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A Survey of Selected Corporate Practices Which Influence Exit Interviewing Techniques Among Kentucky Manufacturing Firms

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A SURVEY OF SELECTED CORPORATE PRACTICES WHICH INFLUENCE EXIT INTERVIEWING TECHNIQUES AMONG KENTUCKY MANUFACTURING FIRMS

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The purpose of the present study was to examine organizational practices related to exit interviewing techniques. Prior research has neglected the study of the variables which cause the use of the exit interview to fluctuate, focusing rather on the study of the validity and format of the exit interview. The present study, by means of a questionnaire, cross-tabulated certain independent variables with the dependent variables contained in the questionnaire and found that at least three independent variables significantly affected use of the interview: (1) the size of the company (2) unionization of the company and (3) the annual turnover rate of the company. These findings were then interpreted in light of present theory, and the researcher suggested some directions for future investigations. The present study concluded that rather than prescribing use of the exit interview based upon prior research, utilization of the exit interview varied in relation to the independent variables which impinge upon the situation.

CHAPTER I

INTRODUCTION, REVIEW OF LITERATURE AND RATIONALE

INTRODUCTION

Within the field of organizational communication there is a dyadic communicative event that has been practiced for over a quarter of a century. This dyadic event is known as the exit interview and, as defined by Huseman, Lahiff and Hatfield, is designed to gain information about employee turnover.[1] There are three primary objectives of the exit interview:

1. To determine why an employee has decided to leave the organization.
2. To provide an opportunity to demonstrate appreciation for the employee's work.
3. To foster a positive attitude of good will between employee and organization.[2]

As has been pointed out by Huseman et. al, the accomplishment of any one of the three objectives outlined above is a difficult task. Research concerning the nature of the exit interview should lead to valuable information about organizational and interpersonal communication.

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[1]Richard C. Huseman, James M. Lahiff and John D. Hatfield, Interpersonal Communication in Organizations (Boston: Holbrook Press, Inc., 1976), p. 169.

[2]Ibid., pp. 169-70.

REVIEW OF LITERATURE

In order to provide a framework by which to understand the exit interview, two important divisions of communication theory will first be discussed; (1) the nature of organizational communication, and (2) the nature of dyadic communication.

The Nature of Organizational Communication

In defining the term for the field of speech-communication, Frank Dance has referred to communication as "a process by which senders and receivers of messages interact in given social contexts."[3] Since speech-communication includes a social context, researchers conceive of an organization as a type of social context in which communication occurs. To the notion of communication, consequently, one can add organizational context. Hall's definition of an organization provides a focal point for understanding organizational communication:

> An organization is a collectivity with relatively identifiable boundary, a normative order, authority ranks, communications systems, and a membership coordinating system; this collectivity exists on a relatively continuous basis in an environment and engages in activities that are usually related to a goal or set of goals.[4]

Considering the interplay of speech-communication and organizations, it seems appropriate that "organizational

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[3]Frank E. X. Dance, Human Communication Theory (New York: Holt, Rinehart and Winston, 1967), p. 43.

[4]Richard H. Hall, Organizations: Structure and Practice (New Jersey: Prentice-Hall, Inc., 1972), p. 9.

communication" has three very important characteristics:

1. Organizational communication occurs within a complex open system which is influenced by and influences its environment.
2. Organizational communication involves messages, their flow, purpose, direction and media.
3. Organizational communication involves people, their attitudes, feelings, relationships and skills.[5]

The subject of organizational communication is a relatively new discipline within the field of speech-communication. In order to assess the curricular status of organizational communication, Cal Downs and Michael Larimer surveyed 174 speech departments across the United States.[6] Of the one hundred responses, sixty-one offered courses in organizational communication. Their research revealed that courses in organizational communication have been recently instituted and are growing rapidly. At least sixty percent of course offerings originated within the past five years.[7] Although courses vary in scope and nature, the study revealed a common core of areas normally taught. These areas, in large measure, also form one of the fundamental concerns of organizational communication research: (1) downward communication (2) upward communication and (3) horizontal communication.[8]

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[5]Gerald M. Goldhaber, Organizational Communication (Dubuque: William C. Brown Co. Publishers, 1974), p. 11.

[6]Cal W. Downs and Michael W. Larimer, "The Status of Organizational Communication in Speech Departments," Speech Teacher, 23 (1974).

[7]Ibid., p. 325.

[8]Ibid., p. 327.

Horizontal Communication

Horizontal communication within an organization is communication between people of the same status or job level, and is a necessary ingredient to the maintenance of satisfactory relations among the subordinates in an organization. However, as Katz and Kahn suggest, to be overly concerned with horizontal communication can be detrimental to supervisors and leaders in organizations, for in order to maintain a healthy balance of communication, superiors must have information "at levels below them."[9]

Horizontal communication takes three common forms: (1) informal systems--or contacts which a person would not commonly have in the structure of the organization, (2) committee meetings--those discussions which are planned in order for people in the organization to understand other functions in the organization, and (3) written reports--another method of allowing peers to know what is going on.[10]

Downward Communication

Downward communication is communication from a superior to a subordinate, and commonly is of five types:

1. Specific task directives: job instructions.
2. Information designed to produce understanding of the task and its relation to other organizational tasks: job rationale.

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[9]Daniel Katz and Robert L. Kahn, The Social Psychology of Organizations (New York: John Wiley and Sons, Inc., 1966), p. 244.

[10]Fred Luthans, Organizational Behavior (New York: McGraw-Hill Book Co., 1973), pp. 250-1.

3. Information about organizational procedures and practices.
4. Feedback to the subordinate about his performance.
5. Information of an idealogical character to inculate a sense of mission: indoctrination of goals.[11]

Downward communication comes in a variety of forms; handbooks, manuals, magazines, newspapers, letters, bulletin boards, reports, memos, and more.[12]

Downward communication is the most plentiful of all types of communication in an organization, but as Nichols points out, there is a "tremendous loss of information" from the top to the bottom of an organization. On an average, only twenty percent of an original communication survives to the bottom of a company.[13]

Upward Communication

Upward communication is communication from a subordinate to a superior, and Katz and Kahn emphasize that this type of communication is difficult to execute for a number of reasons.[14] Problems include the inability of the supervisor to listen, the unwillingness of the subordinate to participate through suggestion-making, and pressure from peers which stifles communication. However, one possible solution to the problem of obtaining accurate upward

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[11]Katz and Kahn, p. 239.

[12]Luthans, p. 249.

[13]Ralph G. Nichols, "Listening is Good Business," Management of Personnel Quarterly, (Winter, 1962), p. 4.

