

## ETHICAL HR ANALYTICS IN THE DIGITAL AGE: USING EXIT INTERVIEW MINING TO SUPPORT PURPOSE-DRIVEN RETENTION STRATEGIES

Sharda Singh and Anirban Nandi

In the present digital age, Human Resources (HR) needs to adopt data-driven tools and techniques to solve persistent challenge such as employee attrition. To analyze relatively less explored sources of valuable employee data, i.e., exit interviews, to understand the reasons for attrition among IT/ITES employees through data mining techniques. Thoughtful exit interview data can be an important source to conduct attrition and retention research. As the data is in textual form, data mining tools like text and sentiment analysis are effective in analyzing it. Data mining techniques, namely, text analytics and sentiment analysis using RStudio, have been used to uncover the underlying meaning of the contents provided in exit interviews regarding attrition by Indian IT/ITES employees. There are three important findings in the present study. First, the more experienced employees are facing more pressure in their work environment. Second, supervisors have a lot of roles in the retention of their employees. Third, employees consider working in the IT/ITES sector as prestigious, which leads to further satisfaction. HR managers were reluctant to provide exit interview data. The present study focuses only on the IT/ITES industry. Hence, generalizability is questionable. This research includes the development of targeted retention strategies tailored to the unique needs of millennial employees, informed by insights received from exit interviews. Organizations can use the retention model to enhance engagement, satisfaction, and loyalty, thereby mitigating turnover and preserving talent capital. Text mining and sentiment analysis is a new area entering behavioral research and business analytics. This study may encourage HR practitioners to use such tools for analyzing available data and using the results for strategic decision-making.

*Sharda Singh is Associate Professor, Department of HRM, Xavier Institute of Social Service, Ranchi, India, Email: shardasingh@xiss.ac.in, and Anirban Nandi, Human Resource Business Partner at Tata Consultancy Services – Kolkata, India, Email: anirban.nandi2@tcs.com*

**Keywords:** *Ethical HR Analytics, Exit Interviews, Artificial Intelligence, Text Mining, Sentiment Analysis, Employee Attrition, IT/ITES Sector, Sustainable HRM, Ethical Leadership.*