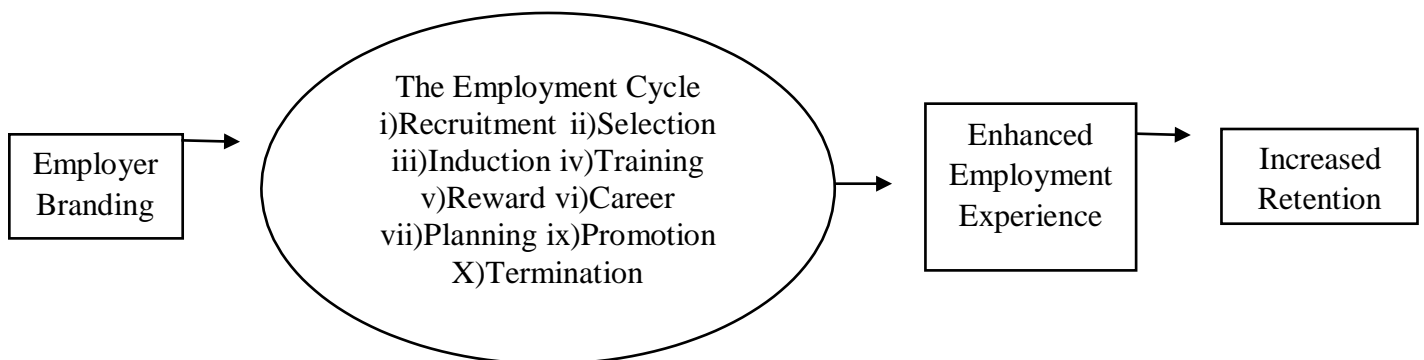


In Framework (i) Employer branding influences the attraction, satisfaction, engagement and commitment of employees all generating to customer satisfaction and loyalty which are linked to increased productivity.

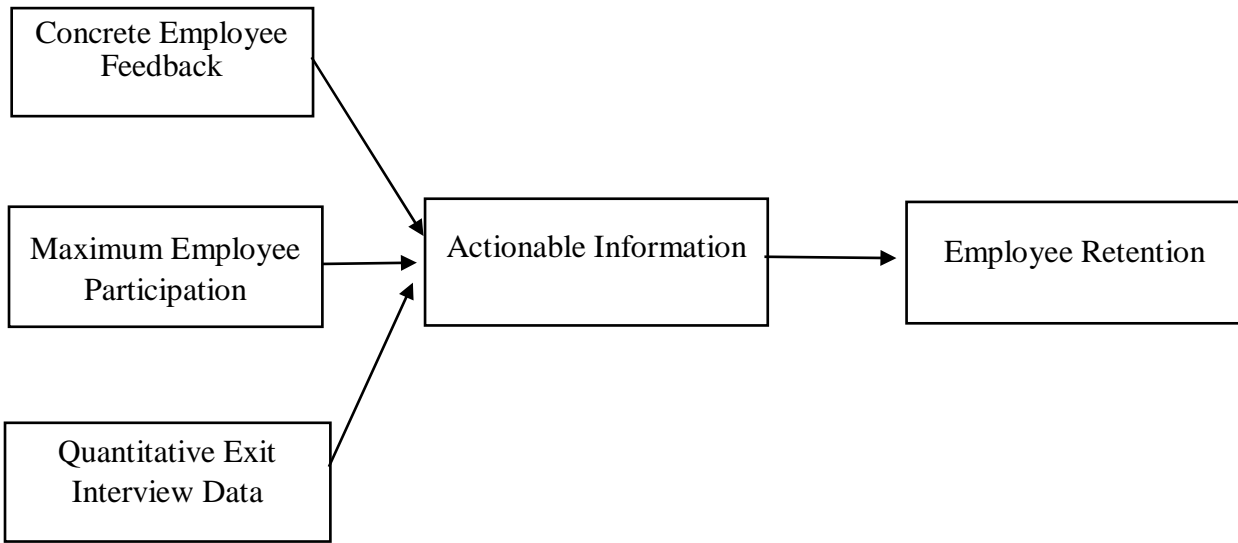
The employer brand aims to influence every touch point of the employment experience by promoting a beneficial employment package in form of pay and benefits, working environment, career management, balanced work life, mental and social satisfaction etc. (Gaddam, 2008). The employment cycle consists of stages an employee goes through in each working position they hold (Huczynski and Buchanan, 2007) from recruitment to transition.

