

Job Satisfaction and Psychological Resilience Among Selected Employees in High-Tech Enterprises in Shanghai Zhang Jiang

-- Towards an Improved Performance Management Strategies

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Abstract: This study explores the relationship between job satisfaction and psychological resilience among selected faculties in high-tech enterprises, with a particular focus on Shanghai Zhangjiang High-tech Zone. Despite extensive research on psychological resilience how to influence enterprise performance, limited attention paid to the former reason: what influence on psychological resilience in high-tech industries, particularly in China's rapidly growing in technology nowadays. The study aims to examine how job satisfaction factors—such as work content, autonomy, professional development opportunities, organizational relationships and work reward—contribute to the enhancement of psychological resilience. This research addressed a critical gap in the literature, proposing that fostering job satisfaction can serve as a strategic lever to build resilience among employees in high-stress, innovation-driven environments. The findings provided practical insights into how organizations can integrate psychological resilience-improving practices into performance management strategies, potentially leading to improved employee mental healthy, greater innovation, and sustained competitive advantage in Shanghai Zhangjiang High-tech Zone.

Keywords: Psychological resilience, Job satisfaction, Performance management, High-tech industry.

1. Introduction

1.1. Background of the Study

Psychological resilience refers to the resilience of individuals to protect their mental statement without negative impact under adversity and hardship and can choose to live a purposeful life in psychology. It had large research in psychology, social science, management and medicine all over the world. Psychological resilience has also been applied and developed in corporate management, and large number of studies showed that there was positive influence about high psychological resilience with corporate success. It has an important role on the innovation ability of companies (Hallak, 2023). Nowadays psychological resilience has become a success element in organization, treated as a psychology human capital be used in performance management worldly.

In management, job satisfaction is considered to be the degree of satisfaction that employees can feel for their work and working environment. With the high-quality development of company and awaking thought of humanistic, the research has gradually become mature. Based on the job characteristics model holds that the intrinsic motivation, job satisfaction and performance of employees can be improved by increasing the different work content, integrity, task meaning, autonomy, communication and feedback of the work. Therefore, organizations and managers can achieve these goals by adjusting and optimizing the work design to improve the work experience and performance level of employees.

In China, psychological resilience in the enterprise context denotes the capacity of a steadfast employee to confront significant pressure or adversity without succumbing to detrimental effects, both physically and mentally, while

maintaining the momentum of organizational advancement (Qiao Penghua, 2022). Chinese scholars point out that leader with high psychological resilience has a positive effect on exploratory innovation (Qiao Penghua, 2022) and international expansion (Ma Xinnian, 2022) and sustainable growth (Wang Wei, 2021) of high-tech enterprises. Li Jia (2020) in his research pointed out nurses who are satisfied with their income can have a good mentality, so they can actively cope with difficulties and pressures, who have good career development planning can actively face various challenges, be satisfied with their own work and the sense of value obtained by providing help to patients, all improve their psychological resilience, have a more positive attitude and take work more seriously and better for the development of departments and hospitals.

As a typical developing country, high-tech enterprises played an important role in promoting innovation, expanding abroad market, improving people's livelihood and stimulate national development. The current international situation is complex and changeable, and China's high-tech enterprises are facing severe challenges. China's Huawei enterprises have made great breakthroughs in science and technology research, but have been restricted by other countries in market development. The company's play a strong psychological quality to overcome difficulties and lead China's chip technology to move forward. High-tech enterprises require employees to have strong psychology resilience to need to embrace emerging challenges to obtain a greater success.

Shanghai is the city with advanced science and technology, gathering a large number of high-tech enterprises in China. In 2022, the number of enterprises sought progress while maintaining stability, exceeding 22,000. Since 2018, the growth rate has reached more than 200%, and the proportion

of High-tech enterprises per 10,000 households ranked first in the country. Among them, there are 8,164 enterprises on the plan, the total industrial output value of the city accounted for 37.5%, and the business income of the city accounted for 43.9%. In 2022, the average age of high enterprises in Shanghai was 11.2 years old, 0.3 years lower than the previous year, showing that the speed of innovation and development of enterprises has accelerated.

Zhangjiang High-tech zone located in the middle of Pudong New Area of Shanghai, Zhangjiang High-tech zone was established with a planned area of 25 square kilometers, which is divided into different functional areas including industrial area, living and education area. Shanghai government promulgated the strategic decision of "Focusing on Zhangjiang", making it clear that the zone takes integrated circuit, software and bio-medicine as the leading industries, and embodies the main function of innovation and entrepreneurship. Shanghai Zhangjiang High-tech zone establishment in 1992, has been renowned as "The Silicon Valley in China".

