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A Study on Exit Interview Analysis in One of the Leading Hospitals in Madurai

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Abstract: *Skilled employees are a boon to any Organisation. An Organisation should analyse why skilled employees leave the Organisation and find out means to retain such employees. Getting another skilled employee is a costly affair both in terms of money as well as giving them training. An exit interview is an interview, be it face to face conversation, questionnaire or survey between the Management and the employee. Through this type of interview, the Management can find out the reasons why employees are leaving the Organisation and ways to retain them in the Organisation. Exit interview gives an opportunity for an Organisation to improve. Through exit interview, an Organisation can know where they make mistakes in losing skilled employees and find out ways to rectify them and retain the skilled employees. In most of the cases exit interviews are conducted by human resources (HR) personnel. In some cases it is outsourced. Exit interview forms a base for the upcoming employees. If the exit interview goes negative, it will end up in termination of the employee. On the other hand if it goes positive, it will end up in good send off and exit interview.*

Keywords: *Employee Attrition, Hospital, Human Resource, Employees, Managers.*

I. INTRODUCTION

A. Definition

1) *Exit interview analysis:* Exit interview analysis is conducted in an Organisation mainly to find out the reasons why employees leave the Organisation. Through exit interview, one can find out the reasons where an Organisation stand in terms of its relationship with the employees. Through an Exit interview, an employee can express his views and reasons for leaving the Organisation. Organisation on the other hand is benefitted by getting feedback from the employee which will be useful in the later stage.

B. Uses

Exit interview analysis is a tool to find out the reasons for employees leaving the Organisation. Exit interview is infact a pass on of knowledge and experience from an employee leaving the Organisation to his or her immediate employee taking charge in place of the outgoing employee. Through exit interview analysis an Organisation can assess its working conditions, development etc., In some of the Organisations, exit interviews are conducted and the Organisations are able to receive the feedback from the person leaving the Organisation. Exit interview can be used for retaining the employees in an Organisation. Exit interview also helps to have a control over any behaviour which are against the Organisation policies.

C. The objectives of the study includes,

- 1) To study on employee exit analysis
- 2) To identify the factors influencing an employee to leave the Organisation
- 3) To suggest preventive measures to reduce the rate of employees leaving the Organisation

II. LITERATURE REVIEW

According to Jisha Sankar (2019)¹, the success of any organization depends largely on the workers are considered as the backbone of any company. The study aims to analyse the various reason of causing Attrition among employees in IT sector, especially in INFOPARK Kochi. The sampling plan used for this study is convenience sampling. The total number of respondents considered for this study was 200. Companies should adopt remedial measures to retain their efficient employees for as long as they can. Along with the subordinates, the supervisors also need to be trained to control and retain their junior. Companies should calculate their attrition rate on regular basis and should also calculate the cost attached to it. Actually it is predictable and controllable for some extent.

Due to large number of changes made by management in the company, Attrition rate of the employees may Sky rocked. We can say that it is a process of weakening and gradually defeating an Enemy through constant attacks and continued pressure of attrition over a long period of time. The company will get in to a situation to hire the candidate from the similar position in other organization to save training cost or hire new candidate and give him training.

According to Sudha S.P (2018)² In the globalized and liberalized business economy, every business is encountering stiff competition to meet the requirements of the profitable ways of Business. It appears that driving force towards the success of Business is delivery of high quality service. It is possible with “key Work Force” of the Organization. One of the crucial aspects of any Organization is its “Working Force”. This is the only element which appreciates as year passes on instead of depreciating (while all other elements like building, machinery depreciates) Success of an organization partially depends on managing Work force Retention or Retention of Key Workers”. Retention of workers simply does not happen just like that, we have to do something before employee leave the organization, because once they start leaving, it’s harder So employee retention strategies should be included in employer Game plan at the time of starting of the Organization itself. Generally if Unemployment rate is high in market, then company does not want to make retention policy as its management priority, instead of that It starts focusing on “costsaving” or “cost cutting” strategies by eliminating redundant jobs and setting higher expectations on present employees.

