



# Psychological Motivation Model of Employee Turnover Risk Management Based on ERP System

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**Abstract.** In the analysis of employee turnover motivation, there is a lack of quantitative feedback on turnover risk characteristics, resulting in a high turnover rate of employees. Which is based on ERP system to build employee turnover risk management psychological motivation model. From the salary, promotion mechanism, work pressure, career planning and staff personal five aspects, analysis of the impact of turnover risk management factors. From the management content of each module in the ERP system, extract and decompose the enterprise risk factors that affect the turnover intention of core employees, identify the characteristics of resignation risk, and achieve the purpose of data-driven operation. The psychological motivation model of employee turnover risk management is established to reveal the internal mechanism of employee turnover. Based on the reasons for leaving, the implementation path of risk management is put forward to motivate employees to work through various channels. Integrate the above solutions into the ERP system to realize the psychological motivation analysis of employee turnover risk management. The test results show that the psychological motivation model based on ERP system can make full use of employee information, reduce the turnover risk index and the turnover rate of employees, provide effective decision-making feedback for the management, and avoid the loss of core employees.

**Keywords:** ERP system · Employee turnover · Risk management · Psychological motivation · Turnover risk · Model construction

## 1 Introduction

At present, the economic development of our country has entered a new normal, the supply-side structural reform is deepening, and the pace of industrial transformation and upgrading is also accelerating in an all-round way. Under the circumstances of the new normal, the economic growth of our country has shown a trend of accelerated conversion of old and new growth drivers. Meanwhile, the deepening of the market-oriented reform of interest rates and the acceleration of financial disintermediation, as well as the rise of financial technologies under the tide of innovation and entrepreneurship have promoted the vigorous development of the socialist market economy. The competition

among enterprises has gradually shifted from product competition to technology and talent competition. The competition for talents is becoming more and more fierce. The war of seizing is a war without gunpowder smoke. It not only provides the opportunity for the staff to flow, but also puts forward new requirements and challenges to the human resource management of enterprises. Under the background of the market economy of our country, however, talent flow is an important phenomenon that is increasing and becoming more and more normal. Of course, such flow has a positive effect on society and enterprises. For example, it can make social resources more reasonably relocated and allocated. Good competition among talents can form a social ethos advocating learning. From an economic perspective, talent flow can stimulate consumption, stimulate the economy, and enliven the operation and development of society. Mobility is one of the important characteristics of human resources. Mobility of personnel within an organization can promote the optimization of resource allocation and efficient operation of the organization. However, the voluntary termination of labor contract will bring more losses to employers and indirectly increase operating costs, especially the loss of core talents, which will bring a heavy blow to enterprises and jeopardize the operation and survival of enterprises [1]. In recent years, the theory and practice of human resource management tend to regard the individual employee as the research unit. Turnover motivation, turnover impact factors, turnover motivation model and turnover prevention measures are hot issues in recent years. The turnover of employees should be treated dialectically. The opportunity for employees to realize their self-value has been increased. At the same time, the high turnover rate has become a thorny problem for enterprises. The impact of employee turnover on a company can be seen in many ways. The direct impact of employee turnover on the organization is to increase the cost of recruitment. The vacancy needs to be filled by new employees. Therefore, the human resources department of the company has to expend manpower and material resources to complete the new recruitment. In order to make the enterprise win in the market economy, the enterprise must grasp the basic characteristics of employee turnover, analyze the existing human resources management methods, and solve the problem of high turnover rate. When an employee leaves his post and moves to another company, his salary is raised, his working environment is improved and his career development is better. When other employees in the original unit know the situation, their will to stay in the same post is easy to be shaken. Then it is easy to trigger the chain effect, resulting in a greater degree of staff turnover phenomenon. How to reduce the turnover rate of employees and avoid the loss of core employees has become a difficult problem for most companies.

