

# Exploring the Role of Self-Efficacy and Employability in Predicting Turnover Intention among Post-90s Employees

Lina Long

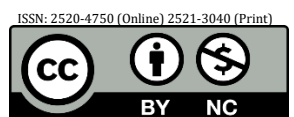
## Abstract

This study examines the factors influencing turnover intention among post-90s employees in the construction industry of Hunan Province, China. Through a comprehensive literature review and empirical analysis, key determinants such as self-efficacy, employability, and organizational support are investigated. The findings reveal significant relationships between demographic variables and main research constructs, highlighting the impact of gender, marital status, educational background, and work experience on turnover intention. Regression analysis demonstrates a negative association between self-efficacy and turnover intention, while internal employability mediates this relationship. Organizational support moderates the link between self-efficacy and internal employability. Recommendations are provided for organizations to enhance employee support mechanisms and mitigate turnover intention among post-90s employees.



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**Keywords:** *Turnover intention, Post-90s employees, Self-efficacy, Employability, Organizational support, Demographic variables, Regression analysis, China.*

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## **1. Introduction**

### **1.1 Background of Study**

The construction industry in Hunan has experienced robust growth in recent years, with its total output value sustaining an annual growth rate of approximately 10% over five consecutive years. In 2023, Hunan's construction output reached 1.52 trillion yuan, reflecting a year-on-year increase of 4.8%. This sector, employing 3.03 million workers, significantly contributes to the region's economy (Law, Bhaumik, Sun, & Rahman, 2019). Notably, employees born in the 1990s constitute a vital workforce within this industry. These post-90s workers typically start their careers in project departments of construction companies, where the nature of work requires extended project durations, multidisciplinary collaboration, and the management of diverse personnel within temporary project structures. Consequently, managing the employee relations of this demographic is crucial (Law, Bhaumik, Sun, Raju, & Rahman, 2019). Post-90s employees, characterized by their resistance to hierarchical constraints and willingness to challenge authority, necessitate a shift in managerial approaches. Managers must leverage charisma rather than strict authority to foster a sense of belonging and loyalty among these young workers. In the knowledge economy, human resources have transitioned from mere physical labor providers to key players in value creation through intellectual contributions. Organizations must establish effective human resource management systems to retain talent and maintain competitive advantages (Delery & Shaw, 2001; Ployhart & Moliterno, 2011; Jiang et al., 2012).

### **1.2 Problem Statement**

Despite the construction industry's vital role in Hunan's economy, high turnover rates among post-90s employees present significant challenges. This generation, having grown up in a rapidly developing and affluent era, demonstrates distinct strengths and weaknesses compared to previous generations (Sun & Zuo, 2023). Their educational background and exposure to diverse information sources contribute to their high knowledge levels and innovative thinking. However, their upbringing in relatively comfortable environments has resulted in weaker stress resistance and teamwork skills (Shi, 2012; Li & Li, 2012). The post-90s employees' digital nativity, shaped by constant exposure to the internet and digital technologies, endows them with exceptional adaptability and multitasking abilities (Prensky, 2001). However, this digital fluency also correlates with a tendency towards higher turnover rates, as evidenced by a 2023 report from human resources provider 51job, which indicates a 35.4% turnover rate among new generation employees, significantly above the average (Sun, 2023). High turnover rates incur substantial costs for organizations. Explicit costs include recruitment, training, and vacancy-related expenses. Implicit costs encompass reduced efficiency, deteriorated work atmosphere, damaged corporate image, and loss of intangible assets and social capital (Fu, 2013). To mitigate these costs and sustain organizational stability, it is imperative for the construction industry in Hunan to address the turnover intentions of post-90s employees by enhancing self-efficacy, employment capability, and organizational support (Sun & Zuo, 2023).

### **1.3 Research Questions and Objectives**

Based on the problem statement, this study aims to address the following research questions: How does the self-efficacy of post-90s employees influence their turnover intention and employment capability, both internally and externally? How do these employment capabilities, in turn, affect their turnover intention? Does employment capability mediate the relationship between self-efficacy and turnover intention? Furthermore, what is the moderating effect of organizational support in these relationships?

The aim of this study is to analyze the relationship between self-efficacy and turnover intention among post-90s employees, focusing on the mediating role of employment capability and the moderating role of organizational support. To achieve this, the study objectives to: (1) conduct an in-depth literature review on self-efficacy, employment capability, turnover intention, and organizational support among post-90s employees; (2) empirically verify the direct and indirect relationships among these variables; (3) investigate the mediating role of employment capability in the relationship between self-efficacy and turnover intention; (4) examine the moderating role of organizational support in the relationship between self-efficacy and employment capability; and (5) provide practical management suggestions based on the theoretical and empirical findings.

#### **1.4 Research Significance**

This study contributes to the theoretical understanding of the relationship between self-efficacy, employment capability, turnover intention, and organizational support among post-90s employees in the Hunan construction industry. First, it proposes a comprehensive research model that integrates these four variables, enhancing the existing literature through an in-depth review of past domestic and international studies. While research on employment capability is relatively abundant, this study addresses the gaps related to the specific demographic of post-90s employees, thus adding diversity to this research field (Sun & Zuo, 2023). Moreover, it enriches turnover theory by exploring self-efficacy and turnover intention in a novel context. While turnover intention is often linked with organizational commitment, job satisfaction, job stress, and engagement, this study uniquely examines employment capability as a mediating variable, a relatively under-explored area (Sun & Zuo, 2024). Additionally, it introduces organizational support as a moderating variable, providing new insights into the dynamics of turnover intention.

This research enhances the understanding of managing post-90s employees. Previous studies have focused on incentive mechanisms and employee loyalty, but empirical research on the relationships among self-efficacy, employment capability, turnover intention, and organizational support in this demographic is sparse. By analyzing these relationships, this study enriches the field and offers valuable references for future research. This study offers practical insights for human resource management in the Hunan construction industry. High turnover rates among young employees can impose significant costs, hindering the sustainable development of companies. Understanding the relationship between self-efficacy, employability, turnover intention, and organizational support among post-90s employees can help organizations devise effective HR management strategies (Sun & Zuo, 2023). The findings will assist managers in reducing turnover rates by addressing the unique personality traits and expectations of the post-90s generation, ultimately preventing turnover intentions from becoming actual turnover behaviors.

