



## The impact of corporate employee exit management on human resource mobility and organizational stability

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**SUMMARY:** *Employee departure and mobility reflect the health of an organization's internal management. This study focuses on a group of young employees under 35 years old in an enterprise, and explores how to transform the risk of talent loss into the dynamics of organizational stability with an exit management system that covers “prevention, treatment, and follow-up”. The study innovatively introduces social network analysis (SNA) to examine the relationship structure behind employees' turnover behavior. Structural Equation Modeling (SEM) is also used to verify the path of “management practices → mobility → organizational stability” and its mediating mechanism. All scales showed good reliability and validity, with Cronbach's  $\alpha$  coefficients ranging from 0.703 to 0.862. The dimensions of exit management were significantly negatively correlated with employees' willingness to leave, with a correlation coefficient of  $r$  up to -0.442, and significantly positively correlated with the willingness of talent to return and organizational stability, with  $r$  up to 0.588 and 0.621, respectively. The initial structural equation model was well fitted, with  $CMIN/DF=1.115$ ,  $CFI=0.935$ , and the preventive mechanism was the strongest for organizational stability, with a total effect of 0.722. The effect of processing flow on willingness to return was not significant, so this path was excluded from the modified model, resulting in a better parsimonious model with  $CFI=0.985$ . Human resource mobility plays a partially mediating role between exit management and organizational stability.*

**KEYWORDS:** *corporate employee exit management; human resource mobility; organizational stability; social network analysis; structural equation modeling*

## 1 Introduction

In these years, due to the adjustment of industrial structure and the original hidden unemployment of the explicit, so that the unemployment rate remains high, coupled with the expansion of colleges and universities, people's self-study, self-charging awareness of the enhancement of the current talent market is obvious supply exceeds the demand for buyers, which undoubtedly for the enterprise selection of talent to provide a broader structure and cost space [1-3]. Literature [4] describes a factor contributing to high unemployment, namely, when the incentive to create jobs declines, the labor market becomes loose, which leads to an increase in the unemployment rate. Literature [5] based on a questionnaire survey describes the reasons that make fresh graduates vulnerable to unemployment i.e. quality of graduates, professional qualifications, unsuitable jobs, lack of career planning, vocational skills, market conditions, and opaque recruitment. Literature [6] analyzes the causes of unemployment among college

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students in a competitive environment and develops specific analyses of these causes with the aim of providing directions for further research. The above research reveals the factors contributing to the high unemployment rate, a situation that further motivates companies to strive for excellence in recruiting talent and to be bolder and more flexible in dismissing employees.

However, the market economy is also an economy of equality, each individual talent has the same rights of autonomy, they use their own human value and the enterprise for equivalent exchange, once they enter the enterprise, found unequal or not adapt to may also leave the job [7-9]. Among the studies related to the factors of employee leaving, literature [10] analyzed the factors, ways and managers' emotional reactions to employee leaving based on the social exchange theory and through different projects, revealing that the interaction relationship affects the way of leaving, and proving the influence of the way of leaving on managers' emotions. Literature [11] aimed to investigate the factors that contribute to employee turnover in a private school, and the results of the study identified the underlying factors of employee turnover and pointed out the measures that can be taken to retain employees in the academic world. Literature [12] discusses the phenomenon of 'mass resignations', examines the reasons for resignations and, based on a mixed methods study with quantitative data from a number of corporate surveys, interviews show that key factors such as lack of career development, mental health issues and lack of flexibility in the workplace have a significant impact on resignation rates. We may now be accustomed to this kind of talent flow, coupled with the buyer's market supply exceeds demand in the talent market, many companies do not pay attention to the management of employee departures, that the two-legged people have is that employees can be replenished at any time when they leave [13-15]. It is true that enterprises need a certain talent turnover rate to reflect the vitality, but too high a turnover rate will also bring instability to the enterprise, and even the damage to the vitality [16].

The task of human resource management in an organization is not only to gain talent, but also to lose as little talent as possible and to remove unsuitable personnel appropriately [17]. Therefore, the management of employee separation activities should be an important part of human resource management, and should be intertwined with the introduction, appointment and development of manpower to ensure stable and appropriate human resource mobility, otherwise excessive mobility will have a serious impact on the stability of the enterprise [18-20]. Employee departures can lead to instability in the organizational structure, especially for those key positions, and with the departure of employees, the enterprise may need to readjust the organizational structure and work allocation to maintain normal operations [21, 22]. Such adjustments may bring additional workload and pressure to other employees, which may affect work efficiency and employee motivation and thus be detrimental to organizational stability, thus effective enterprise employee separation management is needed to promote organizational stability [23, 24]. The impact of employee turnover on corporate stability is multi-pathway, literature [25] examined the relationship between employee turnover and organizational performance, by testing the complex and non-linear relationship between the two, the results show that the organization's labor productivity increases at lower levels of turnover, and then decreases after reaching the peak, and the downward trend of the decline is negatively attenuated. Literature [26] highlights that employee turnover can cost organizations in terms of direct and indirect costs and proposes a multilevel employee turnover risk identification model based on an improved quality function unfolding methodology, which is intended to provide guidance to business practitioners. Literature [27] aimed to assess the impact of employment instability on the performance of listed companies by analyzing a large amount of cross-sectional time-series data using generalized estimating equation regression techniques, and the results show that employment instability is negatively related to company performance, but this

relationship also takes a quadratic form. Literature [28], in order to realize the early warning assessment of the risk of employee mobility, proposes an improved multiple linear regression mathematical model of employee mobility intention and establishes an early warning assessment system, which reveals that the system is able to effectively grasp the limits of employee mobility in the company and carry out early warning, which effectively promotes the reforms and rectification of the company and promotes the growth of the corporate economy. Literature [29] aims to assess the situation of employees in smart manufacturing companies with stable employment status and explore the impact this has on their performance in providing quality services to customers, emphasizing the need for a holistic perspective that integrates employment stability. Literature [30], on the other hand, emphasizes the importance of effective employee exit management for firms, which is achieved by encouraging employees to take business risks and training them to cope with economic crunch conditions at different times.