Based on this background, this paper constructs the psychological motivation model of employee turnover risk management based on ERP system, from the five aspects of salary, promotion mechanism, work pressure, career planning and individual employees, this paper analyzes the influencing factors of turnover risk management. From the management content of each module in the ERP system, extract and decompose the enterprise risk factors that affect the turnover intention of core employees, and identify the characteristics of resignation risk. Build the psychological motivation model of employee turnover risk management, propose the implementation path of risk management, and realize the psychological motivation analysis of employee turnover risk management. This model can make full use of employee information, reduce the turnover

risk index and the turnover rate of employees, provide effective decision feedback for the management, and thus avoid the loss of core employees.

## **2 Establishment of Psychological Motivation Model for Employee Turnover Risk Management Based on ERP System**

### **2.1 Analysis of Influencing Factors of Employee Turnover Risk Management**

In this paper, the factors affecting employee turnover behavior are classified into 5 categories, as shown in Fig. 1.

Whether the specific position salary level is superior to the average salary level of the industry is embodied in the competition of salary level, which has a direct impact on the use and turnover of knowledge workers. The existing compensation system is complex, including salary, bonus, incentive and welfare, but different types of projects can not be shared by everyone, need to be determined according to the actual work ability of employees. Employees attach great importance to the value of their own, the sense of achievement as an important pursuit of their work. Value is often reflected in the level of treatment provided by the organization. Moreover, these pay levels to a large extent affect the performance of employees, and then related to the pursuit and realization of their own values. The motivation of young employees is easily dampened because the salary is related to the length of the employee's service. But for the old employees, the salary is not changed after reaching a certain length of service. In addition, different employees have different bonuses and benefits in the process of work, resulting in psychological imbalance of employees, increase the probability of leaving. The level of compensation and benefits reflects the return of the costs they pay for the accumulation of knowledge and their personal abilities. They measure their ability and value by the level of their wages and benefits, thus showing their own value. The internal posts and responsibilities are clear, and different posts and titles directly affect the salary and welfare of employees, as well as the right to say and make decisions on internal affairs of the company.

The promotion mechanism of enterprises is influenced by many rules. Lack of staff capacity, performance evaluation and recognition, when there is no wage increase, are often deductible items, such as absence from work, security work did not do a good job deducting wages, etc., employees in the hopeless situation of promotion will seek stability, that no error is good, will produce a large number of "Buddhist" employees, seriously affecting the development of the company. Good young employees are not rewarded, and managers who move into middle management have a long way to go. Compensation and benefits, as well as the importance attached to them, develop slowly, leading to lay-offs and job-hopping. In addition to their salary, employees place great importance on the realization of their own value in the hope of gaining promotion through hard work.

If not objective performance appraisal affects their own promotion, it will make them lose confidence in their own professional premise, and thus choose to leave the enterprise. More than 30% of employees feel they are overburdened. Some managers suffer from physical and mental overdrafts, and if given the opportunity, they all choose to look for new development opportunities. If the performance evaluation index is not

up to the standard, the promotion will be slow and the salary will be reduced, which will make the outgoing staff feel that the salary does not meet their expectations.

At present, there is no perfect medium and long-term talent demand and training plan, and the medium and long-term talent demand and training plan is essential for a growing enterprise. When young employees first enter the workforce, they are not very clear about their development goals and the positions they are suitable for. When they officially enter the workforce, they may find that they are not suitable for the job, or that their style of doing things does not match the overall style of the company, resulting in a willingness to leave. Human resources strategic planning and the group's overall strategic planning is not seamless, the lack of overall planning directly leads to the uncertainty of enterprise future development, the group's overall strategy can not be effectively implemented [2]. Any standard scientific system, is to rely on people to implement, when the enterprise's demand for talent did not consider ahead of time, there is no overall planning.

Good talent matching needs to achieve two points: one is that the level of knowledge and skills among members should be close to form a resultant force; Employees are less familiar with each other, and their busy schedules make them less likely to spend time outside of work. Good team cooperation in the work, to enhance the collective sense of membership, resulting in a sense of belonging, prefer to stay in the enterprise to work, to avoid brain drain.