## **2. Literature Review**

### **2.1 Self-Efficacy**

Self-efficacy, first introduced by Albert Bandura in 1977, refers to an individual's belief in their capability to execute behaviors necessary to produce specific performance attainments (Bandura, 1977). Bandura later refined this concept to encompass a person's confidence in their abilities to mobilize motivation, cognitive resources, and courses of action needed to meet situational demands (Bandura, 1993). Various scholars have expanded on Bandura's definition. For instance, Vealey (1986) emphasized self-efficacy as a judgment of an individual's capacity to utilize their abilities, while Gist (1987) defined it as the capability to successfully complete tasks in various contexts. Wood and Locke (1987) described it as the belief in one's overall

work execution ability. Schunk (1981) viewed it as a judgment of one's own abilities from both practical and educational perspectives. Gardner and Price (1998) focused on the self-judgment of one's ability to execute tasks in unpredictable situations. Chinese scholars have also contributed to the conceptualization of self-efficacy. Zhang Chunxing (2002) and Zhao Ning et al. (2018) highlighted it as an individual's self-evaluation of their work completion capability. Additionally, Yang Wansu, Zhao Tianzi, and Yang Shanlin (2018) defined it as confidence in one's ability to complete tasks, reflecting a component of psychological capital. Bandura (1982) identified four main factors influencing self-efficacy: past experiences, vicarious experiences, social persuasion, and biological factors. These elements shape an individual's self-efficacy, impacting their behavior and decision-making processes. Wood and Bandura (1989) identified four functions of self-efficacy: influencing behavior choices, arousing motivation, affecting thought processes, and shaping emotional reactions. Individuals with high self-efficacy are more likely to engage in challenging tasks, exert greater effort, and maintain a proactive approach to problem-solving, which leads to better outcomes (Bandura, 1982; Zhou & Guo, 2006). Conversely, those with low self-efficacy tend to avoid difficult tasks, set lower goals, and exhibit less effort. In organizational settings, high self-efficacy employees are inclined to set challenging goals and work persistently towards achieving them (Appelbaum & Hare, 1996). They attribute failures to external factors and remain resilient, whereas low self-efficacy individuals often blame themselves for failures and exhibit lower persistence (Kim, 2016). Thus, self-efficacy significantly affects overall emotions, behaviors, and long-term development, shaping how individuals approach tasks and challenges.

## 2.2 Employability

Employability, a term first introduced by Beveridge in 1909, combines "employment" and "ability" to distinguish individuals with "job ability" and their potential for reemployment (Gazier, 1999). Initially underutilized, its significance grew in the 1950s, defining it as an individual's potential for employment (Wang & Tang, 2006). Early research emphasized macro perspectives, focusing on policies to ensure lifelong employment and address employment challenges (Weisenstein, 1979; Guo, 2011; Wang & Tang, 2006). In the 1970s, economic slowdowns in the West highlighted the labor market value of individual workers, shifting research focus towards enhancing worker knowledge and skills for employment (Guo & Song, 2007). By the 1980s, the rise of temporary contracts introduced "meta-characteristic employability," encompassing knowledge, skills, and attitudes. Research increasingly emphasized organizational flexibility to adapt to changing environments (Guo & Song, 2007). Entering the 21st century, employability research broadened, attributing responsibility to individuals, organizations, and governments. Individuals must develop their employability to secure and maintain jobs; organizations should aid workers in sustaining employability; governments need to foster employer-employee relations and support continuous employee education and training. This multifaceted approach aims to enhance national competitiveness by improving both individual and organizational adaptability to market changes (Guo & Song, 2007).

In today's knowledge-based society, employability is seen as essential for career management, embodying the ability to secure and retain employment through relevant knowledge and skills (Bozionelos et al., 2016; Forrier et al., 2015; Kirves et al., 2014; Lu et al., 2015). However, its definition varies among scholars, reflecting differing contexts and application scopes (McQuaid & Lindsay, 2005; Jeong, 2014; Kang & Jyung, 2013; Kim, 2009). Employability encompasses multiple factors, including psychological and environmental variables (Hong, 2020). Scholars agree on its multifaceted nature, but lack consensus on its structure. Forrier and Sels (2003) divided employability into personal signals, transferable skills, self-efficacy, and job-seeking

behaviors. Van der Heijde and Van der Heijden (2006) identified vocational expertise, adaptability, job responsibility development, organizational awareness, and employer-employee balance as key components.

In the United States, the Department of Education's 2017 model classifies employability skills into applied knowledge, workplace skills, and interpersonal relationships. Fugate et al. (2008) analyzed employability from individual and contextual dimensions, highlighting its flexibility in response to career adaptability, resilience, initiative, and motivation. Rothwell and Arnold (2007) emphasized knowledge, skills, learning ability, career management, and professional expertise. Chinese research, contrastingly, focuses more on job search skills and preparation behaviors, reflecting a different emphasis compared to Western studies (Kim, 2009; Kang, 2015). Xie (2005) and Ren (2005) further dissect employability into basic abilities, professional skills, and job-seeking abilities, emphasizing environmental adaptability, interpersonal skills, and job application skills. Employability research spans management, psychology, and educational science, targeting diverse groups such as unemployed individuals, workers, and students. In China, research primarily addresses youth unemployment and policy measures for fair and accurate employability assessments (Van der Heijde & Van der Heijden, 2006). Internationally, employability studies have evolved to include labor market entry, job retention, reemployment, and job switching, highlighting the need for individual adaptability, organizational flexibility, and government policy support (Kang, 2020).

### **2.3 Turnover Intention**

Turnover intention, introduced by Mobley in 1977, has been a focal concept in human resource management and organizational psychology for decades. This concept serves as a proxy for actual turnover behavior, which is complex and influenced by numerous factors, making it challenging to measure directly (Griffith et al., 2000). Turnover behavior refers to the concrete actions taken to leave an organization, while turnover intention denotes the contemplation and intention to take such actions (Moon, 2010; Bluedorn, 1982). Broadly, resignation reflects changes in organizational membership status, encompassing geographic, professional, industry, and organizational shifts (Price, 2001; Huang, 1997). Narrowly, it denotes the termination of employment contracts or intra-organizational turnover (Mobley, 1982; Fu, 2013). Resignation can be classified into voluntary and involuntary types. Voluntary resignation occurs due to personal reasons like better job opportunities or health issues, whereas involuntary resignation is driven by organizational decisions related to work performance or strategic layoffs (Mobley, 1982; Bluedorn, 1978; Price, 1977). Turnover intention is a negative reaction following career dissatisfaction, manifesting as a desire to leave the current organization (Porter & Steers, 1973; Mobley, 1977). This intention often precedes actual turnover behavior, though it does not always lead to resignation (Allen & Griffith, 1999). Extensive research has explored turnover intention due to its significant impact on organizational productivity. Mobley (1977) categorized its influencing factors into organizational, personal, work-related, labor market, and personal values factors. Similarly, Fu et al. (2002) and Kim & Kao (2014) identified individual, organizational, work environment, and demographic factors as key antecedents. Chinese researcher Lee (2014) further categorized these into personal, departmental, organizational, and external environmental dimensions. Park (2021) aligned with this by distinguishing personal, organizational, and environmental factors affecting turnover intention. In essence, turnover intention is a multifaceted construct influenced by various factors. This study considers self-efficacy, employability, and organizational support to analyze their effects on turnover intention, recognizing its complex nature and importance for organizational management (Fu, 2013).

