



International Journal of Engineering Research and Science & Technology

www.ijerst.org

ISSN : 2319-5991

Vol. 22 No. 1 (2026)



ijerst.editor@gmail.com
editor@ijerst.com

Research Paper

EXIT INTERVIEW: AN APPROACH TO EMPLOYEE RETENTION

K.Neerajsaisingh¹, Dr. K. Jagannayaki, Dr. T. Vara Lakshmi³,

Research Student, Guide, Head of the Department

MBA, Institute of Aeronautical Engineering, Dundigal, Hyderabad, Telangana-500043

saisinghkshtari@gmail.com, t.varalakshmi@iare.ac.in, k.jagannayaki@iare.ac.in

ABSTRACT

Employee retention has become a major concern for modern organizations operating in an increasingly competitive and fast-changing business landscape. Rising levels of employee turnover place a significant financial and operational burden on organizations by increasing hiring and training expenses, while also leading to the loss of valuable skills, experience, and institutional knowledge. Exit interviews play an important role in human resource management by providing organizations with direct insights into the reasons employees choose to leave. The research analyzes feedback obtained from departing employees to identify the primary factors contributing to voluntary attrition, including workplace satisfaction, organizational culture, compensation structures, career development opportunities, and leadership support. Through systematic analysis of exit interview responses, organizations can detect recurring issues and shortcomings in existing HR policies and practices. The study demonstrates that well-designed and consistently conducted exit interview processes support informed decision-making, improved workforce planning, and more effective retention strategies. The findings indicate that organizations which actively review and act upon exit interview feedback are better equipped to minimize employee turnover and promote a supportive and positive work environment. Overall, the study underscores the need to convert exit interview insights into practical actions that enhance long-term employee retention and organizational sustainability.

Keywords: Modern organizations, organizational culture, compensation structures, career development opportunities, leadership support. valuable skills

Received: 20-11-2025

Accepted: 27-12-2025

Published: 06-01-2026

1.INTRODUCTION

An exit interview is a formal conversation or survey conducted with an employee who has decided to exit an organization, mostly during their notice period. The main objective is to gather honest feedback about their overall experience, reasons for leaving, and suggestions for improvement.

It can be conducted in person, over the phone, or through an online questionnaire, usually by the HR department or a neutral third party. The feedback collected helps the organization:

- Understand the root causes of employee turnover
- Identify workplace issues or management gaps
- Improve employee satisfaction and retention strategies
- Enhance company policies, culture, and practices
- Detect patterns in employee attrition,
- Uncover internal organizational issues,
- Identify improvement opportunities in leadership and culture,
- Help in building better retention strategies.

An exit interview is a valuable tool for organizations to learn from departing employees and create a better environment for current and future staff.

1.2 STATEMENT OF THE PROBLEM

In today's increasingly volatile and competitive IT industry, retaining skilled employees has become a strategic imperative. Organizations such as Cognizant invest significant resources in attracting and developing talent, yet face consistent challenges in retaining them. High attrition rates have become a pressing concern, leading to operational inefficiencies, increased recruitment and training costs, and a loss of organizational knowledge. Despite deploying numerous engagement initiatives, wellness programs, and career development efforts, employee turnover persists—highlighting a critical disconnect between organizational efforts and employee expectations.

One of the most overlooked yet potentially powerful tools in addressing this challenge is the exit interview. Traditionally seen as a routine administrative process conducted during an employee's departure, exit interviews are often underutilized and undervalued. The feedback collected is either too generic, unstructured, or rarely reviewed systematically. As a result, important insights into employee dissatisfaction—such as poor management practices, lack of career growth, toxic work environments, or mismatched expectations—go unaddressed. In a large and matrixed organization like Cognizant, this issue is even more pronounced due to its complex structure and rapid scaling of operations.

The core problem lies in the lack of a structured, analytical, and actionable approach to exit interviews. While Cognizant does conduct exit interviews, there is limited evidence to show that the data is being meaningfully analyzed to identify patterns, trends, and root causes of turnover. Exit feedback, when strategically evaluated, can inform policy revisions, improve

leadership effectiveness, strengthen internal communication, and guide the development of retention strategies. However, in the absence of a focused mechanism, this valuable feedback remains an untapped resource.

Furthermore, there is a lack of empirical research specifically exploring how Cognizant or similar IT firms in India use exit interviews as a retention strategy. With growing emphasis on data-driven human resource practices, it becomes essential to treat exit interviews not just as an end-of-employment process but as a critical input into ongoing workforce planning and employee experience improvement.