## **2.2 Identification of Exit Risk Characteristics Based on ERP System**

### **2.2.1 ERP System**

Based on the analysis of the influencing factors of employee turnover behavior, ERP system is used to identify the characteristics of turnover risk, and the qualitative description is transformed into quantitative representation. ERP system is an enterprise resource management system which integrates enterprise management idea, business process, basic data, manpower, material resources, computer hardware and software. Through the use of ERP, enterprises can use computers to carry out automated management of enterprise personnel and information resources. The implementation of ERP will not fundamentally change the company's governance structure and rules of procedure, but through the clear division of position-responsibility-authority and strict establishment of authority, the responsibilities and authority in terms of decision-making, implementation and supervision can be further clarified, and a scientific and effective division of labor and balance mechanism can be formed. Through ERP to achieve the strategic objectives and business planning decomposition, to unify the plan to guide the ERP system in all aspects of staff work, to achieve a planned, controlled management. From the perspective of internal structure, job responsibilities and business processes, the implementation of ERP makes the organizational structure become flat, the vertical perspective of hierarchical relationship is greatly reduced, the information transmission is more smooth, and the speed and accuracy of transmission are enhanced; through the matching of responsibilities and powers, the power and responsibilities are implemented to individuals. ERP systems work only when they are combined with people who fully understand their functions and work hard. For employees, the implementation of ERP, through the

corresponding own post responsibilities and operating manuals, can clearly define their own responsibilities and authority, the correct exercise of authority. Therefore, the application of ERP system not only improves the management level of enterprises, but also improves the quality level of employees, makes full use of human resources to maximize the role of people.

### 2.2.2 Identify the Characteristics of Turnover Risk

The employee turnover risk management indicator system is established in the enterprise ERP system. The data dimension has  $a$  and the initial number of indicators is  $b$ . The corresponding employee information system is established, which is expressed as:

$$w = (\alpha, \beta, \chi, \gamma) \quad (1)$$

In formula (1),  $w$  refers to the employee information system;  $\alpha$  refers to the object set, including  $a$  data dimension;  $\beta$  refers to the set of  $\alpha$  features, including  $b$  indicators;  $\chi$  refers to the set of  $\alpha$  values, where the number of data is  $a \times b$ ;  $\gamma$  refers to the function that forms the information system, describing the function that forms the information system, describing the characteristic value of the object. Based on the management content of each module in the human resources management system structure, extract and decompose the enterprise risk factors that affect the turnover intention of core employees, and combine the macro factors and the personal factors identified by the employee portrait data to select the risk indicators hierarchically [3]. According to the entropy weight method to select indicators, combined with the stochastic analytic hierarchy process to determine the comprehensive weight of indicators to complete the index system. According to the above description, we get the data that represent the object and the original index, then we process the data in relation, get the form of two-dimensional table, and then store the information in relational database [4]. The transformed 2-D table can be represented as follows:

$$p = (\gamma, z) \quad (2)$$

In formula (2),  $p$  stands for the transformed two-dimensional table;  $z$  is a collection of indicators for talent resignation, including all information. The actual data after making operation decision can be used to describe the business of each human resource management department and to quantitatively feedback the actual effect of management decision. When the value of a description property is a language literal or several numeric values, it is discontinuous and needs to be discretized. FCM algorithm can improve the diversity of objects and different clusters in the same cluster to the greatest extent. The value functions that construct FCM are as follows:

$$f = \sum_{x=1} \sum_{y=1} c_{xy} \vartheta_{xy}^2 \quad (3)$$

In formula (3),  $f$  represents the value function of FCM;  $c_{xy}$  represents the range to which the  $x$  th and  $y$  data points attributes belong;  $\vartheta_{xy}$  represents the distance between

the  $x$  th and  $y$  data points. The formula for calculating the  $c_{xy}$  is as follows:

$$c_{xy} = \frac{1}{\sum_{g=1} \left( \frac{\vartheta_{xy}}{\vartheta_{gy}} \right)^2} \tag{4}$$