## 2.4 Organizational Support

Organizational support, introduced by Eisenberger et al. (1986), stems from social exchange theory and Blau's (1964) reciprocity concept. Traditionally, labor relations studies posited that employees reciprocate organizational support based on their performance, but this perspective overlooks the organization's obligations to its employees (Zhou, 2009). Eisenberger et al. (1986) conceptualized organizational support as mutual commitment between the organization and its members. This theory posits that organizations maximize benefits through employee labor, thereby creating a reciprocal relationship where employees respond to organizational incentives and benefits (Eisenberger et al., 1986; Rhodes & Eisenberger, 2002). Organizational support is pivotal in understanding the exchange relationship between organizations and employees, reflecting the level of commitment perceived by employees from their organization (Kurtessis et al., 2017; Park, 2021). Eisenberger et al. (1986) defined it as employees' perceptions of the extent to which the organization values their contributions and cares about their well-being. This perception includes both tangible support like training and resources, and emotional support, such as recognition and encouragement (Millin, 1997; Kim, 2011). Moreover, research indicates that employees often interpret the actions of middle-level managers as representative of organizational support (Eisenberger et al., 2002; Park, 2001). High organizational support is associated with positive outcomes, including increased organizational commitment, job satisfaction, and performance, while negatively impacting turnover intention (Rhodes & Eisenberger, 2002; Kurtessis et al., 2017). Organizational support theory emphasizes that the support provided by the organization fosters employees' psychological attachment, enhancing their efforts and commitment (Lim, 2019; Park, 2021). Empirical studies on organizational support have extensively examined its antecedents and outcomes. Eisenberger et al. (1990) found that high organizational support positively influences organizational commitment, job satisfaction, and reduces turnover intention. Rhodes and Eisenberger's (2002) review categorized antecedents into organizational factors (e.g., leader support, rewards) and employee characteristics (e.g., demographics, personality traits), indicating that organizational support leads to beneficial outcomes such as innovative behavior and organizational citizenship.

In the Chinese context, Seo (1997) found a positive correlation between distributive and procedural fairness with organizational support, which in turn enhances emotional and sustained employee commitment. Park (2021) corroborated these findings, showing that organizational support positively affects organizational commitment and psychological capital, including self-efficacy and resilience. Chinese studies, such as those by Chen (2006) and Miao et al. (2012), revealed that organizational support significantly enhances job performance, innovation behavior, and job satisfaction. Moreover, high perceived organizational support improves overall work attitudes, responsibility, adaptability, and organizational trust (Liu & Li, 2011). These insights suggest that organizational support is crucial for fostering employee engagement, which in turn contributes to superior organizational performance and sustainable development.

## 2.5 Theoretical Framework

The analysis of resignations necessitates attention to individual psychological and social psychological factors of employees. Social psychology theories offer insights into employee motivation, attitude, behavior, and their perceptions of organizational dynamics, work environments, and career advancement, thus underpinning turnover analysis (Law et al., 2019). Social psychology investigates individual and group psychological and behavioral patterns in social contexts, exploring interpersonal dynamics at both individual and collective

levels. Research at individual levels encompasses socialization processes, communication, language development, familial and educational influences, while group-level studies examine communication structures, norms, attitudes, cultural dimensions, and more (Law et al., 2019). Behavioral science organizational theory, emerging in the 1930s, centers on studying organizational and individual behavior, particularly human behavior. This theory posits that people are pivotal to organizations, and organizational structures serve to facilitate their collective goals (Sun & Zuo, 2023). Notably, R. Likert's "fourth type system organization" underscores this perspective, emphasizing creating environments conducive to human potential and emphasizing interpersonal relationships (Sun & Zuo, 2023). However, despite its advancements, this theory has limitations such as neglecting organizational structure and external environmental impacts (Sun & Zuo, 2023).

Resignation analysis should consider human capital factors like knowledge, skills, and experience. Human capital theory elucidates employee career progression, advancement prospects, and compensation needs, offering a theoretical framework for resignation analysis (Sun & Zuo, 2024). Introduced by Theodore W. Schultz in the 1960s, this theory underscores the significance of human capital accumulation for socio-economic growth, emphasizing education's role in enhancing individuals' adaptability and promoting economic equality (Sun & Zuo, 2024).

Exchange theory, prominent in sociology, explores social interaction motivations and principles. Scholars like Homans and Blau have contributed significantly to this theory, emphasizing that social interactions are reciprocal exchanges driven by benefits and costs (Homans, 1961; Blau, 1964). Exchange theory underscores that individuals seek relationships offering maximal benefits while reciprocating benefits to maintain social bonds. Moreover, it analyzes power dynamics in social interactions, highlighting instances of balanced and imbalanced social forces (Homans, 1961; Blau, 1964).

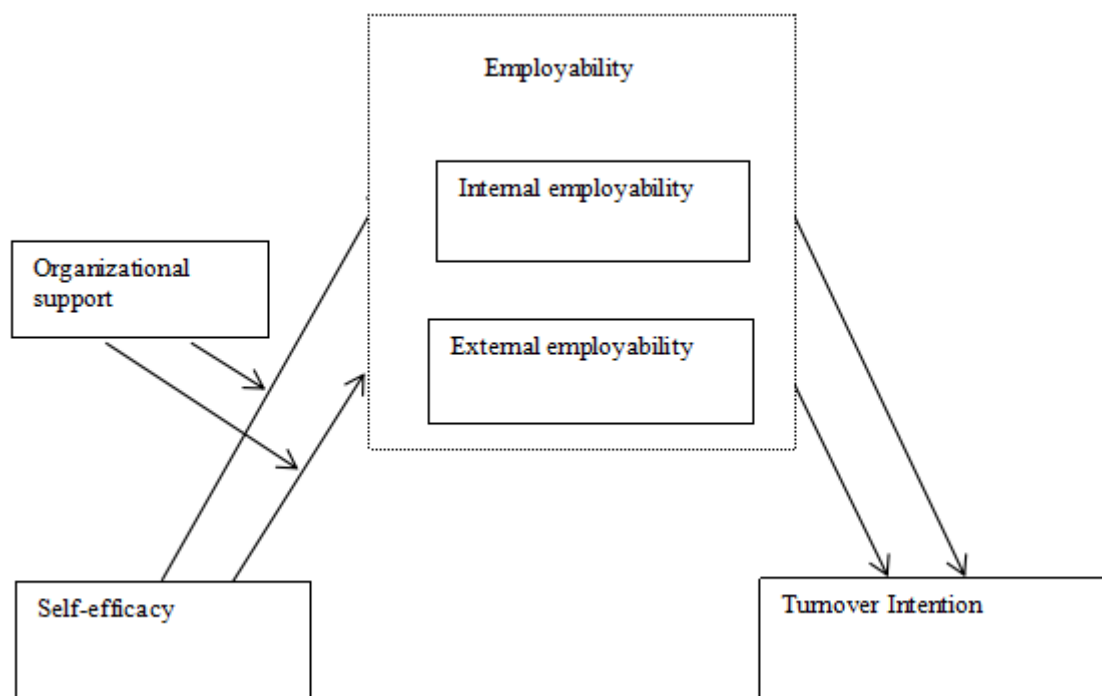
## **2.6 Hypotheses and Conceptual Model**