However, in the existing researches paper in China, all the researches focus on how the psychological resilience play a irreplaceable role in influencing enterprise performance, but no researcher connect with performance strategy to focus on how to improve such an important capital. High-stress nursing work is the same as the work of high-tech employees, but most studies in the medical field already done to improve the psychological resilience of doctors and nurses by improving their job satisfaction to better face high-intensity work pressure and have a better performance. Is it a connection from job satisfaction with psychological resilience of employees in High-tech enterprises in Shanghai Zhang Jiang High-tech zone? Can improve their job satisfaction to improve their psychological resilience and to output the higher performance?

Therefore, this study started from the gap, to discuss the relationship with job satisfaction and employee psychological resilience ability, finally to improve performance management strategy. In general, ensure psychological resilience of employee into fully play in management.

1.2. Literature Review

When we talking about leaders' psychology resilience influence the development of enterprises, we can see that the author Qiao Penghua (2022), Ma Xinnian (2022), Wang Wei (2021), Jiang liqun (2022), all discover that the high psychology resilience has positive affect towards enterprise, although they focusing on different aspects of the company, that including innovation growth, internationalization and expansion strategy. Only Wang Wei (2021) pointed out that psychological resilience has a positive impact on long-term performance and a negative impact on short-term performance. All those studies proved that the psychology resilience of leaders would have positive influence towards enterprises development. But none of them mentioned the prior reasons why have the difference in leader resilience and how to improve lower psychology resilience in HR strategy intervention.

Different measurement tools have their advantages and disadvantages. The measurement of psychology resilience based on the famous Connor-Davidson Resilience Scale which was developed by Connor and Davidson in 2003 in the International Journal of Psychology. It is accepted widely and used and popular around the world. Different form CDRS, the

adaptability and acceptance of change come from the resilience theory, it used in clinical medical research in China as Ma Xinnian (2022) said in his paper, which also be used in Lei Wu (2017) 4-factors model, it showed more useful in screening high-risk employees who are vulnerable to stress in China, which is same as the high-tech industry leaders who are always in the high-risk situation.

The optimism and sense of security is same with the positive acceptance of change, and secure relationships in CDRS. Lin Siting (2020) Chinese version CDRS, it is divided into three dimensions, namely adaptability of change, self-improvement and optimism was tested more fit for Chinese culture, which already be tested worth promoting in China. Lin is based on the CDRS, but compared with Hu Yueqin, the optimism is still one of the three factors which align with the adolescent's psychological resilience.

Abbas (2021) and Hesem (2021) both think the tolerance for stress is important because it can help overcoming stress to achieve goal and recovering from crises impact, Liu Qingze (2022) did the research from 600 adolescents also proved that seeing the humor side in times of stress increases mental resilience and makes them stronger.

For the factor of professional ability, Resilience Scale (RS-25) including the personal ability and life acceptance are main test contents, the question of personal ability is same with the RS-14 single-factor model, which has been proven by Chen Wei (2020). It is widely used in China to screen patients with tumours and cancer. Compared with student psychological performance, Guo Jiuxia (2023) also pointed that personal ability is an important factor affecting student work quality and work efficiency.

Liu Baoda (2023) in his research found that control ability can help students out of bad habits such as disorderly behavior, delayed task and have better resilience also match the 4C model (commitment, challenge, confidence and control) posted by Majed Mohammed Wadi. And the control ability conforms to Chinese positive psychological resources to adapt to adversity. Compare with CDRS, the control ability is also an important factor in testing psychological resilience ability.

The job satisfaction have definite relationship with human resource management, no matter what human resource management system a company chose, the results reflected by employees' job satisfaction. In Zhang Lin (2020) research, he tests the control HRMS and commitment HRMS, give us that high commitment HRMS is more suitable for the Chinese scenario, giving employees communication and development opportunities, satisfying their love and respect and self-actualization, effectively improve employee satisfaction and organizational commitment, enhance their loyalty. But in research of Wu Xiaoqiong (2020) pointed the human resource ethic is important to job satisfaction, only design fairly: employees can get salary based on their efforts, their contributions to the company can be seen, and they can get positive feedback from leaders, which is the basic to improve employee satisfaction.

As the measurement of job satisfaction, scholars pointed out different company had different situation, the measurement elements are chaotic and non-systematic, and it is difficult to systematically measure employee job satisfaction, which is different cultures and regions is of little practical value.

