

# A Study on the Impact of the Psychosocial Work Environment on Employee Turnover Intentions in Construction Companies: Based on a Moderated Mediation Model

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**Abstract:** One of the key factors for the sustainable development of an enterprise is to attract and retain employees. How to enable employees to gain a sense of belonging and identity within the enterprise, and how to effectively prevent abnormal employee turnover, etc., have increasingly attracted the attention of scholars and business managers. This paper takes 603 on-the-job employees of an A construction enterprise as the subjects, examines the relationship among the psychological social work environment, turnover intention, and psychological resilience of the employees, and constructs the relationship path. After collecting the data, SPSS 25.0 was used for descriptive statistics, one-way ANOVA, correlation analysis, and regression analysis. The results show that the overall average score of the psychological social work environment is 3.07, the overall average score of psychological resilience is 3.34, and the average score of turnover intention is 2.89; among them, the psychological social work environment has a significant negative predictive effect on turnover intention ( $\beta = -0.31$ ,  $p < 0.001$ ); the interaction term between the psychological social work environment and psychological resilience has a significant predictive effect on turnover intention ( $\beta = -0.58$ ,  $p < 0.05$ ); thus, it can be concluded that the psychological social work environment of the employees is at a medium level, and the turnover intention is low; the higher the psychological social work environment of the employees, the lower the turnover intention; the higher the psychological resilience of the employees, psychological resilience plays a moderating role between the psychological social work environment and turnover intention.

**Keywords:** Construction enterprise; Psychological social work environment; Turnover intention; Psychological resilience; Moderating effect

## 1. Introduction

The development of an enterprise is closely related to its employees. With the development of society, the sense of belonging and recognition that employees can obtain within the enterprise has increasingly attracted the attention of scholars and managers [1]. Nowadays, the socialist market economy has experienced rapid development, and the number and scale of enterprises in China have grown explosively. The pressure to attract and retain talents has become one of the focuses of enterprise development [2-3]. At the same time, as the new generation of employees enter the workplace, self-worth and career ideals are more and more concerned by employees [4]. Compared with previous employees, the definition of success, understanding of work and lifestyle of the new generation of employees are quite different, and their positive and negative work attitudes have become problems that enterprises need to solve to prevent employee turnover. For a long time, scholars have conducted in-depth research on the phenomenon of employee turnover, and it remains one of the topics that many scholars are concerned about.



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At the same time, the issue of turnover is also an important part that cannot be ignored in enterprise operation. It should be noted that the mobility of employees is one of the common phenomena in the continuous improvement and perfection of China's socialist market economy system [5]. Normal employee turnover can optimize the organizational structure of the enterprise, accelerate the renewal of the organization, bring creative new blood to the enterprise, and create new wealth for production and operation [6]. However, on the other hand, the turnover of knowledge-based and technical employees will bring risks and losses to the enterprise's production and operation, and will also reduce the core competitiveness of the enterprise and even threaten its survival and development [7-9].

For employees of construction enterprises, the workplace is the concentrated place of tension and competition. Traditional occupational health mainly focuses on the damage to human health caused by harmful physical factors in the environment, which cannot reflect the actual situation. The health damage such as insomnia, anxiety, high stress, and reduced immunity caused by work reasons has become a prominent and urgent problem that needs to be solved [10-11]. In terms of non-physical factors in the working environment, it can also be called the psychological and social working environment, mainly referring to the psychological and social influencing factors that individuals feel in the workplace [12]. With the development of society, the acceleration of work pace, the diversification of value orientation, the intensification of enterprise competition, and the complexity of work objects, as well as the prominentness of conflicts [13-16]. Construction enterprise employees in the new era's governance environment are bearing heavy workloads and psychological pressure as well as new challenges. Their psychological and social working environment has become an important issue that cannot be ignored. However, from the current research perspective, the research on the correlation between psychological and social working environment and employee intention is relatively lacking.

This paper takes 603 employees of A construction enterprise as the research object, with psychological and social working environment, intention to leave, and psychological resilience as the main research contents. Through distributing questionnaires and collecting data, and using SPSS25.0 for statistical analysis, the relationship between each dimension of psychological and social working environment and employee intention to leave, the relationship between each dimension of psychological resilience and employee intention to leave, and the role of psychological resilience as a mediating variable when it acts as a regulator between psychological and social working environment and employee intention to leave are obtained.