Employer branding has been introduced as a method of enhancing retention by making the promise of employment (brand promise) so distinctive and superior to the ones of competitors that the employee would not consider switching (Taylor, 2002). It could be considered as a tool that aims to enhance the entire experience by increasing job satisfaction, organisational commitment, engagement, enhancing organizational culture, and defines the psychological contract throughout the employment life cycle.

Framework (ii)



**Framework (iii) Exit Interview – A Competency based practice for Employee Retention**



**Limitations of the study:**

Biased feedback: Employees may not feel comfortable providing honest feedback during exit interviews if they are worried about burning bridges or damaging their reputation. As a result, the information gathered from these interviews may be biased and not representative of the overall employee experience.

**RESULTS AND DISCUSSIONS**

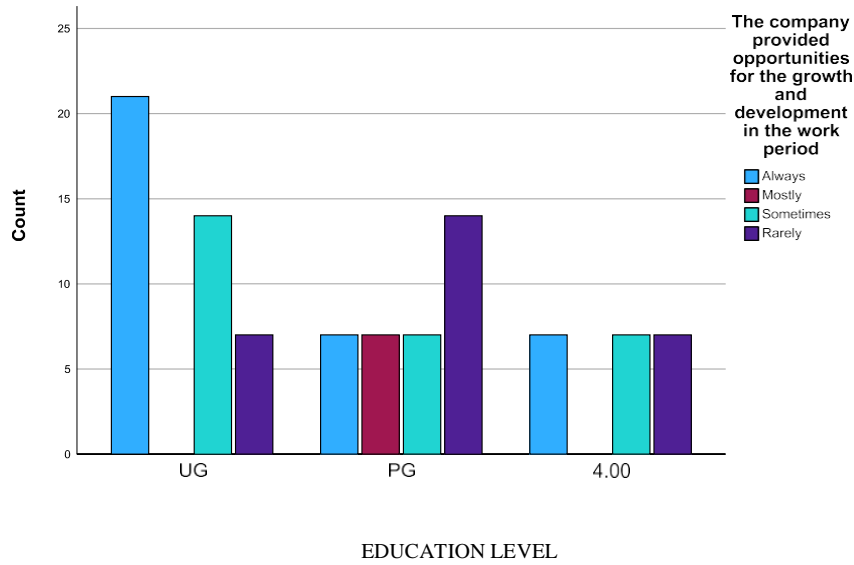
EDUCATIONAL LEVEL \* The company provided opportunities for the growth and development in the work period Cross tabulation Expected Count

The company provided opportunities for the growth and development in the work period

		Always	Mostly	Sometimes	Rarely
<b>EDUCATIONAL LEVEL</b>	<b>UG</b>	15.0	3.0	12.0	12.0
	<b>PG</b>	12.5	2.5	10.0	10.0
	<b>4.00</b>	7.5	1.5	6.0	6.0
<b>Total</b>		<b>35.0</b>	<b>7.0</b>	<b>28.0</b>	<b>28.0</b>

**Total**

<b>EDUCATIONAL LEVEL</b>	<b>UG</b>	<b>42.0</b>
	<b>PG</b>	<b>35.0</b>
	<b>4.00</b>	<b>21.0</b>
<b>Total</b>		<b>98.0</b>

