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Exit Interview Analysis At Pt. Semen Indonesia Logistics

Muhammad Zainul Milakh¹, Maulidyah Amalina Rizqi²

¹Management Study Program, University of Muhammadiyah Gresik, Indonesia, Email: muhammad.zainulmilakh@gmail.com

²Management Study Program, University of Muhammadiyah Gresik, Indonesia, Email: maulidyah@umg.ac.id

Corresponding Author: muhammad.zainulmilakh@gmail.com¹

Abstract: Human resources (HR) are important assets for an organization. HR includes the abilities, skills, knowledge, and capabilities that individuals or groups possess to achieve organizational goals. In management, human resources (HR) includes everyone who contributes to an organization's operations, from top management to operational employees. It is very important to understand HR as an asset that can improve a company's performance and competitiveness. According to research, inadequate career development, poor work-life balance, and unsupportive boss behavior are the main reasons employees leave the company. Exit Interviews are an important way to find out the feedback of outgoing employees and provide important insights into company policies and working conditions. This study investigates the exit interview process of PT Semen Indonesia Logistik to find out the methods used, the problems faced, and the advantages. The results of the analysis show that data from outbound interviews can help companies understand the reasons why employees leave the company and provide constructive suggestions for improvements that can be made to improve employee retention and company performance. Based on these findings, there are suggestions to improve the exit interview process and maximize its benefits for the company.

Keyword: Human Resources, Exit Interview, Career Development, Work-Life Balance

INTRODUCTION

Background

Human resources (HR) are all the abilities, skills, knowledge, and capabilities that a person or group of people possess that can be used to achieve the goals of an organization or entity. Human resources in management include everyone involved in the operations of an organization, from the highest levels of management to operational employees. It is important to understand that human resources are not only a cost for workers but also as capital and strength that can improve a company's performance and competitiveness. Human resources are everything that exists in humans that can be used to achieve certain goals. Human resources include the knowledge, skills, attitudes, and creativity that everyone has. Basically, human resources are one of the most important capital to achieve the company's goals.

(RAHMAN ET AL., 2024)

According to , there are several main reasons why employees choose to leave their jobs and move to other jobs. One of these reasons is career development. Employees generally join an organization as a form of investment for their career development. If the company is unable to provide a positive outlook on career development, employees are likely to look for other companies that can offer the opportunity. Another reason is the need for a work-life balance. The number of startup companies also has an impact on the tendency of employees to look for new companies that are more flexible and accommodating to their work-life balance needs. In addition, the behavior of the boss is also one of the reasons employees leave the organization. Good boss behavior, such as giving sincere appreciation or praise for work achievements, being a good listener, admitting mistakes, looking at it from a different perspective, and appreciating each employee's contribution, greatly influences the employee's decision to stay. In addition, bosses who care about employee development through coaching, mentoring, and providing feedback on performance also play an important role. (Lindsay Sears, 2018) (Klara Innata Arishanti, 2021)

An exit interview is an interview conducted before an employee leaves the company, but does not affect the decision made. has been taken by a member of the staff. Psychologically, conducting an exit interview is also beneficial because it respects employees who still exist in the company. Employees believe that the company doesn't just let go of its employees. Using the information obtained from these interviews, human resources experts can determine how they can improve various aspects that are already in the company. These interview questions are usually related to performance, the company, and the relationship with its employees.

From the implementation of this exit interview, it is evident from July-December 2023 that 24 out of 156 employees interviewed admitted that they could provide feedback to the company honestly and constructively. They may even be able to advise companies to make significant changes. In this way, the company will gain a better understanding of the company and its staff to design strategic improvements for the business in the future. PT. SEMEN INDONESIA LOGISTICS. The increasing business growth is not balanced by an adequate employee retention strategy. This can be seen from the number of employees who leave from time to time. Therefore, various analyses are gradually carried out to find the source of problems and improvements in the future. PT. Semen Indonesia logistics so that one of the steps that has been taken to get to the root of the problem is to conduct *an exit interview*. The procedures applied in conducting exit interviews are as follows:

1. Employees who intend to resign at least H-30 or *one month notice* must submit a letter of resignation to the Department of Human Resources signed by the employee and the supervisor (head of department).
2. The Human Resources Department will schedule a time to conduct an exit interview.
3. After the schedule is determined, the Human Resources Department will officially inform the employee by phone.
4. During *the exit interview*, employees are asked to answer a questionnaire that has been prepared by the Human Resources Department. And data mining was carried out related to the employee's decision to resign from the company.
5. After the session is over, the employee and the Human Resources Department department sign the *exit interview* form and some employee bills if the employee has a bill.
6. If the problem is final, the Department of Human Resources will recap the *exit interview* data for a report to the management every month.