## **2. Conceptual Definition and Research Hypotheses**

### *2.1. Definition of Concepts*

#### **2.1.1. Psychological and Social Work Environment**

The psychological social work environment, also known as the work psychological environment or the workplace psychological environment, is distinct from the physical environment such as the office space. It refers to the soft psychological atmosphere that employees perceive in their work and that affects their psychological state and emotions. It is the subjective psychological experience of employees in the workplace. Regarding the concept of the psychological social work environment, there is no unified definition in the academic community. Elwér Sofia believes that the psychological social work environment refers to the psychological experience and attitude of employees towards the objective things and changes within and outside the enterprise [17]. In this article, the author agrees with her understanding of the psychological social work environment, which is relatively comprehensive. In brief, the psychological social work environment is the perception and attitude of employees towards all aspects of work, and the expectation of employees regarding their work is the work value, that is, the psychological reaction caused by the interaction between individuals and the work environment.

#### **2.1.2. Employee Departure Intentions**

Leaving one's job can be classified into two broad categories: the broad sense of leaving refers to the movement of labor force within an industry from one place or occupation to another, indicating the flow of employees from a specific organization. According to this definition, promotions, demotions, lateral transfers within the organization, and leaving can all be classified under this concept. The narrow sense of leaving refers to the movement of labor from within an organization to outside. "Intention" is sometimes expressed as inclination, will, or purpose, referring to the attitude of an individual when preparing to do something, which can be understood as the individual's goal, plan, or psychological tendency. Therefore, "intention" is essentially a tendency or plan to respond to a specific

object or event. According to the existing research definitions, whether an employee actually takes the action of leaving or not, as long as they have the idea or intention of voluntarily leaving the current job, it is considered as an intention to leave.

### 2.1.3. Psychological Resilience

Psychological resilience refers to the ability of an individual to flexibly cope with negative events, recover from negative experiences or adversities, and achieve good adaptation to the environment. Some people can handle setbacks or adversities calmly and persistently, while maintaining strength, whereas others may be at a loss, panic-stricken, or even become aggressive when facing setbacks or adversities. Researchers have been conducting in-depth investigations and studies on the reasons for this difference. A study has found that an individual's level of psychological resilience can affect their aggressive behavior. When facing the same frustrating situation, compared to individuals with a high level of resilience, those with a low level of resilience are more likely to exhibit overt aggressive behavior.

## 2.2. Research Hypotheses

Among the existing studies on factors related to resignation, it is generally believed that workplace psychological stress is a factor influencing employee resignation. Workplace psychological stress refers to a series of physiological and psychological reactions that occur when organizational members realize that their abilities and resources cannot meet the demands of the job. For the construction industry, ensuring the number of employed employees in the enterprise is one of the elements for the healthy development of the enterprise. The demand for employees by construction enterprises is constantly increasing. However, due to the close connection of work with projects, as well as uncertain factors such as work environment, work intensity, and work pressure, the psychological social working environment of construction enterprise employees has decreased, directly leading to an increase in the acceleration of employees' intention to resign. Therefore, the following hypothesis can be proposed:

Hypothesis H1: The psychological social working environment of construction enterprises is significantly negatively correlated with employee resignation intention, that is, the decrease in the social working environment will accelerate the increase in employee resignation intention.

Although the influence of workplace psychological environment on employees' attitudes and behaviors has been unanimously recognized, exploring the psychological mechanism of this effect and the related influencing factors remains an important current topic. Psychological resilience, as a personal trait, may play an important role in it. According to the perspective of positive organizational behavior, even in the same environment and facing the same stress events, different individuals will not have the same stress responses. The main reason for this is the differences in individual traits or the differences in the possession of resources. Compared with people with low levels of psychological resilience, those with higher psychological resilience will experience lower stress levels. Under such conditions, they can actively respond, and still actively seek help from others and other resources when facing adverse situations, rather than choosing avoidance strategies. Although the physical conditions such as work scenarios, work pressure, and work remuneration of employees in different positions in construction enterprises are different, the mechanism of psychological resilience may not vary much. Based on the above research results, the following hypotheses can be made:

Hypothesis H2: The psychological resilience of construction enterprise employees plays a mediating role between the psychological social working environment and employee resignation intention.

The overall research framework is shown in Figure 1.