[14]Katz and Kahn, pp. 245-6.

communication has been posed by Planty and Machaver.[15] In their discussion of upward communication, they introduced the concept of the syndicate method, in which a committee is established to look into corporate problems, and then, after analysis, a report is typed up and given to management. Planty and Machaver's concept seems to be a very practical solution to some upward communication barriers and breakdowns.

Although Planty and Machaver have introduced a novel method of improving upward communication, the following are some of the more traditional ways of accomplishing a favorable upward communication flow of information: (1) The grievance procedure is a collective bargaining agreement in which an employee may make an appeal beyond his immediate supervisor. (2) The open-door policy stresses that managements' door is "always open," and that all one must do is walk in and talk. Unfortunately, such is not always the case, and many companies need to assess their position on such a policy. (3) The exit interview is to be discussed in its entirety later. It is within the framework provided above that we now see one approach to the study of the exit interview.[16]

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[15]Earl Planty and William Machaver, "Upward Communications: A Project in Executive Development," in Readings in Interpersonal and Organizational Communication, ed. Richard C. Huseman, Cal M. Logue, Dwight L. Freshley (Boston: Holbrook Press, Inc., 1973).

[16]Luthans, p. 253.

The Nature of Dyadic Communication

Dyadic communication, according to William Wilmot, occurs when two people are involved in a "face-to face transaction."[17] Lewis Yablonsky has defined it as "a group of two in a relationship of some duration in which both mutually agree to participate through interacting within the framework of some social specifications."[18] McCroskey has said that the dyad is unique in that it is our "smallest interpersonal system."[19] From the preceding definitions it can be concluded that a dyad is a group of two: It can be no more or no less. This is a unique arrangement, for each person needs the other for the continuation of the dyadic relationship. There is no majority. Each person, therefore, holds virtual veto power over the other.

In further discussing the nature of dyadic communication, Wilmot has outlined four principles characteristic of dyads.[20] The first is the principle of wholeness, and simply means that all elements of a dyadic system are interrelated. If a change occurs in one part of the system,

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[17]William Wilmot, Dyadic Communication: A Transactional Perspective (Reading: Addison-Wesley Pub. Co., 1975), p. 4.

[18]Lewis Yablonsky, "The Sociometry of the Dyad," Sociometry, 18 (1955), p. 613.

[19]James McCroskey and Lawrence R. Wheeless, Introduction to Human Communication (Boston: Allyn and Bacon, Inc., 1976), p. 40.

[20]Wilmot, pp. 82-3.

that change "reverberates" throughout the rest of the system. The second characteristic of a dyad is that of synergy, or that the whole is greater than the sum of its individual parts. Thirdly, in a dyadic communication setting, the same event can be arrived at in a variety of ways. Because there are only two people in this setting, a desired result may be obtained from different starting points, which Wilmot refers to as equifinality. Circularity is the final characteristic of dyadic communication, and incorporates the concept of ongoing feedback. Each part of the system influences the other, and vice-versa.

Wilmot's final concept of circularity is exactly what McCroskey has defined in his Basic Dyadic Communication System Model.[21] (See Figure 1) The process begins with a source processing information, and releasing a function of that processing. A message is sent across the channel A-B to a receiver function in the other person. He then processes, emits a source function through channel B-A which in turn is received by the person that started the communication, and the process is repeated until termination of the dyad.

Dyadic transactions, as suggested above, do have a termination process, along with two other phases, and Alan Monroe and Douglas Ehniger have discussed all three stages.

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[21]McCroskey and Wheeless, p. 38.

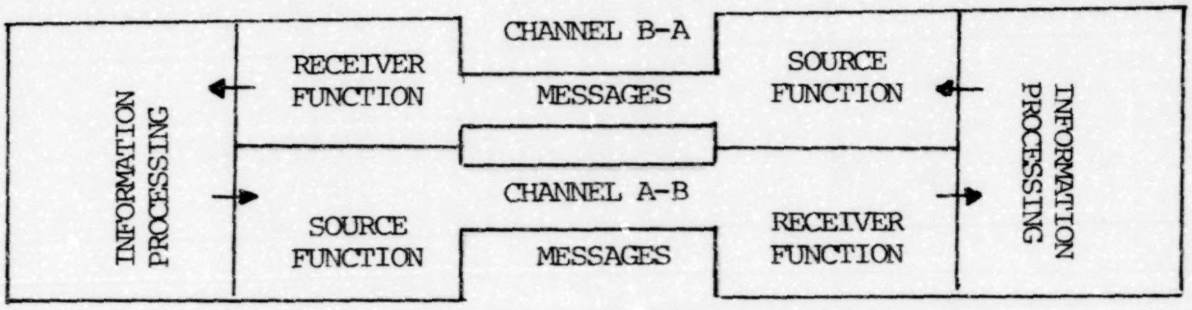

Fig. 1.-- Basic Dyadic Communication System Model

There is:

1. An open period of exploring or "fencing" in which the ice is broken, rapport is built, and a working relationship established between the two persons involved.
2. A period in which, through the process of interaction and mutual stimulation, the subject matter of the transaction is explored or its business is conducted.
3. A stage in which the encounter is terminated and closed off.[22]

Brooks and Emmert have also discussed the above divisions, and have labeled them, respectively, (1) the formative period, (2) the maintenance period, and (3) the exiting period.[23] These divisions are characteristic of dyadic

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[22]Alan Monroe and Douglas Ehninger, Principles and Types of Speech Communication, 7th ed. (Glenview: Scott-Foresman and Co., 1974), pp. 35-6.

[23]William D. Brooks and Phillip Emmert, Interpersonal Communication (Dubuque: William C. Brown Co. Pub., 1976), pp. 235-262.

communicative transactions, which as will be discussed later, include interviewing practices, and in particular, exit interviewing.

The dimensions of dyadic communication also contain what Nadeau labels formal and informal dyads.[24] Each dyad is noted below.

Informal Dyads

Informal dyadic relationships occur in many settings, and Kenneth Andersen has outlined four common interactions which may be encountered.[25] First, dyadic relationships result from a larger task in which people are engaged (such as when people meet on the job). A second type of informal dyad is social. A third type is characterized by personal interaction, primarily from familial relationships. Finally, there are casual transactions, such as asking the price of an item, etc., which create informal dyads in our lives.

Formal Dyads

We encounter the informal dyadic setting most frequently, but we also experience a formal dyadic relationship, the interview. Andersen contends that the interview

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[24] Ray E. Nadeau, A Modern Rhetoric of Speech-Communication, 2nd. ed. (Reading: Addison-Wesley Pub. Co., 1972), p. 131.