This study is therefore undertaken to examine:

- How exit interviews are currently conducted at Cognizant.
- Whether the information collected is being effectively analyzed.
- What organizational changes (if any) are driven by exit data.
- How Cognizant can optimize exit interview processes to identify preventable causes of attrition.

By addressing these questions, the study seeks to bridge the gap between employee offboarding feedback and long-term talent retention strategies. It aims to reframe the exit interview as a proactive, strategic HR instrument—one that contributes to creating a more engaged, loyal, and productive workforce.

1.3 OBJECTIVES OF THE STUDY

1. To examine the current exit interview practices at Cognizant
2. To identify the key reasons for employee turnover as reported during exit interviews
3. To evaluate how exit interview data is processed, interpreted, and utilized by the HR department
4. To assess the impact of exit interviews on the development of employee retention strategies
5. To determine the effectiveness of the current exit interview system in retaining top talent

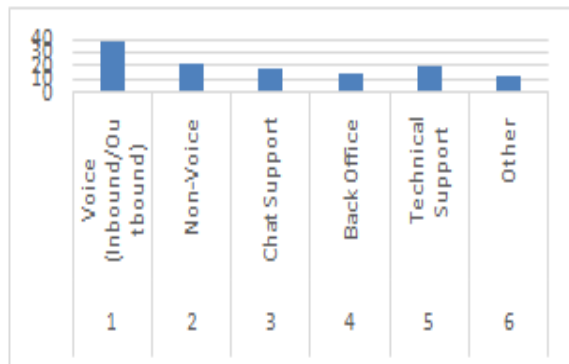
- To propose recommendations for improving the exit interview process at Cognizant

3.DATA ANALYSIS & INTERPRETATION

Table No. 1

Type of Process Worked In

S.No	Response	No. of respondents
1	Voice (Inbound/Outbound)	38
2	Non-Voice	22
3	Chat Support	18
4	Back Office	15
5	Technical Support	20
6	Other	12
Total		125



INTERPRETATION:

- Voice Processes (38 respondents) form the largest group, suggesting that customer-facing roles are a major area of employment. These roles often have high stress and turnover, so organizations should focus on stress management and better communication training for these employees.
- Technical Support (20 respondents) also shows a considerable number, which typically involves skill-based work. Providing ongoing technical training and career growth paths may help with retention.
- Non-Voice (22 respondents) and Chat Support (18 respondents) are also significant, pointing to the growing demand for support channels beyond voice. Ensuring adequate tool support and manageable

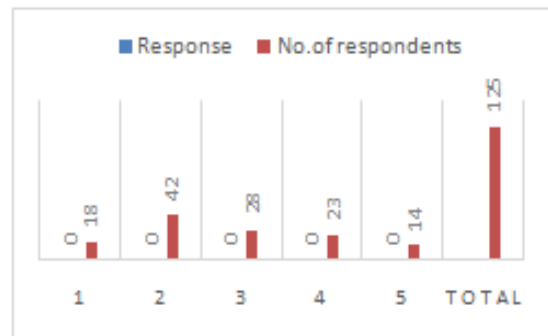
workloads can enhance satisfaction in these roles.

- Back Office (15 respondents) and Others (12 respondents) have relatively lower numbers, but their needs shouldn't be overlooked. Customized retention strategies based on process type are essential.

Table No. 2

How would you rate your overall job satisfaction?

S.No	Response	No. of respondents
1	Very Satisfied	18
2	Satisfied	42
3	Neutral	28
4	Dissatisfied	23
5	Very Dissatisfied	14
Total		125



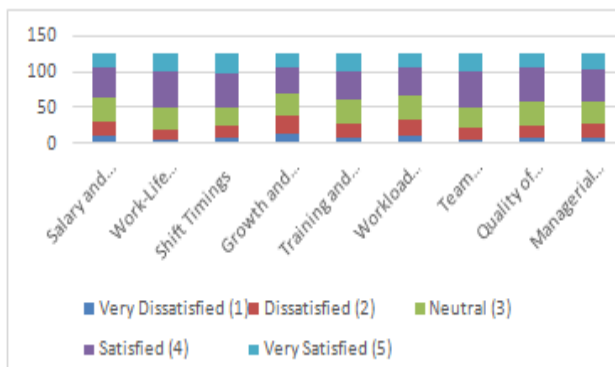
INTERPRETATION:

- The data shows that 48% of employees were satisfied with their jobs, while 30% expressed dissatisfaction. 22% remained neutral. This indicates a moderate satisfaction level overall, but also highlights areas for improvement. To boost retention, Cognizant should focus on addressing concerns revealed during exit interviews—such as career growth, work culture, and leadership support.