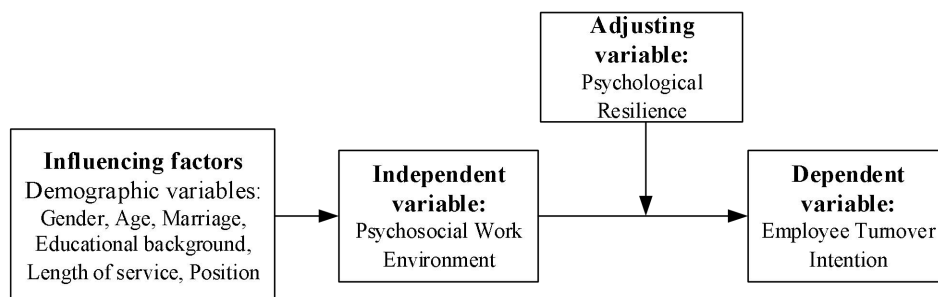


Figure 1. The overall framework of this study

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### 3. Research Design

#### 3.1. Research Subjects

A construction enterprise has a certain industry influence in the Chinese construction industry. It mainly engages in construction projects, architectural design, and maintenance of construction projects as its core business. Its business direction has shifted from specialized subcontracting to general contracting for construction project design, project construction, and post-construction maintenance. Currently, A construction enterprise has a total of 1,837 employees, among whom 642 are on the payroll, mainly including project managers, technical personnel, and construction managers, accounting for 34.95% of the total number of employees; the flexible employment personnel mainly consist of temporary employees, mainly project construction personnel and logistics personnel, totaling 1,195, accounting for 65.05% of the total number of employees in the enterprise.

The enterprise actively cooperates with educational institutions to recruit interns in fields such as construction engineering, architectural design, and electrical management, further supplementing the enterprise's human resources. Additionally, A construction enterprise ensures the smooth progress of construction projects by recruiting construction personnel based on actual employment needs. According to internal statistics of A construction enterprise, the formal employee turnover rate in 2025-2026 was around 10%. Therefore, how to reduce the intention of A construction enterprise employees to leave and maintain the enterprise's competitiveness is an urgent problem to be solved at present.

This article takes A construction enterprise as the research object and conducts a questionnaire survey on 628 on-the-job employees (excluding 24 equity employees such as directors and shareholders) through internal emails. When collecting the questionnaires, invalid and unqualified questionnaires were excluded, and 603 valid questionnaires were obtained, with an effective recovery rate of 96.02%.

#### 3.2. Research Tools

##### (1) Psychological and Social Work Environment Scale

This paper is based on Elwér Sofia's Psychological and Social Work Environment Scale and has been adapted to propose a psychological and social work environment scale applicable to employees of construction enterprises. It consists of 5 dimensions: interpersonal psychological environment, leadership psychological support, organizational fairness perception, organizational belonging perception, and psychological safety perception, with a total of 20 items. Scoring is conducted using the Likert 5-point scale, all of which are positive questions, ranging from "strongly disagree" to "strongly agree", with 1 to 5 points assigned respectively. The higher the score, the better the psychological and social work environment for the employees.

##### (2) Employee Departure Intention Scale

This study employed the "Departure Intention Scale" for measurement. It consists of 4 items, such as "I often think of quitting my current job" and "If I remain in this company, my prospects may not be very good", etc. It uses a five-point scale, with 1 representing "strongly disagree" and 5 representing "strongly agree". The higher the score, the stronger the intention to leave.

##### (3) Psychological Resilience Scale

The Conner-Davidson Psychological Resilience Scale (CD-RISC) was developed by Conner and Davidson in 2003 to measure the positive psychological qualities exhibited by individuals in response to adversity. It consists of 2 items and 5 dimensions [18]. This scale was adapted for local use in this study, and the 5 dimensions of the original scale were adjusted to three dimensions more suitable for the Chinese population, including perseverance, strength, and optimism. Perseverance includes 13 questions, strength includes 8 questions, and optimism includes 4 questions. It uses a 5-point rating, with 1 representing "never" and 5 representing "almost always", and the higher the score, the higher the psychological resilience.

#### 3.3. Research Methods

The data obtained from the questionnaire were analyzed using SPSS 25.0. The specific steps were as follows:

Descriptive statistical analysis: The demographic characteristics (gender, age, marital status, education level, working years, position) of the sample were statistically processed and summarized.

Independent sample t-test, one-way ANOVA, and post-hoc tests: Analyze the differences in the psychological social work environment, employee turnover intention, and psychological resilience of

the employees of A construction enterprise in terms of demographic variables.

