

EXIT TESTS AND INTERVIEWS OF OUTGOING WORKERS AS THE INSTRUMENT OF ORGANIZATIONAL LEARNING WITH REGARD TO SERBIA

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Abstract: *It is known that personnel processes are very complex and that their designing is different in relation to other organizational resources and potentials. Each element of this process is significant, because if deformation occurs in one, serious consequences are often caused with incalculable consequences on other elements. It turns out that the greatest attention in management literature and business practice is dedicated to recruitment, selection, acceptance and training of staff, because it starts from the view that these elements directly affect the business results. In this context, these processes are theoretically processed, and various techniques have been developed for its efficient implementation, such as: biography analysis, admission tests, interviews, problem solving, trial work, and so called unconventional techniques, such as: polygraphic and graphological testing, use of astrology, etc. The goal is to make the right selection and choose the right person for a specific job. Contrary to the above, the last element of the personnel process is conditionally stated "dispatch" of personnel to which the management literature has not dedicated even minimal attention, although this element is significant as others, because each admission is followed by a certain departure and there is no admission without leaving, i.e. departure without admission. Anyone who has been admitted must be adequately discharged, and those who leave must have previously been admitted, which in the best way indicating the causative consequential connections and relationships of the above phenomena. The reasons for these should be sought in reasoning in order not to have to deal with those who depart at any ground, because they are past, and the one who deals with the past as a rule loses the future, especially if they leave with their own will. However, leaving or departing a company on any ground must be subject to specific analysis, whereby different tools or techniques can be used, such as: exit tests, written reports, interviews, engagement of special agencies and specialists who can successfully test the reasons for people leaving, the satisfaction of the outgoing people, etc. This is a very efficient instrument of organizational learning, because, on the basis of the output documentation, there are possible mistakes in the management or organizational structure to be perceived, especially when it comes to the large fluctuation of employees. Diagnosing the causes why employees leave the company,*

or dissatisfied leave by the force of law, or why they leave with their own will from the organization, is a far more sophisticated way of learning and improving the organization than any other element of the personnel process. The aim of the paper is to point out the instruments and techniques that can be used in researching the "dispatching" of employees from organizations, as the final stage in the personnel process, in order to eliminate the reasons why employees leave, or causes of dissatisfaction if employees leave with their own will or by the will of employers and management, i.e. to point out an efficient way of organizational learning based on the analysis of the output documentation.

Keywords: *Personnel processes, "dispatching" of personnel, personnel fluctuation, exit tests, exit interviews*

1. INTRODUCTION

It has already been noted that the personnel processes are very complex and dynamic, among other things, because they are related to people, who are, as a rule different, have different desires and motives, react in different ways to one and the same thing and act in accordance with their interests. Therefore, a person is a social, but also interest being, which is often neglected in human resources and human resources management, leading to numerous problems in the relationship between employees and management, that is employers, especially in personal interests of employees are neglected.

Interest is a significant cohesive tissue that connects people to work together, in order to better realize their own interest. The reason for leaving or departing a company is most common in the sphere of interest, that is, in: higher earning, a better perspective of advancing the stairs of the hierarchical pyramid, a more interesting travel related business, and the possibility of acquiring additional knowledge from contacts with foreign partners, better interpersonal relations, etc. If in the human resources of a company the interest character of a human as a reasonable living entity is neglected, it is possible to create personnel policy and philosophy that will not be in the function of increasing organizational performance and greater employee satisfaction.

Departure or abandonment of the firm is a sad act for every employee and it is in an administrative proportion with the length of time spent by an employee in an organization, because each change carries risks, especially when it comes to the new environment, whether it will be accepted and whether the individual will accept new rules, organizational climate, employees, etc.

Leaving the company is unpleasant for organization or management, especially in the case of quality workers, people who knew their business but who had a collective spirit and emitted positive energy in their work and communications with others. The management needs to fill in the place of the outgoing worker, and the question is how will the newcomers show themselves and how quickly they will be able to perform tasks and jobs, as his predecessor did, which is the issue of labour productivity. Wise managers will rather make efforts to maintain a quality worker, at the cost of meeting his requirements, rather than accepting a new, unknown for both employees and management.

In the Republic of Serbia, there is still not enough attention paid to personnel and staffing. This function is ideologized and politicized to the extent that there is no personnel policy as a result of managerial management activities and which would be in the function of achieving the set goals and achieving business success. Accordingly, there was little accounting for the admission, introduction, training, use and dismissal of workers, and where

the personnel processes were normatively regulating this area, their practical application was lacking. This applies in particular to conditional release or dismissal, whether voluntary, departure due to statutory or other regulations (retirement) or forced departures, such as dismissals by the employer. It turns out that research on this topic was not carried out in R. Serbia, or they were not sufficiently transparent, or accessible to scientific and professional literature (Ž. Radosavljević, 2007).

Contrary to the above, in large companies, discharge, or escorting personnel, proper attention is paid, although this is conditioned by a number of factors, primarily organizational culture, professionalism of management and developed practice on this issue. There are standards and procedures here, clearly detailed output documentation, procedure and outcome test results, interviews and written reports, and the authority to whom the outgoing documentation is delivered, that is, the handling of the outgoing documentation in the elimination of the causes for which people are leaving, or the reasons why they are leaving the company dissatisfied. In other words, this analysis of outgoing tests, interviews, written reports, or agency research of learning sources is often very cheap, but very efficient and effective. Some companies organize the collection of output documents for outgoing workers, but they do not use them to improve organizational performance, while other organize and use them to eliminate the causes that lead to the departure of employees.