These theoretical frameworks provide valuable insights into the psychological, behavioral, and organizational dynamics shaping employee attitudes, motivations, and interactions, essential for understanding resignation phenomena. Based on the literature review and theoretical underpinnings presented, this study posits several research hypotheses for investigation:

- (1) H1 suggests that the self-efficacy of post-90s employees has a direct and negative impact on their turnover intention. This hypothesis aligns with previous research indicating a significant relationship between self-efficacy and turnover intention (Law et al., 2019).
- (2) H2 proposes that the self-efficacy of post-90s employees directly influences their employability. This relationship is further subdivided into H2a, which suggests a positive impact of self-efficacy on internal employability, and H2b, indicating a positive effect on external employability. This hypothesis draws on Sun's (2022) examination of cultural differences between Canada and China, highlighting the importance of individual perceptions and abilities in employability.
- (3) H3 posits that the employability of post-90s employees directly affects their intention to resign. Similarly, this hypothesis is divided into H3a and H3b, reflecting the differential impact of internal and external employability on turnover intention. This hypothesis is supported by Sun and Zuo's (2023) research on organizational factors in employee motivation, emphasizing the significance of employability in retention strategies.

- (4) H4 proposes that employment ability mediates the relationship between self-efficacy and turnover intention among post-90s employees. This hypothesis further divides into H4a and H4b, indicating the mediating effect of internal and external employability, respectively. Sun and Zuo's (2024) study on inclusive leadership provides insights into the intermediary role of employment ability in turnover intention.
- (5) H5 suggests that organizational support moderates the relationship between self-efficacy and employability among post-90s employees. This hypothesis subdivides into H5a, indicating a positive regulation of internal employability by organizational support, and H5b, suggesting a negative regulation of external employability. This hypothesis builds upon Sun et al.'s (2024) research on cross-cultural collaboration strategies, emphasizing the role of organizational support in enhancing employability perceptions.
- (6) Finally, H6 proposes that organizational support mediates the relationship between self-efficacy and turnover intention among post-90s employees. This hypothesis integrates the mediating role of organizational support in regulating employment ability and turnover intention, drawing on Sun and Zuo's (2023) exploration of employee helping behavior.

The conceptual model derived from these hypotheses is illustrated in Figure 2-1.



**Figure 2-1: Conceptual Model**

### 3. Methodology

#### 3.1 Research Methods

The methodology employed in this study utilizes a questionnaire survey method to gather relevant data for hypothesis testing. Drawing on established research practices, the survey instrument is designed based on previous literature and utilizes validated measurement scales. Specifically, the questionnaire incorporates scales developed by both Chinese and foreign scholars. The survey was distributed online to post-90s employees in the construction industry of Hunan, encompassing 10 construction companies. Statistical analysis of the collected data involves various techniques, including descriptive statistics, reliability and validity tests,



independent sample T-tests, one-way ANOVA, correlation analysis, and hierarchical regression analysis. Statistical software packages such as SPSS 26.0 and AMOS 26.0 are utilized for data analysis, enabling the examination of sample characteristics, variable relationships, and the validation of hypotheses (Sun et al., 2024).

### 3.2 Survey Design

To achieve research objectives, sample data is collected through a questionnaire survey targeting employed personnel born between 1990 and 1999 in the construction industry of Hunan. Sample representativeness is ensured by selecting construction companies with over 100 employees born in the 1990s, according to the Hunan Construction Industry Association. The questionnaire covers demographic characteristics, self-efficacy, employability, turnover intention, and organizational support, primarily conducted through online platforms like "WJX.cn" (Sun et al., 2024). The questionnaire consists of two parts: personal information and research variables. Personal information items include gender, age, marital status, educational background, work experience, job position, and organization type. Research variables, measured on a Likert 5-point scale, encompass self-efficacy, employability, turnover intention, and organizational support. The self-efficacy scale, translated by Zhang Jianxin, adopts items from the General Self Efficacy Scale (GSES) (Schwarzer et al., 1997). Employability is measured using the Self Perceived Employability Scale (Rothwell & Arnold, 2007; Zeng, 2011), while turnover intention employs the Turnover Intention Scale (Mobley, 1978; Zhou, 2005; Fu, 2013). Organizational support is assessed via the Survey of Perceived Organizational Support (Eisenberger et al., 1986; Pei, 2014) (Sun et al., 2024). A pre-survey conducted in collaboration with the Hunan Construction Industry Association validated questionnaire reliability and validity. The analysis of pre-survey data involved frequency analysis for demographic distribution characteristics and reliability and validity tests using SPSS 26.0 software.

### 3.3 Pre-survey

The pre-survey, an essential step in the research process, aimed to validate the reliability and validity of the measurement tools utilized in this study. Conducted in October 2023 with the cooperation of the Hunan Construction Industry Association, the pre-survey targeted individuals attending the "Hunan Construction Enterprise Post-90s Employee Skill Training Class" affiliated with the Hunan Housing and Urban-Rural Development Bureau and various construction companies. The sample comprised in-service employees born between 1990 and 1999, with a total of 67 participants, yielding 52 valid questionnaires, representing a 77.6% effective response rate. Participants included post-90s civil servants, state-owned enterprise employees, and private enterprise employees within the construction industry in Hunan.

Descriptive statistical analysis of the pre-survey data revealed demographic distribution characteristics. Among the participants, there was a balanced representation of genders, with 51.9% males and 48.1% females. Regarding birth years, the majority (82.7%) were born between 1990 and 1994, with a smaller proportion (17.3%) born between 1995 and 1999. Most participants were married (73.1%) and held undergraduate or junior college degrees (94.2%), while a minority had master's degrees or above (5.8%). Concerning work experience, 90.3% of participants had worked for 2-6 years. Private enterprises constituted the majority of organizational types (80.8%).

Reliability analysis assessed the consistency and stability of the measurement scales. For the self-efficacy scale, while the overall internal consistency coefficient was good ( $\alpha = 0.843$ ), items SE6 and SE9 exhibited lower coefficients (CITC < 0.4), suggesting consideration for removal. The internal employability scale demonstrated good reliability ( $\alpha = 0.709$ ), while the external

employability scale showed slightly lower reliability ( $\alpha = 0.685$ ). Turnover intention and organizational support scales exhibited good reliability, with coefficients of 0.755 and 0.883, respectively. Adjustments were made to improve the reliability of certain scales, such as removing items with low CITC values.

Validity analysis, conducted via exploratory factor analysis, examined the appropriateness of the measurement tools. Despite varying Kaiser-Meyer-Olkin (KMO) values across variables, all KMO values exceeded 0.6, and Bartlett's sphericity test results were significant ( $p < 0.05$ ), indicating suitability for factor analysis. The KMO values ranged from 0.607 to 0.872, suggesting acceptable levels for factor analysis. Overall, the pre-survey validated the reliability and validity of the measurement tools, ensuring the appropriateness of the questionnaire design.