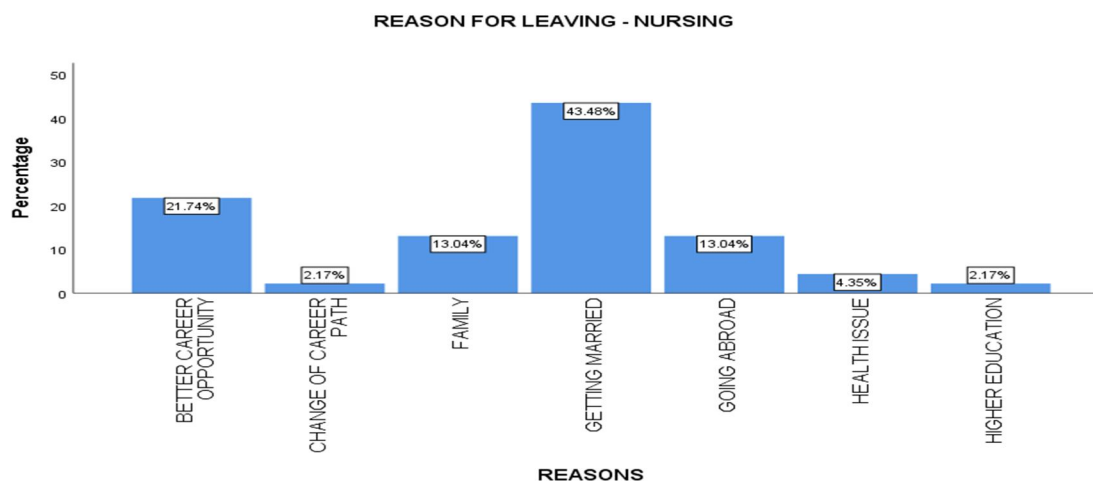
According to Wheeler, Anthony R³ (2010), Human resource management scholars have consistently found that effective HRM practices influence employee turnover decisions. They have attempted to integrate employee organizational behavior constructs into HRM effectiveness models to further increase the predictive validity of HRM effectiveness on employee turnover decisions. Adding to that literature, this study hypothesizes that HRM effectiveness is associated with job embeddedness, and that leader-member exchange (LMX) quality moderates this relationship. It also hypothesizes that job embeddedness mediates the relationship between HRM effectiveness and employee intent to turnover. Utilizing both moderated and mediated hierarchical regression analyses on data obtained from 282 participants, the results indicate that HRM effectiveness compensates for low quality LMX relationships in building job embeddedness, which then leads to decreased employee turnover intentions.

III. METHODOLOGY

This is an exploratory research that aims on the employees exit interview analysis of the selected hospital. The Census sampling is used for the datas. About 72 datas were collected from the hospital. For the purpose of exit interview analysis, a questionnaire has been designed, making sure that the purpose for which this research was carried out has been fulfilled. Accordingly the survey tool is a questionnaire that consist of 31 questions that tests the employees exit interview analysis.

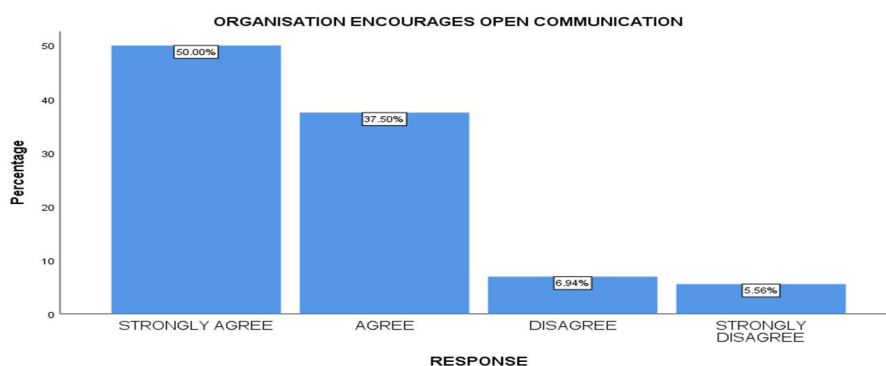
IV. ANALYSIS

1) *Chart – I:* Chart showing the “nursing department attrition”



The above Chart – I shows that 43.48% left due to marriage, 21.74% left due to better career opportunity, 13.04% left due to family & going to abroad, 4.35% left due to health issue and 2.17% left due to higher education and change in career path to the statement “reason for leaving”