Pearson correlation analysis: Use Pearson correlation analysis to test the correlation and significance between the psychological social work environment, employee turnover intention, and psychological resilience.

Hierarchical multiple regression analysis: Test the moderating effect of the psychological resilience of the employees of A construction enterprise on the relationship between the psychological social work environment and employee turnover intention.

## 4. Data Statistics and Analysis

### 4.1. Sample Description

A descriptive statistical analysis was conducted on the 603 collected questionnaires, and the results are shown in Table 1:

Among the samples, there were 144 employees in management positions, accounting for 23.88% of the total surveyed employees; 217 employees in technical positions, accounting for 35.99% of the total surveyed employees; and 242 employees in operational positions, accounting for 40.13% of the total surveyed employees. For construction enterprises, the employees in operational positions account for the majority of the company's total workforce, followed by those in technical positions, and there are relatively fewer management personnel. Therefore, the overall structure of the sample is reasonable.

In terms of gender, male employees accounted for 75.12% of the total sample. Since most employees in construction enterprises are male, especially in technical and operational positions, there are more male employees. For management positions, project managers are mostly male, while administrative managers have more female employees. Therefore, male employees in management positions account for the lowest proportion among the three position categories. Thus, the gender structure of the sample is reasonable.

Regarding marriage, the number of unmarried samples accounted for 34.99% of the total sample, and the number of married samples accounted for 65.01% of the total sample. This is in line with the conventional situation in construction enterprises, so the marriage structure of the sample is reasonable.

**Table 1.** Sample Descriptive Analysis

Category	Sub-item	N	%	Cumulative %
Gender	Male	453	75.12	75.12
	Female	150	24.88	100.00
Age	Under 25 years old	136	22.55	22.55
	Aged 26 to 35	185	30.68	53.23
	Aged 36 to 45	193	32.01	85.24
	Over 45 years old	89	14.76	100.00
Marriage	Unmarried	211	34.99	34.99
	Married	392	65.01	100.00
Educational background	High school and below	72	11.94	11.94
	Junior college	183	30.35	42.29
	Undergraduate	281	46.60	88.89
	Graduate student	67	11.11	100.00
Length of service	Less than one year	97	16.09	16.09
	1 to 3 years	218	36.15	52.24
	3 to 5 years	176	29.19	81.43
	More than 5 years	112	18.57	100.00
Position	Management position	144	23.88	23.88
	Technical position	217	35.99	59.87
	Operating position	242	40.13	100.00

### 4.2. Reliability and Validity Analysis

#### 4.2.1. Reliability Analysis

Currently, the most commonly used method for measuring the reliability of questionnaires is the Cronbach  $\alpha$  coefficient. The reliability of a questionnaire is examined by comparing the stability of individual items within the questionnaire with the overall stability of the questionnaire, that is, by judging the degree of internal consistency of the questionnaire based on the value of the  $\alpha$  coefficient.

The value of the Cronbach  $\alpha$  coefficient ranges from 0 to 1, but in practice, it cannot be equal to 0 or 1. For studies in fields such as management and psychology, it is generally believed that when the Cronbach  $\alpha$  coefficient is greater than 0.7, the questionnaire has a certain level of reliability, and the questions with a  $\alpha$  coefficient greater than 0.7 should be retained, while those with an  $\alpha$  value less than 0.7 should be adjusted or deleted.

In this study, the psychological social work environment scale, employee turnover intention scale, and psychological resilience scale are respectively scales that have been verified and practiced by previous researchers and have relatively high reliability. However, to ensure greater reliability, this study continues to conduct reliability analysis and calculate their Cronbach  $\alpha$  coefficients. The specific calculation results of each questionnaire are shown in Table 2:

The overall reliability coefficients of the psychological social work environment scale, employee turnover intention scale, and psychological resilience scale are 0.804, 0.833, and 0.952, respectively, all greater than 0.7. The reliability coefficients of each dimension are also greater than 0.7, which can be considered that the internal consistency of the three questionnaires is high. The collected data is stable and reliable.