### 3.5 Reliability and Validity Analysis

Reliability and validity analyses are crucial in ensuring the quality of research instruments. The reliability analysis assesses the consistency and stability of scales, with an internal consistency coefficient exceeding 0.7 generally considered acceptable. Additionally, a modified total correlation coefficient (CITC) below 0.4 indicates potential item deletion due to reduced reliability. Conversely, the validity analysis evaluates whether the scale effectively measures the intended concepts. This involves exploratory factor analysis and confirmatory factor analysis, examining factors such as Kaiser-Meyer-Olkin (KMO) values and Bartlett's sphericity test results. In the reliability analysis, Cronbach's Alpha coefficients were calculated to gauge internal consistency. For instance, in the self-efficacy scale, the overall Cronbach's Alpha was 0.820, signifying good reliability. However, items with CITC values below 0.4, like SE9, suggested potential deletion to maintain reliability. Subsequent validity analysis included exploratory factor analysis, which observed KMO values and Bartlett's sphericity test significance. The self-efficacy scale demonstrated a KMO value of 0.883 and a significant Bartlett's sphericity test ( $p < 0.05$ ), indicating suitability for factor analysis. Confirmatory factor analysis further confirmed the model fit. Similar analyses were conducted for other variables, such as employability and turnover intention. The employability scale exhibited good reliability ( $\alpha = 0.768$ ), although certain items warranted reconsideration based on CITC values. Exploratory factor analysis revealed two factors corresponding to internal and external employability, aligning with the scale's design. Turnover intention measurements also demonstrated good reliability ( $\alpha = 0.822$ ), with exploratory factor analysis confirming factor structures. Lastly, the organizational support variable underwent reliability and validity assessments. The overall internal consistency coefficient was 0.868, indicating good reliability, with all CITC values exceeding 0.6. Exploratory factor analysis and model fit tests confirmed the scale's validity and reliability.

## 4. Findings and Discussions

### 4.1 Interviewee Summary

The formal investigation, conducted between November 19th and November 22nd, 2023, targeted in-service employees born in Hunan's construction industry from 1990 to 1999. In collaboration with the Hunan Construction Industry Association, questionnaires were distributed to 10 construction companies, yielding 375 valid responses out of 505 distributed, with an effective response rate of 74%. Descriptive statistical analysis of these responses revealed significant insights into the sample population's demographic characteristics.

**Table 4-1: Descriptive Statistics (n=375)**

Variable	Content	Frequency	Ratio (%)
Gender	Male	165	44.0
	Female	210	56.0
Year of birth	90-94 years	271	72.3
	95-99 years	104	27.7
Marital status	Unmarried	117	31.2
	Married	258	68.8
Educational background	High school and below	4	1.1
	Specialist	81	21.6
	Undergraduate course	270	72.0
Years of work experience	Master's degree or above	20	5.3
	0-1 years	15	4.0
	2-3 years	129	34.4
	4-6 years	188	50.1
	Over 7 years	43	11.5
Position	Ordinary employees	236	62.9
	Managers	139	37.1
Organizational type	State-owned enterprises	69	18.4
	Private enterprise	272	72.5
	Government agencies and public institutions	31	8.3
	Other	3	0.8

Firstly, gender distribution among respondents was relatively balanced, with 44% male and 56% female participants. Regarding birth years, 72.3% fell between 1990 and 1994, while 27.7% were born between 1995 and 1999. Marital status varied, with 31.2% unmarried and 68.8% married. Educational attainment showed a prevalence of undergraduate degrees (72%), followed by master's degrees (5.3%), specialist qualifications (21.6%), and high school or below (1.1%). In terms of work experience, 50.1% reported 4-6 years, 34.4% had 2-3 years, 11.5% worked over 7 years, and 4.0% had 0-1 years. Position-wise, 62.9% were ordinary employees, while 37.1% held managerial roles. The majority worked in private enterprises (72.5%), followed by state-owned enterprises (18.4%), government agencies, and public institutions (8.3%). A normality test revealed non-normal distributions for educational levels below bachelor's and above master's degrees, as well as for certain work experience categories and organizational types. Consequently, parametric and non-parametric tests were conducted accordingly.

Gender differences were found to be significant across self-efficacy, internal employability, external employability, and organizational support ( $p < 0.05$ ), with males exhibiting higher scores compared to females. However, no significant gender effect was observed in turnover intention ( $p > 0.05$ ). Birth year significantly impacted internal employability ( $p = 0.034$ ), while other variables showed no significant differences ( $p > 0.05$ ). Marital status exerted a significant influence on self-efficacy, internal employability, organizational support, and turnover intention ( $p < 0.05$ ), indicating differing perceptions between unmarried and married individuals. Educational background did not significantly affect the researched variables ( $p > 0.05$ ). Conversely, work experience significantly influenced all variables ( $p < 0.05$ ), with longer tenure associated with higher self-efficacy, internal employability, organizational support, and lower turnover intention. Position significantly influenced all variables ( $p < 0.001$ ), with managers consistently scoring higher than ordinary employees. Organizational type significantly affected self-efficacy, internal employability, external employability, and organizational support ( $p < 0.05$ ), with state-owned enterprises showing higher scores in certain variables.

Pearson correlation analysis revealed significant positive correlations between self-efficacy and internal/external employability ( $p < 0.001$ ), and negative correlations with turnover

intention ( $p < 0.001$ ). Internal employability positively correlated with organizational support ( $p < 0.001$ ) and negatively with turnover intention ( $p < 0.001$ ). External employability showed weaker correlations with turnover intention ( $p < 0.001$ ) and positive correlation with organizational support ( $p < 0.001$ ).

Overall, these findings underscore the nuanced interplay between demographic characteristics and variables of interest, shedding light on factors influencing employability and organizational dynamics among post-90s employees in the construction industry.

#### 4.2 The relationship between Self-efficacy and turnover intention

This study investigated the relationship between self-efficacy and turnover intention among post-90s employees. Utilizing SPSS 26.0 software, linear regression analysis was conducted to test the hypothesis that self-efficacy negatively correlates with turnover intention. Two models were employed: Model 1-1 included demographic variables as controls, while Model 1-2 integrated self-efficacy as the independent variable alongside demographic controls. Results indicated a significant negative impact of self-efficacy on turnover intention, validating hypothesis H1.