[25] Kenneth E. Andersen, Introduction to Communication Theory and Practice (Menlo Park: Cummings Publishing Co., 1972), pp. 172-3.

is a "dyad with a purpose."[26] Nadeau more specifically points out that in an interview, "two people are meeting by appointment to discuss a specific subject."[27] An interview, then, is a dyadic communication event, and interviews are either information seeking or persuasive in nature.[28] The following discussion outlines several types of interviews to be found in an organization:[29] (1) An employment interview seeks out information by an applicant for a particular job. It is usually conducted by a member of the personnel department of a company to obtain information about an applicant not commonly obtained by any other method. (2) A performance appraisal interview seeks to allow subordinates in an organization to talk with management, and both assess the employee's effectiveness in his job. Many times salary negotiations are included in the interview. (3) The correction interview has two main objectives in an organization: to identify undesirable behavior in an individual and to reinforce that behavior with proper activity. (4) The exit interview is to be discussed next. It is within the framework of the above topics that we find the basis for the study of the exit interview within the discipline of the speech field.

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[26] Andersen, p. 173.

[27] Nadeau, p. 131.

[28] Ibid., p. 131.

[29] Huseman, Lahif and Hatfield, pp. 153-163.

The Nature of the Exit Interview

In defining the exit interview, Felix Lopez has dichotomized the subject into voluntary and involuntary situations.[30] The voluntary exit interview occurs when an employee resigns from his job for unstated reasons. In this case the interviewer should obtain accurate information as to why the employee wishes to resign. At this point one finds the most difficult job confronting the interviewer. The personnel director must receive accurate information from the department heads concerning terminating employees, so the exit interview can be based on fact rather than hearsay.

Lopez further contends that employees should understand that the exit interview is a required step in the terminating process, or many will terminate without an exit interview.[31] Since the company needs information concerning the return of company tools, final paycheck, payments, etc., an ideal excuse occurs for conducting the exit interview. It is then the duty of the interviewer to structure the final interview to benefit the individual and the company.

The obvious immediate goal of the exit interview is to make arrangements for a smooth separation. A deeper and more meaningful goal of the interview is to determine the reason for the individual leaving. To do the latter is difficult,

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[30] Felix M. Lopez, "The Termination Interview," Personnel Interviewing: Theory and Practice (New York: McGraw-Hill Book Co., 1965), p. 96.

[31] Ibid., p. 96.

and the interviewer must start by establishing an atmosphere of trust. This is accomplished by asking first those questions which need to be answered concerning the final paycheck, etc. Gradually, the interviewer should lead up to the question, "Can you tell me why you are leaving?" Lopez states that this question should be asked almost apologetically, as if one of his supervisors is forcing him to ask the question, and as if he (the interviewer) doesn't really care to know.[32]

As the interviewee begins talking, the interviewer should take notes. To deepen the level of communication which is taking place, silence is an effective device.[33] Simultaneously, the interviewer should be totally attentive to the terminator's reasons. The interviewer should function as a sort of counselor, demonstrating empathy.

The other type of interview, the involuntary, or that situation where management terminates the employment, is more difficult. There are, according to Lopez, generally two types of involuntary exit interview situations: those in which employees were dismissed for not showing up for work, disciplinary problems, etc., and those in which the employee could not keep up with production rates. In either case, an interviewer should make it clear that if that person's would-be employers should ask for a recommendation, an honest one will be given. During this type

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[32]Lopez, p. 103.

[33]Ibid., p. 104.

of an interview, it is wise to find out if the employee feels he has been treated fairly and to hear his side of the story. Although initial dismissal decisions are rarely reversed, the aforementioned action gives the interviewee a chance to vent his feelings.[34]

One of the most significant reasons for studying the nature of the exit interview is to assess its validity. This type of research endeavors to answer the question "Does the exit interview actually measure that which it intends to measure?"

Myron Katz and Joel Lefkowitz conducted a study to assess the validity of the exit interview by comparing responses obtained by personnel in actual exit interviews to responses obtained by a mailed questionnaire.[35] It was hypothesized that if the two sets of data were highly similar in response, then the exit interview would prove to be a highly valid and reliable tool.

The study was conducted at a factory employing approximately 750 people in the manufacture of women's lingerie. Approximately 650 of these employees were female sewing machine operators, and they formed the sample population. The subjects included all women who terminated their employment with the company between January and June of 1967 (N size = 164). Questionnaires were mailed to their homes

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[34]Lopez, p. 104.

[35]Myron Katz and Joel Lefkowitz, "Validity of Exit Interviews," Personnel Psychology, 22 (1969).

approximately six months after they had left their jobs. The participation was voluntary, and the return addresses on the envelopes were to an organization not connected with the company being studied. Eighty questionnaires were received, for a return of 48.8 percent. These responses were then compared to the exit interview records.

The most frequently given reason for termination at the time of the exit interview was the general "needed at home" response. However, at the time of the follow-up, the inability to cope with production pressures emerged as the leading cause for job separation. Fourteen percent of voluntary terminators during the exit interview stated that they were leaving for no specific reason. However, all fourteen percent listed specific reasons for termination at the time of the follow-up.[36] Other significant findings included:

1. Fifty-four percent of those who were dismissed later report having voluntarily resigned.
2. Nine percent of those who resigned for "avoidable" reasons, later report having been dismissed.
3. Twenty-seven percent of those whose exit interviews indicate their resignations to have been "unavoidable," report later to have resigned for reasons classified as "avoidable."[37]

The findings of Katz and Lefkowitz suggest that more research be done on the nature of the exit interview. Their research also points out the need for more highly trained interviewers, and indicates that a mailed questionnaire

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[36] Katz and Lefkowitz, pp. 449-51.

[37] Ibid., pp. 453-54.

might be just as accurate as an exit interview.

In 1971, John Hinrichs conducted a study on the validity of the exit interview, his hypothesis being that the exit interview provided little accurate information.[38] The company understudy undertook the task of obtaining more reliable information in the exit interview, and hired a consultant to reinterview a random sampling of the persons who had terminated. The results of the two interviews revealed in forty-six percent of the cases the reasons given for termination on both interviews were the same, but in the other fifty-four percent the reasons differed greatly. The consultant's interview uncovered the fact that fourteen percent of the employees interviewed felt a conflict with management at the time of job separation, when no such reports were received during the exit interview. Dissatisfaction with promotions, job content and earnings emerged as primary reasons for termination during the consultant's interview, while no such factors emerged in the exit interview held by the company. In general, the consultant's interview showed a more satisfactory outlook on the employees' former position than did the exit interview.