**Table 2.** Reliability Test Results of Each Questionnaire

Questionnaire	N	Cronbach $\alpha$	Dimension division	N	Cronbach $\alpha$
Psychosocial Work Environment	20	0.804	Interpersonal psychological environment	4	0.921
			Leadership psychological support	4	0.834
			Perception of organizational equity	4	0.788
			Perception of organizational affiliation	4	0.925
			Psychological safety perception	4	0.834
Psychological Resilience	25	0.833	Toughness	13	0.913
			Power	8	0.891
			Optimism	4	0.875
Employee Turnover Intention	4	0.952	—	—	—

#### 4.2.2. Validity Analysis

When the KMO value is greater than 0.8 but less than 0.9, it indicates that the questionnaire is suitable for factor analysis; when the KMO value is greater than 0.7 but less than 0.8, it suggests that the questionnaire is suitable for factor analysis; when the KMO value is greater than 0.6 but less than 0.7, it indicates that the questionnaire is relatively suitable for factor analysis; when the KMO value is less than 0.6, it means that the questionnaire is not suitable for factor analysis. Meanwhile, when the sig value in the Bartlett's sphericity test is less than 0.05, it indicates that the questionnaire is suitable for factor analysis.

The KMO test and Bartlett's sphericity test were conducted on the Psychological Social Work Environment Scale, Employee Turnover Intention Scale, and Psychological Resilience Scale. The results are shown in Table 3:

The KMO values of the Psychological Social Work Environment Scale, Employee Turnover Intention Scale, and Psychological Resilience Scale are 0.801, 0.805, and 0.789 respectively, all of which are greater than 0.7, indicating that the questionnaires are suitable for factor analysis.

**Table 3.** Inspection Results of KMO and Bartlett Spheres

Scale	Psychosocial Work Environment	Psychological Resilience	Employee Turnover Intention
Kaiser-Meyer-Olkin	0.801	0.805	0.789
Bartlett's sphericity test	2983.752	4935.521	1835.855
df	204	112	4
Sig	0.000	0.000	0.000

Factor analysis indicates that the cumulative variance contribution rates of the Psychological Social Work Environment Scale, the Employee Turnover Intention Scale, and the Psychological Resilience Scale are 68.433%, 72.341%, and 63.251% respectively. Moreover, the factor loadings of each item are

all greater than 0.3, which can be considered as indicating that the Psychological Social Work Environment Scale, the Employee Turnover Intention Scale, and the Psychological Resilience Scale have good validity.

### 4.3. Research Results

#### 4.3.1. Overall Characteristics

The overall characteristics of the psychological social work environment, employee turnover intention, and psychological resilience are shown in Table 4:

The average score of the psychological social work environment for the employees of this construction enterprise is  $3.07 \pm 0.83$ , the score of psychological resilience is  $3.34 \pm 0.75$ , and the score of turnover intention is  $2.89 \pm 0.66$ .

Using the median value of 3 on the Likert scale as the standard, the psychological social work environment of the 603 employees in this enterprise is at a medium level. On the five dimensions it belongs to, the average scores, from high to low, are organization belonging perception (3.45), interpersonal psychological environment (3.21), organizational fairness perception (3.11), leadership psychological support (3.05), and psychological safety perception (2.54).

It is at a moderately high level in terms of psychological resilience. On the three dimensions it belongs to, the average scores, from high to low, are strength (3.55), resilience (3.37), and optimism (3.09).

The turnover intention of the employees of this construction enterprise is at a moderately low level.

**Table 4.** General Characteristics

Project/Score	Min	Max	Mean	SD
1. Interpersonal psychological environment	1	5	3.21	0.89
2. Leadership psychological support	1	5	3.05	0.85
3. Perception of organizational equity	1	5	3.11	1.07
4. Perception of organizational affiliation	1	5	3.45	1.12
5. Psychological safety perception	1	5	2.54	0.76
6. Psychosocial Work Environment (Total score)	1	5	3.07	0.83
7. Toughness	1	5	3.37	0.63
8. Power	1	5	3.55	0.72
9. Optimism	1	5	3.09	0.68
10. Psychological Resilience (Total score)	1	5	3.34	0.75
11. Employee Turnover Intention	1	5	2.89	0.66

#### 4.3.2. Correlation Analysis

The results of the correlation analysis between variables are shown in Table 5:

The psychological social work environment of employees is significantly negatively correlated with psychological resilience ( $r = -0.15$ ,  $p < 0.05$ ); the psychological social work environment is significantly negatively correlated with the intention to leave ( $r = -0.43$ ,  $p < 0.01$ ), which preliminarily verifies Hypothesis H1; psychological resilience is significantly negatively correlated with the intention to leave ( $r = -0.18$ ,  $p < 0.05$ ).