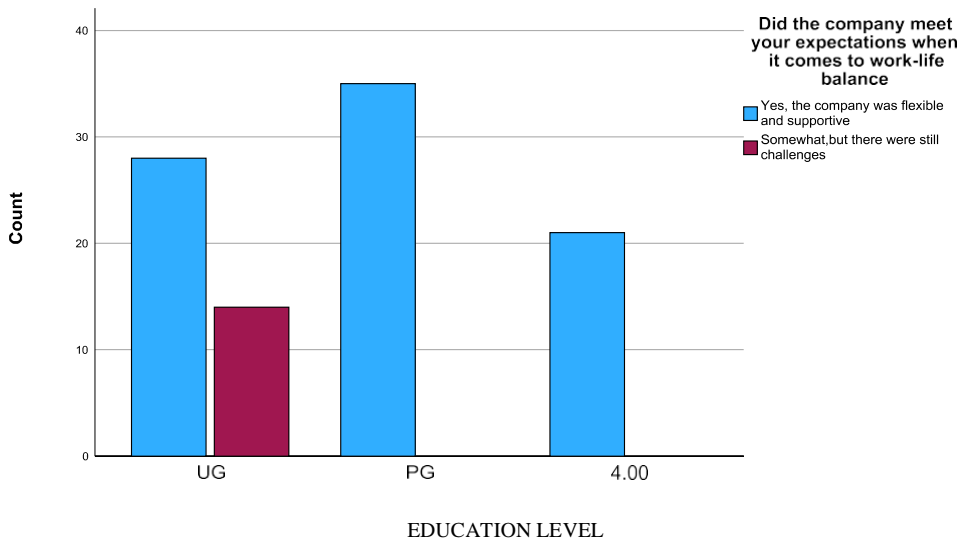


**Interpretation**

The above table shows that 45.8% of respondents having educational level at under- graduate 32.9% and 21/3% respondents are at Post-graduate level . Hence we conclude that in the study area most of the respondents having rich educational qualifications..

EDUCATIONAL LEVEL \* Did the company meet your expectations when it comes to work-life balance Cross tabulation  
Expected Count

EDUCATIONAL LEVEL		Did the company meet your expectations when it comes to work-life balance		Total
		Yes, the company was flexible and supportive	Some what, but there were still challenges	
EDUCATIONAL LEVEL	UG	36.0	6.0	42.0
	PG	30.0	5.0	35.0
	4.00	18.0	3.0	21.0
<b>Total</b>		<b>84.0</b>	<b>14.0</b>	<b>98.0</b>

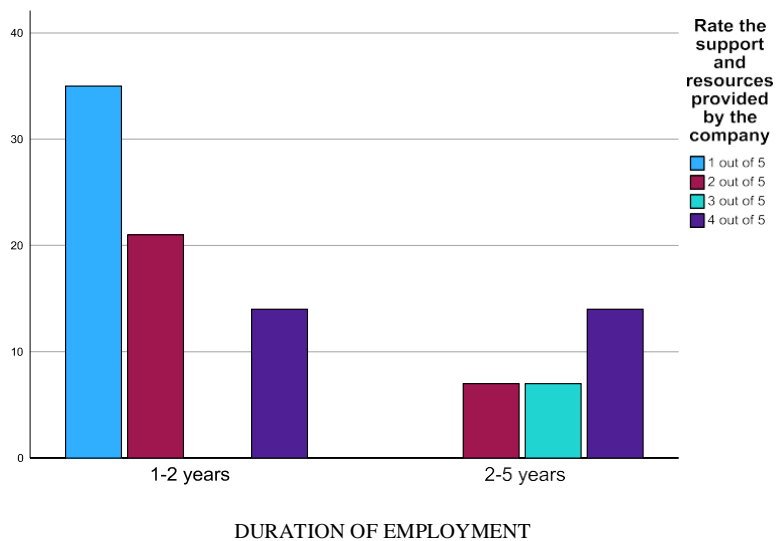


**Interpretation**

The above table shows that the expectation level when it comes to work life balance. respondent shows that 91% of the peoples are agreed with expectation level when it comes to work life balance and 7.2% of respondents were facing the challenges and Hence we conclude that in the study area most of the respondents are satisfied.

DURATION OF EMPLOYMENT \* Rate the support and resources provided by the company Crosstabulation  
Expected Count

		Rate the support and resources provided by the company			
		1 out of 5	2 out of 5	3 out of 5	4 out of 5
DURATION OF EMPLOYMENT	1-2 years	25.0	20.0	5.0	20.0
	2-5 years	10.0	8.0	2.0	8.0
Total		35.0	28.0	7.0	28.0



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## Interpretation

The time duration of the employment and the rate given for the work is 62% were 1 out of 5 when it comes to support and resources given by the company and 33% were of 2 out of 5 and the rest are 5.2%. Hence we conclude that in the study area most of the respondents have concluded that duration of the employment were 1-2 years.

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## Variables Found in the articles:

1. Job satisfaction
2. Perception of the company's culture and values
3. Perception of the company's leadership
4. Career development opportunities
5. Work-life balance
6. Compensation and benefits
7. Organizational communication
8. Employee engagement and motivation
9. Perception of the company's reputation as an employer
10. Employee expectations vs. reality of the job

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## CONCLUSION:

In conclusion, the study on exit interviews in relation to employer branding suggests that exit interviews can play an important role in shaping the employer brand of an organization. By conducting thorough and meaningful exit interviews, organizations can gather valuable feedback from departing employees, identify areas for improvement, and address any issues that may have contributed to their decision to leave. This can ultimately help to improve employee retention and enhance the organization's reputation as an employer.

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