In formula (4),  $g$  represents the fuzzy cluster center grouped by all indicators. Through the results of exit risk forecast and identification, assist the decision-making and operation management. The risk level of active brain drain of an enterprise is the basis of business prediction, which indicates the severity of the brain drain of core employees. Determining the risk level is conducive to enterprise managers to clearly understand the current situation of employee turnover and timely control and adjust the loss of core employees.

### 2.2.3 Establishment of Psychological Motivation Model for Employee Turnover Risk Management

Employee turnover is a process, turnover is a part of it. To study the problem of employee turnover, it is necessary to analyze the inherent law of employee turnover and explore the psychological motivation of employee turnover risk management. Through the modeling of the psychological motivation of risk management of employee turnover, this paper reveals the internal mechanism of employee turnover more clearly. The psychological motivation model of employee turnover risk management is shown in Fig. 2.

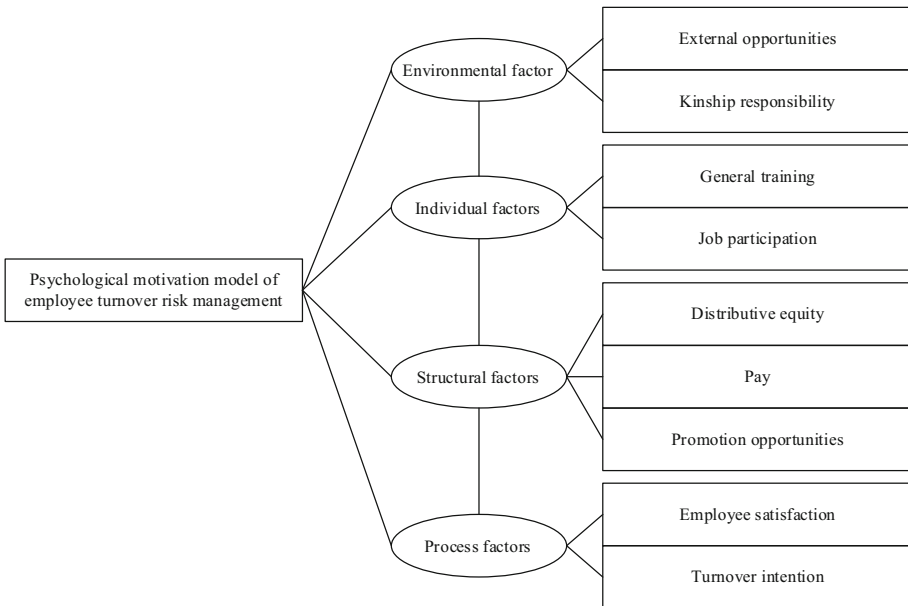


Fig. 2. Psychological motivation model of employee turnover risk management

Environmental factors include employment opportunities and family responsibilities. Both positive and negative reference factors were used in the model. Keeping the employee on the payroll will help the employee achieve the kinship responsibility, so the kinship responsibility is related to leaving the company. The separation rate of married women is higher than that of unmarried women. That's because women's relative responsibilities are greater than men's, forcing them to exit the labor market or relocate to suitable jobs. The employment opportunities in the labor market are positively correlated with employee turnover. The proportion of technical post turnover is higher than that of administrative post, personnel post and logistic post. One of the main reasons is that technical post employees have more external opportunities.