Hinrichs' conclusions suggested that the exit interview does not provide very reliable and accurate information for

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[38] John R. Hinrichs, "Employees Going and Coming," Personnel, 48, No. 1 (1971).

the following four reasons:

1. The terminator is probably reluctant to be honest.
2. Terminators compare the old job with the new.
3. Management representatives, used to conduct the exit interview, cause low objectivity.
4. The act of "checking out" an employee many times becomes confused with an information-gathering interview.[39]

The author then called for a closer look at the procedures used by industry in exit interviewing and suggested that "the interview for evaluating reasons for termination should be separated from the interview designed for mechanically checking out the departing employee."[40]

Hinrichs' study offers some valuable exit interviewing practices. The recommendation to utilize a consultant to help in exit interviewing seems to be an excellent supplement. The benefits are obvious: terminators undoubtedly share more openly with one who is not connected to the organization he often feels is the cause for his leaving. However, this writer would question the necessity, as stated above, of dividing the exit interview into two separate interviews. This concept is contrary to Lopez's statement on the same issue,[41] and will be the subject of further research in a later chapter.

In his 1975 sequel, Hinrichs continued his

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[39]Hinrichs, pp. 33-4.

[40]Ibid., pp. 34-5.

[41]Lopez, p. 100.

experimentation on the validity of the exit interview.[42] Responses for termination from a company were compiled over a three year period and were of three types: (1) the exit interview (2) a follow-up questionnaire and (3) an outside consultant. When reasons generated by each were compared, it was found that the responses from the exit interview and those from the consultant's interview differed significantly (significant at the .01 level).[43] The major reasons for termination, from the questionnaire and the exit interview, tended to be associated with "advancement" and "pay."[44] The results of this study closely followed those derived from the Katz and Lefkowitz research, and indicated the same precautions of more training for interviewers and perhaps supplementing the exit interview with a questionnaire or outside consultant.

Just as the previously mentioned studies have attempted to assess the validity of the exit interview, Julius Yourman further investigated the subject.[45] Yourman developed a questionnaire that could be sent out to terminating employees. The advantages to this approach over exit interviewing would

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[42] John R. Hinrichs, "Measurement of Reasons for Resignation of Professionals: Questionnaire Versus Company and Consultant Interviews," Journal of Applied Psychology, 60, No. 4 (1975).

[43] Ibid., p. 531.

[44] Ibid.

[45] Julius Yourman, "Following Up on Terminations: An Alternative to the Exit Interview," Personnel, 42 (1965).

be the relieving of the load on personnel to interview all employees, and perhaps the acquisition of more accurate results, after terminators have had time to "cool off." Yourman tested his questionnaire by comparing the responses to those responses received in corresponding exit interviews. The results and conclusions offered in this study were contained in one paragraph:

> They (the results) showed a sufficiently high measure of agreement on both favorable and unfavorable aspects as to convince management, as well as the research team, that the mail interview was just as valid a tool as a highly competent personal interview, and much less expensive.[46]

Yourman's research emphasized earlier suggestions to adopt other methods of assessing the validity of the exit interview. Among helpful procedures suggested in the study is to have the post-termination questionnaire returned to a consultant not connected with the organization. This method would seem to create an atmosphere of trust, a highly important ingredient in research of this type. Yourman also noted in his conclusion that all results need to be acted upon by upper management once they have been made aware of them.

Ralph Kreuter also suggested that the use of a questionnaire mailed to the terminator's home could facilitate a more accurate representation of employee attitudes.[47] This

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[46]Yourman, pp. 53-5.

[47]Ralph P. Kreuter, "Exit Questionnaires Help Our Employee Relations," Factory Management and Maintenance, 109 (1951).

article was the first to actually contain a copy of the questionnaire used. No statistical data were given, but the final sentence did lend insight into the worth of using the questionnaire as an aid. Kreuter noted that the goal of management should be "to see yourself as your employees see you."[48]

The preceding studies have attempted to assess the validity and reliability of the exit interview. Some problem areas have been pointed out, and some possible alternatives and/or aids have been suggested. The remainder of the literature focuses on other effects of the exit interview.

Smith and Kerr conducted a study to assess the reasons for turnover in companies, and used the exit interview to accomplish that purpose.[49] Experimenters mailed a survey to a random sampling of companies, and asked the "exit interviewer" to list the most frequently given reasons for termination. Of 200 mailouts, 48 completed the questionnaire correctly. After a detailed statistical analysis, five patterns emerged as reasons for termination:

1. A Human Relations Syndrome--this included promotion problems, communication problems, friction with co-workers, broken promises by supervisors, personal happiness, employee welfare, confidence in management and the ability of the supervisor.

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[48]Kreuter, p. 91.

[49]Frank Smith and Willard Kerr, "Turnover Factors as Assessed by the Exit Interview," Journal of Applied Psychology, 37, No. 5 (1953).

2. Security Pattern--friction with co-workers, broken promises, personal happiness, employee welfare, confidence in management, the ability of the supervisor, job security and working conditions.
3. Upgrade Patterns--inadequate pay, poor housing, promotion problems and communication problems.
4. Transportation-Confidence Pattern--included problems with transportation, the ability of the supervisor and the confidence in management.
5. An unnamed Pattern--the ability of the supervisor and poor health.[50]

By uncovering the five areas mentioned above, Smith and Kerr hypothesized that the patterns accounted for a significant amount of voluntary turnover in an organization.

Another study conducted to assess the reason for employee turnover was carried out by Robert Melcher.[51] Melcher's analysis was conducted to determine if the exit interview could be used as an accurate indicator of employee reasons for termination. Conducted at an underwater research and construction site for experimental weapons, researchers set up a four part exit interview program which included: (1) structuring an informal discussion with the terminator (2) a non-directive state, where the employee was encouraged to talk as he wished (3) a written questionnaire and (4) a directed discussion (when necessary) based on the questionnaire responses.[52]

Eighty-one percent of the employees terminated that

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[50]Smith and Kerr, p. 354.

[51]Robert Melcher, "Getting the Facts on Employee Resignations: An Exit Interview Program," <u>Personnel</u>, 31 (1955).

[52]Ibid., p. 509.

year were interviewed, and results showed marked differences between reasons given by professional (scientists, etc.) employees and non-professional employees. The major reason given by professionals for termination was "another job," while the primary reason given by non-professionals was the unavoidable "moving or health reasons" response. It is further interesting to note that the professional employees registered a significantly higher dissatisfaction in areas such as, "utilization of your abilities," "interest taken in your progress," and "recognition of ideas and accomplishments," while tne non-professional responses for termination centered around, "opportunities for advancement," and "pay commensurate with work."[53]

E. J. Moran contended that there are basically four main reasons why the "real causes" of turnover do not surface.[54] They are:

1. The employee tends to give "socially acceptable" reasons for leaving.
2. He may feel that, at some future date he might wish to return to the organization.
3. His sense of fair play may deter him from giving reasons which would reflect on somebody within the organization.
4. He may find it difficult to express in words the real reasons behind his decision to leave.[55]

Moran further outlined ten areas of employee dissatisfaction which provided the experimenter with an exit interview format, which were: (1) job interest (2) working conditions (3) wage

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[53]Melcher, pp. 509-12.