2) Chart – II: Chart showing the response to “organization encourages open communication”



The above Chart – II shows that 50% of the respondents strongly agree, 37.50% of the respondents agree, 6.94% of the respondents disagree and 5.56% of the respondents strongly disagree to the statement “organization encourages open communication”

Table I showing the association between the comfortable level of work environment for doing the work to best of the ability and satisfaction on welfare measures provided in the organisation

Correlations			
		COMFORTABLE LEVEL OF WORK ENVIRONMENT FOR DOING THE WORK TO BEST OF THE ABILITY	SATISFACTION ON WELFARE MEASURES PROVIDED IN THE ORGANISATION
COMFORTABLE LEVEL OF WORK ENVIRONMENT FOR DOING THE WORK TO BEST OF THE ABILITY	Pearson Correlation	1	-.259 [*]
	Sig. (2-tailed)		.028
	N	72	72
SATISFACTION ON WELFARE MEASURES PROVIDED IN THE ORGANISATION	Pearson Correlation	-.259 [*]	1
	Sig. (2-tailed)	.028	
	N	72	72
*. Correlation is significant at the 0.05 level (2-tailed).			

In the following interpretation, H denotes “Hypothesis”

- 1) H_0 : There is no association between the comfortable level of work environment for doing the work to best of the ability and satisfaction on welfare measures provided in the organisation.
- 2) H_1 : There is association between the comfortable level of work environment for doing the work to best of the ability and satisfaction on welfare measures provided in the organisation.

From the above table, the significant value is .028, which is less than .05, hence we reject H_0 and accept H_1 . Thus, we prove that there is association between the comfortable level of work environment for doing the work to best of the ability and satisfaction on welfare measures provided in the organisation.

Table II showing the difference between the being proud working as family member in the selected hospital and department

ANOVA					
	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	6.222	3	2.074	158.667	.000
Within Groups	.889	69	.013		
Total	7.111	72			

In the following interpretation, H denotes “Hypothesis”

- a) H_0 : There is no difference between the level of being proud working as family member in the selected hospital and department.
- b) H_1 : There is difference between the level of being proud working as family member in the selected hospital and department.

From the above table, the significant value is .000, which is less than .05, hence we reject H_0 and accept H_1 . Thus, we prove that there is difference between the level of proud working as family member in the selected hospital and department.

V. MAJOR FINDINGS & RECOMMENDATIONS

- A. Some employees left the Organisation due to overseas job, marriage, personal reasons, better career etc., Majority of employees left the Organisation due to overseas job.
- B. 63.80% of employees from Nursing Department, 5.50% of Doctors, 18.05% from Administration Department and 12.50% of Paramedical staff left the Organisation.
- C. 98% of Nursing Department prefer strongly “Agree” in their working environment and 91% of Doctors prefer “Agree” in their working environment.
- D. 76.40% strongly agree, 20.80% agree, 2.80% disagree to the Statement “Satisfaction on Welfare measures provided in the Organisation.
- E. 50% of the respondents strongly agree, 37.50% of the respondents agree, 6.94% of the respondents disagree and 5.56% of the respondents strongly disagree to the statement “organization encourages open communication”.

Recommendations include,

- 1) Management should try to find out reasons why employees leave the Organisation and implement steps to correct the same.
- 2) All possible measures should be taken to retain the employees.
- 3) The Management should try to improve the working environment conditions to reach the highest percentage.
- 4) Percentage on Satisfaction on Welfare measures provided in the Organisation should improve as 20.80% agree and 2.8% disagree.
- 5) Percentage of 5.56% on organization encourages open communication for which the respondents strongly disagree should be reduced so that there is effective communication between the organization and the management which is very essential.

VI. CONCLUSION

Exit interview forms an effective way for an Organisation to retain its skilled employees. Human Resource is one of the most important and primary aspect for any Organisation that needs to be carefully looked into. Hence all measures should be taken to retain the employees who form an asset to any Organisation. Exit interview forms an integral part of any Organisation which provides feedback from the employee leaving the Organisation to the Management. Exit interview analysis can be used in every Organisation to know the reason for attrition of the employees and feedback given by the employees can be used for improvement of the Organisation’s policies in terms of human resource management.

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