Table No. 3

How satisfied were you with the following aspects? (Rate 1 = Very Dissatisfied to 5 = Very Satisfied)

Aspect	1	2	3	4	5	Total
Salary and Benefits	11	33	37	32	12	125
Work-Life Balance	16	25	39	22	23	125
Shift Timings	16	21	40	32	16	125
Growth and Promotion Opportunities	13	24	39	34	15	125
Training and Development	11	24	39	31	20	125
Workload and Performance Pressure	14	29	36	29	17	125
Team Collaboration	9	21	34	38	23	125
Quality of Work Tools/Software	10	20	42	36	17	125
Managerial Support	8	19	35	40	23	125



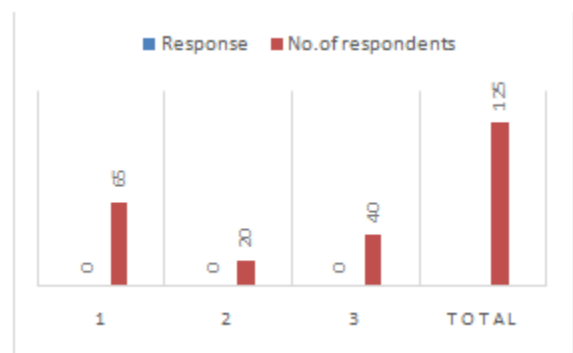
INTERPRETATION: The table shows that most respondents rated the aspects between **3 and 4**, indicating a moderate to positive level of satisfaction. **Salary, benefits, and growth opportunities** received average ratings, suggesting scope for improvement. **Work-life balance and shift timings** show mixed responses, reflecting varied employee experiences. Higher ratings for **team collaboration and managerial support** indicate relatively strong interpersonal and leadership practices. Overall, the findings suggest that while the work environment is generally satisfactory, focused improvements in compensation,

workload management, and career development could enhance employee retention.

Table No. 4

➤ Was your work recognized and appreciated regularly?

S.No	Response	No. of respondents
1	Yes	65
2	No	20
3	Occasionally	40
Total		125

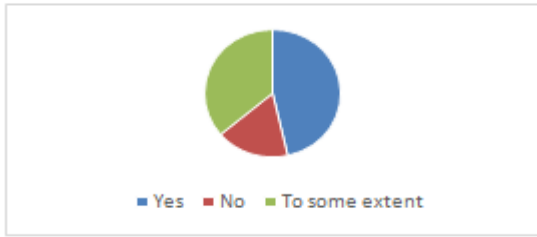


INTERPRETATION: While 52% of employees felt their work was regularly recognized and appreciated, a notable 48% either did not feel recognized (16%) or experienced it only occasionally (32%). This signals a gap in consistent employee recognition. To improve retention, Cognizant should implement structured recognition programs and encourage managerial appreciation to foster motivation, loyalty, and a stronger sense of belonging.

Table No. 5

5. Did you feel your role aligned with your skills and career goals?

S.No	Response	No. of respondents
1	Yes	58
2	No	22
3	To some extent	45
Total		125



INTERPRETATION:

Only 46% of employees felt their roles were fully aligned with their skills and career goals, while 54% either disagreed (18%) or were only partially satisfied (36%). This indicates a misalignment that may contribute to disengagement and turnover. Cognizant should consider conducting skill audits, offering internal mobility opportunities, and customizing role assignments to better match individual career aspirations—thereby enhancing employee satisfaction and retention.

Table No. 6

6.What was your primary reason for leaving?
(Select all that apply)

Reason	Count	Percentage
Better Salary/Benefits	48	38.4
Career Growth Opportunities	56	44.8
Higher Studies	22	17.6
Health Issues	10	8
Family/Personal Reasons	27	21.6
Shift Timings/Night Shift	18	14.4
Workload/Stress	35	28
Relocation	16	12.8
Lack of Recognition	29	23.2
Work Culture/Management	33	26.4
TOTAL	125	



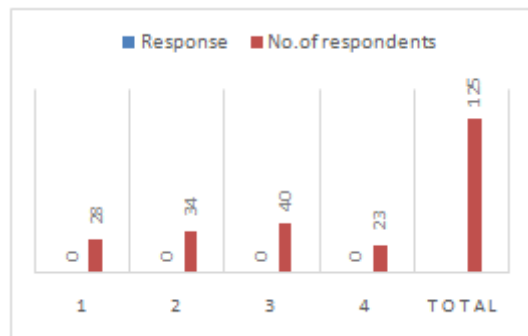
INTERPRETATION:

- The top reasons for leaving were lack of career growth (44.8%), better salary offers (38.4%), and workload/stress (28%). Other key issues included poor work culture, lack of recognition, and unfavorable shift timings.
- To improve retention, the company should focus on: Clear growth paths, Competitive pay, Recognition programs, Better workload management, Healthier work culture. These actions can reduce attrition and boost employee satisfaction.