To work content, Li Hanzhou (2020) said work intensity and workload are crucial factors influencing the

psychological well-being of workers and job satisfaction of employees, this result has some similarity with Qi Haihuang's research, who found that female in retail store with heavy workload donated the psychological stressors. Compared with the workload may influenced employees' emotional statement, Hua Rui (2024) pointed that necessary performance management can clear the goal and targets, to make their work priorities and responsibilities and make improvements.

To work autonomy, Wu Xiaoqiong (2020) suggesting that enterprises must pay more attention to and empathize with employees in the ethics of HRM, fully respect the subjective and objective differences of "people", give more autonomy. Same as Li Yanli's (2021) People-oriented, focus on respect for and their own personality, use the advantages of employees, tap employees' strengths.

Li Hanzhou (2020) said development space means provide employees with opportunities for development to improving employee satisfaction. High commitment HRM system is more suitable for the Chinese scenario, giving employees communication and development opportunities, satisfying their love and respect and self-actualization according to Zhang Lin (2020). That align to the human capital theory, human resource is a valuable capital, which can improve the skills and abilities of employees through training and development, so as to increase the productivity and creativity of employees.

To organization relationship, Li Yanli (2021) said the new generation of employees as the research object, the paper constructs the "P-JOS model", influencing mechanism of the new generation of employees' job satisfaction. The organization relationship influenced their job satisfaction very much. As Zhang Lin (2020) said, employees' high job satisfaction, reflected in their high recognition and commitment to the organization, as well as their proactive behaviors that are beneficial to the organization and colleagues. Good interpersonal relationships help employees significantly increase job satisfaction and enhance their sense of belonging to the organization.

Li Hanzhou (2020) said for most employees, work is a means of making a living and based on social life. When

employees' pay and benefits match their work performance and contributions, they feel recognized and rewarded for their value, which enhances job satisfaction (Hua Rui, 2024). For work salary, all reference pointed that it was the basement for work and it should pay fairly. Wang Canmei (2021) selected the high-tech enterprises in Changsha High-tech Zone as the research object, work reward is one of the 5 testers to measure employees' job satisfaction.

The literature about HR strategy points out that in enterprises, employees' work behavior, attitude and ability can be reflected through certain assessment. In terms of the impact of enterprise employees on enterprise development, we can see that the research content mostly stays on the positive relationship between psychological resilience and enterprise development, and strengthens the connection between the two through the intermediary influence of technology, manpower, culture, social relations, etc.

However, from performance management, it is rarely analyzed how to make improvement about the psychological resilience of employees in high-tech industry. Based on the above research deficiencies, I think we can provide a new perspective connect with job satisfaction, built through training and salary and coworker relationship aspects to assist employees and enterprises in enhancing individual resilience, and improved performance management strategy.

1.3. Hypothesis

The following null hypothesis had been tested based on the statement of the problems:

H01: There is no significant difference in psychological resilience when the demographic profile as test factor among selected employees in high-tech enterprises in Shanghai Zhangjiang.

H02: There is no significant difference in job satisfaction when the demographic profile as test factor among selected employees in high-tech enterprises in Shanghai Zhangjiang.

H03: There is no relationship between job satisfaction and psychological resilience among selected employees in high-tech enterprises in Shanghai Zhangjiang.