The study is based on a blend of variable measurement and relational hypotheses to provide insights into the impact of corporate employee exit management on human resource mobility and organizational stability through the lens of social network analysis of relational contexts and structural equation modeling to examine causal paths. The variable design part of the study starts from the management practice and constructs a specific variable system of corporate exit management - from the preventive mechanism of career development and fairness perception, to the process of exit processing, and then extends to the maintenance of relationship and institutional reflection after the exit. At the same time, human resource mobility is visualized as core employee turnover rate and talent return rate, and organizational stability is anchored in three key dimensions, namely, operational continuity, knowledge continuity, and reputation solidity. In the methodology section, social network analysis (SNA) is innovatively introduced to test the hypotheses and capture the relationship dimension that is difficult to be reflected in traditional questionnaire data. By analyzing the communication and collaboration network within the employee team, it identifies those key node employees who are in the position of information hubs or bridges and whose departure may have a disproportionate impact on the team structure. The empirical study then examines the causal paths among multiple variables based on structural equation modeling (SEM). It verifies whether the path of employee exit management  $\rightarrow$  HR mobility  $\rightarrow$  organizational stability holds and quantifies the strength of the impact of each.

## **2 Impact study on exit management based on SNA and SEM**

### **2.1 Determination of Variables for Employee Exit Management, Human Resource Mobility and Organizational Stability in Enterprises**

#### **2.1.1 Key points of employee exit management in enterprises**

In order to systematically explore the key points of corporate employee separation management and its impact on the organization, the study analyzes the preventive mechanism, handling process and follow-up management, and comprehensively portrays the practice level and implementation focus of corporate separation management.

In terms of the prevention mechanism, it is necessary to focus on the intervention at the source of employee departure. Career development support reflects whether the enterprise takes the initiative to plan the growth path of employees through training, promotion channels, rotation, etc., to meet their long-term development needs; organizational fairness perception focuses on the fairness of employees' experience in salary distribution, assessment and evaluation, and promotion opportunities, which is the psychological basis for influencing their

willingness to stay in the company; and the degree of perfection of the early warning system emphasizes whether the enterprise actively identifies the risk of leaving the company with the help of data analysis and modeling tools to achieve early detection and intervention. The perfection of the early warning system emphasizes whether the enterprise can identify the risk of separation proactively with the help of data analysis and modeling tools to realize early detection and intervention.

Separation handling process assessment is the standardized response and active recovery of the separation incident. Standardized process is the basis of separation processing. The degree of process standardization examines whether the enterprise has a clear and traceable exit handover procedure to ensure the continuation of knowledge and operational stability. The relevance of retention strategy assesses whether the company can adopt personalized and hierarchical communication and incentive measures based on the motivation of employees to leave, reflecting the flexibility and precision of management.

In follow-up management, it breaks through the traditional end-point thinking of exit management and shifts to relationship continuation, knowledge inheritance and system optimization. Data analysis of departed employees and relationship maintenance of departed employees emphasize the use of departed employees as a continuous source of information and human resource base, and realize the transformation from talent loss to talent circulation through systematic analysis of the motivation for departure and construction of alumni network. Organizing the experience and resources of departed employees further promotes the explicitization of tacit knowledge and the precipitation of organizational memory. Reforming the human resource management model embodies the logic of reflection on management improvement from the departure, and the systematic problems exposed in the departure management are fed back into the overall optimization of the human resource system to form a closed loop of continuous improvement.

In this study, the variable system covering the whole process of “prevention - treatment - follow-up” of enterprise employee separation management is shown in Table 1.

*Table 1: The variable system for managing employee departures in enterprises*

| Dimension             | Variable  |
|-----------------------|---|
| Preventive Mechanism  | Career development support  |
|                       | Establish a competitive core employee compensation system           |
|                       | Comprehensive performance evaluation system                         |
|                       | Sound employee selection system                                     |
|                       | Improvement of the early warning system                             |
| Processing Procedure  | Degree of process standardization                                   |
|                       | Targeted retention strategies                                       |
| Subsequent Management | Data analysis of departing employees                                |
|                       | Maintenance of relationships with departing employees               |
|                       | Compilation of the experiences and resources of departing employees |
|                       | Reform of the human resources management model                      |

### **2.1.2 Human resources mobility and organizational stability variables identified**

Having established the independent variables of employee exit management in enterprises, the study further explores the identification of quantitative variables of human resource mobility and organizational stability.

Human resource mobility does not simply refer to employee turnover, but rather the state and trend of core talent movement within and outside the organization. The research focuses on

measuring the willingness of core employees to leave and the willingness of talent to return. A high willingness to leave often implies a systemic risk to organizational attractiveness or internal management. Willingness to return reflects the ability of an organization to turn departed talent into sustainable human resources, and this indicator directly reflects the effectiveness of post-employment relationship management.

Organizational stability refers to an organization's ability to maintain the continuity of key functions, operational efficiency without serious impact, and long-term development of a solid foundation in the face of changes in core personnel. This is reflected in the three dimensions of operational continuity, knowledge continuity and reputational solidity.

## **2.2 Research hypotheses and study population**

### **2.2.1 Research hypothesis**

Based on the aforementioned variable design, this paper proposes the following research hypotheses. These hypotheses aim to systematically test the mechanisms and effects of corporate employee exit management points on human resource mobility and organizational stability.

H1: There is a differential path of the impact of corporate employee exit management prevention mechanisms on the outcome variables.

H1a: The level of implementation of corporate employee exit management prevention mechanisms is significantly and negatively related to the willingness of corporate core employees to leave.

H1b: The level of implementation of enterprise employee departure management prevention mechanism is significantly and positively related to the willingness of enterprise talent return.

H1c: The level of implementation of corporate employee exit management prevention mechanism is significantly positively related to corporate organizational stability.

H2: There is a differential path in the impact of enterprise employee departure management processing process on the outcome variables.

H2a: The level of implementation of corporate employee exit management treatment processes is significantly and negatively related to the willingness of corporate core employees to leave.

H2b: The level of implementation of enterprise employee departure management treatment process is significantly and positively related to the willingness of enterprise talent return.

H2c: The level of implementation of corporate employee exit management process is significantly positively correlated with corporate organizational stability.

H3: There are differential paths in the impact of enterprise employee exit follow-up management on the outcome variables.

H3a: The level of implementation of corporate employee exit follow-up management is significantly and negatively related to the willingness of corporate core employees to leave.

H3b: The level of implementation of corporate employee exit follow-up management is significantly and positively related to the willingness of enterprises to return talent.

