

Impact of Counselling on Employee Retention at the Exit Interviews

M.K.Dinithi Padmasiri Lecturer¹, Dr. Lakmini V.K. Jayatilake Senior Lecturer²

¹Department of Human Resource Management Faculty of Commerce and Management Studies University of Kelaniya, Sri Lanka

²Department of Commerce and Financial Management Faculty of Commerce and Management Studies University of Kelaniya, Sri Lanka

Abstract: The study examines the impact of counselling during the exit interview on employee retention. In a leading apparel company's labour turnover among machine operators falls between 10% - 12%, which showed that employee turnover is one of the major problems. The general objective of the study was to identify the impact of counselling during the exit interviews on employee retention. Specific objectives were to construct a conceptual framework to study the impact of exit to the organization, to identify the exit interview process of the organization and to provide recommendations to reduce turnover in Machine Operator (MO) level. This study is mainly qualitative in nature. Sample size was 20 machine operators who have decided to resign between April to May in the 2016. Convenience sampling was used and in depth semi-structured interviews were conducted. After the interviews, four machine operators left the establishment. Therapies used during the exit interviews and for employees who retained after the counselling sessions were, behavioral therapy, cognitive behavioral therapy, existential-humanistic therapy, existential-humanistic therapy with behavioral therapy, psychoanalysis therapy with behavioral therapy, and psychoanalysis therapy with cognitive behavioral therapy. Cognitive behavioral therapy used for two employees and Existential-humanistic therapy used for two employees who left the institution. Findings revealed that, there is an impact of counselling during the exit interviews on employee retention. Hence, this study recommended practicing employee counselling by using therapies during the exit interview, which may result in retaining employees. Accordingly, recommended to apply aversion therapy, exposure therapy and biofeedback below Behavioral Therapy, Rational Emotional Behavioral Therapy, and modifying dysfunctional thinking and behavior below Cognitive Behavioral Therapy, logo therapy below Existential-Humanistic therapy, and free association and anamnesis below Psychoanalysis Therapy to conduct effective counselling sessions. Furthermore, recommended that occasionally use combined therapies such as Existential-humanistic therapy with Behavioral therapy, Psychoanalysis therapy with Behavioral therapy, and Psychoanalysis therapy with Cognitive Behavioral Therapy to retain employees through counselling sessions. However, the application of therapies are depending on case-by-case or situation by situation.

Keywords: Counselling, Employee turnover, Employee retention, Therapies

I. Introduction to the Study

Organizations gain competitive advantage through their talented people (Khurshid & Darzi, 2016). Today's world of work believes that Human Resources (HR) are the most important resource hence; HR is the one and only live resource in the organizations (Opatha, 2009). It supposed to rationalize that HR is the key to determine organization success or organizations' success can judge through the quality and quantity of employee performance. These statements provide a basic understanding about employees are most important assets to any organization. Exit interviews are not functioning in every organization but to be functioned is better for present and future of the organization. Hence, according to Hussain and Ravindra (2012), exit interview is an important tool for managing departing employees. Company is conducting exit interviews for employees who are resigning and, conducting counselling for existing employees. The main purpose of the exit interview is to find out the reasons for their exit. Many managers try to avoid the exit interview because they feel that it may reveal their organizational limitations and failures that is not be liked by the top management (Wert, 2004). He suggested that Interview findings must communicate in the form of recommendations and suggestions for training. Moreover, Neil (2006) have been revealed that the purpose of exit interview is to gather real information about their experience at the firm and also to understand why they are looking to leave and what led them to make that decision.