**Table 4-2: Regression Analysis of Self-Efficacy on Turnover Intention**

Variable	Turnover Intention	
	Model 1-1	Model 1-2
(Control variable)		
Gender	.060	.020
Year of birth	-.052	-.032
Marital status	-.039	-.024
Educational background	-.060	-.045
Years of work experience	-.120*	-.097
Position	-.177**	-.141*
Organizational type	.033	.004
(Independent variable)		
Self-efficacy		-.194***
R <sup>2</sup>	.073	.105
Adjusted R <sup>2</sup>	.055	.085
F	4.137***	5.366***

The findings corroborate previous research suggesting that self-efficacy plays a crucial role in influencing turnover intention. Post-90s employees with higher self-efficacy levels are less likely to harbor intentions of leaving their current employment. This relationship holds true even after controlling for demographic factors like gender, year of birth, marital status, educational background, years of work experience, position, and organizational type. Model 1-2 demonstrated that self-efficacy accounts for 3.2% of the variance in turnover intention, highlighting its importance in predicting employees' propensity to leave their jobs. The negative coefficient (-0.194,  $p < 0.001$ ) indicates that as self-efficacy increases, turnover intention decreases. This suggests that individuals with greater confidence in their abilities are more committed to their organizations and less inclined to seek alternative employment opportunities. Furthermore, the significant F-values in both Model 1-1 (4.137,  $p < 0.001$ ) and Model 1-2 (5.366,  $p < 0.001$ ) underscore the robustness of the regression models. These results imply that beyond demographic factors, self-efficacy uniquely contributes to explaining turnover intention among post-90s employees.

In conclusion, organizations aiming to reduce turnover rates should focus on enhancing employees' self-efficacy through targeted interventions such as skill development programs, supportive leadership, and opportunities for career advancement. By fostering a sense of

confidence and competence among employees, organizations can effectively mitigate turnover intentions and promote employee retention.

### 4.3 The Relationship between Self-Efficacy and Employability

This study aimed to investigate the relationship between self-efficacy and both internal and external employability among post-90s employees. Firstly, regarding internal employability, regression analysis revealed significant findings. Model 2-1, incorporating control variables, exhibited a significant impact of gender, marital status, position, and organizational type on internal employability ( $F = 11.465$ ,  $p < 0.001$ ,  $R^2 = 0.179$ ). Upon introducing self-efficacy in Model 2-2, a substantial increase in  $R^2$  (0.291) was observed, indicating that self-efficacy explains 29.1% of the variance in internal employability. The regression coefficient for self-efficacy was 0.587 ( $p < 0.001$ ), confirming a significant positive influence on internal employability and supporting hypothesis H2a.

**Table 4-3: Regression Analysis of Self-Efficacy on Internal Employability**

Variable	Internal Employability	
	Model 2-1	Model 2-2
(Control variable)		
Gender	-.132**	-.012
Year of birth	.050	-.011
Marital status	.184***	.137**
Educational background	.068	.023
Years of work experience	.049	-.019
Position	.214***	.104*
Organizational type	-.176***	-.088*
(Independent variable)		
Self-efficacy		.587***
$R^2$	.179	.164
Adjusted $R^2$	.164	.459
F	11.465***	40.637***

Moving to external employability, Model 3-1 showed significant coefficients for gender and organizational type, with an F-value of 3.215 ( $p < 0.01$ ) and  $R^2$  of 0.058. Upon adding self-efficacy in Model 3-2,  $R^2$  increased by 18.3%, indicating its substantial explanatory power. The regression coefficient for self-efficacy was 0.466 ( $p < 0.001$ ), providing evidence for its positive impact on external employability and supporting hypothesis H2b.

**Table 4-4: Regression Analysis of Self-Efficacy on External Employability**

Variable	External Employability	
	Model 3-1	Model 3-2
(Control variable)		
Gender	-.137**	-.041
Year of birth	.055	.007
Marital status	.095	.058
Educational background	.031	-.005
Years of work experience	-.006	-.059
Position	.095	.008
Organizational type	-.118*	-.048
(Independent variable)		
Self-efficacy		.466***
$R^2$	.058	.241
Adjusted $R^2$	.040	.225
F	3.215**	14.538***

The findings align with previous research suggesting a positive relationship between self-efficacy and employability. Self-efficacy serves as a crucial predictor of both internal and external employability, corroborating the theoretical frameworks proposed by various

scholars (Berntson et al., 2008; Kang & Chung, 2013; Knight & York, 2002). Specifically, individuals with higher self-efficacy levels exhibit greater confidence in their abilities, enhancing their adaptability, problem-solving skills, and perseverance (Bandura, 1977; Gong, 2014). Consequently, they are more likely to succeed in their current roles (internal employability) and attract new employment opportunities (external employability). Moreover, the study contributes to clarifying the relationship between self-efficacy and employability, highlighting self-efficacy as a significant antecedent. While previous research has suggested a bidirectional relationship between self-efficacy and employability (Chung & Chae, 2016; Creed et al., 2001), this study emphasizes self-efficacy's role as a driving force behind employability enhancement. Individuals with higher self-efficacy levels are better equipped to navigate career challenges, pursue goals, and capitalize on opportunities, both within and outside their current organizations.

In conclusion, organizations seeking to enhance employee employability should consider interventions aimed at fostering self-efficacy. Strategies such as skills development programs, mentoring initiatives, and fostering a supportive work environment can help cultivate employees' confidence in their abilities, thereby improving their internal and external employability. Additionally, future research could explore longitudinal studies to further elucidate the dynamic interplay between self-efficacy and employability over time.

#### 4.4 The Relationship between Employability and Turnover Intention

This study aimed to investigate the relationship between employability and turnover intention among post-90s employees. Regression analysis was conducted to explore this relationship using SPSS 26.0. Models 4-1, 4-2, and 4-3 were developed, with Model 4-1 including control variables and Models 4-2 and 4-3 incorporating internal and external employability as independent variables, respectively.

**Table 4-5: Regression Analysis of Internal and External Employability on Turnover Intention**

Variable	Turnover Intention		
	Model 4-1	Model 4-2	Model 4-3
(Control variable)			
Gender	.060	.013	.047
Year of birth	-.052	-.034	-.046
Marital status	-.039	.026	-.030
Educational background	-.060	-.036	-.057
Years of work experience	-.120*	-.103	-.120*
Position	-.177**	-.102	-.168**
Organizational type	.033	-.029	.022
(Independent variable)			
Internal employability		-.351***	
External employability			-.093
R <sup>2</sup>	.073	.174	.081
Adjusted R <sup>2</sup>	.055	.156	.061
F	4.137***	9.667***	4.050***

In Model 4-1, demographic variables such as years of work experience and position showed significant impacts on turnover intention, with regression coefficients of -0.120 ( $p < 0.05$ ) and -0.177 ( $p < 0.01$ ), respectively. The model's F-value was 4.137 ( $p < 0.001$ ), and R<sup>2</sup> indicated a 7.3% explanatory power. Upon adding internal employability in Model 4-2, the F-value increased to 9.667 ( $p < 0.001$ ), with R<sup>2</sup> reaching 0.174, indicating a 9.6% explanatory power. The regression coefficient for internal employability was -0.351 ( $p < 0.001$ ), confirming a significant negative impact on turnover intention and supporting hypothesis H3a.