Personal factors include general training, job participation, and positive/negative emotions. Universal training refers to the extent of staff training, the more generalized the training, the higher the turnover intention, showing a positive correlation trend. Most of the training organized by companies is general training that helps employees acquire job-related generic skills that can be applied to other companies as well. Job participation, as its name implies, refers to the degree of contribution to job content and employee effort, which has a direct impact on job satisfaction and organizational commitment and has a negative correlation with resignation [5]. There is a close relationship between job participation and employee turnover, and the employee with high job participation has a relatively low turnover rate. The turnover rate of relatively busy departments is lower than that of the departments with less workload. Positive/negative emotions refer to an employee's personal perception of emotions, and those with more negative emotions are more likely to leave. Enterprise human resources management is limited to the traditional personnel management, there is no perfect performance appraisal and salary system, such as pay no clear implementation program. On the one hand, the salary increase is arbitrary, on the other hand, the salary increase depends on the decision of the supervisor and the general manager. Unfair distribution will lead to high turnover.

Structural factors include remuneration and promotion opportunities. Structural variables further affect turnover intention by influencing organizational commitment, and then indirectly affect turnover behavior. Compared with enterprises in the same industry, salary level is not strong, salary, housing provident fund, social security and other remuneration and benefits are not small gap with large enterprises in the same industry. Department leaders and ordinary staff pay gap is too large, department leaders are three or four times the salary of ordinary staff, unequal pay for equal work occurs from time to time. The study found that salary is the most important factor in deciding to leave. The relationship between employees and the organization is an exchange, the employees provide labor output, the organization gives corresponding return. Employees pursue maximum self-interest. If there are multiple benefits and costs juxtaposed in an organization, the employee trade-offs to maximize benefits. The company has not established the professional promotion channel, has not made clear the system and the promotion condition, but the middle-level cadre's selection mostly is the leader intentionality decision, has not made the request clearly, the ordinary staff often in a post many years, these will cause the staff to leave the post psychology [6].

Process factors include job satisfaction, job search behavior and turnover intention. Process factors are indirect factors that affect turnover behavior. Employee’s job satisfaction is an important factor influencing employee’s turnover, which is influenced by many factors, such as high pressure and dissatisfaction with salary. Employees have certain expectations of the organization. If the organization satisfies such expectations, it will strengthen the recognition and satisfaction of employees to the organization, thus generating attachment feelings to the organization and maintaining the membership of the organization for a long time [7]. Satisfaction with the company was lower among those who left. The positivity and intention to leave are positively correlated with the possibility of leaving. Through the above analysis, the psychological motivation model of employee turnover risk management is constructed.

### 2.3 Implementation Path of Employee Turnover Risk Management

According to the psychological motivation model of employee turnover risk management, in order to alleviate the problem of employee turnover, the following implementation path is proposed. First, formulate and improve human resources strategic planning. Human resources planning plays a vital role in the implementation of the overall development strategic planning of enterprises, and the two plans should keep the same frequency resonance. The design process of human resource strategic planning is shown in Fig. 3.

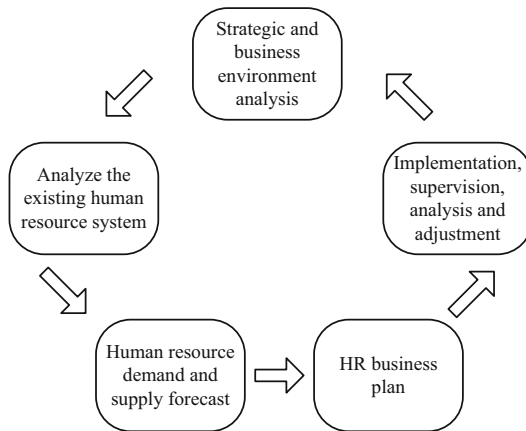


Fig. 3. Design process for human resources strategic planning

Scientific human resources strategic planning can closely link the human resources management of enterprises with the overall development strategy of enterprises. At the beginning of the recruitment should be discussed with the candidates on future career development planning and other issues, grasp the new employee’s self-career planning and development needs. As for the work arrangement of employees, they may be given some freedom in a moderate manner, and in terms of the work contents with strict procedures, they shall not deviate from the standards and complete the work step by step, while for the work with room for play, they shall respect the different opinions of employees,

allow employees to express different opinions, so as to create a better communication atmosphere among colleagues, colleagues and leaders and attract employees to work harder. Forecast the demand and supply of human resources, subdivide the supply gap, find out the truth, and then provide a scientific basis for rational deployment of human resources strategy.