Employee counselling is a psychological health care intervention for employees at the workplace. According to Gerstmann (2014), aim of the employee counselling is to assist both the employer and employee by intervening with an active problem-solving approach to tackling the problems at hand. Further stated specific aims of employee counselling are, explore and find the key sources of difficulty, review the individual's current strategies and styles of coping, implement methods of dealing with the perceived problem, thereby alleviating the issue and evaluate the effectiveness of chosen strategies. Pickerell (2011) has revealed that counselors can help individuals to find and maintain work that uses their skills, talents, and attributes in order to support career

engagement. Further, revealed that counselors can also advocate for lifelong career management by keeping challenge and capacity in a reasonable balance through taking on special projects or new positions to stay challenged, engaging in continuing education, or developing an effective support system. Similarly, counselors can help employers support career engagement through special projects; cross training; transferring employees into different positions; or, in some cases, facilitating a gracious exit from the organization. Use of this model, both counselors and employers can support individuals to make the necessary career adjustments to stay fully engaged. In the words of Stone (2007), there is a process for performance counselling to boost employee performance. The foregoing discussion yields that exit interview and counselling have two different objectives. The researcher of the present study interests to investigate if counselling can be effective at the exit interview to retain them or make them rejoin with the organization hence, according to aforementioned findings of previous studies counselling is producing productive outcomes. This study explores the impact of counselling on employee retention at exit interviews.

II. Background of the study

Employee turnover is a critical issue for the success of any organization and, it defined as an issue when it sees as unaffordable rate. High turnover can be a serious obstacle to productivity, quality, and profitability at firms of all sizes. Turnover or exit of employee is a major problem for companies, which often spend millions of dollars a year on turnover management consulting or account management. Simply the meaning of exit of employee is employee resigns from his/ her job. Therefore, retention of valuable/talented employees becomes a global challenge. Top level of the organizations constantly met with the issue of retaining employees, and there is a wealth of evidence that worldwide, retention of skilled employees has been of serious concern to managers in the face of ever increasing high rate of employee turnover (Arthur, 1994). There are major challenges in attempting to retain employees and that become an increasingly important aspect of building organizational capabilities to ensure sustained competitiveness (Barney, 1991). These challenges are infrastructural support, leadership styles and cultures within an organization. Such challenges further complicated by the fact that highly skilled employees tend to change jobs for better financial rewards and improved working conditions. In the case of movement of employee to the external opportunity, loss of talents becomes a major issue. According to Jyotsna (2007), talent management initially designed to improve the process for recruiting and developing people with the required skills and aptitude to meet current organizational needs. If organization fails in talent management, employee will not be able to perform as management expected and ultimately reduce the individual employees' opportunity of gaining better financial rewards. Then it will cause to voluntary resignation, or exit or attrition from the organization (Labour turnover, 2015).

Therefore, in global perspective of HRM is also laydown to understand the reasons for employees exit. Previous studies have revealed different personal and organizational factors for employee exit (Weisman, 1981; Neal, 2010). Exit interview has identified as an effective method to understand factors affecting on employee turnover (Hussain & Ravindra, 2012). Further, they have revealed that, exit interview supports to understand the reasons for voluntary employee turnover and to gather the information that can help to improve individual and organizational performance. Hence, there is high accreditation on conducting exit interviews in organization level. As cited by Mishara (2014), Wert and Gregg (2004) in his article of "An evolving view of exit interviews" said that attrition is going to be there and it should there. Further, Mishara (2014) has revealed that the challenge of good management is to ensure that such attrition is acceptable, and that it stays that way.

2.1 Apparel Industry in Sri Lanka

The design, manufacture and export of textiles and apparel products is one of the biggest industries in Sri Lanka, and one which plays a key role in advancing the country's economy. Sri Lanka's apparel industry began to grow significantly in the 1980's as an alternative to India's garment manufacturers, because of its open economic policy as well as the trade and investment friendly environment. Under the Multi Fiber Agreement, quota regime Sri Lanka became an attractive new venue for businesses. In 1985, Martin Trust, one of the pioneers in the development of "speed sourcing" for the American fashion retail sector, began working with Sri Lankan textile and apparel companies. In 1986 and 1987, he established joint venture partnerships with two leading apparel groups. This partnership helped to make the country more competitive through knowledge transfers and technology, attracting further foreign investors.