Some data on employees who resigned

Department	Sum
Department Of Human Capital	1
Truck Driver	10
Department of Logistics Operations	5
Department of Transportion And Distributor	3
Regional Vice President 1 (East Java)	2
Regional Vice President 2 (Central Java DIY)	2
Regional Vice President 3 (West Java, DKI Banten)	1
Sum	24

Source: PT. Semen Indonesia Logistic

salary	14,89%
work/life imbalance	14,89%
morals and atmosphere	10,64%
Job Location	10,64%
lack of development opportunities	8,51%
Business Hours	6,38%
Workload/ Working Pressure	4,26%
Job expectations not met	4,26%
Inadequate guidance and support	4,26%
Types of jobs	4,26%
health	4,26%
relationships with colleagues	4,26%
problems with the company	2,13%
Company Vision and Mission	2,13%
Relationship with Boss	2,13%
family	2,13%
Sum	100,00%

Number of Employees in Different Departments:

- a. The majority of employees at PT. Semen Indonesia Logistic is a truck driver, which is as many as 10 people or 41.67% of the total employees.
- b. The department with the smallest number of employees is the Department of Human Capital and Regional Vice President 3 (West Java DKI Banten), each with only 1 employee or 4.17% of the total employees.
- c. The total number of employees is 24 people.
- d. The main reasons for employee dissatisfaction are salary and work/life imbalance, at 14.89% each.
- e. Moral factors and atmosphere and work location were also significant, each by 10.64%.
- f. Other factors that also affect but with a smaller percentage include lack of development opportunities (8.51%), working hours (6.38%), and workload/work pressure (4.26%).
- g. The least influencing factors were problems with the company, the company's vision and mission, relationships with superiors, and family, each at only 2.13%.

METHOD

In this study, a qualitative research approach with a Descriptive design is used. Qualitative research methods are research methods based on the philosophy of postpositivism, which are used to research on the conditions of natural objects, where the researcher is the key instrument, data collection techniques are carried out in triangulation (combined), data analysis is inductive/qualitative, and the results of qualitative research emphasize the meaning of generalization. The descriptive research method is research that aims to describe the circumstances or values of one or more variables independently. In this

study, what is observed is the recruitment and selection process of employees using a qualitative descriptive method whose results will be clear, accurate and meaningful. Data collection techniques are carried out using observation techniques and interview techniques.

In qualitative research, the existence of informants is known. This study obtained informants with purposive sampling. Purposive sampling is a technique of sampling data sources with certain considerations, the person who is considered to know the most about what we expect, or he is the ruler so that it will make it easier for researchers to explore the situation/social object being studied (Sugiyono, 2020:96). Considerations in this study are people who have criteria and understand the research topic. Consideration of the criteria for informants in this study, namely:

1. HRD of PT. Semen Indonesia Logistics
2. Employees who are directly related to *the exit interview*
3. Employees who conduct exit interviews

This study uses data analysis techniques by reducing data, presenting data and making conclusions. The triangulation method is used as a validation test, where in this method the researcher examines and matches the data that has been obtained with several sources. The source used in this study is the results of the interview and the content of a document related to the process during *the exit interview*.

RESULTS AND DISCUSSION

Data Analysis

Data Reduction

Data reduction in qualitative research data analysis, data reduction is a selection process, focusing on simplification, abstraction and transformation of coarse data that arises from written records in the field.

The following interviews conducted by the researcher can support data and information about the recruitment and selection process known by the four speakers.

1. Exit interview process

Stages of the Exit Interview Process of PT. Semen Indonesia Logistics :

- a. **According to Mrs. A Unit X:** "The first stage in the exit interview process at the Company is the notification from the employee who is about to resign. Employees must provide a formal resignation letter to their immediate supervisor and HRD. The second stage is the scheduling of the exit interview, where HRD will determine the time and place for the interview. The third stage is the implementation of exit interviews, which are conducted by the HR team using a standard list of questions to explore the reasons for resignation, job satisfaction, and suggestions for company improvement. The last stage is the analysis and reporting of exit interview results to management for further evaluation and action."
- b. **According to Mr. R Unit X :** "The exit interview process at the Company consists of four stages. The first stage is the receipt of a letter of resignation from the employee. The second stage is scheduling an exit interview by the HR team. The third stage is the implementation of exit interviews with the employees concerned to understand the reasons for resignation and get input on working conditions in the company. The fourth stage is the preparation of a report on the results of the exit interview which will be submitted to the management as evaluation material."
- c. **According to Mrs. T Unit X:** "The exit interview stage at the Company begins with an official notification from the employee who wants to resign. After that, HRD will schedule an exit interview session. The third stage is the implementation of exit interviews, where HRD asks questions to understand the reasons for employees resigning and get feedback. The last stage is data analysis and submission of exit