Table No. 7

7.When did you start thinking about leaving the organization?

S.No	Response	No. of respondents
1	Within the first 3 months	28
2	After 6 months	34
3	After 1 year	40
4	After 2+ years	23
Total		125



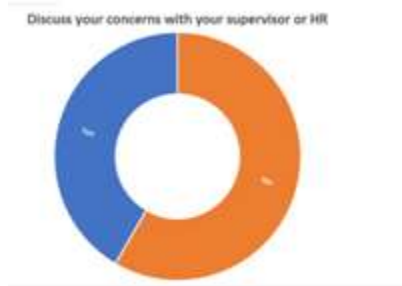
INTERPRETATION: The majority of employees (75%) considered leaving within the first year, indicating early disengagement or unmet expectations. This highlights a need for:

- Stronger onboarding and mentoring
- Realistic job previews
- Regular check-ins during the first year
Early intervention can significantly reduce premature attrition.

Table No. 8

8. Did you discuss your concerns with your supervisor or HR before deciding to leave?

S.No	Response	No. of respondents
1	Yes	52
2	No	73
Total		125



INTERPRETATION: A significant 58% of employees did not discuss their concerns before leaving. This indicates:

- Lack of open communication channels
- Low confidence in conflict resolution by HR/supervisors

Recommendation: Foster a culture of trust, active listening, and timely grievance redressal to encourage early dialogue and reduce preventable attrition.

Table No. 9

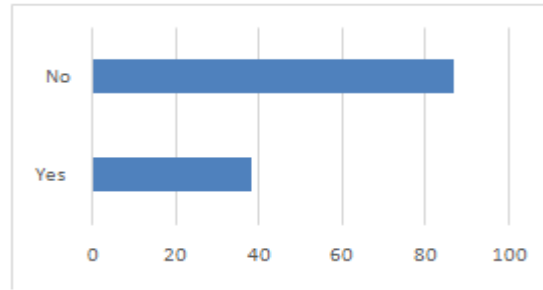
Were any corrective measures taken by the organization to retain you?

S.No	Response	No. of respondents
1	Yes	38
2	No	87
Total		125

If yes, were they satisfactory? Yes No

Out of the 38 who answered Yes:

- Yes (satisfactory): 16
- No (not satisfactory): 22



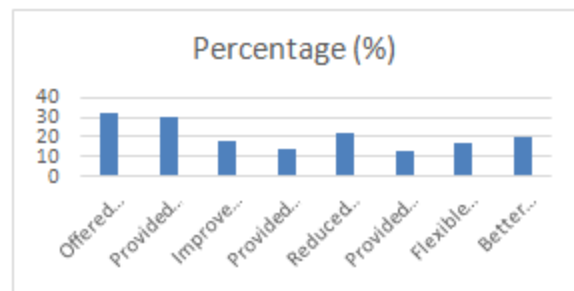
INTERPRETATION:

- A large number of employees (87) were not offered any retention measures—indicating a serious gap in HR intervention.
- Of those who were offered help, most (22 out of 38) found it unsatisfactory—showing the measures were ineffective.
- Organizations should establish proactive retention strategies and train managers to act early on employee concerns.

Table No. 10

What could the company have done to retain you?

S.No	Response	No. of Respondents	Percentage (%)
1	Offered better salary/benefits	40	32
2	Provided a clear career growth path	38	30.4
3	Improved work-life balance	22	17.6
4	Provided recognition and appreciation	18	14.4
5	Reduced workload and stress	28	22.4
6	Provided skill training or reskilling	16	12.8
7	Flexible shift timings	21	16.8
8	Better team culture and managerial support	25	20
Total		125	



INTERPRETATION:

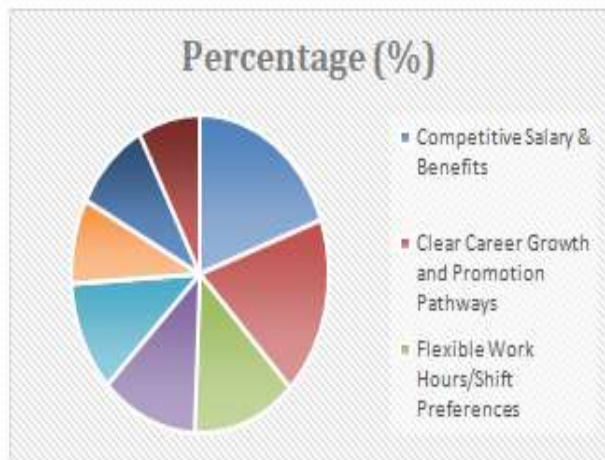
- Top concern areas like salary, growth opportunities, and workload must be addressed as they significantly affect retention.
- The company should prioritize personalized retention strategies such as career planning, work-life balance initiatives, and improved managerial support.
- Regular feedback mechanisms and employee development programs can proactively reduce attrition.