**Table 5.** Correlation Analysis of Variables

	1	2	3	4	5	6	7	8	9	10	11
1	1										
2	0.75**	1									
3	0.71**	0.68**	1								
4	0.81**	0.75**	0.78**	1							
5	0.75**	0.72**	0.70**	0.52**	1						
6	0.92**	0.93**	0.91**	0.83**	0.88**	1					
7	-0.13*	-0.08	-0.15*	-0.15*	-0.04	-0.13*	1				
8	-0.07	-0.04	-0.10	0.13*	-0.01	-0.05	-0.07	1			
9	-0.10	-0.08	-0.13*	-0.14*	-0.05	-0.12*	-0.13*	0.75**	1		
10	-0.10	-0.05	-0.14*	-0.17*	-0.02	-0.15*	-0.14*	0.92**	0.77**	1	
11	-0.36**	-0.30**	-0.35**	-0.27**	-0.33**	-0.43**	-0.08	-0.12*	-0.15*	-0.18*	1

Note: \* indicates a significant correlation at the 0.05 level (bilateral); \*\* indicates a significant correlation at the 0.01 level (bilateral).

### 4.3.3. Regression Analysis

Therefore, in order to avoid the confounding effect of demographic factors on the outcome variable, this paper includes gender, age, marital status, educational background, working years and position as control variables in the model, and conducts a regression analysis on the intention to leave, which is denoted as M1; then, the five dimensions of the psychological and social working environment are included in the model, and a further regression analysis on the intention to leave is conducted, which is denoted as M2. The regression results are shown in Table 6:

In the M1 model, the regression determination coefficient  $R^2$  was 0.04. After controlling for demographic factors, the regression coefficient of psychological safety perception was  $\beta = -3.25$ , with  $p < 0.01$ ; the regression coefficients of interpersonal psychological environment and organizational belonging perception were -1.72 and -1.78 respectively, with  $p < 0.05$ . The adjusted  $R^2$  of model M2 was 0.20, indicating that the psychological social working environment of the employees in A construction enterprise has a significant negative effect on their intention to leave, and can explain 20% of the variance in the employees' intention to leave. The results once again verified the validity of Hypothesis 1.

**Table 6.** Regression Analysis of Psychosocial Work Environment on Turnover Intention

	Model	Employee Turnover Intention (Result variable)	
		M1/ $\beta$	M2/ $\beta$
Control variable	Gender	-0.12	-0.13
	Age	0.12	0.06
	Marriage	0.24	0.34
	Educational background	0.56	0.05
	Length of service	0.38	0.42
	Position	0.76	0.78
Dependent variable	1. Interpersonal psychological environment		-1.72*
	2. Leadership psychological support		-1.28
	3. Perception of organizational equity		-0.76
	4. Perception of organizational affiliation		-1.78*
	5. Psychological safety perception		-3.25**
	$R^2$	0.04	0.22
	$\Delta R^2$		0.20
	F	3.51*	9.43***

Note: \* $p < 0.05$ ; \*\*  $p < 0.01$ ; \*\*\*  $p < 0.001$ .

### 4.3.4. The Regulatory Role of Psychological Resilience

The procedure for testing the moderating effect is as follows:

First, standardize the independent variable "psychological social work environment" and the moderating variable "psychological resilience";

Then, multiply the standardized independent variable and the moderating variable to generate the product term.

Finally, start the stepwise regression. The first layer is the regression of the dependent variable on the control variables, the second layer is the regression of the dependent variable on the unstandardized independent variable and the moderating variable, and the third layer is the regression of the dependent variable on the unstandardized independent variable, the moderating variable, and the product term. If the product term is significant, it indicates a moderating effect.

The test results of the moderating effect of psychological resilience are shown in Table 7:

After controlling for variables such as gender, age, marital status, educational background, and years of work, the psychological and social working environment had a significant negative predictive effect on the intention to leave ( $\beta = -0.31$ ,  $p < 0.001$ ), verifying Hypothesis H1; the interaction term between the psychological and social working environment and psychological resilience had a significant predictive effect on the intention to leave ( $\beta = -0.58$ ,  $p < 0.05$ ). After introducing the interaction term between the psychological and social working environment and psychological

resilience in the third-level regression,  $\Delta R^2 = 0.02$ ,  $F = 6.71$ ,  $p < 0.001$ ; this reached a significant level, and at the same time, the moderating effect of psychological resilience on the relationship between the psychological and social working environment and the intention to leave was significant.