[54]E. J. Moran, "The Exit Interview--An Experimental Study," Personnel Practices Bulletin (Melbourne), 12 (1956).

[55]Ibid., p. 31.

payments (4) bonus payments (5) supervision (6) working companions (7) promotions (8) security of employment (9) the company itself (10) traveling time.[56] The author then took these divisions and devised specific multiple-choice questions on each topic. This standardized format was then used in a specific company in New South Wales.

No specific results were offered on the format itself except to state the general attitude toward each category. The study is of benefit, however, for two other reasons. First, it reports the initial attempt at trying to systematize an exit interviewing format. More research needs to be done in this area to determine whether or not there actually can be a standard form, or whether the needs may vary from company to company. Secondly, this study gives general procedures to follow while conducting the interview, such as being clear in explaining the purpose of the exit interview.[57] These findings, if utilized, can begin to establish an attitude of trust in the interviewing situation. It is, however, still up to the interviewer to build upon this foundation.

In 1952, an article, "The Exit Interview: A New Interpretation," was published by Stephen Habbe. He reported that his exit approach tried to get at the reasons for termination and was not just a "device" used by management, but was an

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[56]Moran, p. 32.

[57]Ibid., pp. 38-9.

integral part of their corporate function.[58] The article relayed bits of information gathered from the author's practice with the exit interview for ten years. One useful piece of information was that the non-directive type of counseling was used in the exit interview by Habbe to "flush out" the employee's reason for termination.[59]

Hilary Wilce has written a very practical article about how the exit interview applied in some British industries.[60] He mentioned many of the premises already stated pertaining to the theory of the subjects. Some of these suggestions were that post-departure survey questionnaires can many times be useful, that the interview should be a confidential one, that the interviewer himself should be skilled in interviewing techniques, and that care must be taken to see that the information extracted from the interview is used properly by management.

Leslie This summarized five major reasons for conducting an exit interview:

1. It makes for better "public relations" with those who leave.
2. The exit interview in the personnel department makes de-clearance procedures and interpretations constant and avoids slip-ups.
3. Exit interviews help spot faulty administration, poor personnel policies and practices, and unsatisfactory supervisors.

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[58] Stephen Habbe, "The Exit Interview: A New Interpretation," Management Record, 14 (1952).

[59] Ibid., p. 371.

[60] Hilary Wilce, "Making Use of the Exit Interview," International Management, 26, No. 10 (1971).

4. Exit interviews made by our field supervisors makes them more aware of their personnel function, and "gets them into the act."
5. The least value we receive from an exit interview was felt to be the strongest argument in its behalf when we started the practice--keeping good employees from resigning.[61]

In a pilot study, this writer conducted an experiment to determine attitudes on the subject of the exit interview.[62] The major purpose was to determine if the exit interview was being used by industrial organizations in the city of Bowling Green, Kentucky, and what its importance might be to the personnel departments at companies which used it.

The eighteen largest (numerically) industrial firms in the city of Bowling Green were surveyed, and attitudes toward the exit interview were assessed by a telephone interview, to which respondents answered the following questions:[63]

1. a) Does your company presently use an exit interview or similar interview for terminating employees?

   ___ yes ___ no

   b) (If no) Has your company ever used an interview in the past?

   ___ yes ___ no

   c) What was the reason for its discontinuance?________________________________

   d) Does your company use some sort of request form instead?

   ___ yes ___ no

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[61]Leslie This, "Exit Interviews: Do They Pay?", Personnel Journal, 34 (1955), pp. 58-60.

[62]Barry H. Landis, "The Nature, Scope and Function of the Exit Interview," unpublished paper (1975).

[63]Ibid., p. 12.

2. a) Does your company use any type of a follow-up questionnaire for termination results?

___ yes ___ no

b) (If yes) Has there ever been any analysis run between the two sets of data? ___ yes ___ no Results?__________________

3. Would your company be interested in implementing a program in:

a) the exit interview ___ yes ___ no

b) the follow-up questionnaire ___ yes ___ no

By way of analysis, size apparently had little to do with whether a company used the exit interview.[64] Results of the study revealed that although one-third of the companies reported using the exit interview, the two largest companies in the sample did not. One company spokesman even stated that they did away with their exiting program because it became too difficult to interview everyone with their limited number of personnel.[65] This finding supports an assertion made by Lopez to that effect.[66]

RATIONALE

The above review of literature has provided a summary of the nature of the exit interview. Past research has taken a shotgun approach to the study of the exit interview, and subject areas have ranged from studying the validity of the

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[64]This is evidenced by the fact that companies number 3, 5, 6, 7, 10, 15 and 16 all reported use of the exit interview.

[65]Landis, p. 14.

[66]Lopez, p. 96.

exit interview to specifying exact formats to be used during the exiting process. However, prior research has neglected to examine the variables which serve to influence this method of upward communication. Therefore, the present study asked four research questions designed to assess independent variables which relate to the utilization of the exit interview. The following four questions were asked:

1. What are the relationships of company size on exit interviewing practices?
2. What are the relationships of the product which a company produces on exit interviewing practices?
3. What are the relationships of union versus non-union companies on exit interviewing practices?
4. What are the relationships of differential turnover in a company on exit interviewing practices?

The four above mentioned independent variables of size, product, union and turnover were all cross-tabulated with fifty-two dependent variables obtained from a questionnaire designed for this study.[67] By cross-tabulating the above mentioned dependent and independent variables, valuable new information may be extracted which could serve to specify exact conditions for the use or non-use of the exit interview.

SUMMARY

This chapter has provided a basis and framework for which to study the nature of the exit interview by reviewing literature on the exit interview. Past research efforts neglected the study of specific variables to account for the

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[67]See Appendix.

the use or non-use of the exit interview. The present research focuses on the relationship of company size, company product, unionization, and turnover rate on interviewing practices.

CHAPTER II

METHODOLOGY

This chapter outlines the sampling frame, subjects, procedure and method of data analysis utilized in the study to assess the reasons for corporate use of the exit interview.

SAMPLING FRAME

The sampling frame utilized for the study was the 1976 Kentucky Directory of Manufacturers, which contained a list of all active manufacturers in the state of Kentucky. Included in the directory was the address of each company, the size of the company, and an indication of the type of product that each company produced.

SUBJECTS

It was decided before the experiment that a minimum of 75 responses from the possible population would be needed for the purpose of the study. Two hundred companies containing at least 50 members (no maximum size) were randomly selected from the 1,364 companies contained in the manufacturers directory. The basis for utilizing companies of 50 or more members was arrived at by understanding that companies with less than 50 members usually know when their members are terminating. Further, this writer conducted a pilot study in the fall of 1975 which revealed that the exit interview ceased to be used in companies with fewer than 50 members.