Sri Lanka's apparel export industry is one of the most important and dynamic contributor of the Sri Lankan economy. According to the report of Sri Lanka Export Development Board in 2015 (EDB), the industry has enjoyed epic growth levels over the past four decades and, the industry generates foreign exchange to the country by accounting 40% of the total exports and 52% of industrial products exports. The apparel export industry is fully privately own and it has successfully gained the opportunities in the international market (Sri Lanka Export Development Board, 2015). EDB further states, the apparel industry is the largest single employer in the manufacturing industry providing direct employment opportunities to over 300,000 and indirectly

600,000, which includes a substantial number of women in Sri Lanka. Moreover, states around 350 garment factories are operating in Sri Lanka and around 16 textile and fabric-manufacturing units are playing key role in the advancement of the apparel industry.

2.2 Exit Interviews at the Apparel Company

For the study purpose, the present study selected a leading apparel company. As a generator of foreign income in to the country, this selected apparel company plays a significant role in the industry by accomplishing main task of sewing garments. Seemingly, company requires lower attrition rate among direct employees: Machine Operators (MOs) who directly involving with the production. Accordingly, identifies that retention of MO affected to the success of the organization. However, today most of the apparel companies in Sri Lanka confront a problem of high labour turnover in MOs level (Fernando, 2015).

Accordingly, the study identifies that the apparel company’s ongoing challenge is, higher rate of turnover in MOs level since organizations focus on achieve competitive advantages among competitors. To gain superior position among rivals organization requires HR that is unique, inimitable, rare resources within the organization (Opatha, 2009). Accordingly, retention of HR is the most important to the sustainability of the organization but, the most difficult task is also the how to retain employees. Therefore, the present study attempts to use employee counselling in order to retain employees within the organizations. The study focuses on the exit interviews and counselling practices in an apparel organization but the purpose of the study is contradictory with the company purposes of conducting exit interviews and counselling. Hence, generally this selected company conducts counselling and exit interviews practices separately where counselling is conducting for its employees who need to solve their personal issues and, conducting exit interviews to find reasons for resign. In the organization, there are professional counselors however yet; counselling not functioned at the exit interview time. Previous literature far to be studied the impact of counselling on employee retention at exit interview hence this study is covering the uncovered area of literature. Accordingly, this study attempts to reveal the different aspect of exit interview and counselling since exit interviews conduct to get reasons for exit and counselling applies for existing employees. The argument of the present study is, why employee counselling not applied at the exit interview to retain employee moreover since the purpose of employee counselling is guide employee to solve their issues (Carroll, 1995).

III. Statement of the Problem

To date, apparel industry is facing high labour turnover among MOs level (Fernando, 2015), similarly this selected apparel organization’s Labour Turn Over (LTO) is also in high rate. Following Table 1.1 clearly delineates LTO rate of the company in 2015.

Table 1:LTO Summary

	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
Budget (3%)	52	52	52	52	52	52	52	52	52	52	52	52
Forecast	63	53	0	0	0	68	67	68	67	65	65	45
Retained	11	11	0	0	0	21	30	43	41	32	30	5
Forecasted, Left	25	25	39	72	89	51	36	25	28	35	32	24
Forecasted, will leave	0	0	0	0	0	0	0	0	0	0	0	1
Not forecasted, will leave	0	0	0	0	0	0	0	0	0	3	0	11
Not forecasted, left	35	17	10	12	115	45	40	55	48	65	25	13
	60	42	49	84	204	96	76	80	76	100	57	37

Source: Company data, 2015

The apparel organization’s LTO rates are presented in the above *table 1* which showed that the company is having LTO issue and it implies the management problem of the study. It is yet to be conducting counselling for employees at the exit interview time to retain them moreover rather collecting reasons for leaving. Previous studies have explained the importance of counselling for existing employees (Proudfoot, Corr, & Davi, 2009; Swarte, 1998; Wachtel, 1997), but counselling not practiced at the exit interview time to retain employee. Hence, there is a gap in knowledge in this regard and the present study attempts to fill this gap. Therefore, the current study attempts to find the effectiveness of counselling at the exit interview. Hence, the present study examines, **“What is the impact of counselling on employee retention at the exit interview?”**

IV. Research Questions

LTO summary confirmed that this apparel organization has employee turnover issue among MOs level. Therefore, it is important to concern how to reduce this LTO. Typically, exit interview supports to find reasons for exit and provide information for how to manage potential employees. Accordingly, research questions of the study are follows.