- Salary and career growth remain top priorities; ITES firms should offer structured increments and internal mobility programs.
- Introducing flexible work policies, mental health support, and recognition frameworks can improve overall employee satisfaction.
- Training and transparent leadership communication help in boosting employee confidence and reducing intent to leave.

Table No. 11

What retention strategies do you think would help reduce attrition in ITES?

S.No	Response	No. of Respts	Percen (%)
1	Competitive Salary & Benefits	45	36.00
2	Clear Career Growth and Promotion Pathways	42	33.60
3	Flexible Work Hours/Shift Preferences	30	24.00
4	Work-Life Balance Support (leaves, wellness)	28	22.40
5	Regular Recognition and Rewards	26	20.80
6	Skill Development & Training Opportunities	20	16.00
7	Strong Managerial Support and Mentorship	22	17.60
8	Open Communication & Feedback Culture	18	14.40
Total		125	

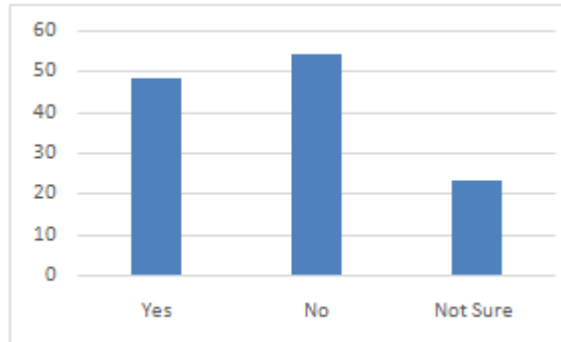


INTERPRETATION:

Table No. 12

Do you believe the company provides a clear career path?

S. No	Response	No. of Respondents
1	Yes	48
2	No	54
3	Not Sure	23
Total		125



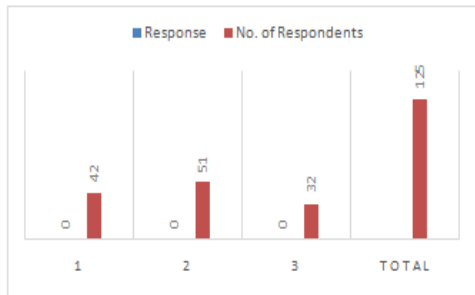
INTERPRETATION:

- A significant portion (43.2%) believes there is no clear career path, while 18.4% are uncertain—indicating a communication or planning gap in career progression.
- The company should implement and communicate transparent career development frameworks, with regular career discussions and internal promotion pathways.
- Introducing mentorship programs and internal job postings can help employees

visualize long-term growth within the organization.

Table No. 13
Would you consider rejoining the organization in the future?

S.No	Response	No. of Respondents
1	Yes	42
2	No	51
3	Maybe	32
Total		125

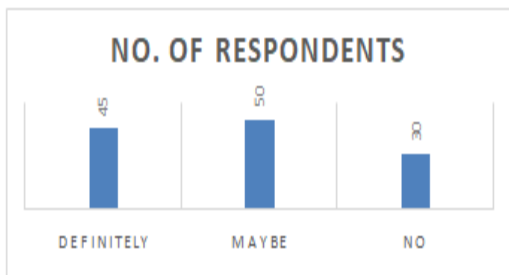


INTERPRETATION:

- With 33.6% open to rejoining and 25.6% undecided, the company has a potential talent pool for rehire.
- Focus on building a positive exit experience and maintaining alumni networks to encourage rehires.
- Address key issues that led to attrition—especially those flagged by “No” respondents—to improve rejoin willingness.

Table No. 14
Would you recommend this company to others seeking employment in ITES?