- interview results to management for policy and work environment improvement."
- d. Important Reasons for Exit Interview at PT. Semen Indonesia Logistics :
 - e. **According to Mrs. A Unit X:** "Exit interviews are important to identify problems that may not be visible to day-to-day management. This helps the company understand the reasons behind the resignation and get constructive feedback for improvement."
 - f. **According to Mr. A Unit X:** "Exit interviews provide valuable insights into the company's internal dynamics. The data obtained can be used to develop strategies to improve employee welfare and improve the work environment."
 - g. **According to Ms. D Unit X:** "Exit interviews are important because they help companies understand the reasons behind employee resignations and provide feedback that can be used to improve the work environment and HR policies."
2. Challenges of Exit interview
- a. **According to Mr. A Unit X:** "One of the challenges is getting openness from employees who resign. They may be reluctant to give honest feedback for fear of negative repercussions."
 - b. **According to Mr. R Unit X:** "One of the main challenges in exit interviews is to ensure that outgoing employees feel safe and comfortable to share their experiences honestly and openly."
 - c. **According to Mrs. A Unit X:** "Ensuring that the data obtained from exit interviews are properly processed and used effectively for improvement is another challenge. There needs to be a commitment from management to follow up on the results of the exit interview."
3. Suggestions to improve the Exit interview process
- a. **According to Mr. A Unit X:** "Providing training to the HRD team on effective interview techniques and how to dig up important information can also improve the quality of exit interviews."
 - b. **According to Mr. R Unit X:** "Providing a secure and confidential communication channel for employees who want to provide feedback anonymously can increase openness. In addition, clear and transparent follow-up to the exit interview results will strengthen employee confidence."
 - c. **According to Mrs. A Unit X:** "Providing confidentiality and anonymity guarantees to outgoing employees can increase their openness and honesty in providing feedback during exit interviews."

Data Presentation

All the interviewees said that the exit interview process of PT. Semen Indonesia Logistics begins by receiving a letter of resignation from an employee. Next, the HRD team scheduled a third exit interview. At this stage, they conduct an exit interview with a standard list of questions to determine the reason for the employee's resignation, employee satisfaction level, and suggestions for the company's improvement. In the last stage, the results of the exit interview are evaluated and reported to the company's management.

All interviewees agreed that exit interviews are very important to find problems that may not be visible to day-to-day management. Resource persons B, C, D, and H also added that exit interviews help companies find out the factors that affect job satisfaction and employee retention. Resource persons C, D, F, and H also emphasized that the exit interview provides constructive feedback for policy improvement and the work environment.

One of the challenges often faced is getting openness from employees who resign, as revealed by speakers A, E, G, H, I. They may be reluctant to give honest feedback because they are worried about negative impacts. In addition, speakers B, F, and I stated that it is sometimes difficult to arrange an exit interview time that is suitable for both parties.

Resource persons C and D added that ensuring that the data obtained from exit interviews are properly processed and used effectively for improvement is another challenge. Speakers D, G, and H stated that overcoming the negative perception of exit interviews is also a challenge, because employees may see it as a mere formality.

Speakers A, B, D, E, F, and H suggested improving the exit interview process by increasing the transparency of exit interview objectives and how feedback is used. Additionally, they suggest providing a secure and confidential communication channel for employees who wish to comment anonymously. Resource persons B, C, and G suggested that the HR team be trained in effective interview techniques and how to obtain important information. Resource persons C and D also suggested that the results of the exit interview be included in the employee development program and company plan. To help employees be more open in giving feedback, resource persons F and G suggested that exit interviews be conducted informally and in a comfortable atmosphere. Finally, speakers D and H emphasized how important it is to ensure that there is a clear and tangible follow-up from the exit interview results. This will increase employee trust and make them more open to providing feedback. This data is invaluable for developing better HR policies and increasing employee retention because it can provide a better understanding of employee and staff opinions about the exit interview stages, the importance of this process, the problems faced, and suggestions to improve the effectiveness of exit interviews in the company.