1. What are the reasons for employee exit?
2. What counselling techniques can be used to retain employees at the exit interview time?
3. What are the areas should develop in human resource perspective to retain employees?

V. Objectives of the study

The problem of the present study is what is the impact of counselling on employee retention at the exit interview? Accordingly, the general objective of the study is *'to identify the impact of counselling on employee retention at the exit interviews'*. Process of exit interview is different from organization to organization. According to Division of housing and food service's (2011) exit interview policy different methods are using to conduct exit interview based on the employee preference to participate for the exit interview such as online (preferred), paper copy, phone, face to face or decline exit interview. Based on this one specific objective is *'to examine the process of exit interview'*.

While doing counselling researcher attempts to develop the conceptual framework to the current study. Therefore, another specific objective is *'to construct a conceptual framework to the study'*

In the study of Mishara (2014) identified that how the exit interview outcomes integrate with strategic HR activities of the organization. Sri Lankan apparel industry is having major challenge on retaining MOs. Therefore, another specific objective can be derived as *'to provide recommendations to reduce turnover in Machine Operator level'*.

VI. Research Methodology

Due to the necessity of the topic and purpose of the research, this study is mainly qualitative in nature. The present study is empirical as it tries to find out the impact of counselling on employee retention at the exit interviews of MO. Exit interview is confidential in nature therefore; it should be conducted in a closed atmosphere. This apparel organization monthly forecasting the LTO for the following month and they are doing counselling to that identified employees to retain them but, other than the forecasted amount there are non-forecasted LTO (Labour turnover, 2015). In the table 1.1 'not forecasted row' shows employees who left but not included in the forecasted LTO sample of the year 2015. As revealed in the early discussion, company is conducting counselling and various programmes to employees who identified as will leave from the company in the following month. However, there is a gap between forecasted and not forecasted MO attrition therefore, the researcher selected that not forecasted employees as population for the study who were not confronted counselling sessions. The sample selection was depended on the accessibility of the researcher to the exit interviews on particular days hence, exit interview cannot predict early. Therefore, convenience sample technique was used in the present study as the sampling technique. Sample size was 20 MO who were not identified, as employees will leave from the company at the forecasted review in between April to May 2016. In data collection, both primary & secondary data is collected. The researcher conducted face-to-face counselling while exploring reasons for resigns. Primary data gathered through interview and counselling sessions. For the interview, semi-structured, open-ended interview questions were prepared by exploring literature review that helps to gather primary data. Further, company records used as secondary source for the research. The interview guide provided the scope to find factors that make successful counselling session at the exit interviews. The grounded theory, data analysis method used to explore and analyze the interviewed data to discover the central themes, meaning of the exit interview, and counselling.

VII. Significance of the study

Over the years a great emphasis has been led upon to understand the reasons for employee exit therefore, HR practitioners conduct exit interviews to find reasons for employee exit. They do so due to the belief that an exit interview helps the organization to understand the reasons for voluntary employee turnover and to gather the information, which can help to improve individual and organizational performance (Mishara, 2014). The present study attempts to apply counselling at exit interview time to attract employee to the organization moreover. Hence, according to Mishara (2014), at the exit interview employee reveals the reason for exit and, present study use that advantage to conduct counselling for real reason of exit. Further, Mishara (2014) has showed that a good exit interview must focused on getting improvement on working environment, culture, systems and processes leadership and developmental opportunities etc. Accordingly, the current study generates significant for followings.

To the industry

Investigating on whether counselling will make positive response from employees who are resigning from the organization at the time of exit interview is beneficial to the industry in certain ways. Through this study can identify real reasons behind the employee exit and attempt to make them retain moreover. Therefore,

current study will be beneficial to the industry to confirm that whether this counselling practice at the exit interview continuously follow or not to gain advantages.

To the country

In the Sri Lankan context, it is yet to be tested the impact of counselling on employee retention at the exit interview time. Therefore, doing this the researcher hopes to fill the existing knowledge.