H3c: The level of implementation of exit management is significantly and positively related to organizational stability.

The hypothesis also argues that the separation management system first reduces the non-virtuous loss of core employees' willingness to leave, promotes the virtuous circle of talent return willingness, improves the mobility of human resources, and then realizes the ultimate enhancement of organizational stability. Therefore, there are hypotheses

H4: Human resource mobility mediates the relationship between corporate employee exit

management and organizational stability.

### **2.2.2 Research subjects**

Based on Super's theory of career development stages, combined with the “35 years old phenomenon” in China's labor market and related survey data, the target of the study is clearly defined as young employees under the age of 35 in the enterprise. This group is in the period of career exploration and establishment, with low career stability and high mobility frequency, which is the key population for talent loss risk management in enterprises, and also the key source of organizational vitality and innovation.

A total of 613 young employees under the age of 35 in 47 Chinese large and small enterprises were selected for the study.

## **2.3 Social network analysis**

Based on the constructed system of variables and research hypotheses, we now turn to the analysis of employees' relational structures in organizations and their impact on turnover behavior. Social network analysis (SNA) is able to reveal patterns of linkages between informal structures and employees within an organization, and is particularly suitable for identifying the characteristics of relational networks that influence the propagation of turnover.

### **2.3.1 Network Centrality Theory**

Social network structural position is a very important core concept often used in social network analysis (SNA), which is generally measured in terms of network centrality (NC). NC is often used to detect the likelihood of network members, accessing resources and controlling resources. The 3 forms that represent network centrality are degree centrality, mediated centrality and proximity centrality.

Degree centrality (DC) refers to the fact that in a social network, if a member has more direct connections with other members, then that member resides in a neutral position and he or she has more power in the network in which he or she is located. So DC is used to measure a very important indicator of the central figure in the network.

Broker centrality (BC) means that in a network if a node is on a path between many other two nodes, we can consider this node to be in an important position. BC measures the degree of control that a node has over resources. This is because, without this node, the other two nodes would not be able to communicate with each other. In other words, if the BC of a node is lower, the more favorable it is for that node.

Proximity Centrality (CC) is the distance used to calculate the degree of centrality of a node in a network. It is the sum of the shortest paths of a node and all other nodes in the network. If this node has shorter paths to other nodes, it means that the closer it is, the higher the CC is and the more important it is in the network where it is located.

### **2.3.2 Analysis of cohesive subgroups**

When some members of a network are so closely related to each other that they combine with each other to form a subgroup, such a combined group is called a cohesive subgroup in social network analysis. Analyzing whether such subgroups exist in a network, analyzing how many such subgroups exist in a network, analyzing the relationships and characteristics of the members of such subgroups, analyzing the characteristics of the relationships between subgroups, analyzing the characteristics of the relationships between the members of one subgroup and the members of another subgroup, and so on, are all examples of cohesive subgroup analysis.

Cohesive subgroup analysis is mainly used to assess whether there is a serious phenomenon of cliques in a large network. The worst case scenario is that the larger network group is diffuse, while the core subgroups are highly cohesive. Alternatively, there are so many highly cohesive subgroups within the larger network group that it can be easy for subgroups to fight against each other.

## **2.4 Structural equation modeling**

To further examine the causal paths and mediating mechanisms between the dimensions of exit management and human resource mobility and organizational stability, integrated analytical methods capable of handling multivariate relationships are required. Structural equation modeling (SEM) has the advantage of handling both measurement and structural models, which is suitable for verifying the theoretical hypotheses proposed in this paper.

### **2.4.1 Basic Concepts of SEM**

Structural equation modeling (SEM) is a statistical method for studying relationships between variables based on their covariance or correlation matrices. One of the greatest contributions of structural equation modeling is the development of the concept of latent variables (unobservable or theoretical variables), which makes it possible for latent variables to be measured by observable variables and for the relationships between latent variables to be verified. It is the result of the joint development of several disciplines such as sociology, economics, psychology and marketing.

The characteristic of structural equation modeling is that the model it builds must be based on certain theories, and the feasibility and credibility of the model can be verified by fitting the model with data. The advantage of structural equation modeling is that it integrates path analysis, factor analysis and general statistical testing methods, which includes the advantages of factor analysis and path analysis and makes up for the shortcomings of the latter, takes into account the error factor, is not subject to the assumptions of the path analysis, and can deal with multiple groups of variables at the same time.

The core fitting idea of structural equation modeling techniques is to minimize the difference between the sample covariance array and the covariance array estimated by the model. The fit indicators include basic fit indicators, overall model fitness indicators and intrinsic fit indicators. In practical application scholars most often use the cardinal degrees of freedom ratio and RMSEA.

Among the variables involved in structural equation modeling, according to whether the variables can be directly observed, they can be divided into explicit variables and latent variables, explicit variables are variables that can be observed, and latent variables are variables that cannot be directly observed. According to the relationship between the variables, they can be categorized into exogenous and endogenous variables, exogenous variables are the variables in the model that are not affected by other variables but can affect other variables, and endogenous variables are the variables in the model that will be affected by other variables.

### **2.4.2 Basic structure of SEM**

In general, a complete SEM consists of both a measurement model and a structural model. The methods involved in this paper are validation factor analysis and second-order factor analysis.

#### **(1) Validation factor analysis**

The model of validation factor analysis is the measurement model in structural equation modeling, so it is both a form of factor analysis like exploratory factor analysis and a special case of structural equation modeling.

The general model of validated factor analysis is the general model of measurement modeling, see equations (1) and (2).

$$X = \Lambda_x \xi + \delta \quad (1)$$

$$Y = \Lambda_y \eta + \varepsilon \quad (2)$$

where:  $X$  - a vector of observed variables;  $Y$  - a vector of endogenous variables;

$\xi$  - vector consisting of exogenous latent variables;  $\eta$  - vector consisting of endogenous latent variables;

$\delta$  - vector of measurement errors for  $X$ ;  $\varepsilon$  - vector of measurement errors for  $Y$ ;

$\Lambda_x$  - matrix of factor loadings on the exogenous latent variables for the observed variables;

$\Lambda_y$  - factor loading matrix of the endogenous variable on the endogenous latent variable

(2) Second-order validation factor analysis

Second-order validated factor analysis, also known as higher-order factor analysis, is a special case of first-order validated factor analysis. Because the first-order factors were found to be interrelated to a certain extent in the first-order factor analysis, following the same idea as the first-order factor analysis, these factors can be further attributed to higher-order factors, thus realizing the simplification of the model. It also indirectly measures the degree of influence of each first-order factor on the higher-order factors.