S.No	Response	No. of Respondents
1	Definitely	45
2	Maybe	50
3	No	30
Total		125

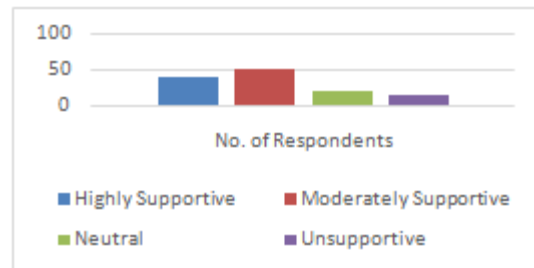


INTERPRETATION:

- While 76% of respondents are open to recommending the company (“Definitely” + “Maybe”), there’s room for improvement to convert the “Maybe” group into strong advocates.
- Address concerns related to growth, recognition, and work culture, which likely influence the 24% who wouldn't recommend the company.
- A higher recommendation rate can improve employer branding and reduce hiring costs through referrals.

Table No. 15
How would you describe the work culture in your team?

S.No	Response	No. of Respondents
1	Highly Supportive	40
2	Moderately Supportive	50
3	Neutral	20
4	Unsupportive	15
Total		125



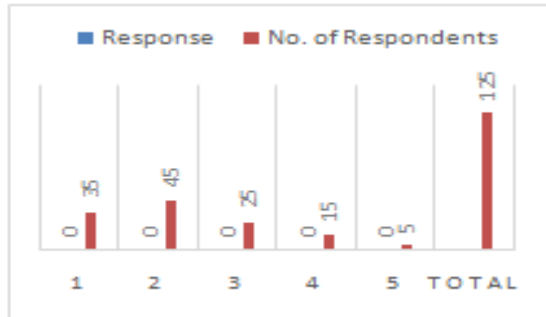
INTERPRETATION:

- With 72% of respondents rating their team culture as supportive (highly or moderately), the organization has a positive foundation to build on.
- The 28% reporting neutrality or lack of support suggest a need for improved team-building, conflict resolution, and communication training.
- Fostering a more inclusive and encouraging environment can further boost morale and reduce attrition.

Table No. 16

Was the organizational culture inclusive and respectful?

S.No	Response	No. of Respondents
1	Strongly Agree	35
2	Agree	45
3	Neutral	25
4	Disagree	15
5	Strongly Disagree	5
Total		125



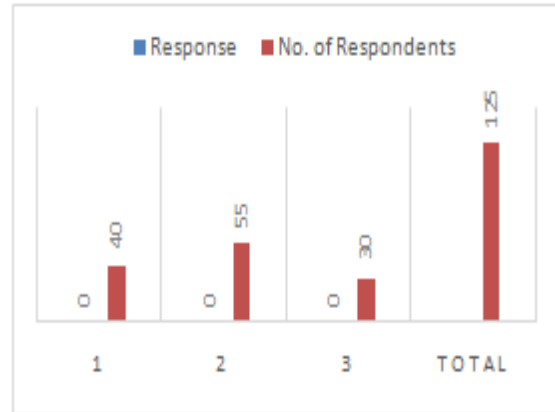
INTERPRETATION:

- A combined 64% of employees agreed the culture was inclusive and respectful, reflecting a generally positive environment.
- However, 16% disagreement and 20% neutrality suggest some employees felt excluded or unsure about the inclusiveness.
- The organization should enhance diversity training, open dialogue forums, and feedback mechanisms to improve inclusivity perception.

Table No. 17

How transparent was the communication from leadership/management?

S.No	Response	No. of Respondents
1	Very Transparent	40
2	Somewhat Transparent	55
3	Not Transparent	30
Total		125



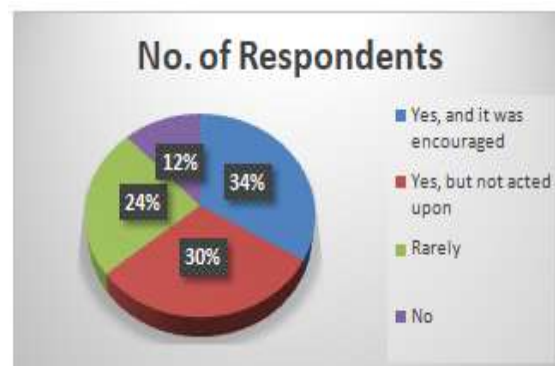
INTERPRETATION:

- While 76% felt communication was at least somewhat transparent, 24% found it lacking.
- Leadership should focus on more frequent updates, open Q&A forums, and clear decision-making communication to build trust and improve transparency.

Table No. 18

Were there opportunities to provide feedback and suggestions during your time here?

