



TRANSFORMING HR STRATEGIES THROUGH EMPLOYEE EXIT DATA ANALYTICS IN THE PAINT INDUSTRY

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Abstract:

This study focuses at how HR procedures in the paint industry can be transformed through the use of employee exit data analytics. It focuses on figuring out the primary drivers of employee turnover and assesses how exit data may help make better decisions to increase engagement and retention. The study examines important factors such work-life balance, professional growth prospects, managerial assistance, job satisfaction, and pay. Chi-square testing and descriptive analysis were two statistical techniques used to analyze employee data. The results show that companies can identify the root reasons of attrition and create proactive HR policies by using structured analysis of exit data. The study comes to the conclusion that long-term sustainability, organizational performance, and staff retention are all improved by the efficient use of departure analytics.

Keywords: Employee attrition, HR analytics, exit interviews, retention strategies, paint industry, employee satisfaction

1. INTRODUCTION

Data-driven HR strategies are becoming more prevalent in today's corporate environment as companies perceive talent as a critical strategic asset. Employee leave data is now considered a useful source of strategic intelligence in the paint industry rather than just a record of attrition. Identifying underlying problems with retention, leadership efficacy, workplace culture, and career development is made easier by analyzing variables like tenure, reasons for leaving, and employee feedback. Exit analytics provide a thorough knowledge of the employee experience when combined with other HR indicators, such as engagement and recruitment statistics. This strategy improves employer branding, lowers attrition, and facilitates well-informed decision-making. Therefore, it is possible to turn employee departures into chances for organizational learning and ongoing development.

2. REVIEW OF LITERATURE

Jessien Law Jia Xin and Nomahaza Mahadi (2024) explored the application of HR analytics in managing employee attrition through data-driven strategies. The study emphasized the role of HR dashboards and advanced analytics in identifying attrition patterns and improving organizational performance.

Margaret Churchill, Henndy Ginting, and Agung Wicaksono (2023) examined employee turnover in SMEs and identified compensation dissatisfaction, lack of career growth, and work–life imbalance as key drivers of attrition. The study highlighted the importance of leadership and organizational culture in retention.

Aliya Sultana, T. Narayana Reddy, and P. Hameem Khan (2019) analysed the role of exit interviews in improving employee retention. The study found that structured exit interviews help identify true reasons for turnover and support organizational policy improvements.

Dr. Mousumi Sengupta, Dr. Nilanjan Sengupta, and Kaushik Bandopadhyay (2018) highlighted the strategic importance of exit interviews in identifying root causes of attrition and improving employer branding and retention strategies.

Alex Frye et al. (2018) used machine learning techniques to predict employee attrition and found that tenure, age, and job grade significantly influence turnover. The study also emphasized ethical considerations in HR analytics.

3. THEORETICAL FRAMEWORK

This study's theoretical framework is predicated on the idea that a variety of organizational and personal factors impact employee turnover. Job satisfaction, pay and benefits, managerial support, possibilities for career advancement, and work-life balance are important factors.

When workers have a good work-life balance, clear career advancement, supportive leadership, fair compensation, and job satisfaction, they are more likely to stick with the company. On the other hand, the lack of these elements causes discontent and raises the possibility of employee attrition. The framework emphasizes that a combination of organizational procedures and employee experiences rather than a single element is what drives turnover.

CONCEPTUAL MODEL

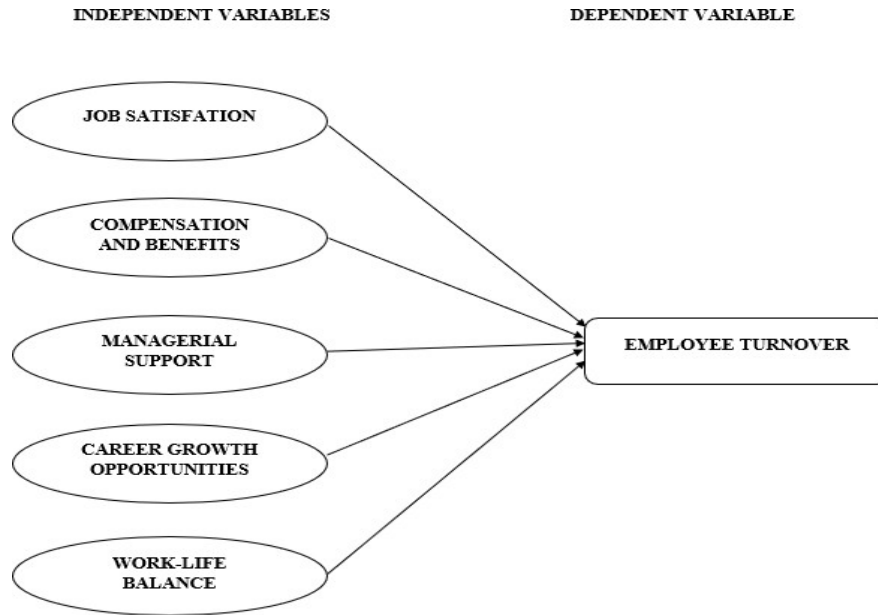


Figure No. 1: Conceptual Model

OBJECTIVES OF THE STUDY

Primary Objective:

To identify the major factors influencing employee turnover in the paint industry using employee exit data analytics.