Second-order factor analysis can be expressed mathematically in the general form of structural models in structural equation modeling, where all first-order factors are considered as endogenous latent variables and second-order factors as exogenous latent variables. For the relationship between the latent variables, it is written as a structural equation expressed as equation (3):

$$\eta = \beta \eta + \Gamma \xi + \zeta \quad (3)$$

where,  $\eta$  - endogenous latent variables;  $\xi$  - exogenous latent variables;  $\beta$  - relationship between endogenous latent variables;  $r$  - the effect of exogenous latent variables on endogenous latent variables;  $\zeta$  - the error term in the structural equation, reflecting the part of the equation in which  $\eta$  is not explained.

### 2.4.3 SEM analysis steps

SEM analysis is roughly divided into seven steps: theoretical analysis, model construction, selection of measurement variables and data collection, model fitting, model evaluation, model modification and model interpretation, and the steps of SEM analysis are shown in Figure 1.

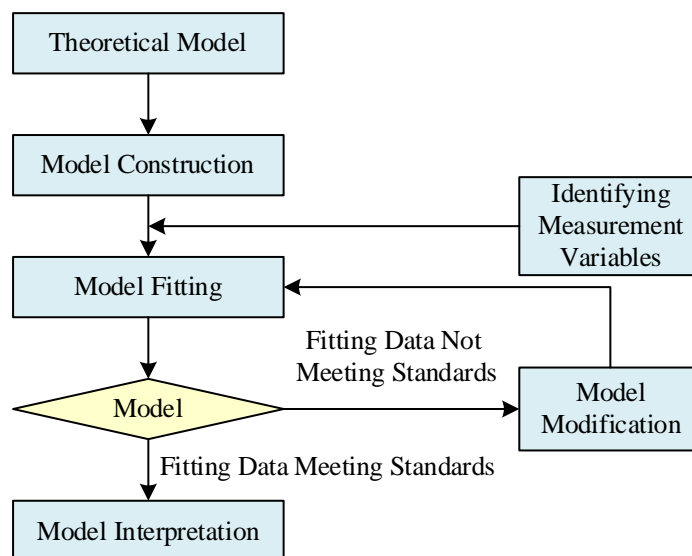


Figure 1: The analysis steps of SEM

(1) Construction of theoretical model. The main research method of structural equation modeling is validation factor analysis, which is different from exploratory factor analysis, it must be a model constructed on the basis of a certain theory, which can be interpreted by the real theory, and the purpose of the research is to validate the rationality of the model. But if it is detached from the real theory, even if it is verified, it is not of practical significance, so it is necessary to establish a theoretical model as a guide at the beginning.

(2) Construction of the initial model. First of all, we should choose specific observation indexes for each latent variable and determine the relationship between them, then determine the relationship between latent variables, after constructing the model framework, and finally, according to the specific conditions of the model, we can limit the loading coefficients of the observation indexes on their corresponding latent variables or limit the path coefficients between the factors.

(3) Fitting of the initial model. Using sample data to fit the initial model, the model can only be minimized under the condition of identifiable, that is, each parameter in the model can be derived from the only estimate. Solve the identifiable problem and determine that the model has a feasible solution.

(4) Identification of Observables. After the initial model to achieve fitting, and out of the results, to confirm that the observation indicators used to reflect the corresponding factor is appropriate, if the observed variable fitting indicators are not ideal, it means that this observation indicator is not appropriate, consider eliminating.

(5) Model evaluation. After each model fitting, if there is a feasible solution, we should evaluate the fitness of the model, including the basic fit indicators, overall fit indicators and intrinsic fit indicators, if there is a link in the results are not ideal, then enter the model correction, if all ideal, then directly into the interpretation of the model.

(6) Model correction. According to the results given by the model fitting analysis of the model correction, you can limit the path coefficients or release, you can increase or decrease the path, you can also limit or release the parameters of a single variable, but it must be based on a certain theory. Until the model fitting results are ideal.

(7) Model analysis. The parameter estimates for each path are obtained from the model that achieves the desired fitting result. The standardized parameter estimates can be used to explain the relationship between factors and between factors and variables. It is possible to derive which

variable has the strongest reflective power on the factors and which two factors have the largest correlation with each other based on their estimated values, thus providing strong empirical support for the practical application of the model.

### **3 Structural Equation Modeling of Exit Management-Human Resource Mobility-Organizational Stability Tests**

To verify whether the proposed path of exit management → HR mobility → organizational stability can be supported in a real statistical model. Chapter 3 first tests the reliability of the research instrument. Then based on correlation analysis, the initial outline of the relationship between variables is outlined. Finally, using structural equation modeling (SEM), the theoretical model is fitted as a whole and the path is tested, and the final model with the most explanatory power is explored through model revision to reveal the mechanism and effect size among the variables.

#### **3.1 Analysis of the reliability of the study questionnaire**

First of all, we constructed the enterprise employees' exit management scale, employees' willingness to leave scale, talent return willingness scale and organizational stability scale, and tested the reliability and validity of the scale questionnaire.

The research adopts Cronbach's  $\alpha$  coefficient method for the reliability test; structural validity analysis adopts factor analysis to verify the theoretical structural validity of the questionnaire.

##### **3.1.1 Reliability analysis of the exit management scale for corporate employees**

After the factor analysis of the corporate employee exit management scale, the results show that its KMO value is 0.908, which indicates that the correlation situation is very good and can be analyzed by factor analysis. In addition, the probability of significance of the  $\chi^2$  statistic value of the Bartlett's sphere test is 0.000, which is less than 1%, indicating that the correlation coefficient is sufficient for extracting the factors by factor analysis. After factor analysis, three factors with eigenvalues greater than 1 were extracted, and according to the analysis results, the first three factors contributed 66.708% of the total variance, and the specific factor analysis loadings are shown in Table 2.