Second, establish a reasonable salary system. Managers keep abreast of the local labour market profile during the implementation of the plan and adjust the relevant coefficients and the unit compensation management plan in a timely and flexible manner to ensure the external competitiveness of compensation. Enterprises shall take into account strategic, competitive, incentive and nature of the remuneration design, adjust the remuneration structure ratio, ensure stable growth of basic wage, fully adjust the floating wage ratio in accordance with the nature of job positions, and optimise the incentivisation role in a targeted manner. Allow employees to meet basic needs at the same time more effectively play an incentive role. On the basis of a comprehensive consideration of the external competitiveness of the unit pay, to re-adjust and design the pay level. In a reasonable range, plan the budget for the whole year, reduce unnecessary spending, so that the end of the year can retain sufficient funds as a year-end bonus to the staff.

Third, strengthen the performance system and optimize the assessment mechanism. The contents of assessment should be distinguished and each has its own emphasis. For example, the technical post assessment shall focus on product quality, operation process proficiency, process innovation, energy consumption reduction, etc., the research and development post shall focus on the progress of new product research and development, project development, patent application, etc., and the sales department shall mainly assess product sales, market expansion, channel planning, customer relationship and maintenance, etc. In addition to the heavy tasks can be detailed division of labor, each task clear to the individual, after the completion of the task signed confirmation, paper version retained, as the basis for assessment management archive. The assessment should pay attention to the result, give priority to the contribution, highlight the merit pay and widen the income gap. Perfect assessment management can make more objective evaluation of employees, and at the same time in the study of work efficiency and staff capacity to play a role. According to the different circumstances, distribute the weight reasonably.

Fourth, the establishment of multi-ladder promotion mechanism. Salary, rank and position should be parallel among different steps. Employees can choose different promotion paths according to their own career development plans. Reasonable career promotion mechanism can effectively prevent employees from changing their jobs because of unclear career development, as well as starting their own business and so on. In order to change this situation, we should start with the promotion of professional and technical posts, classify the posts, supplement the promotion channels for professional and technical personnel, and motivate the staff through diversified promotion channels. At the beginning of each year, the enterprise shall provide an opportunity to transfer and adjust the three categories of employees, namely, management, sales and technology. The application shall be submitted by the employees, examined by the human resources department and the business department in charge and approved by the leader in charge. The operation may be carried out. The three categories of positions at the same level

may be freely converted according to the needs to provide more space and choices for the employees to develop freely.

### 3 Experimental Study

Based on the risk index, this paper measures the application effect of the psychological motivation model of employee turnover risk management based on ERP system. Risk index is essentially a qualitative method for grading and comparing risks. Risk index is used to measure the potential turnover willingness of employees, including the overall satisfaction of internal and external environment and their own conditions. Set the critical value of the risk index to 1, beyond which the employee’s overall satisfaction is low and there is potential turnover risk. Risk index = probability of risk occurrence × Risk influence and risk controllability. The analysis results of the psychological motivation model of employee turnover risk management based on ERP system are compared with those based on BP neural network and clustering algorithm. The employees of an enterprise shall be classified into four groups according to their service years, namely, working for less than 3 years, 3–5 years, 5–10 years and more than 10 years, and the risk index shall be calculated in each group. The experimental results are shown in Tables 1, 2, 3 and 4.