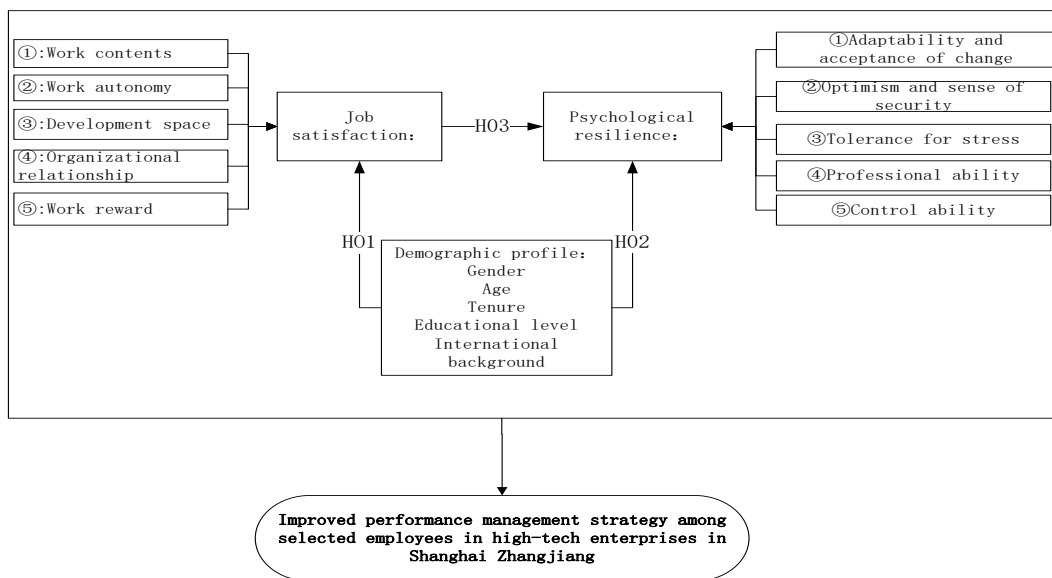


Figure 1. Conceptual Framework

2. Method

2.1. Research Design

Based on the problem of statement, this study predominantly utilized quantitative methods to address the research problem. Quantitative techniques employed to gather data on employees' job satisfaction and psychological resilience among selected employees in high-tech enterprises in Shanghai Zhangjiang zone. Employee were expected to be highly resilient, when they faced difficulties can use their professional ability to make contribution to company. Especially the High-tech employee who experienced a significant level of stress in their daily work.

The intention behind using this research methods is to dig deep to the depth of the research problem. Those obtained data put into an analysis which produced unprejudiced results.

Firstly, use the descriptive way to indicate the percentage of selected employees' gender, age, tenure, education background, aboard experience. Then use the statistic tool of T-test and one-way ANOVA to test the significant difference of the selected employees' job satisfaction and psychological resilience use demographic profile as test factors. Lastly, use multiple liner regression to find the relationship between the selected employees' job satisfaction and psychological resilience. Based on these results to give some recommendation to performance management strategy of high-tech enterprises in Shanghai Zhangjiang zone.

2.2. Data Management

This study aims to assess the key factors influencing the dynamic relationship between employees' job satisfaction and psychological resilience ability.

The research focuses on employees in high-tech enterprises, supported by the Chinese Bureau of Statistics, with six categories already gathered and classified on their website. The names of the enterprises, along with contact information, have also been obtained. Before administering the actual survey with target respondents, letters written and sent to the key respondent of the enterprises to obtain clearance. Once permission is secured, the researcher personally sends the questionnaires to the key respondents on the scheduled date through the internet. All information used solely for research purposes.

2.3. Respondents

To ensure the sample's comprehensiveness, this study employed purposive sampling. In the purposive sampling, it is a non-probabilistic sampling method in which the researcher selects samples with certain characteristics based on specific criteria or goals. This method is suitable for populations consisting of distinct parts with significant differences. The criteria for selecting respondents for the sample are as follows:

Firstly, except the aviation, we focus on the electronic and communication equipment manufacturing, computer and office equipment manufacturing and pharmaceutical manufacturing those three categories. Secondly, to promise have a balance with the respondents on the particular industry, this study chooses every top 3 of each category, and 10 respondents from each company, that totally is 90 respondents. Here the study only focuses the employees who were working in research department, because they were highly pressure and faced competition fiercely. More importantly, their innovation ability and creativity can represent the high-tech

enterprise development ability most.

Criteria are as following:

Three categories: the electronic and communication equipment manufacturing, computer and office equipment manufacturing and pharmaceutical manufacturing

Company: top 3 of each category

Respondent: 10 faculties in research department

2.4. Research Instrument

The researcher utilized survey questionnaires to collect the necessary data. The survey is structured into three parts. First, it focused on gathering demographic information about the employees in high-tech enterprises in Shanghai City Zhangjiang High-tech Zone, China.

Sections 2 and 3 consisted of a 4-point Likert-type scale, encompassing adaptability, sense of security, tolerance for stress, professional ability, control ability, work contents, work autonomy, development space, organizational relationships, and work rewards. In total, there had 41 questions aimed at assessing job satisfaction and psychological resilience from the perspective of the respondents.

Appropriate and necessary previous references related to the subject of this study used, in order to valid and explain the results. What's more, SPSS application offered feature solution of data documentation, analyze data and store data.

3. Results

This part showed the results of analyzed collected data. As the employees in selected respondents all satisfied their five factors of psychological resilience level and job satisfaction level, then discussed the relationship and further more about the recommendation.

3.1. The Significant Difference in Psychological Resilience Tested Versus Demographic Profile

From table 1 to table 5 showed the results about the significant difference in psychological resilience when tested by the demographic profile, used the T-test to analyze the results of gender and international background, table 3, 4, 5 use one-way ANOVA to analyze the results of age, tenure and education background.