PROCEDURE

A questionnaire was devised containing the independent and dependent variables mentioned in the preceding chapter.[68] The independent variables of size, product, union and turnover will be discussed, as well as a brief description of the dependent variable list. The questionnaire was mailed to the 200 Kentucky industries during the month of May, 1976.

Independent Variables

Size

The size of each company was classified as either "large" or "small." In order to arrive at a basis for classifying the companies, a split-median test was performed on the 200 randomly selected companies. After all 200 companies were chosen, they were ranked from the largest (numerically) to the smallest. The median size of the companies was 129 employees; therefore, 100 companies contained a size of 50 to 128, and were classified as "small"; 100 companies

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[68] See Appendix.

contained a size of 130 or more, and comprised the classification of "large."

Product

The manufacturers directory contained a list of all of the companies and the product they manufactured. These products were classified into twenty "Major Groups." For the purpose of the present study, these twenty groups were further collapsed into eight major product groups, and a code number was given to each. Table 1 shows the code number, the code label, and the product produced as listed by the directory and how they were reclassified.

Union

This variable, consisting of whether a company was unionized or nonunionized, was determined by the response of the company on the questionnaire. Question number fifty-four simply stated "Is yours a union company?", to which the company responded either "yes" or "no."

Turnover

The survey contained a question which asked the company "What is your annual turnover rate?", to which respondents checked the appropriate category of (1) less than 10 percent (2) 10 percent--25 percent (3) 25 percent--50 percent (4) 50 percent--75 percent (5) more than 75 percent. Later, for the data analysis, these categories were collapsed into three categories: (1) less than 10 percent (2) 10 percent--50 percent (3) more than 50 percent.

TABLE 1

PRODUCT GUIDE

Code Number	Code Label	Products Produced
1	Agricultural	Food and Kindred Products Tobacco Manufacture
2	Textile and Apparel	Textile Mill Products Apparel and Related Products
3	Wood Products	Lumber and Wood Products Furniture and Fixtures Paper and Allied Products Printing and Publishing
4	Chemical and Petroleum	Chemicals and Allied Products Petroleum and Coal Products Rubber and Plastics Products
5	Leather, Stone and Glass	Leather and Leather Products Stone, Clay and Glass Products
6	Metal Products	Primary Metal Industries Fabricated Metal Products Machinery, except Electrical Electrical Machinery
7	Transportation	Transportation Equipment
8	Miscellaneous	Instruments and Related Products Miscellaneous Manufacturing

Dependent Variables

There were 52 dependent variables elicited by the questionnaire. The questionnaire asked 13 primary questions, but many of the questions contained 2, 3, 4, and 5 subpoints. Furthermore, some of the responses for questions 6 to 13 and 22 to 29 were recoded, in order that the data could be collapsed and fit into the method of data analysis.

DATA ANALYSIS

A chi-square analysis was performed on the data. Each of the four independent variables was cross-tabulated with each of the dependent variables.

SUMMARY

This chapter has specified the methodology used in the present study by discussing the sample frame utilized, the subjects, the procedure, independent and dependent variables, and the method of data analysis. A questionnaire was mailed to each of 200 Kentucky industrial firms. The subjects were taken from the *1976 Kentucky Directory of Manufacturers* and were divided into a category of either large or small. Further, a product code, union or nonunion, and turnover response were all considered to be independent variables which might impinge on the nature of the exit interview, and were all cross-tabulated with the other fifty-two dependent variables contained in the questionnaire.

CHAPTER III

RESULTS

Four independent variables were cross-tabulated with each of fifty-two dependent variables, by means of a chi-square test. The following are results for each of the independent variables.

Size

The first research question inquired as to the effects of company size on exit interviewing practices, and the data analysis revealed significant relationships with four dependent variables. Table 2 reports the cross-tabulation of company size with the frequency of upper management conducting the exit interview. A significant chi-square value revealed that small companies tended to conduct the exit interview using upper management (96.3%), as compared with large companies (73.7%).

A second variable relationship with size was the frequency with which the personnel department conducted exit interviews. Table 3 indicates that large companies tended to utilize the personnel department when conducting the exit interview (100%), more than small companies (86.4%). A further comparison shows that large companies reported to always

TABLE 2

CHI-SQUARE ANALYSIS OF COMPANY SIZE WITH FREQUENCY OF UPPER MANAGEMENT CONDUCTING THE EXIT INTERVIEW

Company Size	Frequency					
	Never		Sometimes		Always	
	Count	Percent	Count	Percent	Count	Percent
Small	1	3.7	15	55.6	11	40.7
Large	10	26.3	24	63.2	4	10.5

$\chi^2 = 11.16$ ($p < .005$)

TABLE 3

CHI-SQUARE ANALYSIS OF COMPANY SIZE WITH FREQUENCY OF THE PERSONNEL DEPARTMENT CONDUCTING THE EXIT INTERVIEW

Company Size	Frequency					
	Never		Sometimes		Always	
	Count	Percent	Count	Percent	Count	Percent
Small	3	13.6	9	40.9	10	45.5
Large	0	0	24	52.2	22	47.8

$\chi^2 = 6.67$ ($p < .05$)

utilize the personnel department 47.8 percent of the time, while reporting never to utilize the personnel department zero percent of the time.

The third significant relationship related to company size is reported in Table 4. By cross-tabulating size with the discussion of the terminator's satisfaction with his supervisor, a significant chi-square value was obtained. Responses indicated that large companies usually asked a terminating employee about his satisfaction with his supervisor (100%), as compared with small companies (86.7%). Further, of all companies surveyed, 94.9 percent reported they usually discussed the subject.

The final significant relationship (see Table 5) resulted from a cross-tabulation of company size and the discussion of a terminator's general attitude toward the company at the time of the exit interview. A significant chi-square value revealed that large companies (93.8%) tended to discuss the terminator's attitude toward the company more than small companies (73.3%). On the whole, companies usually discussed the subject (85.9% compared with 14.1%).