Drawing conclusions

For various reasons and purposes, PT Semen Indonesia Logistik uses exit interviews, which are in accordance with HR management best practices. "Exit interviews are an important tool to uncover the reasons behind employee departures. They offer a unique opportunity to gather honest feedback that can uncover systemic problems and areas that need improvement within the organization" (Everett.2018). Here are some of the reasons, objectives, and standards that might be applied in exit interviews:

1. Reason

Getting Feedback:

- a. Understanding how employees interact with the company to find out what is going well and what needs to be improved.
- b. Identify the Cause of Turnover: Determine the reasons why employees leave the company, such as compensation, career opportunities, management, or other factors.
- c. Improve Employee Retention: Take the necessary actions to improve employee retention by resolving issues found in exit interviews.
- d. Identify Cultural and Work Environment Issues: Determine if there are any cultural or work environment issues that make employees unhappy.
- e. Improve Recruitment and Training Processes: Use feedback to improve recruitment and training processes to make new hires more suitable and ready to work.

2. Standard Exit Interview

- a. Structured Process: The final interview should be structured systematically with standard questions that cover various aspects of the employee's work experience.
- b. Conducted by a Neutral Party: To ensure employees feel comfortable giving honest feedback, exit interviews are ideally conducted by the Human Resources department or a neutral third party.
- c. Confidentiality is Maintained: The information provided by employees during the exit interview should be kept confidential to promote honesty and openness.
- d. Actionable Feedback: Questions should be designed to generate specific, actionable feedback, not just general comments.
- e. Report and Analysis: The results of the exit interview should be recorded, analyzed,

and reported to management for use in planning and decision-making.

- f. Follow-up Actions: Companies must demonstrate that they are responding to feedback by doing concrete things to fix the issues found.

Qualitative research data analysis involves the process of reducing data derived from field records and focuses on simplifying, abstracting, and transforming coarse data. According to Miles and Huberman (1994), data reduction is an integral part of qualitative data analysis that includes selection, concentration, simplification, abstraction, and transformation of data from written records in the field.

The researcher conducted interviews about the recruitment and selection process at PT. Semen Indonesia Logistics. Several important conclusions can be drawn from the interview. PT Semen Indonesia Logistik has an exit interview process that begins with receiving a letter of resignation from the employee. After that, the HR team organizes exit interviews using a standard list of questions to determine the reasons why employees leave the company, employee satisfaction levels, and suggestions for company improvement. In the final step, the results of the exit interview are evaluated and reported to the company's management.

In keeping with Herzberg's theory of motivation and cleanliness can also be called the two-factor theory, exit interviews can reveal factors that affect job satisfaction and employee retention, providing constructive feedback on how to improve policies and the work environment. All participating parties emphasized how important exit interviews are to identify problems that may not be visible to management in their day-to-day work.

However, getting openness from employees who resign is a major challenge. Employees may be reluctant to provide accurate feedback due to concerns about negative impacts. In addition, finding the right time for exit interviews for both parties and ensuring that the data obtained is properly processed and used effectively for improvement is another big problem. A bad perception of exit interviews as a mere formality can also complicate this process.

The resource person proposed several things to improve the exit interview process. This includes increasing transparency of exit interview objectives and how feedback is used, providing a secure and confidential line of communication for employees who wish to comment anonymously, and providing HR team with instructions on effective interview techniques. Providing a comfortable and informal atmosphere during exit interviews can also help employees be more open to giving feedback. Additionally, ensuring that there is a clear and tangible follow-up of exit interview results will increase employee confidence and make them more prepared to provide feedback.

Since the data obtained from exit interviews can help develop better HR policies and improve employee retention, these interviews provide a better understanding of employee and staff opinions regarding the exit interview stages, the importance of this process, and the problems faced. This information is invaluable in creating a better work environment and keeping employees motivated and satisfied with their jobs.

CONCLUSION

According to an interview conducted at PT. Semen Indonesia Logistik regarding the recruitment and selection process, it can be concluded that the company has a structured exit interview process. This process involves receiving a letter of resignation, scheduling, and conducting exit interviews with a list of defenses, and simplifying, abstracting, and transforming rough data from field records.

Exit interviews are essential because they can uncover problems that are invisible to day-to-day management, help understand the factors that affect job satisfaction and employee retention, and provide constructive feedback for policy and work environment improvements. However, the main problem is getting transparency from employees who resign due to

concerns about negative effects, and ensuring that the data obtained is properly processed.

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