The outgoing test and the satisfaction survey of outgoing employees in the R. Serbia has not been applied even when it comes to managers, even to those who made significant results since the founding. It has been shown that interviews and outgoing tests were not performed with exceptionally successful managers, but they often left dissatisfied, just because they were successful. It is clear that these surveys do not have any benefit for outgoing personnel, but they can be useful for the organization, but also for those who stay in the company, or who will be employed in the company.

This issue gets especially important, if there is a large fluctuation of managerial leading personnel and especially with managers who leave with their will from the company. An example of the outgoing selector of the national football team of Serbia in 2017, who after a decade secured Serbia's place in the world championship, confirms it best. While Germany has changed nine selectors in 90 years, Serbia has changed the number of selectors in ten years. The scant explanations of the selector's reasons for leaving create a space for manipulation. A similar situation exists in business organizations. One thing is certain, and it's a bad practice to change individuals even when they achieve great results, because someone will find it difficult to decide to take responsible positions if someone can "chase him out" of the organization even when he achieves remarkable results. The load is certainly also on the one because of who the coach has left his / her position, that is, the one that inherits the successful coach, especially if new people do not achieve the expected effects.

Companies in Serbia who tried to conduct outgoing management tests were in doubt about who should organize and conduct the test, how to design the test, when to organize it, where to organize it, to whom to deliver the test results, or how to process the results of the test, and finally how and where to keep them, and how to use them for learning and acquiring new knowledge. With each of the above questions, it is useful to add a question: why, or why it should be organized by precisely that body, not someone else, why organize it precisely then, why deliver the test results to it, etc. Without going deeper into this issue, the strategic level test should be organized and implemented by the managing authority, that

is, the one who appointed the top management, and for the lower levels this role should be taken over by the managing director.

2. RESEARCH AND RESULTS

The research in this paper included 158 respondents, of which 88 voluntarily left the company, 42 respondents who left the company under the law of retirement or other legal regulations and 28 respondents who left the company due to the termination of their employment contract by the employer or management. The total number of respondents is 158.

The basic hypothesis starting from in this paper is: In the republic of Serbia, the outgoing test, or an interview to determine the cause of leaving the company by quality outgoing workers, was not applied even to a minimum extent, thus missing a significant basis for creating an organizational environment that would reduce the departure, or outflow or fluctuation of quality personnel.

Auxiliary hypothesis 1 reads: Readiness to outgoing test is conditioned by the reasons why employees leave the company. The smallest degree of relevance for an outgoing test, or an interview, is indicated by those who are terminating the employment contract, while the highest degree of readiness is expressed by those who voluntarily leave the organization, or outgoing personnel due to legal regulations.

Auxiliary hypothesis 2 reads: The willingness to be tested and objectivity of the test or interview depends also on the professional qualifications in all the reasons for leaving the company, since it is the assumption that the highest readiness at the interview is expressed by those with a high degree of qualification and who voluntarily left their company.

The auxiliary hypothesis 3 reads: The level of satisfaction of employees and outgoing workers in Serbian organizations is very low, which diminishes the willingness of outgoing employees to provide a quality and objective exit interview, test, or other form of informing management.

The research was carried out on the basis of: an outgoing test- a closed-type questionnaire, in which for each question, the offered answers were provided to which the respondent was supposed to circle the appropriate answer.

The research was carried out in the period from September 1 to October 31, 2017.

2.1. Research of outgoing instruments in companies on a global scale

The fact is that highly developed countries have the most developed and most successful management. Although the classic way of organizing and managing still dominates in this management, in most of the world's market countries, there is almost a crystalline attitude that the key factor of modern success lies in human potentials. In this context, numerous techniques and methodologies for the professional collection of relevant information on potential candidates for admission to the organization have been developed, such as: work biography, recommendations, psychological tests, interest and knowledge tests, interviews, unconventional methods and techniques, trial work, etc. Successful organizations also deal with outgoing documentation with the aim of researching and reaching information about the impression and satisfaction of incoming people from the company, on various bases. Certainly, a comparative analysis shows that theoretical, but also practical documentation

and information for entering the organization is far more developed than the output documentation.

Research on outgoing instruments at the global level shows heterogeneity, i.e. that the results differ significantly from the structure of the respondents, but also that the output documents are often not used to improve the conditions of business and to eliminate the causes due to which employees leave the company. If that's the case, it's minimal, which could imply abandoning this learning and organizational enhancement tool. This is confirmed by research carried out in Asian Pacific, Central American and South American companies. For example: (Spain and Groysberg, 2016, p. 7).

Outgoing documentation of outgoing people from a company makes sense if it produces business effects, or if it can be learned from it. In other words, if outgoing tests, interviews, discussions, written or oral reports are systematized and delivered to strategic management, conditions are created that they will produce a certain effect, thus fulfilling their purpose. Otherwise, the output documents become the purpose and goal of themselves and it is better not to undertake any activity on this issue, if knowledge and information are not transformed into actions to improve the organization.

