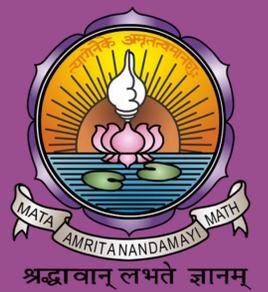


EXPLORING THE DETERMINANTS OF EXIT EXPERIENCE – RESULTS FROM THE SURVEY OF EX-EMPLOYEES IN INDIA



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OBJECTIVE

To capture the complete exit experience of the employees of organizations in India.

INTRODUCTION

From the day when the decision to resign is made to the day of actual exit from the organization, the overall experience an employee goes through during this time period is called the **exit experience**.

LITERATURE REVIEW

INTENT TO LEAVE

- The studies also show that the intention to leave is determined by **job satisfaction** which is in turn controlled by various factors such as respect for management, compensation, employee involvement, stress and workload. (Alam & Mohammad, 2010; Patre, & Gawande, 2012).
- Foong-ming (2008) discusses that when the **career development** and **internal promotion** of the employees is not as expected, it makes the employees to leave the job.

EXIT INTERVIEWS

- Gregg (2004) said that the principal aim of conducting exit interviews is to provide employers with information to help **prevent the loss of other employees** in the future.
- Williams, Harris & Parker (2008) discusses the need of the exit interview is to review the problems in the organizations. **Internal conditions and perceptions** that affect an employee's decision to leave the organization.

KNOWLEDGE TRANSFER

- Simonin emphasizes in [14] that the knowledge transfer is very important to be completed within the stipulated time. The employees may be asked to extend their notice period if the replacement is not found by the company within the given notice period.

RESEARCH GAP

- The existing research works concentrates only on “**intent to leave**” and “**exit interviews**.”
- In order to know about how the exit experience affects the employees’ perception about the organization’s brand image, the holistic view of the exit experience should be covered.

RESEARCH QUESTION

What are the various factors affecting the exit experience of employees in India?

RESEARCH METHODOLOGY

- Unit of Study : Individual employees who have resigned at least once in their career
- Sample Size : 259 respondents
- Sampling Method : Convenience Sampling

HYPOTHESES

H1: There is a significant relationship between employee’s exit interview and employee’s relationship with the manager and peers during the notice period.

H2: There is a significant relationship between farewell process given to the employee and the relationship with the manager and peers during the notice period.

H3: There is a significant relationship between knowledge transfer and workload during the notice period.

DIMENSIONS

- Exit System
- Interpersonal Relationship
- Exit Process
- Legal Aspects

ANALYSIS

Analysis	Variables	Beta	R ²	Adjusted R ²	t	Sig.	
Analysis 1	DV Exit Interview X						
	Relationship with manager during	0.201	0.321	0.308	3.572	0.000	
	1. notice period						
	Relationship with peers during notice	0.138			2.137	0.034	
	2. period						
Behavior of peers/manager	0.166	2.591			0.010		
Analysis 2	DV Farewell X						
	Relationship with	0.202	0.243	0.231	2.922	0.004	
	1. manager						
	Relationship with manager during	0.137			2.246	0.026	
	2. notice period						
3. Reaction of manager	0.178	2.628			0.009		
Analysis 3	DV Knowledge Transfer X						
	Workload during	0.131	0.320	0.307	2.074	0.039	
	1. notice period						
	Benefits and perquisites during	0.153			2.559	0.011	
	2. notice period						
Relationship with peers during notice	0.251	3.879			0.000		
3. period							

DV dependent variable.

RESULTS AND DISCUSSION

- If the organization does not have the culture of giving farewell to its employees, by conducting it can be more beneficial.
- When the legal requirements of the employee is fulfilled, the exit interview is likely to be positive.
- The way the peers react to the resignation is also important factor that is associated with the feasibility for the farewell process.
- When the benefits and perquisites given to the employees is not withheld during the notice period, it is seen that the knowledge transfer is executed well.

CONCLUSION

Exit experience is very important as it leaves a final impression about the organization.

One interesting finding which emerges from this study is how the relationship of manager and peers before the notice period has an influence on the exit experience of the employee. We know that the relationship during the notice period would have a direct impact on the exit experience of the employees, but this study shows that even the relationship before the notice period is said to influence the exit experience to a great extent.

IMPLICATIONS FOR FUTURE RESEARCH

Further study can done to see how the exit experience affects the ex-employees’ perception of the brand image of the employer. The impression about the organization might have got established through the years of tenure in the organization, but the exit experience will leave the final impact which would decide the employee’s perception. Therefore paving way to find the employees’ perception about the employer brand image.