**Table 1.** Risk index of employees working for less than 3 years

Number of tests	Psychological Motivation Model of Employee Turnover Risk Management Based on ERP System	Psychological Motivation Model of Employee Turnover Risk Management Based on BP Neural Network	Psychological Motivation Model of Employee Turnover Risk Management Based on Clustering Algorithm
1	0.823	1.307	1.164
2	0.954	1.218	1.267
3	0.881	1.659	1.371
4	0.868	1.426	1.558
5	0.956	1.563	1.485
6	0.923	1.532	1.526
7	0.935	1.685	1.653
8	0.892	1.222	1.585
9	0.904	1.304	1.792
10	0.857	1.241	1.561

According to the results in Table 1, the risk index of the psychological motivation model of employee turnover risk management based on ERP system is 0.899, which is 0.517 and 0.597 lower than that based on BP neural network and clustering algorithm.

**Table 2.** Employee risk indicators for jobs 3–5.

Number of tests	Psychological Motivation Model of Employee Turnover Risk Management Based on ERP System	Psychological Motivation Model of Employee Turnover Risk Management Based on BP Neural Network	Psychological Motivation Model of Employee Turnover Risk Management Based on Clustering Algorithm
1	0.810	1.126	1.247
2	0.854	1.256	1.385
3	0.881	1.289	1.256
4	0.728	1.168	1.260
5	0.735	1.035	1.332
6	0.762	1.122	1.255
7	0.823	1.213	1.227
8	0.856	1.244	1.374
9	0.812	1.281	1.245
10	0.813	1.027	1.113

According to the results in Table 2, the risk index of ERP-based psychological motivation model is 0.807, which is 0.369 and 0.462 lower than that of BP neural network and clustering algorithm.

**Table 3.** Employee risk indicators for 5–10 years of work

Number of tests	Psychological Motivation Model of Employee Turnover Risk Management Based on ERP System	Psychological Motivation Model of Employee Turnover Risk Management Based on BP Neural Network	Psychological Motivation Model of Employee Turnover Risk Management Based on Clustering Algorithm
1	0.622	0.869	0.806
2	0.583	0.981	0.853
3	0.657	0.850	0.988
4	0.668	0.823	0.967
5	0.744	0.836	0.734
6	0.514	0.968	0.751

(continued)

**Table 3.** (continued)

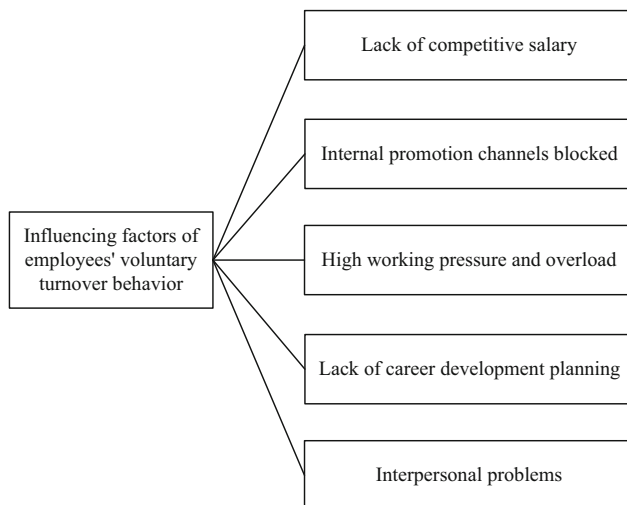
Number of tests	Psychological Motivation Model of Employee Turnover Risk Management Based on ERP System	Psychological Motivation Model of Employee Turnover Risk Management Based on BP Neural Network	Psychological Motivation Model of Employee Turnover Risk Management Based on Clustering Algorithm
7	0.552	0.897	0.825
8	0.663	0.856	0.902
9	0.638	0.933	1.043
10	0.655	0.862	1.084

According to the results in Table 3, the risk index of ERP-based psychological motivation model is 0.630, which is 0.258 and 0.265 lower than that of BP neural network model and clustering model.