However, Model 4-3, incorporating external employability, showed an F-value of 4.050 ( $p < 0.001$ ) and an  $R^2$  of 0.081. Contrary to the hypothesis, the regression coefficient for external employability was negative (-0.093) and statistically insignificant, leading to the rejection of hypothesis H3b. The findings suggest that internal employability significantly influences turnover intention among post-90s employees. This implies that employees who perceive themselves as more internally employable are less likely to have intentions to leave their current jobs. This aligns with previous research indicating that individuals with higher internal employability tend to feel more secure and satisfied in their roles, reducing the likelihood of turnover (Kang & Chung, 2013; Lee & Hong, 2013). However, the unexpected findings regarding external employability warrant further investigation. While it was hypothesized that higher external employability would lead to lower turnover intention, the results did not support this hypothesis. This suggests that external employability may not be a significant factor in influencing turnover intention among post-90s employees in this context. Future research could explore potential moderating variables that might affect the relationship between external employability and turnover intention. In conclusion, organizations should focus on enhancing employees' internal employability to mitigate turnover intention. Strategies such as training and development programs aimed at improving skills and competencies relevant to their current roles could be beneficial. Additionally, further research is needed to better understand the complex relationship between employability factors and turnover intention in different organizational contexts.

#### 4.5 The Mediating Role of Employability

This study investigates the mediating role of employability between self-efficacy and turnover intention among post-90s employees. Following Baron and Kenny's (1986) mediation theory, the analysis involves three regression steps: assessing the influence of independent variables on mediating variables, examining the impact of independent variables on dependent variables, and testing the joint impact of independent and mediating variables on the dependent variable.

**Table 4-6: Regression Analysis of the Mediating Effect Between Internal and External Employability**

Model	Variable	Non standardized coefficient		Standardization coefficient		R <sup>2</sup>	t	Sig.
		$\beta$	SE	$\beta$				
5-1	(constant)	5.616	.630			.105	8.911	.000
	Self-efficacy	-.349	.097	-.194			-3.609	.000
5-2	(constant)	6.158	.614			.175	10.031	.000
	Self-efficacy	.034	.116	.019			.290	.772
	Internal employability	-.564	.102	-.363			-5.550	.000
5-3	(constant)	5.693	.693			.105	8.213	.000
	Self-efficacy	-.337	.108	-.187			-3.118	.002
	External employability	-.030	.113	-.015			-.265	.791

The regression analysis reveals important insights. Model 5-1 demonstrates the impact of self-efficacy on turnover intention directly. Model 5-2 incorporates internal employability as a mediator. The coefficient for self-efficacy decreases in magnitude, indicating partial mediation, and internal employability significantly predicts turnover intention. Therefore, internal employability serves as a mediator between self-efficacy and turnover intention, supporting hypothesis H4a. In contrast, Model 5-3 introduces external employability as a mediator. The coefficient for self-efficacy remains significant, while external employability does not significantly predict turnover intention. This suggests no mediating effect between self-efficacy and turnover intention through external employability, contrary to hypothesis H4b. The findings suggest that internal employability plays a crucial mediating role between self-efficacy and turnover intention among post-90s employees. This underscores the importance of

enhancing internal employability to reduce turnover intention. Organizations can invest in training programs and skill development initiatives to bolster employees' internal employability, thereby fostering job satisfaction and retention. However, the lack of a significant mediating effect of external employability implies that, in this context, factors beyond perceived external job market opportunities do not significantly influence turnover intention. This suggests that post-90s employees may prioritize factors related to their current job roles and organizational environments over external job prospects when considering turnover decisions. In conclusion, organizations should focus on fostering employees' internal employability as a strategy to mitigate turnover intention. Future research could delve deeper into the specific mechanisms through which internal employability influences turnover intention and explore potential moderating factors that may impact these relationships in different organizational contexts.

#### 4.6 The Regulatory Role of Organizational Support

This study explores the moderating role of organizational support in the relationship between employability and turnover intention among post-90s employees. Regression analyses were conducted using SPSS 26.0 to examine the interaction effects.

**Table 4-7: Moderating Effect of Organizational Support on Self-Efficacy and Turnover Intention**

Variable	Turnover Intention		
	Model6-1	Model 6-2	Model 6-3
(Control variable)			
Gender	.060	.020	.021
Year of birth	-.052	-.022	-.023
Marital status	-.039	.012	.008
Educational background	-.060	-.035	-.037
Years of work experience	-.120*	-.062	-.058
Position	-.177**	-.092	-.093
Organizational type	.033	-.044	-.045
(Independent variable)			
SE		.082*	.178
POS		-.521***	-.391
SE*POS			-.204
R <sup>2</sup>	.073	.271	.271
Adjusted R <sup>2</sup>	.055	.253	.251
F	4.137***	15.044***	13.541***

**Table 4-8: Moderating Effect of Organizational Support on Internal Employability and Turnover Intention**

Variable	Turnover Intention		
	Model 6-1	Model 6-4	Model6-5
(Control variable)			
Gender	.060	.008	.008
Year of birth	-.052	-.016	-.017
Marital status	-.039	.013	.015
Educational background	-.060	-.031	-.031
Years of work experience	-.120*	-.059	-.061
Position	-.177**	-.085	-.085
Organizational type	.033	-.049	-.049
(Independent variable)			
IEM		.001	-.045
POS		-.478***	-.538*
IEM*POS			.101
R <sup>2</sup>	.073	.267	.267
Adjusted R <sup>2</sup>	.055	.248	.247
F	4.137***	14.737***	13.239***



**Table 4-9: Moderating Effect of Organizational Support on External Employability and Turnover Intention**

Variable	Turnover Intention		
	Model 6-1	Model 6-6	Model 6-7
(Control variable)			
Gender	.060	.018	.018
Year of birth	-.052	-.019	-.020
Marital status	-.039	.008	.001
Educational background	-.060	-.032	-.030
Years of work experience	-.120*	-.052	-.047
Position	-.177**	-.086	-.092
Organizational type	.033	-.044	-.045
(Independent variable)			
EEM		.113*	.410
POS		-.527***	.001*
EEM*POS			-.716
R <sup>2</sup>	.073	.259	.283
Adjusted R <sup>2</sup>	.055	.263	.263
F	4.137***	15.498***	14.381***

**Table 4-10: Moderating Effect of Organizational Support on Internal Employability**

Variable	Internal Employability		
	Model 7-1	Model 7-2	Model 7-3
(Control variable)			
Gender	-.132**	-.012	-.008
Year of birth	-.050	-.022	-.026
Marital status	.184***	.100**	.090**
Educational background	.068	.013	.008
Years of work experience	.049	-.056	-.043
Position	.214***	.052	.048
Organizational type	-.176***	-.036	-.037
(Independent variable)			
SE		.291***	.571***
POS		.559***	.934***
SE*POS			-.591*
R <sup>2</sup>	.179	.661	.657
Adjusted R <sup>2</sup>	.164	.653	.657
F	11.465***	79.220***	72.619***

**Table 4-11: Moderating Effect of Organizational Support on External Employability**

Variable	External Employability		
	Model 7-1	Model 7-4	Model 7-5
(Control variable)			
Gender	-.137**	-.041	-.045
Year of birth	.055	.002	.006
Marital status	.095	.040	.049
Educational background	.031	-.010	-.005
Years of work experience	-.006	-.077	-.090
Position	.095	-.017	-.013
Organizational type	-.118*	-.024	-.023
(Independent variable)			
SE		.327***	.062
POS		.262***	-.092
SE*POS			.558
R <sup>2</sup>	.058	.283	.287
Adjusted R <sup>2</sup>	.040	.266	.268
F	3.215**	16.023***	14.680***

The analysis results indicate that organizational support does not significantly moderate the relationship between self-efficacy/internal/external employability and turnover intention. For instance, the interaction terms (SE \* POS, IEM \* POS, EEM \* POS) in the regression models did not yield significant coefficients, suggesting no moderating effect of organizational support.