“92% of Asian Pacific companies are carrying out mandatory outgoing interviews, a result of a strong labour market in Asia. However, these companies very rarely undertake some actions based on the implemented output documentation. It was also found that tests, or questionnaires designed to perform exit interviews, are not very applicable in Asian culture because they have a different understanding of interpersonal relationships, as well as a different attitude towards work and organization, and especially when it comes to loyalty and responsibility of employees for the results and the reputation of the company. “

Japanese companies have a high level of socialization of the organization. Employees in Japan live in a group and for groups and remain loyal to the company even after retiring, while leaving the company is a rare case. “Many observers believe that this is a reflection of the ingrained cultural features emerging from the Japanese version of Confucianism that highlights loyalty. Although in the period from 1955 to 1964, Japan lost more working days per worker in strikes than Britain or France, countries in which there was no harmony between workers and employers. Accordingly, Japanese companies do not have exit tests, or interviews, and if that happens, nothing changes significantly in the organization. The situation is similar with Sweden, which confirms that countries where there is a high degree of socialization of labour and in which management professionally carries out tasks from the point of view of the social component, there is no need for exit tests (Ha Jun Chang, 2016, pp. 278-279).

When it comes to the Central American and South American companies, the situation is somewhat different, as about two-thirds of them carry out obligatory interviews, which are why they belong to countries, that is, regions with the least use of output instruments. The largest use of outgoing interviews and other instruments in improving the organizational climate and reducing staff outflows has been observed in the United States so that it becomes the leader on this issue in the world and the country. The largest number of world followers for this, but also other business issues, takes this country for benchmarking.

The implementation and use of output documentation on a global level varies by activity. The service sector, especially the so-called free professions such as legal advocacy and consulting services, accounting financial, insurance, artistic professions, public services,

medical and other areas in which the output instruments are least used and applied. This is understandable when one takes into account the nature of the activities themselves and their relative free functioning. However, these activities depend to a large extent on competent employed individuals, and they also use informal forms of employee satisfaction survey and take measures to prevent and reduce the outflow of staff. In the case of the intention to leave the company, in these activities it is more likely that the reasons for leaving are removed and personnel kept in the company, which is understandable, given that it is a very competent and also scarce staff. These companies argue that in order to train and create a good lawyer, financial expert and consultant, insurance advisers, medical experts and consultants, management experts, etc. it takes a long time for their creation, and every arrival or reception of a new one, as a replacement for a departing worker, is a risky job on various grounds.

The size of a company may affect the need to organize outgoing interviews, tests, conversations, and written reports. In the case of large transnational-type organizations, where outflows can become a major problem for their successful business, it is almost inevitable to organize and conduct outgoing testing. In small companies, there are usually no strictly formalized systems and relationships, but informal, often friendly relations, where everyone knows more or less all about everyone, and exit testing is not necessary. The reason for the eventual departure of the employee would be known to all, thus losing the purpose of the exit testing. According to the aforementioned study (Spain and Groysberg, 2016): "about 87% of output reports of medium-sized companies are part of a mandatory managerial program, while that percentage is 77% in large and 66% in small companies."

Technological and technical equipment may also affect the intensity and dynamics of organizing the making of the outgoing documentation. In companies that have greater presence of people working, where processes are not mechanized and where a greater presence of a man is required, there is a greater likelihood of "friction" between individuals, or between individuals and the management, so outgoing testing is necessary here, especially if it is about a larger and dispersed organization. In organizations where there is a large presence of past work, or where there is a higher degree of mechanization, the frequency of testing may be smaller, which is logical, since the reliability of each system is greater, if it is dominated by a technical factor, mechanization and robotics. It turns out that robots do not choose and do not require higher pay, better working conditions, better status, etc. so accordingly they cannot choose a company that will provide them with better conditions than the existing one. In these circumstances, human potential is more satisfactory, since many operations are taken over by machines and robots (Ž. Radosavljević, *A man in a highly developed societal society*, 2016, pp. 31-45).

Regardless of the variety of approach and the different treatment of the output documentation and its usefulness, the introduction of this system is useful because the very idea that there is a system of outgoing tests and other documentation is of great value given that it creates the impression that management is interested in diagnosing the reasons for fluctuation or abandonment by employees. The dilemma should not be whether exit tests, interviews and conversations should be, but rather how to improve these instruments in order to be more effective in managing human resources and in general the business of the company. This is due to the increasing presence of companies professionally engaged in this business, such as: agency, consulting, consulting and others. According to studies by E. Spain and B. Groysberg, companies that handle "management consulting use output instruments in

about 65% of cases, non-profit organizations in about 57%, while the least presence of 20% was recorded in utility companies and in educational institutions in 11% of cases.” (Spain & Groysberg, 2016, p. 7-8).

2.2. Researching exit documentation for workers leaving the company in R. Serbia

The research of the exit documentation can be done from different aspects and with the analysis of various elements. For more precise analysis, the type of exit documentation, exit test, exit interviews, written reports, and interviews can be of paramount importance. Each of these elements can also be of significance. When it comes to interviewing it is important: who will interview, where and when, whether according to pre-prepared or spontaneous questions. The quality, or objectivity of interviews, depends on whether it is performed by a direct manager, or senior management, trained personnel from the HR, or this job is entrusted to specialized agencies. The situation is similar when it comes to the exit test: type of test (open, or closed type) which questions are asked, number of questions, duration of testing, individual or group making of tests, etc. (F. Bahtijarević-Šiber, 1999, pp. 939-963). In this part, only part of the questions will be addressed, that is, those that show the greatest impact on the objectivity of the exit documentation and its further use for learning of both the organization as a whole and individually.

2.2.1. Normative arrangement of exit documentation in organizations

The starting point for each activity in the organization is the normative arrangement as the basis for each activity. In this context, there are at least two problems: The first is that organizations can normatively regulate, or draft, standardize and procedural arrange some issues and activities, but that it is not implemented, and it is possible that some issues are not normatively regulated, but that they are still realized. Management Science provides a number of rules and techniques that allow potential outgoing people, when and under what circumstances to leave companies like, “If you decide to leave the organization, do it when it’s convenient for you. One should go under the most favourable conditions. One should not wait for the situation to become really bad or unpleasant. It is necessary to leave while the man is still in the advantage. “ (R.J. Aldag and T.M. Stearns, 1987 pp. 843-844.) Successful companies have statutory or organizational issues when leaving or dismissing employees, but they consistently implement what they have regulated. They have an exit test in the function of organizational learning and organizational performance improvements.