To the researcher

To gain knowledge and experience in Human Resource Management field is a main importance of this research. Further, the researcher will able to improve personal experience in counselling field and, the researcher thinks this research helps to acquire and develop research skills. Specifically, to learn about managing the project within a time frame and available resources, to gain report writing skills and proper referencing methods, to develop reading and comprehension skills by doing the literature review throughout the project, to get exposure in the industry by doing interviews and, survey in a apparel organization which is well established in Sri Lanka.

VIII. Definition of Terms

For the purpose of this research, following definitions are assumed.

Employee Turn Over: Employee turnover is a kind of behavior showing by employees and interest to many subjects to analyze and discuss. Employee turnover is a mechanism to measure how long an employee remains to one organization. When an employee leaves from existing company, for any reason, it defined as turnover (Woods, 2014).

Exit Interviews (EI): According to Ravindra (2013), exit interviews are interviews conducted with employees who are departing, before they leave from the organization. Exit interview is a unique chance to survey and analyze the opinions of departing employees, who generally are more forthcoming, constructive and objective than staff still in their jobs.

Counselling: Counselling is a process of helping an individual to help himself. Counselling at the workplace is discussion of an employee's problem that usually has an emotional content to it in order to help the employee cope with the situation better (Ajila & Adetayo, 2013).

Machine operators (MO): Machine operators are selected employee category of this study and typically defined as sewing employees who are working in apparel organizations. This definition limits the scope of the study in selecting participants and it will affect generalizability of the results.

IX. Limitations of the study

1. The sample size in qualitative studies typically small, hence study focus on small sample.
2. This research examines the impact of counselling on employee retention at the exit interviews on MOs level only. This is not, of course, the only point of view that can be concerned. This research is not focusing on the other level of employees.
3. All the findings of the study based on the self-reported data of the researcher through interviews and those data will be bias in favor.
4. The survey conducts within limited time duration. Due to the time limitation, population size is narrow down. Otherwise would have added more value to the research outcome.
5. Counselling skills of the researcher create an impact to the outcomes.

X. Findings and Conclusion

10.1 The impact of counselling at the exit interviews

The general objective of the study was to find the impact of counselling on employee retention at the exit interview. Accordingly, the study found that there is an impact of counselling on employee retention at the exit interview. Hence, the researcher conducted the counselling for twenty (20) MOs at their exit interviews, and from that sample, sixteen (16) employees decided to retain moreover in the organization. In the counselling session, the researcher used different counselling techniques, which are widely used in counselling. Accordingly, counselling techniques used in the study were Behavioural therapy, Cognitive Behavioural Therapy (CBT), Existential-Humanistic therapy, and Psychoanalysis therapy.

Below Behavioural therapy, the study identified six (04) techniques: Systematic Desensitization (Weiten, 2007), Exposure Therapies (Corey, 2005), Aversion Therapy (Weiten, 2007), and Biofeedback (Weiten, 2007). However, the present study applied aversion therapy techniques for one case, and that MO decided to retain in the organization. It implied that there is an impact of counselling on employee retention, when Behavioural therapy is using to conduct counselling during the exit interview time. In addition, biofeedback and exposure therapies applied during the counselling, nevertheless, those techniques used with

another therapeutic method. Only for one case, behavioural therapy applied solitary and received positive outcomes. The study used CBT to conduct effective counselling sessions at the exit interview for five (05) MOs, and among them three (03) employees decided to retain in the organization. Employees who resigned, associated with a cultural issues, hence it can be concluded that consequences of counselling might be affected by external factors such as culture. Literature supposed to find CBT techniques, which can be applied in counselling sessions, those are modifying dysfunctional thinking and beliefs (Pucci, 2006), Rational Emotive Behaviour Therapy (REBT), and Reinforcement introduce as techniques of CBT (David, 2014; Pucci, 2006). The present study used modifying dysfunctional thinking and behavior, and reinforcement techniques to conduct counselling sessions. However, outcomes revealed that application of CBT in counselling generated positive outcomes as employees retained in the organization and in sum, it supposed to verify that there is an impact of counselling on employee retention at the exit interview.