Furthermore, in testing the moderating effect of organizational support on self-efficacy and employability, the results reveal mixed findings. While organizational support significantly moderates the relationship between self-efficacy and internal employability (Model 7-3), contrary to the hypothesis, it does not moderate the relationship between self-efficacy and external employability (Model 7-5). Mediating effect with regulation: To comprehensively understand the impact relationships between variables, moderated mediation model tests were conducted using the Process Macro program by Hayes. The results indicate a significant moderating mediating effect in the research model for internal employability. Specifically, organizational support negatively regulates the relationship between self-efficacy and internal employability, supporting hypothesis H6. The findings highlight the nuanced role of organizational support in shaping the relationship between employability and turnover intention among post-90s employees. While organizational support does not directly moderate this relationship, it significantly moderates the relationship between self-efficacy and internal employability, suggesting that supportive organizational environments may enhance employees' internal employability and reduce turnover intention. However, the lack of significant moderation in the relationship between self-efficacy and external employability implies that external job market factors may not be significantly influenced by organizational support in this context. This suggests that organizational efforts to enhance external employability may require different strategies beyond mere organizational support. In conclusion, organizations should recognize the importance of fostering internal employability through supportive environments to mitigate turnover intention. Future research could explore additional factors that may moderate these relationships and further investigate the mechanisms through which organizational support influences employability and turnover intention.

#### **4.7 Summary of Empirical Results**

Drawing on existing theoretical frameworks, this study formulated research hypotheses regarding the relationships among self-efficacy, internal and external employability, turnover intention, and organizational support. Subsequently, empirical research was conducted through questionnaire surveys and statistical analyses to test these hypotheses. A total of 375 valid questionnaires were collected and subjected to statistical analysis using SPSS 26.0, AMOS 26.0, and SPSS Process Macro programs. Various statistical techniques were employed, including descriptive analysis, reliability and validity assessment, independent sample t-tests, one-way ANOVA, correlation analysis, linear and hierarchical regression analysis, and moderated mediation tests.

The findings regarding the hypotheses proposed in this study are summarized as follows. Firstly, self-efficacy among post-90s employees was found to significantly and negatively influence turnover intention (H1), while also positively affecting employability (H2). Specifically, self-efficacy positively influenced both internal (H2a) and external (H2b) employability. Secondly, the direct impact of employability on turnover intention was partially supported (H3), with internal employability negatively affecting turnover intention (H3a), but no significant effect observed for external employability (H3b). Thirdly, the mediating role of employability between self-efficacy and turnover intention was partially supported (H4), with internal employability acting as a mediator (H4a), while external employability did not (H4b). Regarding organizational support, it was found to partially influence the relationship between self-efficacy and employability (H5). Specifically, organizational support positively regulated the relationship between self-efficacy and internal employability (H5a) but did not significantly affect the relationship between self-efficacy and external employability (H5b). Lastly, the

mediating role of organizational support in moderating the relationship between self-efficacy and turnover intention was supported (H6).

In conclusion, the empirical findings shed light on the complex interplay between self-efficacy, employability, turnover intention, and organizational support among post-90s employees, providing valuable insights for both researchers and practitioners in the field of human resource management.

## 5. Conclusion

This study investigates the self-efficacy, employability, turnover intention, and organizational support among post-90s employees in the construction industry of Hunan Province. By reviewing existing literature and combining it with empirical analysis, several key conclusions have been drawn:

- (1) **Impact of Demographic Variables:** Various demographic factors such as gender, year of birth, marital status, educational background, length of work experience, position, and type of organization significantly influence the main research variables. For instance, male employees generally exhibit higher levels of self-efficacy, internal employability, and organizational support. Moreover, employees born between 1990 and 1994 perceive higher levels of internal employability and organizational support. Additionally, married individuals tend to have higher levels of self-efficacy, internal employability, and organizational support.
- (2) **Relationship Among Main Research Variables:** Regression analysis reveals a negative relationship between self-efficacy and turnover intention, suggesting that higher self-efficacy is associated with lower turnover intention. Furthermore, self-efficacy positively influences both internal and external employability, indicating that employees with higher self-efficacy levels perceive greater opportunities both within and outside their current organization.
- (3) **Mediating Role of Employability:** Internal employability significantly mediates the relationship between self-efficacy and turnover intention, implying that improving self-efficacy can enhance internal employability and reduce turnover intention. However, external employability does not mediate this relationship directly, suggesting that other factors may influence turnover intention indirectly.
- (4) **Moderating Effect of Organizational Support:** Organizational support negatively moderates the relationship between self-efficacy and internal employability, indicating that higher organizational support weakens the positive impact of self-efficacy on internal employability. However, this moderating effect is not significant for external employability.

Based on the findings, several recommendations are proposed for Hunan construction companies to effectively manage turnover intention among post-90s employees:

- (1) **Provide Support for Work and Career Development:** Organizations should focus on promoting employee career development and enhancing work performance through strategic interventions and institutional support. This includes providing education and training programs to cultivate professional skills and fostering a supportive organizational culture.
- (2) **Offer Psychological Support:** Actively recognizing employee value and establishing personalized evaluation and reward mechanisms can enhance self-efficacy and

organizational support. Providing training for middle-level managers to support their subordinates effectively is also crucial.

- (3) Care About Employee Interests: Creating favorable working conditions, such as reducing labor intensity and ensuring work-life balance, can enhance organizational support and reduce turnover tendencies among post-90s employees.

This study acknowledges limitations in sample size, research methods, and variable selection. Future research could address these limitations by conducting larger-scale studies with diverse age groups, employing a variety of research methods, incorporating peer evaluation alongside self-evaluation, and exploring additional variables influencing turnover intention among post-90s employees.

In conclusion, this research provides valuable insights into the dynamics of self-efficacy, employability, turnover intention, and organizational support among post-90s employees in the construction industry, offering practical recommendations for organizations to effectively manage turnover intention and retain young talent.

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