When it comes to Serbian enterprises, there is a problem in the normative, but also practical implementation of activities related to departure, leaving, or dismissal from the company. Serbian managers do not recognize the need for the normative arrangement of the output documentation. In certain statutes in organizations or organizational manuals the issue of testing is modestly referred to as testing, or interviewing of outgoing individuals from the organization. These are mainly large organizations, that is, systems that in some form of direct investment or through joint ventures have established their companies in Serbia, which can be seen from the data in the following text.

Out of the total number of respondents who left the firm (158), 91% stated that their organization did not normatively regulate some form of interview, exit test, written report,

interview, or other forms of access to relevant information about the reasons for leaving the company. Only 14 or 9% of companies have in some way regulated the issue of the exit test, but none prescribed a mandatory exit test or interview in their normative acts. This area or issue is not regulated by any organizational instructions, program, or plan, nor is it as such established in organizational systems, which shows that the output documentation is a completely unknown instrument for determining the situation in organizations by numerous elements, in order to improve and enhance individual business elements.

By analyzing 14 companies that have some sort of access to information from outgoing people, only one company or 11% belongs to a medium-sized group of companies, while 8 companies or 89%, and belong to large organizations, measured by the number of employees. Small enterprises in the survey did not have any respondents who would decide that the issue of outgoing documentation was regulated in them. So, only 9% of the respondents stated that in the normative acts or procedures for leaving, some kind of interviews, farewells, interviews, etc. were envisaged. However they cannot be considered as output documents that can significantly improve the potential weaknesses in the organization.

This issue is normatively regulated only for those who retire, who leave on the basis of professional illness or injuries, but these issues relate to legal frameworks and conditions, that is, procedures, which is irrelevant to this paper.

2.2.2. The practice of exit test or interview in Serbia

Serbia, as a country that has been in transition for a long time, does not pay enough attention to management, or human resources, as a key factor for any success. It is still considered that material resources are decisive for the survival, growth and development of organizations, and also that anyone can deal with management, including “professional amateurs.” High level of ideology, politicization and non-professionalism in management has completely neglected personnel processes, especially when it comes to selection, entry and training of personnel, i.e. exiting or leaving the organization by personnel. The introduction, or the establishment of ideology and politicization in the constitution of a social or organizational order, at the same time signifies the spread of subjectivism and the prevention of objectification of the perception and presentation of the components and characteristics of the subject of research or of the manifested problems” (Vučenović, 2004, p. 10).

When asked whether in your organization, regardless of the fact that the issues of collecting outgoing documentation and information the exit tests, interviews or other forms of information about the departing people are practiced, of the 158 respondents, 83% or 53% of respondents answered yes of the total number of respondents. This shows that the exit informing is spontaneous; thanks to the enthusiasm of the various levels of the management structure and that it is not part of the work program and management philosophy of Serbian companies, and even less the obligation of the management structure to provide outgoing information. The largest number of surveys, or exit documents, is practiced during voluntary departure. Out of the total number of voluntarily leaving individuals (88), 45 respondents identified for some form of outcome tests, interviews and discussion, which is slightly more than half of the respondents, i.e. 51%. When it comes to the exit documentation for those who are dismissed by the employer, of a total of 42 cancellations, only for 17 or 40% some kind of output documentation was organized. The largest number of output documents is applied to those who leave the company by force of law (pension), or because

of injuries, that is, professional illnesses and ill health. Out of the total number of retired respondents (28), 21, or 75% said that some kind of interviewing, conversation, etc. was organized for them. However, here too, there is no obligation to obtain output documents from pensioners, or other outgoing individuals on various grounds. A more detailed structure of the output documentation for certain reasons for leaving the company is shown in the following table:

Types of exit tests	Voluntary departures		Dismissals		Retirements	
	Number	%	Number	%	Number	%
Exit test	10	22	-	-	3	14
Interview	14	31	5	29	7	33
Conversations	21	47	12	71	11	53
Total	45	100	17	100	21	100