Existential-Humanistic therapy used for two (02) cases, but both employees resigned. Below existential-humanistic therapy, the researcher identified two techniques. Those are logo therapy (Melton & Schulenberg, 2008) and gestalt therapy (Center for Substance Abuse Treatment, 1999). Similar to the failure case in CBT, one of the cases that used existential-humanistic therapy is, affected by culture. Hence, the study verified that external environmental factors such as culture could be affected on outcomes of counselling. For aforementioned cases, the researcher used only the logo therapy however outcomes revealed that, there is no impact of counselling on employee retention at the exit interview when using existential-humanistic therapy solitary as counselling technique. Hence, the present study used Existential-Humanistic therapy with Behavioural therapy for five (05) cases, and after participating counselling at the exit interview all MOs decided to retain moreover in the organization. For (04) cases, logo therapy used as Existential-Humanistic therapy, and exposure therapy used as behavioural therapy and for one (01) case logo therapy used with biofeedback. It implies that, Existential-Humanistic therapy produces positive outcomes when it used with another therapeutic technique such as Behavioural therapy. In sum, there is an impact of counselling on employee retention at the exit interview when using Existential-Humanistic therapy with Behavioural therapy to conduct counselling sessions. There is a wealth of evidence that, use of Psychoanalysis therapy for counselling (Swarte, 1998), however the present study not applied this therapy solitary in counselling, other than using this therapy with another therapeutic technique. The present study identified four (04) techniques below this therapy. Those are Anamnesis, Free Associations Method, Analysis/Interpretation of Dreams, and Analysis/Interpretation of Symbols (Sigmund Freud Page, 2002). However, the study used Psychoanalysis therapy with CBT for two (02) cases, and techniques used in the sessions were free association below Psychoanalysis therapy, and modifying dysfunctional thinking and behavior below CBT. Finally, this combined therapeutic treatment implied that there is an impact of counselling on employee retention. Hence, after participating to counselling sessions both employees decided to retain in the organization. Furthermore, for two (02) cases applied Psychoanalysis therapy with Behavioural therapy; for the first case used free association as Psychoanalysis therapy, and exposure therapy as Behavioural therapy. Secondly, used Anamnesis as Psychoanalysis therapy, and biofeedback as Behavioural therapy. Both MOs decided to retain in the organization, it implies that, there is an impact of counselling on employee retention at the exit interview, when using Psychoanalysis therapy with Behavioural therapy incounselling.

10.2 The process of exit interview

This study intended to find the exit interview process of the selected apparel company. Company is conducting systematic exit interviews for every category of employee, but they are applying different methods for different category of employees. However, management believes an exit interview is a powerful tool that allows organizations to gain an understanding as to why people leave, what they liked and what they did not like about their employment with the company. Further, they believed that having an effective exit interview process would enable the company to learn from experiences of departing employees and gain an opportunity to improve management/employment practices accordingly. It is a positive sign that the organization is big enough to expose itself to criticism in order to promote constant improvement. This study limits to the exit interview process of MO level, in the following Figure 5. 1 delineate the process of exit interview of MOs.

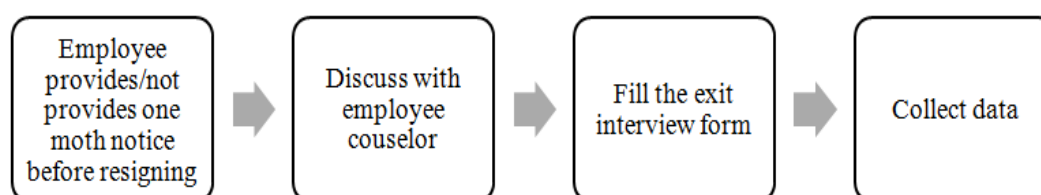


Figure 1: The process of exit interview

Employment termination could be voluntary or non-voluntary, however exit interview conducts for any type of employment termination. In voluntary termination, HRM Department of HRM receives notice of an employment termination from employee. Then, employee counsellor will sit in on the interview, and complete the exit interview form. Face-to-face interviews held in the counselling center, in privacy. The exit interview will be conducted at least one week prior to the last day of work as the employee then feels less vulnerable and more willing to be open with feedback. The employee's signature on the interview form is optional, and not be solicited. At the end of the face-to-face interview process, the employee counsellor should thanked to the departing employee for their time and feedback. In addition, they should also reminded that the information would be treated as confidential, and that it will be used to address areas of the organization which are needing improvement in order to enhance employee retention and employee morale.