The items involved in factor F1 are all about preventive management, and the preventive management dimension explains 42.384% of the variance in the management of employee separation in the enterprise, and the factor loadings of the five questions are all above 0.7, indicating that they are very consistent in measuring the core of how to prevent employees from leaving the company, with internal consistency  $\alpha = 0.827$ . Factor F2 embodies the question items of the follow-up management dimension, and this dimension explains the variance of 16.293%, with a Cronbach's alpha coefficient of 0.804, and the F3 treatment process dimension explained 8.031 of the variance, with an  $\alpha = 0.862$ . The Employee Separation Management Scale measured a high degree of consistency and had a good internal structure.

Table 2: The reliability and validity of the employee resignation management scale

| Factor                        | Item  | Factor loading |        |        |
|-------------------------------|---|----------------|--------|--------|
|                               |   | F1             | F2     | F3     |
| F1<br>(Preventive Mechanism)  | 1. The company provides clear career development paths, training programs or rotation opportunities for its employees.  | 0.836          |        |        |
|                               | 2. The company has established fair and transparent systems for salary distribution, performance assessment and job promotion.  | 0.749          |        |        |
|                               | 3. The company has established an internal selection and promotion system based on ability, providing a clear path for ordinary employees to become core leaders.             | 0.751          |        |        |
|                               | 4. The company has established a fair, scientific and closely linked performance assessment system with strategic goals, and can effectively motivate employees.              | 0.781          |        |        |
|                               | 5. The company has established an early warning mechanism based on employee behavior or performance data, which can actively identify employees with high risk of leaving.    | 0.799          |        |        |
| F2<br>(Subsequent Management) | 8. The company systematically collects and analyzes the reasons for and destinations of core employees' departures, and uses the analysis results for management improvement. |                | 0.711  |        |
|                               | 9. The company maintains long-term and positive contact with former employees through alumni associations, regular activities, etc.   |                | 0.747  |        |
|                               | 10. The company has a system requiring departing employees to hand over knowledge and systematically organize their customer resources and technical achievements.            |                | 0.651  |        |
|                               | 11. The company will make targeted adjustments and optimizations to the overall human resources policies based on the problems reflected in the departure analysis.           |                | 0.785  |        |
| F3<br>(Processing Procedure)  | 6. The company has a clear and standardized departure handover process, including detailed handover lists and responsibility tracking mechanisms.                             |                |        | 0.824  |
|                               | 7. When core employees propose to leave, the company will formulate personalized communication and retention plans based on their reasons for leaving.                        |                |        | 0.759  |
| Eigenvalue                    |   | 6.942          | 2.341  | 1.735  |
| Explain variance %            |   | 42.384         | 16.293 | 8.031  |
| Cumulative explain variance % |   | 42.384         | 58.677 | 66.708 |
| Cronbach's $\alpha$           |   | 0.827          | 0.804  | 0.862  |

### 3.1.2 Reliability Analysis of Employee Turnover Intention Scale

The reliability analysis of the Employee Turnover Intention Scale is shown in Table 3. After the Employee Willingness to Leave Scale was extracted by factor analysis, one factor appeared in the analysis, contributing 53.14% of the total variance. The factor loadings of all questions were stable between 0.726 and 0.759, and the overall scale reliability coefficient  $\alpha = 0.726$ , with a high degree of consistency.

*Table 3: The reliability and validity analysis of the employee turnover intention scale*

| Item   | Factor loading | Cronbach's $\alpha$ |
|--|----------------|---------------------|
| 1. I often have the thought of leaving this company.                               | 0.759          | 0.726               |
| 2. I am actively seeking other job opportunities.                                  | 0.741          |                     |
| 3. If there is a suitable external job opportunity now, I will probably accept it. | 0.733          |                     |
| 4. In the next year, I am likely to leave the current company I am working for.    | 0.726          |                     |

### 3.1.3 Reliability Analysis of Talent Return Intention Scale

The reliability analysis of the Talent Return Intention Scale is shown in Table 4. The five factor loadings of the Talent Return Intention Scale range from 0.654 to 0.818, and the reliability analysis results found that the homogeneity of the questionnaire is quite high. The reliability of the overall scale  $\alpha = 0.711$ , it is a measurement tool with good internal consistency.

*Table 4: The reliability and validity analysis of the Talent Retention Intent Scale*

| Item  | Factor loading | Cronbach's $\alpha$ |
|---|----------------|---------------------|
| 1. If I were to leave for some reason, I would be willing to return to this company to work in the future if given the opportunity.                                 | 0.818          | 0.711               |
| 2. I believe this company is a platform worth rejoining and developing in the long term.  | 0.718          |                     |
| 3. I will recommend this company to my friends who are looking for jobs, considering it a good choice.  | 0.654          |                     |
| 4. I still follow the development of the original company and am willing to give it positive evaluations in social settings.  | 0.701          |                     |
| 5. If the original company can offer more competitive conditions in terms of salary, position or job content, my willingness to return will significantly increase. | 0.731          |                     |

### 3.1.4 Reliability analysis of the Organizational Stability Scale

The results of the factor analysis of the Organizational Stability Scale showed a KMO value of 0.856, which is a good correlation situation for factor analysis. The probability of significance of the  $\chi^2$  statistic value of the Bartlett's sphere test is 0.000, which is less than 1%, indicating that the correlation coefficient is sufficient for extracting the factors by factor analysis. After the analysis, three factors with eigenvalues greater than 1 were obtained, and the reliability analysis of the Organizational Stability Scale is shown in Table 5.

The three factors together explained 64.3% of the variance in organizational stability, and the three factors decomposed the abstract stability into three concrete refractive facets, namely,

operations, reputation, and knowledge, and their explained variance ratios were 37.193%, 20.092%, and 7.031%, respectively. The Cronbach's alpha coefficients of the three factors were 0.754, 0.703 and 0.728, respectively. The structure of the scale is clear, and it can effectively score organizational stability and health from multiple dimensions.