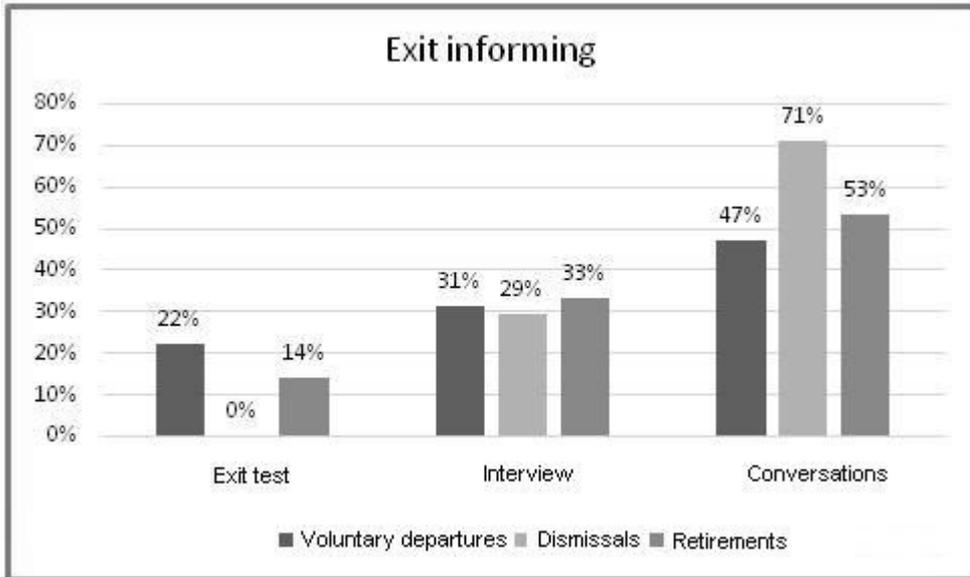
It is evident from the review that the output test is mostly organized by employees who voluntarily left the company. Out of the total number of respondents, 22% said that they had some type of interviews when leaving the company, while for the employees who received the cancellation an exit test was not organized. In the case of pensioners, that is, those who by force of law or for other legal reasons left the company, the outcome test was organized for 14% of outgoing individuals. This structure is expected and is related to the willingness and mood of outgoing employees to perform testing. In other words, those who leave voluntarily are more prepared for some kind of output document than those who get dismissed from the employer and after this act usually arise unpleasant, and often, "hostile relationships" between the organization, that is management and employees who are fired. Pensioners, especially those who spent a longer part of their working life in the company, are more likely to be satisfied and show greater readiness for the outcome test, believing that they will have an impact on the organization's improvement in the future.

When it comes to interviews, their distribution was different. For those who voluntarily leave the company, for 14 or 31%, an interview was organized, for those who received a cancellation interview was organized for 5, or 29%, and for pensioners 7 employees or 33%. It is surprising that for 29% of respondents who were dismissed from the company interviews were organized. Such a high percentage of those who are unwilling to leave the company is also possible due to the lack of a clear difference between interviews and conversations, and it is possible that with those who are leaving some conversations are carried out that are considered interviews. Percentage of interviews with pensioners is expected.

Conversations (formal and informal) are the most common ways of getting to the reasons for leaving the company in all forms of leaving the company. This is understandable, bearing in mind that, regardless of the cause of the departure from the firm, management, or direct managers try to do some sort of conversation. For the total number of respondents who leave the organization voluntarily 47%, for 71% of those fired, or 53% of those who leave the company by force of law conversations were done. The dilemma of this way of coming to the output information is that there are no standards for assessing the quality of the conversation, or whether they are performed in a formal or informal manner, whether this includes

a conversation between a direct manager or a senior management level, or conversation at farewell ceremonies, or interviews at informal places outside the organization.

Previous quantifications regarding the structure and distribution of individual output documents based on the reasons for leaving the company can be shown as follows:



Only 8 respondents, which is about 0.5% of the total number of respondents, said that when leaving their company, they had some form of conversation with direct managers, but that they were not interviews that would take place according to some methodology. The conversations were not formalized and they were a little related to business relations, and as such they cannot give positive outcomes.

Asked if the outgoing people would be prepared for some sort of exit test, or interview with management or other persons to explain the reasons for their departure or dissatisfaction, only 45% said they would do so under certain conditions. The highest readiness for the exit test, i.e. the interview, was shown by those who had to leave the organization for legal reasons, that is, because of fulfilling the conditions for retirement. Of the total number of retired respondents, nearly 80% said they would agree to an interview, i.e. an exit test to point out some weaknesses, or make suggestions for better functioning of the organization in the future. About 69% of respondents who leave the company with their own will say they would agree to exit testing, or interviewing. Complete unwillingness to the exit test, or an interview, was shown by those who leave the firm due to dismissal by the management. This shows that there is a willingness of outgoing people in Serbia to give their opinion on the company's situation, but that exit tests should not be organized for those who leave due to cancellation by management.

In the survey for this study, the question was asked: "Whether personnel leaving the company, see the meaning of an exit test, or interview", nearly 92% said they did not see the purpose of providing any suggestions, proposals or express their attitudes at the end of

their career in order to improve the organization. Only 8% of respondents opted to see the purpose of organizing some kind of exit documentation. This high percentage of negative responses to the purpose of organizing the exit test, or the interview turns into a kind of organizational (non)culture or climate in which it is almost impossible to speak or organize some form of outgoing information. (Z. Sušan, 2005, pp. 67-71).

When asked why outgoing individuals think that exit interviews or tests have no purpose, the most common answer was (68%) that the Serbian management structure is not ready to listen, or to hear suggestions from others, but rather prefer to listen to and meet the demands of its group on authorities, than the employee suggestions. Another reason for which 28% of respondents stated that there was no purpose to make suggestions or proposals at the end of their career and when leaving the company, as these proposals were not respected even during the active work. About 4% of respondents answered that outgoing interviews, or exit tests are subjective, since outgoing people are not motivated to objectify their attitudes, opinions or suggestions.