S.No	Response	No. of Respondents
1	Yes, and it was encouraged	42
2	Yes, but not acted upon	38
3	Rarely	30
4	No	15
Total		125



INTERPRETATION

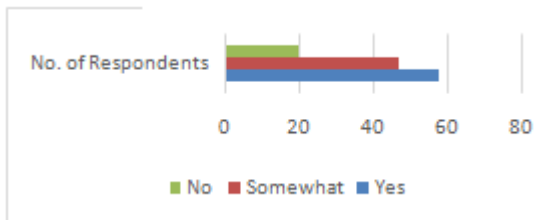
Although 74% of employees had opportunities to give feedback, 42.4% felt it was either ignored or rarely sought. To

strengthen employee trust and engagement, the company should implement structured feedback systems and demonstrate visible action on suggestions.

Table No. 19

Was your onboarding/training process effective?

S.No	Response	No. of Respondents
1	Yes	58
2	Somewhat	47
3	No	20
Total		125



INTERPRETATION:

With only 46.4% of respondents finding the onboarding process effective, there is room for improvement. The company should focus on structured orientation, hands-on training, and role clarity to enhance the onboarding experience and reduce early attrition.

FINDINGS

- Most employees provided average to good ratings (3–4) for key workplace factors.
- Salary and benefits received moderate satisfaction, indicating expectations are not fully met.
- Work–life balance and shift timings showed mixed responses, suggesting inconsistency across roles.
- Employees expressed reasonable satisfaction with growth and promotion opportunities, but improvements are needed.
- A significant number of respondents selected the neutral option (rating 3) across most aspects, indicating uncertainty or moderate satisfaction.

- Lower ratings for salary and benefits suggest compensation is a key factor influencing employee exits.
- Variations in responses for work–life balance indicate that experiences differ across departments.
- Shift timing dissatisfaction appears to be linked with workload and performance pressure.
- Employees value career growth, but unclear promotion timelines reduce satisfaction levels.
- Training programs are present but are perceived as needing better relevance and depth.
- High workload ratings indicate that job stress contributes to voluntary turnover.
- Strong scores for team collaboration reflect a positive internal work culture.
- Employees feel more engaged when managers provide guidance and support.
- Moderate ratings for work tools and software suggest technological improvements are required.
- Employees who rated managerial support high also showed better overall job satisfaction.
- Exit interview feedback reveals that non-monetary factors play a crucial role in retention.
- Consistency in leadership behavior positively influences employee morale.
- Lack of flexibility in work schedules contributes to dissatisfaction among some employees.
- Overall findings indicate that exit interviews are effective in identifying hidden organizational issues.

SUGGESTIONS

- Review and revise salary and benefits structures to remain competitive in the market.

- Introduce flexible work schedules to improve work–life balance.
- Optimize shift planning to reduce employee fatigue and dissatisfaction.
- Create clear career progression paths and transparent promotion policies.
- Strengthen training and skill development programs aligned with job roles.
- Implement workload management strategies to reduce stress and burnout.
- Encourage team-building activities to further enhance collaboration.
- Upgrade work tools and software to improve efficiency and job satisfaction.
- Continue to promote open communication between managers and employees.
- Regularly analyze exit interview feedback and convert insights into actionable HR policies.
- Introduce regular stay interviews to address employee concerns before they decide to leave.
- Establish a transparent reward and recognition system to motivate high performers.
- Provide job role clarity to reduce confusion and performance-related stress.
- Encourage employee wellness programs to manage workload pressure and burnout.
- Implement mentorship programs to support career growth and professional guidance.
- Use exit interview analytics dashboards to track recurring attrition patterns.
- Ensure fair and consistent performance appraisal systems across departments.
- Improve internal communication channels to strengthen employee trust.
- Conduct managerial training programs to enhance leadership and people management skills.
- Periodically benchmark HR policies with industry best practices to remain competitive.

CONCLUSION

This study demonstrates that exit interviews, when effectively structured and strategically

analyzed, can significantly improve employee retention in IT firms like Cognizant. Key findings suggest that lack of career progression, salary dissatisfaction, stress, and inadequate recognition are major attrition drivers. Furthermore, gaps in communication, onboarding, wellness programs, and skill development also contribute to turnover. Despite exit interviews being conducted, their underutilization as a strategic tool hinders the organization's ability to reduce preventable attrition. When feedback is not acted upon, it loses its potential as a retention mechanism. Therefore, exit interviews should evolve from being a procedural formality into a powerful instrument for organizational learning and change. For Cognizant and similar IT organizations, investing in a comprehensive and transparent exit interview process—combined with actionable insights—can bridge the gap between employee experience and HR strategies. With tailored retention programs, improved internal communication, and a proactive leadership approach, organizations can transform attrition challenges into opportunities for growth, engagement, and long-term success. To reduce attrition and enhance employee retention, Cognizant must treat exit interviews as a strategic asset, not a procedural formality. The company should: Systematically analyze exit interview data to uncover trends and root causes of turnover.