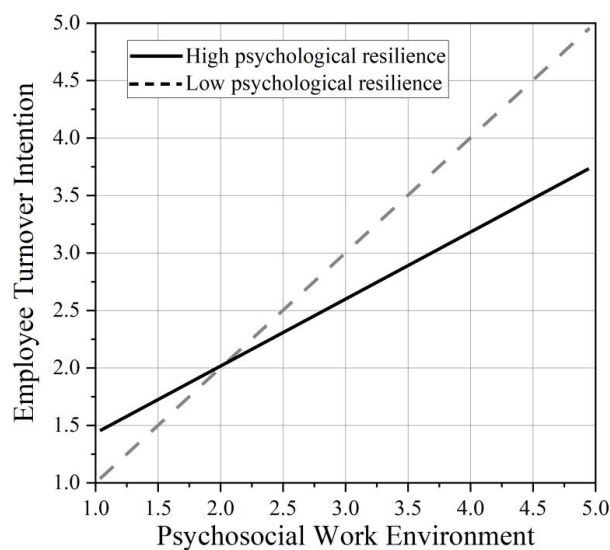
**Table 7.** The Moderating Effect of Psychological Resilience

Independent variable	Employee Turnover Intention			
	$\Delta R^2$	F	$\beta$	t
First layer	0.03	1.92		
Gender			0.08	1.43
Age			-0.15	-2.23*
Marriage			0.04	0.18
Educational background			-0.05	-1.32
Length of service			0.34	3.18**
Position			0.16	0.54
Second layer	0.16	6.75***		
Psychosocial Work Environment			-0.31	-6.28***
Psychological Resilience			-0.11	2.28*
Third layer	0.02	6.71***		
Psychosocial Work Environment * Psychological Resilience			-0.58	-2.31*

Note: \* $p < 0.05$ ; \*\*  $p < 0.01$ ; \*\*\*  $p < 0.001$ .

In order to analyze psychological resilience more intuitively and examine the moderating effect of the psychological social work environment on the path of leaving intention, this paper divided 603 participants into a high psychological social work environment group (those with scores greater than the mean of 3.07) and a low psychological social work environment group (those with scores less than the mean of 3.07) based on the psychological social work environment scores. The participants were also divided into high and low psychological resilience groups using the same method, to illustrate the moderating effect of psychological resilience on the psychological social work environment and leaving intention. The results are shown in Figure 2:

In the low psychological resilience group, as the employees' psychological social work environment increased, the leaving intention also increased rapidly; while in the high psychological resilience group, as the employees' psychological social work environment increased, the slope of the increase in leaving intention was relatively gentle. Therefore, it can be concluded that the improvement of psychological resilience reduces the predictive power of the psychological social work environment on leaving intention of employees, that is, psychological resilience has a certain moderating effect between the psychological social work environment and leaving intention, verifying the hypothesis H2.



**Figure 2.** The Regulatory Effect of Psychological Resilience

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## 5. Conclusion

This study analyzed the collected data to determine the correlations among the dimensions of the social work environment, the dimensions of psychological resilience, and the intention to leave among the employees in the A construction enterprise, as well as the mediating role of the psychological resilience dimensions in this process. The regression results showed that the psychological social work environment of the enterprise employees had a significant negative effect on their intention to leave, explaining 20% of the variance in the employees' intention to leave; the test results of the moderating effect indicated that the regression coefficient of the psychological social work environment on the intention to leave was  $\beta = -0.31$ ,  $p < 0.001$ , indicating a significant negative predictive effect; the interaction term between the psychological social work environment and psychological resilience had a regression coefficient of  $\beta = -0.58$ ,  $p < 0.05$ , and psychological resilience played a significant moderating role in it.

Of course, due to limitations such as time and funds, this study still has some shortcomings; first, the measurement objects of this study were only the employees of the A construction enterprise, and other construction enterprise employees were not included in the survey, thereby ignoring the influence of external factors such as enterprise nature and industry competition, resulting in a decrease in the generalizability of the conclusion; in future research, multiple construction enterprise employees will be used as research objects, and the scale of the construction enterprises will be divided into large enterprises, medium-sized enterprises, and small enterprises. The research will start from the employees in these three categories from different positions to study, making the research objects more diverse and the research content more scientific.

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