The quality of the exit tests, or interviews, is largely dependent on the satisfaction of those who are leaving. If the outgoing individuals were satisfied with their status, pay, work performance, careers and general service life, they would be more willing to give an interview or converse. Otherwise, leaving individuals, especially those who leave with their will, or because of their dismissal by the employer, are not ready for any kind of cooperation on this issue. In this context, two questions were raised. First, to evaluate the level of satisfaction with the company from which they leave from 1-5, where the rating one is the smallest degree of satisfaction, and the rating five is the top level of satisfaction. The second question that should have been answered with YES, NO, MAYBE, was whether they would help the company from which they were leaving if they were able to do so. The distribution of the answers received on both issues is given in the following table:

The degree of satisfaction	Voluntary departures		Leaving due to dismissal		Legal departures	
	Number	%	Number	%	Number	%
Score 1	48	55	31	74	8	29
Score 2	17	19	8	19	9	32
Score 3	10	11	3	7	4	14
Score 4	11	12	-	-	6	21
Score 5	2	3	-	-	1	4
Total	88	100	42	100	28	100

Generally speaking, the largest number of outgoing individuals from companies is dissatisfied. The biggest percentage of dissatisfied was shown by those who leave the company following the decision of the employer or management. Of the total number of those who left due to dismissal (42), 74% rated their degree of dissatisfaction with the lowest score 1, which was also expected, because more or less, regardless of the reason for their dismissal, leaving people are generally dissatisfied. If score 2 is added to this degree of satisfaction it can be noted that 93% of those who leave due to dismissals are completely dissatisfied, while only

7% have defined the level of satisfaction using the score 3. With scores 4 and 5 in this category of outgoing individuals there is no single respondent. In accordance with the above, an exit test, interview, or other form of obtaining information in these categories should not be performed.

However, the same conclusion applies to those who voluntarily leave the company. Out of the total number of those who voluntarily leave, more than half of them, or 55%, stated that their satisfaction from the outgoing company is rated 1, and if we add score 2 to this assessment, 74% of the respondents are generally quite dissatisfied with their companies. Only 26% of the total number of respondents stated that their level of satisfaction can be assessed with a score of 3, or 4, or 5. This means that almost three quarters of voluntarily leaving people are dissatisfied. Only 3% of employees who left the company assessed their satisfaction with score 5.

When it comes to those who leave for legal reasons, it turns out that over 61% of respondents rated their satisfaction with scores 1 and 2, which is also troubling. Of this category, 29% said that they rated their grade of satisfaction with score 1, and 32 with score 2, 4 respondents with score score 3, while 25% of respondents rated 4 and 5 respectively.

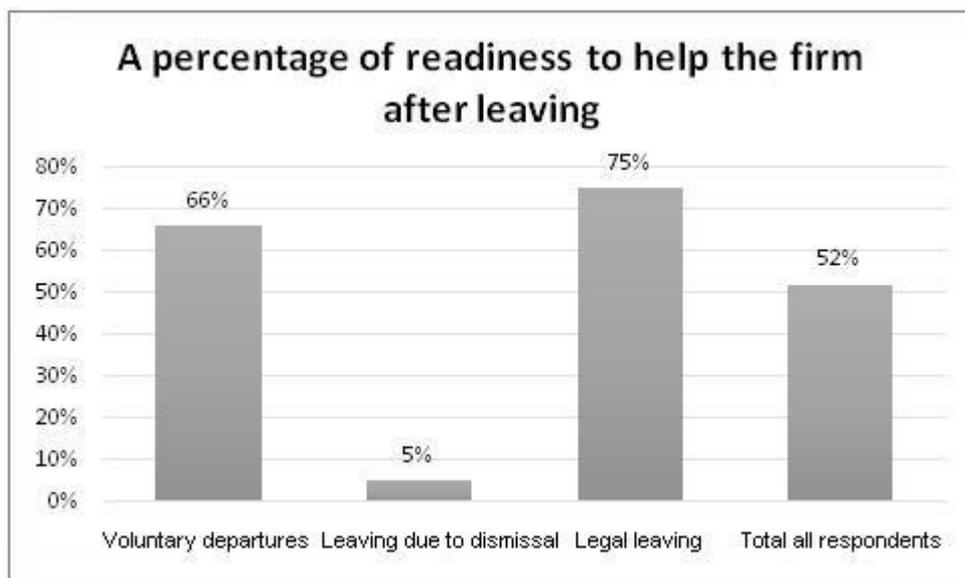
The general conclusion is that a large number of outgoing individuals from companies are completely dissatisfied with their status, satisfaction, achieved effects, etc. The dissatisfaction of those leaving for legal reasons (pension) is overflowing or transferred to the family or the local community, because their psychological state and health usually do not allow them to improve their status in the old days. The duration of existing dissatisfaction for those who voluntarily leave the company will depend on the situation in the new firm, and to what extent will it fulfill its expectations in the same way.

The second question in the mentioned study refers to determining the willingness of outgoing people to help their former company. This can be an important factor, perhaps the most objective criterion of people's satisfaction and real relationships with the company. Out of the total number of those who left the firm voluntarily (88), the readiness to help its previous firm accounted for 66%, which can be assessed as a high level of readiness. In the case of those who left the companies based on the cancellation of the contract of employment from the total number of respondents (42), only 5% expressed readiness to help their former company, while in the pensioners this percentage was 75%. Here, as with other issues, there are differences depending on the circumstances due to which they left the company, or from the educational level, which can be seen from the following table:

Professional qualifications level	Reasons for leaving					
	Voluntary departure		Departure due to dismissal		Legal departures	
	Number	%	Number	%	Number	%
Primary school	3	6	2	67	-	-
Secondary school	10	17	1	33	2	10
High school	10	17	-	-	6	29
University degree	26	45	-	-	11	52
Masters	7	11	-	-	2	9

Doctors of Sciences	2	4	-	-	-	-
Total	58	100	3	100	21	100

From the previous table, it can be concluded that out of the total number of respondents (158), most of the outgoing people did not show willingness to help their former firm, if they were able. Out of the total number of respondents 82 or slightly more than half, or almost 52% showed willingness to help their former company, if they were able, which can be relatively clearly shown in the following figure:



More important than the previous one is the structure of those who expressed their will and readiness to help their former company, given the objectively different possibilities of that willingness. Those who voluntarily left the company showed the greatest readiness to help the companies from which they left. Out of the total number of respondents (88), 58 outgoing people or 66% expressed readiness to help their former company. However, in this group there are differences, depending on the degree of professional development. The highest readiness to help their former firm was shown by those who had a university degree. Of the total number of volunteers who left voluntarily, 45% of highly educated individuals expressed this readiness, which is logical given that they also have a greater possibility, but also a higher degree of social awareness about the need for connecting, assistance and accountability for the general survival of the business. In second place, according to the willingness of those who voluntarily left the company, showed people with secondary education level with 17%, followed by masters with 11% of the respondents.