*Table 5: The reliability and validity analysis of the Organizational Stability Scale*

| Factor                            | Item   | Factor loading |        |        |
|-----------------------------------|--|----------------|--------|--------|
|                                   |  | F1             | F2     | F3     |
| F1<br>(Operational<br>Continuity) | 1. When key core employees leave their positions, the company can find suitable successors or substitutes within a short period of time.                                   | 0.769          |        |        |
|                                   | 2. After the core members of the team leave, the company can quickly recover and maintain the original efficiency and quality.   | 0.755          |        |        |
|                                   | 3. The departure of core employees rarely leads to serious disruptions or delays in the business or projects they are responsible for.                                     | 0.788          |        |        |
| F2<br>(Reputation<br>Stability)   | 6. The company is regarded as a stable platform for employees to develop for a long time both within and outside the industry, and the employer's brand image is good.     |                | 0.656  |        |
|                                   | 7. The company can properly handle the departure of employees, and most employees, whether they are still employed or have left, hold positive evaluations of the company. |                | 0.671  |        |
|                                   | 8. The company still has a strong appeal in the talent market to potential job seekers, and the quality of applicants for key positions remains stable.                    |                | 0.704  |        |
| F3(Knowledge<br>Continuity)       | 4. The company has systematic measures to retain and pass on the key work experience and professional skills of departing employees.                                       |                |        | 0.635  |
|                                   | 5. The company rarely experiences a critical knowledge or skill gap due to the departure of employees, where "only he/she knows how to do it".                             |                |        | 0.773  |
| Eigenvalue                        |  | 3.241          | 2.818  | 1.165  |
| Explain variance %                |  | 37.193         | 20.092 | 7.031  |
| Cumulative explain variance %     |  | 37.193         | 57.285 | 64.316 |
| Cronbach's $\alpha$               |  | 0.754          | 0.703  | 0.728  |

### 3.2 Correlation analysis

Starting from the three dimensions of corporate employee exit management, Pearson correlation analysis was used to describe the relationship between each dimension and human resource mobility and organizational stability, respectively, and the results obtained are shown in Figure 2.

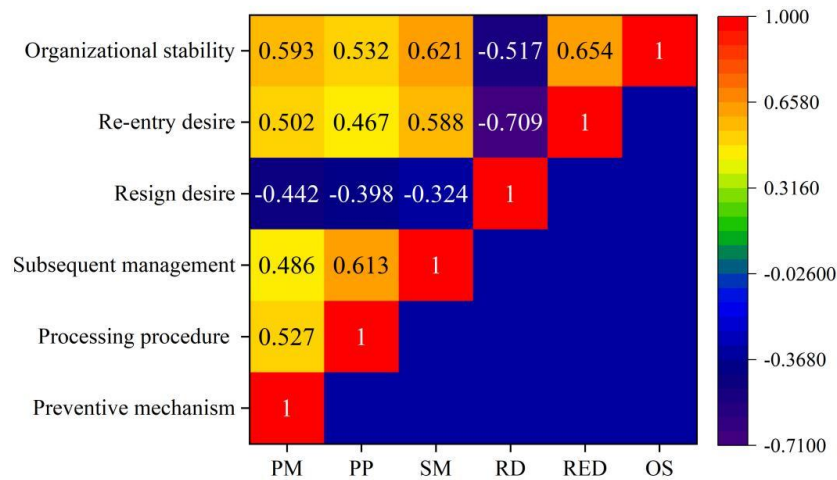


Figure 2: Correlation analysis of resignation management, resource mobility & stability

All three dimensions of corporate employee exit management are significantly correlated with the willingness of employees to leave and the willingness of talent to return, as well as organizational stability of human resource mobility. Specifically, all three management dimensions are significantly negatively correlated with willingness to leave, with  $r$  ranging from -0.324 to -0.442. The three management dimensions are significantly and positively correlated with willingness to return and organizational stability, with correlation coefficients  $r$  ranging from 0.467 to 0.588 for the former and from 0.532 to 0.621 for the latter. It indicates that systematic exit management practices are significantly associated with increased willingness of employees to stay, increased willingness to return in the future, and improved organizational robustness.

Meanwhile, human resource mobility itself, willingness to leave is negatively correlated with willingness to return,  $r = -0.709$ , willingness to leave is negatively correlated with organizational stability,  $r = -0.517$ , and willingness to return is strongly and positively correlated with organizational stability,  $r = 0.654$ . Preliminary confirmation of the core logic of the study: effective exit management can be achieved by suppressing non-virtuous turnover (reducing willingness to leave) and promoting a virtuous cycle (increasing willingness to return). Effective management of employee turnover can help consolidate the development of organizational stability by suppressing non-virtuous turnover (reducing the willingness to leave) and promoting the virtuous circle (increasing the willingness to return). This provides data support for the subsequent in-depth examination of the complex causal relationships and mediating paths using structural equation modeling.

### 3.3 Structural equation modeling: model construction and initial fitting

The correlation analysis shows that there is a significant relationship between the variables and the path and mediation mechanism test based on structural equation modeling can now be performed.

### 3.3.1 Model fitness analysis of partial versus full mediation

The overall model and data fitness of the theoretical research model constructed in this paper were analyzed, and the resulting model fitness is shown in Table 6. A fully mediated model is one in which the independent variable acts on the dependent variable through the mediator variable without directly acting on the dependent variable, while a partially mediated model is one in which the independent variable not only acts on the dependent variable through the mediator variable, but also has a direct effect on the dependent variable.

Table 6: Model fit degree

|                            | Fitting indicators | Independent model | Partial mediation | Complete mediation |
|----------------------------|--------------------|-------------------|-------------------|--------------------|
| Absolute goodness of fit   | P                  | 0.000             | 0.244             | 0.021              |
|                            | CMIN               | 290.731           | 11.146            | 32.393             |
|                            | DF                 | 21                | 10                | 11                 |
|                            | CMIN/DF            | 13.844            | 1.115             | 2.945              |
|                            | GFI                | 0.825             | 0.917             | 0.877              |
|                            | SRMR               | 0.154             | 0.051             | 0.062              |
|                            | RMSEA              | 0.302             | 0.079             | 0.107              |
| Simplicity of Fit Degree   | PNFI               | 0.637             | 0.825             | 0.742              |
|                            | PGFI               | 0.471             | 0.708             | 0.623              |
| Incremental fitting degree | NFI                | 0.819             | 0.968             | 0.903              |
|                            | NNFI               | 0.894             | 1.000             | 0.952              |
|                            | CFI                | 0.000             | 0.935             | 0.882              |