Product

Research question number two was concerned with whether a company's product influenced its exit interviewing practices. Table 6 reports the results of a cross-tabulation of company product with the frequency of the discussion of a terminator's general attitude toward the company. A

TABLE 4

CHI-SQUARE ANALYSIS OF COMPANY SIZE WITH THE FREQUENCY OF DISCUSSION OF THE TERMINATOR"S SATISFACTION WITH HIS SUPERVISOR

Company Size	Frequency			
	Seldom		Usually	
	Count	Percent	Count	Percent
Small	4	13.7	26	86.7
Large	0	0	48	100
Percent of Total	5.1		94.9	

$\chi^2 = 4.28$ ($p < .05$)

TABLE 5

CHI-SQUARE ANALYSIS OF COMPANY SIZE WITH THE FREQUENCY OF DISCUSSION OF THE TERMINATOR'S ATTITUDE TOWARD THE COMPANY

Company Size	Frequency			
	Seldom		Usually	
	Count	Percent	Count	Percent
Small	8	26.7	22	73.3
Large	3	6.3	45	93.8
Percent of Total	14.1		85.9	

$\chi^2 = 4.77$ ($p < .05$)

TABLE 6

CHI-SQUARE ANALYSIS OF PRODUCT PRODUCED WITH FREQUENCY OF DISCUSSION OF THE TERMINATOR'S ATTITUDE TOWARD THE COMPANY

Company Product	Frequency			
	Seldom		Usually	
	Count	Percent	Count	Percent
Agricultural	2	2.6	8	10.3
Textile and Apparel	0	0	8	10.3
Wood Products	1	1.3	10	12.8
Chemical and Petroleum	0	0	8	10.3
Leather, Stone, Glass	2	2.6	2	2.6
Metal Products	2	2.6	23	29.5
Transportation	1	1.3	5	6.4
Miscellaneous	3	3.8	3	3.8
Percent of Total	14.1		85.9	

$\chi^2 = 14.58$ ($p < .05$)

significant chi-square revealed that across all companies, 85.9 percent usually discussed the subject, as compared with 14.1 percent who did not.

Union

Research question number three yielded one significant relationship. By cross-tabulating the union--nonunion variable with whether companies held one interview or separate interviews (see Table 7), it was found that nonunion companies tended to hold one interview (70.4%), and seldom conducted dual interviews (29.6%). In contrast, union companies conducted only one interview 43.5 percent of the time, but conducted dual interviews 56.5 percent of the time.

Turnover

The final research question asked whether differential turnover rates affected exit interviewing practices. Table 8 reports a significant chi-square which revealed that 98.7 percent of the companies had a turnover rate of less than 50 percent, and of that group, 81.8 percent replied that they tended to hold exit interviews which try to assess the foremen-supervisor's reasons for termination.

The final significant relationship is reported in Table 9. A significant chi-square value disclosed that of the companies with a turnover rate below 50 percent, 78.1 percent responded that they tended to conduct interviews designed to assess lower management's reasons for leaving the company.

TABLE 7

CHI-SQUARE ANALYSIS OF UNION-NONUNION COMPANIES WITH NUMBER OF INTERVIEWS HELD IN THE EXITING PROCESS

Type of Company	Number of Interviews			
	One Interview		Two Interviews	
	Count	Percent	Count	Percent
Nonunion	19	70.4	8	29.6
Union	20	43.5	26	56.5

$\chi^2 = 3.92$ ($p < .05$)

TABLE 8

CHI-SQUARE ANALYSIS OF TURNOVER RATE WITH FREQUENCY OF ASSESSING FOREMEN-SUPERVISOR'S REASONS FOR LEAVING

Turnover Rate	Frequency			
	Rarely		Usually	
	Count	Percent	Count	Percent
Under 10%	5	6.5	41	53.2
10%--50%	8	10.4	22	28.6
Over 50%	1	1.3	0	0

$\chi^2 = 7.60$ ($p < .05$)

TABLE 9

CHI-SQUARE ANALYSIS OF TURNOVER RATE WITH FREQUENCY OF ASSESSING UPPER MANAGEMENT'S REASONS FOR LEAVING

Turnover Rate	Frequency			
	Rarely		Usually	
	Count	Percent	Count	Percent
Under 10%	6	8.2	36	49.3
10%--50%	9	12.3	21	28.8
Over 50%	1	1.4	0	0

$\chi^2 = 6.13$ ($p < .05$)

SUMMARY

This chapter has reported the significant findings which resulted from a cross-tabulation of four independent variables (size, product, union, turnover) with fifty-two dependent variables (extracted from the questionnaire). The final chapter is devoted to an interpretation and discussion of these results.

CHAPTER IV

DISCUSSION AND IMPLICATIONS

Results of the study reported four independent variables which significantly affected certain dependent variables. The first relationship revealed that small companies tended to utilize the services of upper management (96.3%) when conducting an exit interview, as compared to large companies (73.7%) which did not. This affiliation may be at least partially due to the fact that upper management in large companies has less time to conduct such interviews. Their business must be focused and channeled in a variety of other situations. Further, upper management in small companies many times must of necessity serve as supervisor as well as exit interviewer.

The second association related to size reported that large companies tended to utilize the personnel department when conducting the exit interview (100%) more than small companies (86.4%). This relationship closely parallels the previous finding. Large companies must assign the duties of interviewing to a department designed to carry out that purpose, or other departments in the corporation will become too burdened to fulfill their mission.

The size of the company was also found to be significantly related to whether a company included in their exit interviewing process a discussion of the terminator's satisfaction with his supervisor. Of all companies, 94.9 percent generally discussed the subject, and of that number, all large companies did so. It seems reasonable to assume that most companies are concerned with whether an employee is satisfied with his working relationship with his supervisor. Small companies reported less use of the practice (86.7%), but still followed the trend.

Finally, related to size, was the fact that most companies (85.9%) tended to discuss with terminating employees their overall attitude toward the company. Although large companies (98.8%) reported to do so more than small companies (73.3%), most tended to be aware of the terminator's attitude toward the company. This finding echoes sentiments of Huseman, Lahif and Hatfield which were "to foster a positive attitude of good will between employee and organization."[69]

One significant finding related to the product produced by a company revealed that 85.9 percent of the companies surveyed generally tried to assess the terminator's attitude toward the company at the time of the exit interview. However, the present study failed to reveal any significant differences in interviewing practices among individual companies.

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[69] Huseman, Lahif and Hatfield, p. 170.

By analyzing the union--nonunion variable it was found that nonunion companies conducted only one interview 70.4 percent of the time, while separating the exiting process into two interviews only rarely (29.6%). Further, union companies, although not significantly so, reported a tendency (56.5%) to hold dual interviews upon an employee's termination. These findings suggest that union requirements may be more stringent during the exiting process.

Finally, it was found that companies with 50 percent or less annual turnover generally attempted to assess reasons for certain employee's termination. Of the companies surveyed, 98.7 percent reported an annual turnover rate of under 50 percent, and of that number 81.8 percent replied that they endeavor to assess the foremen-supervisor's reasons for leaving the company. Further, 78.1 percent reported they conducted a similar interview for lower management. The only company that stated they did not conduct such an interview reported an annual turnover rate of 50 to 75 percent. Results from the turnover variable seem to indicate that most companies are interested in retaining their employees in the personnel department and lower management. This suggests, perhaps, that these members of the corporate hierarchy are most difficult to replace and that no such concern is generated over production workers and higher management.[70]

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[70] The production workers because these are easy to replace, and higher management because others may be elevated to take their place. Therefore, it could be that there is a supply of candidates for each of these two positions, while the personnel department and lower management are more difficult positions to fill.