When it comes to persons who left the organization on the basis of the employer's cancellation of an employment contract, it appears that there is very little readiness to help their former company, because of the total number of those who were fired, only 6% showed

readiness to help the companies from which they were discharged, while 94% did not show that readiness. The structure of this group is unfavorable, because this readiness is expressed by persons with elementary and secondary school, while in higher education, i.e. employees with high, university or master level, and doctors of science. In this group, there is almost no readiness for those who get fired to help their former company. Hence, it is a great skillfulness of management to dismiss an employee, but still remain in friendly relations with him, even when it comes to some major reason for termination. This is indispensable, since it can never be said with certainty how much damage an employee who has been fired and indignantly left the organization can incur to the organization. (Buckingham & Coffman, 2004, p. 184-185).

The highest willingness to help their former company was stated by those who left the company on the basis of legal regulations, that is, after they had fulfilled the conditions for going to the old age, disability pension, or left for other reasons imposed by the legal framework. Out of the total number of those who left under the law (28), 21 respondents expressed their readiness to help their former company, which is 75% of the total number of respondents. Those who have a high degree of qualification showed the greatest readiness to help. More than 50% of those with high qualifications, or 29% of higher education, showed interest in helping their company, that is more than three quarters of the total number of those who left the company. However, experience shows and proves that pensioners have small or no opportunities to help their former companies, since the end of working life often for most retirees represents passivity in work or working on less important positions in society or business. Nevertheless, the very desire and expressed willingness represent value for themselves, as it can be indirectly concluded that the largest number of pensioners remained in friendly relations with their former company.

3. CONCLUSION WITH RECOMMENDATIONS

In society, or the knowledge economy, as it is today and as it will be in the future, a person will gain more and more importance. Despite the dynamic development and advancement of new technologies, man, as the only conscious and sensible being, will not be marginalized, but on the contrary he will become more and more important in the part that is unique to him alone, that is, creating and giving ideas, and designing their operationalization. By introducing new technologies, man has been freed and is freeing from experiential and routine, repetitive tasks and operations, creating more space and potential for the emergence of ideas, as the highest quality tool for achieving personal, organizational and social goals.

In the mentioned context, the main objective is to preserve the existing professional and highly skilled personnel, while creating the conditions for permanent organizational learning. It is shown that the organization of exit tests is the most efficient and most effective way of learning and improving the organization, and practically, that is, applied knowledge that refers to a specific organization, which gives it even greater power. Strategic management creates visions, but also strategies to implement them, as well as programs for securing staff, their receipt, acceptance by the collective, training, use, motivation and finally dispatch, or the departure of those who leave with their own will, due to legal regulations, or due to the cancellation of an employment contract by the employer.

Previous analysis and research on a global level has shown that little attention is paid to the stage of dismissal, that is, departure of personnel from the company, even for those who spend most of their working life in the organization they leave. This is a big mistake, which negatively affects those who leave and who express dissatisfaction and disappointment. However, this also has a negative impact on those who remain in the organization, because their thinking goes in the direction that they will experience a similar fate. Departure is a natural thing and the right to choose the organization in which it will work is a basic human right. The departure and abandonment of the firm are a result of the nature of the work, because the man is consumed during work and is worn out to the extent that he is no longer able to reject the result he had in the previous period, so leaving is inevitable and by force of law.

Managerial leadership structure should organize and conduct exit tests, interviews, interviews or written reports from departing people in order to determine their degree of (un)satisfaction at work in a particular organization, the reasons for leaving when it comes to going to another company, as well as giving suggesting what to do, or what are the reasons to be corrected to reduce the fluctuation and outflow of staff. This is especially true for professional and highly competent personnel who are hard to find on the market and are kept as “pure gold”.

It is clear that exit interviews or tests are not goals, but tools for improving the business climate and employee satisfaction. Accent should be placed on preventive actions and procedures, instead of producing output documents, because those organizations that do not have an outflow of professional and competent staff, and therefore the need for exit documentation, are successful. Nevertheless, organizations should also get used to this way of investigating employee satisfaction and the organizational climate that exists in them.

Tactics and techniques for implementing the exit documents are different and depend on a number of factors, such as: the very understanding of management about the importance of this issue, the size of the firm, the technical equipment, the type of activity the company deals with, the organizational culture, or the climate that exists in the organization. Business or working culture in some countries is at such a level that it is unnecessary to conduct exit tests, interviews, or other documents, because it often brings out a written report on the reasons for leaving, in order to eliminate the causes that could lead other employees to leave the company. Thus, the creation and implementation of the exit test in some cultures is implied, while in other cultures it is difficult or almost impossible to organize a quality investigation of the reasons for leaving the company. Even when an exit test is organized, strategic management does not use this information for the organization to learn and to improve the organizational climate to the level that employees, and especially professional and high-quality personnel do not leave their organization.