As can be seen in Table 6, the partial mediation model chi-square test  $P=0.244 > 0.05$  did not reach the level of significance, indicating that the model is acceptable. Where the chi-square degrees of freedom ratio =  $11.146/10 = 1.115 < 2.000$  indicates that the model has a better fit. Comparing with the partial mediation model, the chi-square test  $P=0.021 < 0.05$  for the fully mediated model, the model is more significant, but its chi-square degrees of freedom  $CMIN/DF=32.393/11=2.945$ , which indicates that the model has an ordinary degree of fit, and combining all the data, the fit validity of the fully mediated model is not as good as that of the partially mediated model, and the two comparative fit index CFIs are respectively Therefore, the partial mediation model is considered to be more reasonable and mutually supportive with the conclusions from the correlation analysis conducted in the previous section. Therefore, this study concludes that the model with human resource mobility as a mediating variable is acceptable, and that human resource mobility plays a partially mediating role between corporate employee exit management and organizational stability, i.e., corporate employee exit management practices do not only act on organizational stability through human resource mobility, but also have a direct impact on organizational stability to a certain extent. It confirms that hypothesis H4 that human resource mobility mediates between corporate employee separation management and organizational stability is correct.

### 3.3.2 Path analysis of human resources mobility intermediation

Human resource mobility includes the willingness of employees to leave and the willingness of talent to return to the path analysis of the mediating role of human resource mobility is shown in Figure 3.

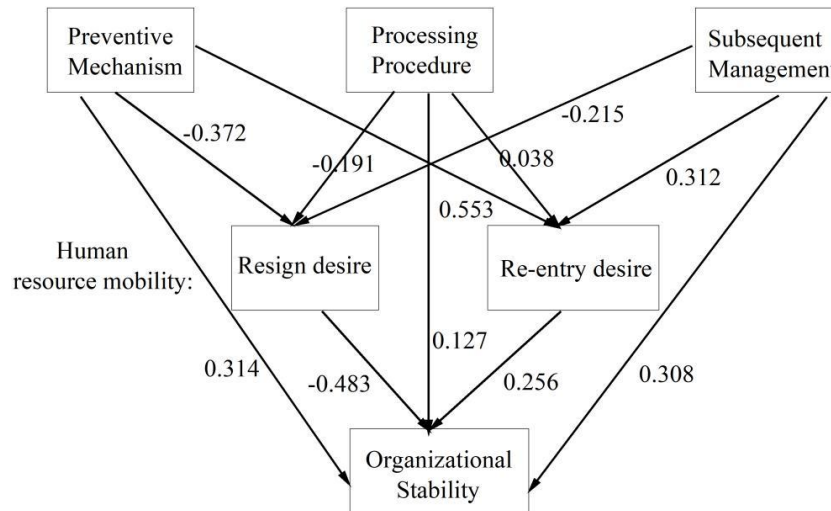


Figure 3: Path Analysis of the Mediating Role of Human Resource Mobility

From the structural equation model path analysis coefficients can be derived, as an example, the preventive mechanism in the management of employee separation in the enterprise, the direct effect of the preventive mechanism on the stability of the organization is 0.314, to verify the hypothesis H1c; the indirect effect is  $-0.372+0.553(-0.483)-0.256=0.408$ , and the total effect is the sum of the direct effect and the indirect effect, that is, it is  $0.314+0.408=0.722$ ; the direct effect of the treatment process on organizational stability is 0.127, the indirect effect= $-0.191+0.038(-0.483)-0.256=0.074$ , and the total effect= $0.127+0.074=0.201$ ; the direct effect of the follow-up treatment on organizational stability is 0.308, the indirect effect= $-0.215+0.312(-0.483)-0.256=0.374$ , total effect= $0.308+0.374=0.682$ .

Specifically analyzed, the preventive mechanism dimension in enterprise employee separation management has the most significant effect on both human resource mobility and organizational stability, and its effect coefficient on reducing the willingness of employees to leave is -0.372, which verifies the hypothesis H1a, and the path coefficient of the effect on attracting talent back is 0.553 (hypothesis H1b). In contrast, the processing process in the talent return role is weak, the coefficient is only 0.038, so the hypothesis H2b does not hold. However, the path coefficients for willingness to leave and organizational stability are -0.191 and 0.127 respectively, proving that hypotheses H2a and H2c are still correct. Follow-up management, on the other hand, also shows a significant effect, with path coefficients of 0.215, 0.312, and 0.308 for decreasing willingness to leave, facilitating talent return, and maintaining organizational stability, respectively, echoing hypotheses H3a, H3b, and H3c. Figure 3 also confirms that employees' willingness to leave directly diminishes organizational stability, with a utility value of  $= -0.483$ , whereas willingness to return enhances organizational stability, with a path coefficient of  $= 0.256$ . Path coefficient = 0.256. And all three management dimensions have a direct positive effect on organizational stability with utility values ranging from 0.127 to 0.314, which again confirms that the research partially mediates the establishment of the model correctly.

### 3.4 Research model modifications

From the above path analysis, it can be seen that for the processing process  $\rightarrow$  talent return willingness path effect coefficient = 0.038,  $T = 0.468$ ,  $p = 0.316 > 0.05$ , the processing process of the management of the enterprise employees leaving the company and the willingness of the talent to return to the positive correlation between the process is not significant, so remove this

non-significant path to the model to be corrected, and then carry out the structural equation, the path results obtained as Figure 4 The results of the path are shown in Figure 4.

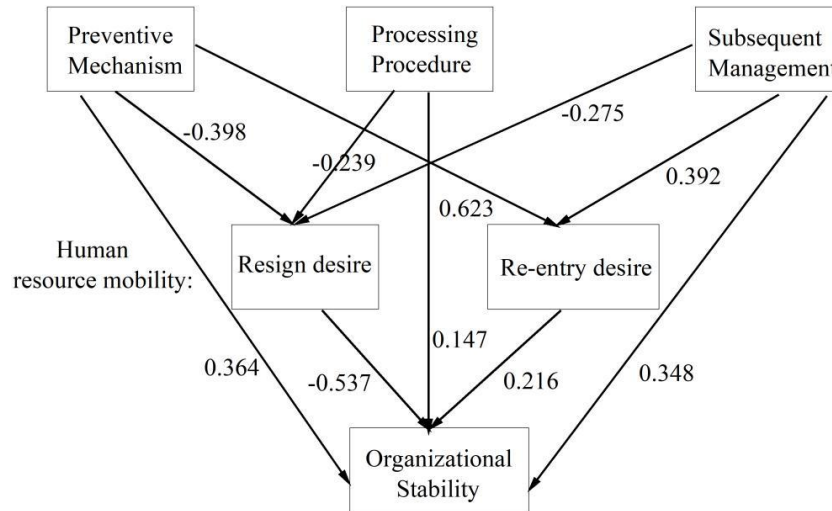


Figure 4: The revised structural model path

**3.4.1 Comparative analysis of the overall fit results of the hypothetical model and the modified model**

The overall fit of the modified model after the removal of insignificant paths was analyzed and compared with the original hypothetical partially mediated model fit, and the results are shown in Table 7.