Secondary Objectives:

- To evaluate employee satisfaction across key aspects such as rewards, job roles, career development, managerial support, and workplace environment.
- To analyse the influence of demographic factors such as age and gender on employee perceptions.
- To examine the relationship between supervisor retention efforts and employees' consideration of internal job change opportunities.

SCOPE OF THE STUDY

The study focuses on analysing employee exit data within the paint industry to improve HR strategies and reduce attrition. It examines voluntary employee exits across departments, roles, and job levels using structured exit interviews, surveys, and HR records.

Key areas include reasons for resignation, tenure trends, and employee perceptions related to leadership, culture, and career growth. The study aims to provide insights for improving retention strategies and organizational performance. However, it excludes involuntary exits and external company comparisons.

LIMITATIONS OF THE STUDY

The study is limited by a relatively small sample size, which may not fully represent the entire workforce. The findings depend on the accuracy of employee feedback, which may be influenced by personal bias or incomplete responses. Additionally, the study covers a limited time period, restricting the analysis of long-term trends.

3. RESEARCH METHODOLOGY

RESEARCH DESIGN

The study adopts a descriptive research design to analyse employee exit data and understand the factors influencing turnover without manipulating variables.

POPULATION AND DATA COLLECTION

The study population consists of employees who have exited the organization.

- Primary data was collected through structured exit interviews and questionnaires.
- Secondary data was gathered from HR records, reports, and industry publications.

TOOLS FOR ANALYSIS

Descriptive statistics were used to analyse demographic data, and Chi-square tests were applied to examine relationships between variables.

ANALYSIS

DATA ANALYSIS

The analysis begins with a descriptive examination of employee demographics and exit-related factors. It provides insights into workforce composition, employee decisions, and managerial retention efforts.

Table No. 1: Demographic Profile of the Respondents (N = 109)

Gender of the Employees		
Gender of the Employees	Frequency	Percent
Male	105	96.3
Female	4	3.7
Total	109	100.0
Employees Considering Internal Job Change Proposal		
Internal Job Change Proposal	Frequency	Percent
No	78	71.6
Yes	31	28.4
Total	109	100.0
Supervisor Actions Taken to Encourage Employees to Stay Factors Influencing Employees Decision to Join New Organization		
Supervisor Actions to Encourage Employees	Frequency	Percent
There were no actions (Discussion not Happened)	44	40.4
Proposal to extend/change the scope of work	21	19.3
Change in terms of employment (Other Monetary benefits)	4	3.7
Change of Remuneration	6	5.5
Promotion proposal	9	8.3
Change of Work Location	15	13.8
Other	10	9.2
Total	109	100.0
Factors Influencing Employees Decision to Join New Organization		
Factors Influencing Decision to Join New Organization	Frequency	Percent
Better Job Role / Designation	39	35.8
Better Salary	27	24.8
Job Location is Native Place	10	9.2
Better Employee Welfare	7	6.4
Other	26	23.9
Total	109	100.0

Interpretation:

The data indicates a predominantly male workforce, with limited female representation. Most employees did not consider internal job change opportunities, suggesting low internal mobility preference. A significant proportion reported no retention efforts from supervisors, indicating gaps in managerial intervention.

The primary reasons for leaving include better job roles and higher salaries, highlighting the importance of career growth and compensation in employee retention.

CHI-SQUARE ANALYSIS

Hypothesis

Null Hypothesis (H₀): There is no significant relationship between supervisor retention actions and employees' consideration of internal job change.

Alternative Hypothesis (H₁): There is a significant relationship between supervisor retention actions and employees' consideration of internal job change.

Table no. 2: Chi-square analysis table

		Before deciding to leave our organization, did you consider internal job change proposals?		Total
		Yes	No	
What actions has your supervisor taken to encourage you to stay?	No Actions	13	31	44
	Proposal to Extend	6	15	21
	Change in term of Employment	0	4	4
	Change of Remuneration	2	4	6
	Promotion Proposal	3	6	9
	Change of Work Location	6	9	15
	Other	1	9	10
Total		31	78	109

	Value	df	Asymptotic Significance (2-sided)
Pearson Chi-Square	4.448 ^a	6	.616
Likelihood Ratio	5.832	6	.442
Linear-by-Linear Association	.036	1	.849
N of Valid Cases	109		
a. 7 cells (50.0%) have expected count less than 5. The minimum expected count is 1.14.			

Interpretation:

The Chi-square test shows that the p-value (0.616) is greater than 0.05, indicating no significant relationship between supervisor actions and employees' consideration of internal job change. Therefore, the null hypothesis is accepted, suggesting that retention efforts did not significantly influence employee decisions.

MANAGERIAL IMPLICATIONS

- Organizations should implement structured career progression and transparent promotion policies.
- Compensation and benefits must be aligned with industry standards to reduce attrition.
- Managers should actively engage with employees through mentorship and feedback.
- HR should leverage exit data analytics for proactive decision-making.
- Training and development programs should be strengthened to enhance employee growth.
- Flexible work policies and employee wellness initiatives should be introduced to improve engagement.

4. CONCLUSION

The study concludes that employee attrition in the paint industry is primarily driven by limited career growth, dissatisfaction with compensation, and lack of managerial support. While employees value learning opportunities and work autonomy, the absence of structured career progression leads to higher turnover. The findings highlight that demographic factors have minimal impact, whereas organizational practices play a crucial role in retention. The study emphasizes that effective use of employee exit data analytics can help organizations identify key issues, improve HR strategies, and enhance long-term organizational performance.

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