Using research conducted globally, it is evident that the United States has the best developed practice in using exit tests, interviews, conversations for competent and professional individuals. These tests and interviews are followed by certain procedures and standards and are conducted separately for executives and other professional staff. To perform this job, there are trained personnel and teams, and the exit documentation is responsibly analyzed in order to uncover the risky conditions due to which professional staff would leave the firm. In Asian cultures, exit tests and interviews have been developed, and where they exist, they are not in the function of managing and improving business. The reason for this is in the fact

of the different perceptions and attitudes that Asian workers have toward work and organization, since through the organization they express their identity and recognition.

The analysis of the exit documentation in Serbia showed a dramatic situation on this issue. Approximately 9% of companies have normatively regulated and prescribed procedures for outgoing personnel, which is insufficient and negligible, although this is also the easiest part of the job in the despatching of personnel. This mainly refers to large companies operating abroad and often mechanically taking over the practice of foreign companies. The quality of the whole process of organizing the exit test could be highly objectionable. Therefore, the management, or management organs in the organizational systems of the Republic of Serbia, does not see the need to order this matter normatively and regulate, which would be the first important step in the improvement of human resources processes and generally in the management of human resources. This confirms the general hypothesis, which is evident in point two of this paper.

The smallest degree of willingness to give an interview is shown by those who have been dismissed by the employer according to the employment contract, while the highest degree of readiness is indicated by those who volunteer to leave and who have a university degree, as well as those who leave due to legal frameworks. This is confirmed by the auxiliary hypothesis number 1 as proved in segment 2 of this paper.

The readinesses to give an exit test and the objectivity of the stated attitudes in the same are conditioned by the level of the professional qualification. The highest level of readiness for the exit test is shown by those who have a high degree of education, while the lowest degree of readiness is expressed by outgoing individuals with a lower degree of professional education. In other words, people with a lower degree of professional qualifications, and especially those who have been terminated by a contract of employment, show least readiness, and also objectivity in the stated exit documentation, and thus this category should not be tested. In this way, auxiliary hypothesis number 2 in this paper was confirmed.

Due to the dissatisfaction of the outgoing workers, or the unwillingness to provide and objectify the information provided in the exit documents, one cannot speak of the quality performance of this activity. Therefore, where some forms of information are being organized by outgoing people, they are in a correlation with the degree of satisfaction and the reasons why employees leave. This confirms the auxiliary hypothesis 3.

For the quality of the exit test, or the interview, it is also important who performs or forms the exit documentation. These interviews are mostly conducted by direct executives in an informal and insufficiently standardized manner and are not accompanied by formal notes, or reports to be delivered to the HR or top management for consideration. Where sporadic reports are delivered and submitted, they are not used to eliminate the reasons why professional and highly competent staff often leave. In other words, from those who leave the company, the organization does not do anything to teach from them, or to improve the organization.

The classic and bureaucratic way of managing Serbian companies often functions on the principles: "one can do without anyone," "No one is irreplaceable," "Who wants better, the door is opened for him to leave," etc. It is clear that this relationship is unacceptable and that it rather shows the arrogance and misunderstanding of the modern business environment and the importance of staff for the organization's performance. It is logical to conclude that organizations that have good interpersonal relationships and where management puts

human resources at the forefront, will have a better organizational climate, good interpersonal relationships, and thus greater organizational performance.(M. Radosavljević & Ž. Radosavljević, 2015).

Experience, and everyday practice shows that there is a great disproportion between the declarative and the real. Significantly contributed to this also is the science of management, which has not paid enough attention to standardization and procedural personnel issues, or processes, in the context of human resources management, and especially when it comes to conditional staffing. Management, and often strategic management, finds it irrelevant, and even unnecessarily for the organization from which the employee leaves, as outgoing workers have completed their mission and as such represent the past, and that it should turn to those who are coming or the future of the company. On the other hand, it appears that there is insufficient evidence that firms that have a human relationship to human resources and who organize the departure of their employees on any basis (regularly due to retirement, or because of their own will) have better business effects, especially when it comes to transition countries, as many bureaucratic organizations that have institutionally solved personnel issues have better business results than companies that foster a democratic, or liberal management style.

This way, that is, lack of interest in obtaining free information about possible mistakes and omissions in the organization of staff dispatch and use of exit tests, interviews or conversations is possible, because in Serbia competence and expertise are not appreciated enough, and also the offer of average workforce is higher than demand, so every departure of the average worker is not difficult and to be quickly replaced. It is another issue with professional and highly skilled personnel who are scarce and who base their future on going to the companies of other developed countries.

Summarizing the previous research, it can be noted that the dispatching of personnel as an element of the personnel process and the exit testing is not sufficiently addressed in the management literature. Exit tests, interviews, official interviews and written reports by the manager are not theoretically formulated, and their practical application is lacking. Company systems in the Republic of Serbia have not yet recognized the organizational enhancement tool, due to unprofessional management and the relatively high offer of average workforce. In the perspective, as the demand for professional and competent workforce increases, the output documentation will gain importance.

Conclusions and recommendations from this paper are universal and can also be applied to other, i.e. non-business, or non-profit organizations. Educational institutions of different levels could, at the end of the completion of some educational levels, organize a compulsory exit test in order to determine the level of knowledge, skills and abilities of the outgoing students or pupils. This way provides an opportunity for the education system to gain insight into the quality, or satisfaction of its own "product", which is called a student or pupil, but also with the quality of input potentials in the next level of education. A similar situation exists in health institutions, where mandatory testing, interviewing, or conversation is required at the end of treatment or discharge from health organizations.

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