Table 7: Comparison of the fitting results of the original and the modified model

|                            |         | Standard               | Original | Modified |
|----------------------------|---------|------------------------|----------|----------|
| Absolute goodness of fit   | P       | >0.05                  | 0.244    | 0.265    |
|                            | CMIN    | the smaller the better | 11.146   | 10.987   |
|                            | DF      | -                      | 10       | 10       |
|                            | CMIN/DF | <2                     | 1.115    | 1.099    |
|                            | GFI     | >0.90                  | 0.917    | 0.920    |
|                            | SRMR    | <0.08                  | 0.051    | 0.049    |
|                            | RMSEA   | <0.06                  | 0.079    | 0.052    |
| Simplicity of Fit Degree   | PNFI    | >0.5                   | 0.825    | 0.832    |
|                            | PGFI    | >0.5                   | 0.708    | 0.724    |
| Incremental fitting degree | NFI     | >0.95                  | 0.968    | 0.973    |
|                            | NNFI    | >0.95                  | 1.000    | 1.000    |
|                            | CFI     | >0.95                  | 0.935    | 0.985    |

The revised model after removing insignificant paths is more parsimonious and fits the data better than the initial hypothesized model. (1) In terms of absolute fit, the CMIN/DF of both models is much less than 2, 1.115 and 1.099, respectively, and both models are not overly bloated and have a better overall fit. (2) On the root mean square of approximation error RMSEA, the modified model decreased from 0.079 to 0.052, reaching the criterion <0.06, and the gap between the covariance matrix estimated by the model and the actual covariance matrix of the sample data was much smaller. (3) Both the PNFI and PGFI indicators, which represent the parsimony of the model, improved after the correction to 0.832 and 0.724, respectively,

indicating that the model has to be more parsimonious while guaranteeing the explanatory power. (4) Comparative Fit Index CFI, a key indicator for measuring the overall goodness of fit of the model, increased from 0.935 to 0.985,  $>0.95$ , reaching the standard of excellence. After eliminating the powerless path of “processing process→willingness of talents to return”, the whole model becomes more concise and reasonable, and its explanatory power to the real data is also stronger.

### 3.4.2 Path coefficients after study model modification

The path normalization coefficients and T-values of the modified model after the study deletion of non-significant paths are shown in Table 8.

*Table 8: Modify the path standardization coefficients and T-values of the model*

| Path   | Original           |        | Modified           |        |
|--|--------------------|--------|--------------------|--------|
|  | Effect coefficient | T      | Effect coefficient | T      |
| Preventive mechanism → Employee turnover intention     | -0.372             | -4.798 | -0.398             | -5.082 |
| Handling process → Employee turnover intention         | -0.191             | 2.395  | -0.239             | -3.126 |
| Follow-up management → Employee turnover intention     | -0.215             | 3.114  | -0.275             | -3.851 |
| Preventive mechanism → Talent return intention         | 0.553              | 7.864  | 0.623              | 8.646  |
| Handling process → Talent return intention             | 0.038              | 0.468  | -                  | -      |
| Follow-up management → Talent return intention         | 0.312              | 4.023  | 0.392              | 5.575  |
| Preventive mechanism → Organizational stability        | 0.314              | 4.063  | 0.364              | 4.632  |
| Handling process → Organizational stability            | 0.127              | 1.761  | 0.147              | 2.075  |
| Follow-up management → Organizational stability        | 0.308              | 3.841  | 0.348              | 4.352  |
| Employee turnover intention → Organizational stability | -0.483             | -6.883 | -0.537             | -8.079 |
| Talent return intention → Organizational stability     | 0.256              | 3.563  | 0.216              | 3.154  |

By deleting insignificant paths, the explanatory power of each path of the model is stronger. The effect of “prevention mechanism→employee willingness to leave” increases from -0.372 to -0.398, and the T-value changes from -4.798 to -5.082, indicating that the role of prevention in reducing willingness to leave becomes more certain. Similarly, the effect of “follow-up management → willingness to return” jumps from 0.312 to 0.392, and its importance becomes more prominent. These changes indicate that after removing the irrelevant path noise, the truly meaningful causal signals in the model are amplified.

## 4 Conclusion

The three major elements of the exit management system, namely, prevention mechanism, processing process and follow-up management, proposed in the study have a significant impact

on optimizing human resources mobility and consolidating the foundation of organizational stability. It confirms the core hypotheses H1-H3: the implementation of systematic exit management prevention mechanism, processing process and follow-up management can significantly improve human resources mobility and organizational stability.

(1) The preventive mechanism has the strongest effect on reducing the willingness of young employees to leave and prompting the willingness of talents to return, with effect coefficients of -0.398 and 0.623 respectively, while the direct effect on organizational stability reaches 0.364;

(2) The value of the treatment process is mainly reflected in reducing the willingness to leave, with an effect coefficient of -0.239, and a direct positive contribution to organizational stability. However, its role in promoting talent return is limited, and the original path is not significant, so it is excluded.

(3) Follow-up management also has a significant effect on human resource mobility, with a utility value of -0.275 and 0.392 on willingness to leave and willingness to return, respectively.

(4) The study verifies the partial mediating role of human resource mobility in this, and hypothesis H4 is valid. Exit management both indirectly stabilizes the organization by reducing the willingness to leave and increasing the willingness to return, which are the two mobility paths, and at the same time has a direct positive effect on organizational stability.

## About the Author

Haoyun Li was born in Changzhi, Shanxi, P.R. China, in 1992. He received the Master degree from Segi University, Malaysia and he received the Doctor of Philosophy degree from Jeonju University, South Korea. Now he works in Department of History and Tourism Management, Changzhi University. His research interests include human resources and general management.

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