**Table 4.** Risk indices of employees working for 10 years or more

Number of tests	Psychological Motivation Model of Employee Turnover Risk Management Based on ERP System	Psychological Motivation Model of Employee Turnover Risk Management Based on BP Neural Network	Psychological Motivation Model of Employee Turnover Risk Management Based on Clustering Algorithm
1	0.549	0.846	0.876
2	0.405	0.779	0.845
3	0.556	0.781	0.712
4	0.428	0.762	0.763
5	0.562	0.630	0.893
6	0.586	0.752	0.702
7	0.429	0.624	0.638
8	0.467	0.787	0.654
9	0.434	0.742	0.781
10	0.423	0.613	0.727

According to the results in Table 4, the risk index of the psychological motivation model of employee turnover risk management based on ERP system is 0.484, which is 0.248 and 0.275 lower than that based on BP neural network and clustering algorithm.



**Fig. 1.** Influencing factors of employee voluntary turnover

In order to verify the turnover rate of enterprise employees based on the psychological motivation model of Employee Turnover Risk Management of ERP system, the turnover rates of enterprise employees of the three models are compared, and the comparison results are shown in Fig. 4.

It can be seen from Fig. 4 that with the increase of working years, the turnover rate of employees in the three models will decrease. When the service life is 10 years, the turnover rate of enterprise employees based on the psychological motivation model of Employee Turnover Risk Management of ERP system is 0.48%, the turnover rate of enterprise employees based on the psychological motivation model of Employee Turnover Risk Management of BP neural network is 0.65%, and the turnover rate of enterprise employees based on the psychological motivation model of Employee Turnover Risk Management of clustering algorithm is 0.71%. It can be seen that the turnover rate of enterprise employees based on the psychological motivation model of Employee Turnover Risk Management of ERP system is low.

From the above results, we can see that the risk index obtained by the two comparison methods is too high to provide effective decision-making reference for the management. The model can make full use of the employee information in ERP system, understand the employee's thought and provide effective decision-making feedback for the management, so as to avoid the loss of core employees.

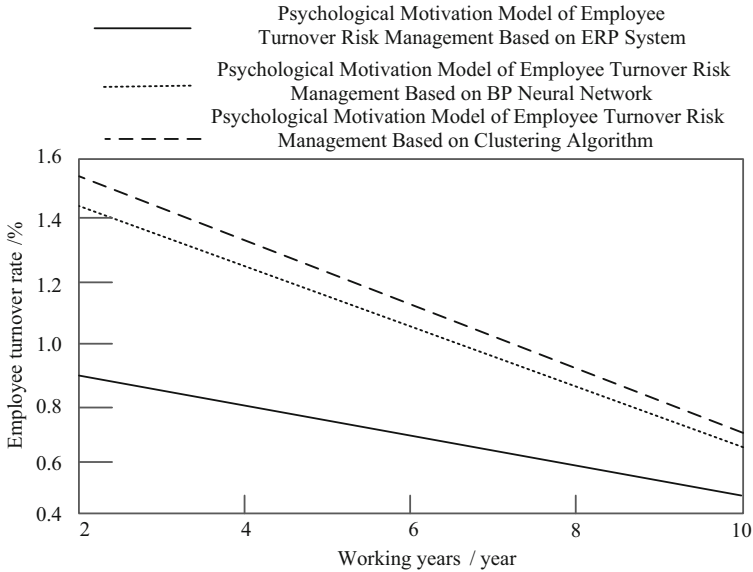


Fig. 4. Employee turnover rate of three models

### 4 Conclusion

ERP system avoids the disadvantages of single data analysis scenario, considers the role of data and analysis results in the overall operation management and the impact on operation decision. Based on the ERP system, this paper constructs the psychological motivation model of employee turnover risk management, and provides management decision strategies and suggestions to reduce employee turnover risk. The model will be improved in the future research, such as expanding the sampling range, increasing the sample capacity and improving its representativeness. In addition, stratified sampling can also be used to carry out comparative analysis in order to fully highlight the personality differences of the samples. Provide more effective guidance to enterprises to reduce employee turnover rate.

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