In non-voluntary employment termination, company conducts exit interviews respect to the aforementioned process. Nevertheless, there are cases that employees not provided one-month notice, and notice has given on the last day of employment. In such cases, same exit interview procedure is applying for employees. In the present study, sample was non-forecasted MOs, accordingly the researcher conducted counselling to employees the day that they gave the resignation letter, or after few days or the day, they inform they will leave in near future.

10.3 Conceptual framework to the study

One of the specific objectives of the present study was, develop the conceptual framework for the study. Accordingly, the conceptual framework developed based on the findings of the study. In sum, the study concluded that there is an impact of counselling on employee retention at the exit interview. Supposing to that outcome study revealed how does each of counselling techniques impacted on employee retention. The researcher interviewed twenty (20) MOs, and among them four (04) MOs resigned after the counselling session at the exit interview. Behavioural Therapy, CBT, Psychoanalysis Therapy, Existential-Humanistic Therapy have used to conduct counselling for MOs. Below each of therapies used best suit techniques. Accordingly, aversion therapy, exposure therapy, and biofeedback technique below Behavioral Therapy, modifying dysfunctional thinking and behavior and, REBT as CBT, and Logo therapy as Existential-Humanistic Therapy used to conduct effective counselling sessions. Few cases were conducted by using blend of therapeutic method such as, Existential-Humanistic Therapy with Behavioural Therapy; Psychoanalysis Therapy with Behavioural Therapy, Psychoanalysis Therapy with CBT, and Existential-Humanistic Therapy with CBT. Finally, it can be concluded that counselling is the independent variable and employee retention is the dependent variable of the study. Behavioural Therapy, CBT, Psychoanalysis Therapy, Existential-Humanistic Therapy are dimensions of the independent variable.

XI. Recommendations

An existing individual is, in fact, a teeming repository of all the experiences acquired over his/her period of tenure. Passing on these experiences in a way that illustrates how a company, does its business provides a powerful management tool to induct a successor quickly, efficiently and cost-effectively into the new job and the new company (Kransdorff, 1995). Further, he has revealed that by expertly recording the outgoing individual's memories, and experiences for the benefit of the organization. Specifically, the reason why the oral record is so effective at doing this is because individuals are generally better speakers than they are writers. As such, their spoken word is a more efficient way of conveying the abstract, and complex nature of elements like corporate culture and management style.

Concerning, the present study interfered into exit interview to test the impact of counselling on employee retention. Accordingly, found, as in sum there is an impact of counselling on employee retention. But, such impact can be illustrated in detail while demonstrating the recommendations for organizations, especially for employee counsellors, including what are the effective counselling techniques that can be applied at the exit interview time to change the mind of employees as to retain in the organization. So, suggested techniques are;

1. Use aversion therapy below Behavioural therapy Behavioural therapy can be applied in many forms as Systematic Desensitization (Weiten, 2007), Exposure Therapies (Corey, 2005), Aversion Therapy (Weiten, 2007), and Biofeedback (Weiten, 2007). However, the present study suggests that use aversion therapy lonely as counselling techniques in order to change the mind of employee as to retain in the organization. Aversion therapy is the most controversial of the behavioural treatments and is used by therapists as a last resort to an aversive behaviour (Weiten, 2007).
2. Use modifying dysfunctional thinking and behaviour, and REBT below CBT Modifying dysfunctional thinking and behaviour, and REBT techniques are proposed to use as counselling techniques to change the mind as retain in the organization (Proudfoot et al, 2009). Below CBT, there are many techniques such as modifying dysfunctional thinking and behaviour, REBT, and reinforcement (Pucci, 2001), nevertheless the