Act on feedback by linking insights directly to improvements in leadership, culture, policies, and career development programs. Implement clear career growth frameworks, mentoring programs, and internal mobility opportunities. Strengthen wellness support, onboarding, and recognition systems to improve employee experience from day one. Foster a transparent and responsive communication culture, encouraging employees to voice concerns early—before they decide to exit. By closing the feedback loop and aligning its HR strategies with

real employee insights, Cognizant can transform attrition challenges into opportunities for lasting talent retention and organizational growth.

REFERENCES

1. Robin Waite (2024) - "Exit Interviews as Feedback for Organizational Improvement" Highlights the role of exit interviews in understanding workplace culture, leadership, and organizational policies.
2. PuzzleHR (2024) - "Exit Survey Reveals Burnout as a Major Factor in Employee Departures." Reveals that burnout accounted for 21% of employee departures, emphasizing the importance of addressing workload management.
3. Nosratabadi, S., et al. (2022) - "Artificial Intelligence Models and Employee Lifecycle Management: A Systematic Literature Review" Examines the role of AI in the employee lifecycle, including retention and offboarding.
4. Steil, A. V., et al. (2022) - "Literature Review on Human Resource Churning—Theoretical Framework, Costs and Proposed Solutions". Discusses the theoretical aspects of turnover and suggests solutions to mitigate it.
5. Work Institute (2022) - "Why Exit Interviews Are Essential for Employee Retention". Emphasizes the role of exit interviews in uncovering the reasons behind turnover.
6. Dhanpat, N., et al. (2019) - "Exploring Employee Retention and Intention to Leave within a Call Centre". Provides empirical data on employee retention and intentions to leave in a call center context.
7. Singh, S. (2019) - "A Study on Exit Interview: Management Tool to Retain Employees". Explores how exit interviews provide feedback to help organizations improve retention.
8. Gallup (2018) - "The Real Value of Getting an Exit Interview Right". Highlights the importance of conducting well-structured exit interviews to understand turnover causes.
9. Smith, P., & Reiner, J. (2018) - "Impact of Exit Interviews on Retention in High-Tech Firms". Explores how exit interviews help high-tech firms reduce turnover by informing retention strategies.
10. SpringerLink (2017) - "Conducting Exit Interviews". Provides insights into best practices for conducting exit interviews to gather valuable feedback.
11. Vandana Sharma (2016) - "Exploring Employee Retention in IT Industry in India: Study Based on Multi Response Analysis". Examines retention strategies in the IT industry and highlights the gap between company efforts and employee perceptions.
12. Dinithi Padmasiri (2016) - "Impact of Counselling on Employee Retention at the Exit Interviews". Focuses on the impact of counseling during exit interviews on retention, especially in a leading apparel company.
13. Faheem Ahmed et al. (2015) - "Soft Skills and Software Development: A Reflection from the Software Industry". Discusses the role of soft skills in software development and their influence on employee retention.
14. S. Bansal (2014) - "Employee Retention Practices in IT Sector". Investigate employee retention practices in the IT sector and explore strategies for enhancing retention rates.
15. D.G. Allen & L.R. Shanock (2013) - "Perceived Organizational Support and Embeddedness as Key Mechanisms Connecting Socialization Tactics to Commitment and Turnover among New Employees". Explores how organizational support and embeddedness influence employee turnover, especially for new hires.

- 16.R. Shanmugam et al. (2012) - "An Analytical Study on Factors Affecting Employee Retention in IT Industry in India". Identifies and analyzes the factors affecting employee retention in the Indian IT industry.
- 17.A.H. Ghapanchi & A. Aurum (2011) - "Antecedents to IT Personnel's Intentions to Leave: A Systematic Literature Review". Reviews factors contributing to turnover intentions among IT personnel.
- 18.Sengupta, D. (2010) - "Exit Interviews Arrive, at Last". Discusses how companies like retention strategies.
- MindTree use exit interviews to implement policy changes, such as flexible work options.
- 19.Allen, M. W., Armstrong, D. J., Reid, M. F., & Riemenschneider, C. K. (2009) - "IT Employee Retention: Employee Expectations and Workplace Environments". Examines how work exhaustion, cross-training, and knowledgeable managers affect turnover intentions in IT firms.
- 20.Levin, G. (2007) - "Are Exit Interviews a Way Out of Turnover Hell?". Highlights the underutilization of exit interview data and the importance of analyzing it to inform