This study has further provided support for two schools of thought regarding exit interviewing practices. According to Lopez, the exit interview should be accomplished at one setting.[71] However, this viewpoint is not shared by John Hinrichs, who suggested that the two interviews be separated rather than combined.[72] A frequency distribution of the data from the present study revealed that 53.2 percent of the companies responding to the survey reported they conducted only one interview, and 46.8 percent reported they separate the process into two interviews. This study does not resolve the issue; rather, it can be stated that both methods are in practice today.

LIMITATIONS

The present study is subject to two notable limitations. First, the sample size was limited. Prior to this study it was determined that at least seventy-five responses would be necessary in order to report any significance. However, it is now evident that an effective return of 60 to 70 percent would have been much more suitable. Of the eighty-three responses returned for this study, on any given category ten to fifteen companies failed to complete the questionnaire accurately or gave an incomplete response. A much larger return would have produced a more accurate representation of the total population. A larger return may have

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[71] Lopez, p. 100.

[72] Hinrichs, pp. 34-5.

been obtained by a second mailing and/or phone calls to the companies not initially responding. Further, of the 200 companies that were randomly selected, eighty-three returned the questionnaire. The study is therefore limited in generalizing only to those companies which responded to the survey.

A second limitation of this study is that results may only be generalized throughout the state of Kentucky. Kentucky manufacturing differs from other states, and logically, so might its exit interviewing practices. However, this fact points out the need for conducting experimentation which seeks out the independent variables (such as the product produced by a company) which show relationships to exit interviewing practices.

CONSIDERATIONS FOR FUTURE RESEARCH

Considering the discussion, implications and limitations of the study, direction for future researchers is clear. More consideration must be given to conducting experimentation that investigates the independent variables which influence the exit interviewing process. This study has revealed three such variables of size, union, and turnover, and further experimentation should reveal others. Future research should also conduct experimentation utilizing other methods of data analysis, such as t-tests and analysis of variance. More research needs to be conducted in the specific areas uncovered by this study. For example, what other effects might the unionization of a company have on its exit interviewing practices? Should the exit process be divided into two or more interviews? A final consideration for future research is that larger samples and broader cross-sections should be utilized. By surveying hundreds of companies across the United States more accurate results and predictable procedures may be proposed.

CONCLUSION

It seems reasonable to assume that the exit interview is not being practiced by every company all of the time. Rather, practices vary from company to company, fluctuating in regards to that company's needs. What is significant about the present study is the discovery of independent variables which impinge on the nature of exit interviewing and its practice. The implications and ramifications of these independent variables are not yet clearly understood, but the present study has revealed research that should be investigated in the future.

APPENDIX

QUESTIONNAIRE

1. For which, if any, of the following employees do you conduct a "checking out" interview--or one that has as its purpose to return locker keys, tools, go over insurance policy, and in general to tie up loose ends?

	Always	Usually	Sometimes	Rarely	Never
a. Production workers	1	2	3	4	5
b. Foremen-Supervisor	1	2	3	4	5
c. Lower Management	1	2	3	4	5
d. Upper Management	1	2	3	4	5

2. For which, if any, of the following employees do you conduct an interview specifically designed for assessing the reasons for employee termination?

	Always	Usually	Sometimes	Rarely	Never
a. Production workers	1	2	3	4	5
b. Foremen-Supervisor	1	2	3	4	5
c. Lower Management	1	2	3	4	5
d. Upper Management	1	2	3	4	5

If ALL of your responses to questions 1 & 2 were NEVER, then skip to question number 11.

3. Do you conduct the types of interviews just discussed (nos. 1 & 2) as one interview (at the same time), or as separate interviews (at different times)?

As One	Separate
1	2

From this point on, when referring to the "exit interview", it means that type of interview which tries to assess the reasons for an employee's termination.

4. Please indicate for <u>each</u> of the following three areas, who conducts the exit interviews in your company?

		Always	Sometimes	Never
a.	Upper Management	1	2	3
b.	Personnel Dept.	1	2	3
c.	Foremen-Supervisor	1	2	3

5. Please indicate for the answers you recorded in question no. 4, how much training he or she has in exit interviewing techniques.

		A Great Deal	Moderate	Little-None
a.	Upper Management	1	2	3
b.	Personnel	1	2	3
c.	Foremen-Supervisor	1	2	3

6. When an employee comes into your organization, does he understand that when he leaves he must have an exit interview?

Yes	No
1	2

7. When an employee is fired, which of the following receives an interview designed to explain the dismissal?

		Always	Usually	Sometimes	Rarely	Never
a.	Production workers	1	2	3	4	5
b.	Foremen-Supervisors	1	2	3	4	5
c.	Lower Management	1	2	3	4	5
d.	Upper Management	1	2	3	4	5

8. When an employee is layed off, which of the following receives an interview designed to explain this information to him?

		Always	Usually	Sometimes	Rarely	Never
a.	Production workers	1	2	3	4	5
b.	Foremen-Supervisors	1	2	3	4	5
c.	Lower Management	1	2	3	4	5
d.	Upper Management	1	2	3	4	5

9. In your company's exit interview, how many of the following areas are covered with each employee? Do you ask questions on:

		Usually	Seldom
a.	The person's interest in his job	1	2
b.	His satisfaction with working conditions	1	2
c.	His satisfaction with his wages	1	2
d.	His satisfaction with his benefits	1	2
e.	His satisfaction with his supervision	1	2

		Usually	Seldom
f.	His satisfaction with his working companions	1	2
g.	His satisfaction with promotion possibilities	1	2
h.	His satisfaction with job security	1	2
i.	His attitude toward the company	1	2
j.	Other (Please specify)		
	______________________________	1	2
	______________________________	1	2
	______________________________	1	2

10. Please rank the top three reasons employees give as responses for leaving your company. (Feel free to add any important responses not listed)

Rank (1,2,3)	Reason
_________	More Money
_________	High Position
_________	Health Reasons
_________	Dissatisfaction with work
_________	Dissatisfaction with the people he worked with
__________________________	Other (Please specify)
__________________________	Other (Please specify)

11. Have you found any alternatives or supplements to the exit interview that might be valuable in assessing employee's attitudes at the time of their termination?____

12. Is yours a union company? Yes 1 No 2

13. Please check the appropriate category to the following question:

What is your annual turnover rate?

_____________ a. Under 10 percent

_____________ b. Between 10 and 25 percent

_____________ c. Between 25 and 50 percent

_____________ d. Between 50 and 75 percent

_____________ e. Over 75 percent

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