- present study suggests to use modifying dysfunctional thinking and behaviour, and REBT techniques to gain expected outcome as changed the mind of employee to retain in the organization moreover.
3. Use free association, and modifying dysfunctional thinking and behaviour together (blend of Psychoanalysis therapy and CBT) The present study suggests, in the counselling session initially use free association technique to find employee's real issue which caused to resign, and apply modifying dysfunctional thinking and behaviour technique to change the mind of employee.
 4. Use free association and exposure therapy together (blend of Psychoanalysis therapy and Behavioural therapy) The researcher suggests to use free association technique, and exposure therapy to conduct counselling during the exit interview time. Free association means create proper environment to the counselee to share real feelings and bring the real issue in to surface. Exposure therapy is about give an exposure to the person and by learning the person changed the behaviour.
 5. Use anamnesis and biofeedbacktogether (blend of Psychoanalysis therapy and Behavioural therapy) The researcher suggests to apply anamnesis and biofeedback techniques as counselling techniques. Anamnesis is not only of bringing back to life memories buried under the load of years, but also of reinforcing the healing energies and powers. Biofeedback involves the therapist getting feedback of the client's bodily functions and in turn providing the information to clients to help him or her engage in relaxationtechniques (Weiten, 2007).
 6. Use logo therapy and exposure therapy together (blend of Existential-Humanistic therapy and Behavioural therapy) The study suggests to use logo therapy, and exposure therapy to change the mind of employee as to retain in the organization, hence this combination generated positive outcomes to the present study. So, the present study suggests that employee counsellors can be conducted effective counselling sessions by using aforementioned psychotherapy techniques during the exit interview time in order to change the mind of departing employee. However, the application of therapeutic techniques are subject to the situation. Above suggested techniques verified that counselling supposed to change the mind of employees as to retain in the organization, and such changes occurred as a result of use of aforementioned counselling techniques nevertheless application of different technique is depending on the case. Therefore, in sum, the researcher concludes that there is an impact of employee counselling on employee retention nevertheless, techniques or therapy used in those sessions were different by situation. It supposed to implies that the counsellor should apply therapy based on the situation that employee confronted.

XII. Conclusion

HR is the most important resource within any organization hence; HR is the one and only live resource in the organizations (Opatha, 2009). It supposed to rationalize that HR is the key to determining organizational success. However, employee retention identified as a challenge in today's world of work. Accordingly, the researcher conducted an action research to find the impact of counselling on employee retention at the exit interviews of the selected apparel company. This selected apparel company is, reputed as one of the largest clothing manufacturers in Asia. Company records revealed that LTO is a major issue among MO category, hence per month LTO is nearly 100. Hence, the present study examined, what is the impact of counselling on employee retention at the exit interview? The general objective of the study was to identify the impact of counselling at the exit interviews. Specific objectives were, to examine the process of exit interview, to construct a conceptual framework to the study, and to provide recommendations to reduce turnover in MO level. This study is mainly qualitative in nature. Sample was twenty (20) MOs who were not identified by the management, as would be leaving in the following month (non-forecasted). Study was cross sectional; hence, data collected within a particular period as in between April-May in 2016. Convenience sampling techniques used to collect data. Hence, exit interviews cannot be predicted from non-forecasted employees. Therefore, the researcher conducted counselling at exit interviews days based on the time the researcher could approached the interview. Primary data gathered through interviews, and counselling sessions and counselling conducted by the researcher. For the interview, semi-structured, open-ended interview questions were prepared by exploring literature review. The grounded theory, data analysis method used to explore, and analyze the interviewed data to discover the central themes, meaning of the exit interview, and counselling.

Throughout the study, established objectives were achieved successfully, and developed the conceptual framework by verifying that there is an impact of counselling on employee retention at the exit interview. Hence, findings showed that from the sample of twenty (20) MOs, sixteen (16) MOs retained in the organization. Accordingly, recommended to apply aversion therapy, exposure therapy and biofeedback below Behavioural Therapy, REBT, and modifying dysfunctional thinking and behavior below CBT, logo therapy below Existential-Humanistic therapy, and free association and anamnesis below Psychoanalysis Therapy to conduct effective counselling sessions. Furthermore, recommended that occasionally use combined therapies such as Existential therapy with Behavioural therapy, Psychoanalysis therapy with Behavioural therapy, and

Psychoanalysis therapy with CBT to retain employees through counselling sessions. However, the application of therapies are depending on case-by-case or situation by situation.

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