According to the results of the independent sample T-test, it can be seen that the gender differences of various psychological resilience test dimensions are as follows: the adaptability and acceptance p-value is 0.729, the optimism and security p-value is 0.473, the tolerance for stress p-value is 0.41, the tolerance for stress p-value is 0.5, the control ability p-value is 0.948, which is all greater than the significance level of 0.05. This suggests that there is no statistically significant difference in the factors of the psychological resilience when considering the demographic profile of gender.

Based on the statistically analysis, we accepted the null that there is no significant difference in psychological resilience when the demographic profile of gender as test factor among selected employees in high-tech enterprises in Shanghai Zhangjiang. The results are same with Chen Yunxia (2024) who mentioned that there is no significant difference of psychological resilience tested by gender, but male is stronger than female. Ma xinnian (2022) who mentioned that male have strong mental quality and highly independent can help

them solve the mental problem, while in Bai Niu (2023) mentioned that female is more stability and have more caution which let female are more resilience when face change. Compared with their opinion, people who work in High-tech

industries already be a highly quality person, male have independent quality while female have stability, both of them have strong resilience, so the employees in High-tech industries have no significant difference tested by their gender.

Table 1. Significant Difference in Psychological Resilience When Tested According to Gender

Items	Gender	Mean	std. D	t	Sig.	Interpretation	Decision
Adaptability and Acceptance	Female	3.075	0.8211	-0.347	0.729	not significant	accept Ho
	Male	3.136	0.8344				
Optimism and Security	Female	3.065	0.757	-0.721	0.473	not significant	accept Ho
	Male	3.18	0.7486				
Tolerance for Stress	Female	3.055	0.7858	-0.828	0.41	not significant	accept Ho
	Male	3.188	0.7345				
Professional Ability	Female	3.04	0.882	-0.677	0.5	not significant	accept Ho
	Male	3.164	0.8473				
Control Ability	Female	3.075	0.7906	0.065	0.948	not significant	accept Ho
	Male	3.064	0.8076				

Sig: p-value<0.05 means have significant difference

Table 2. Significant Difference of Psychological Resilience Tested according to Age

Items	Group Variances	F	Sig.	Interpretation	Desicion
Adaptability and Acceptance	25-35	0.798	0.498	not significant	accept Ho
	36-45				
	46-55				
	56 above				
Optimism and Security	25-35	0.444	0.722	not significant	accept Ho
	36-45				
	46-55				
	56 above				
Tolerance for Stress	25-35	0.928	0.431	not significant	accept Ho
	36-45				
	46-55				
	56 above				
Professional Ability	25-35	1.012	0.392	not significant	accept Ho
	36-45				
	46-55				
	56 above				
Control Ability	25-35	1.034	0.382	not significant	accept Ho
	36-45				
	46-55				
	56 above				

Sig: p-value<0.05 means have significant difference

Table 3. Significant Difference of Psychological Resilience Tested according to Tenure

Items	Group Variances	F	Sig.	Interpretation	Desicion
Adaptability and Acceptance	1-10 years	0.436	0.648	not significant	accept Ho
	11-20 years				
	21-30 years				
Optimism and Security	0-10 years	1	0.372	not significant	accept Ho
	11-20 years				
	21-30 years				
Tolerance for Stress	0-10 years	0.782	0.461	not significant	accept Ho
	11-20 years				
	21-30 years				
Professional Ability	0-10 years	0.663	0.518	not significant	accept Ho
	11-20 years				
	21-30 years				
Control Ability	0-10 years	0.728	0.486	not significant	accept Ho
	11-20 years				
	21-30 years				

Sig: p-value<0.05 means have significant difference

According to the one-way ANOVA test, it can be seen that the psychological resilience test under one variable age, the results of three groups of respondents are as follows: the

adaptability and acceptance of change p-value is 0.498, the optimism and security p-value is 0.722, the tolerance for stress p-value is 0.431, the tolerance for stress p-value is

0.392, the control ability p-value is 0.382, which is all greater than the significance level of 0.05. This suggests that there is no statistically significant difference in the factors of the psychological resilience when considering the demographic profile of age. Based on the statistically analysis, we accepted the null that there is no significant difference in psychological resilience when the demographic profile of age as test factor among selected employees in high-tech enterprises in Shanghai Zhangjiang.

In the research Bai Niu (2023) pointed that the older the employees are, more experience they have and more reputation in working area. Compared with Wang Shengjiao (2022) pointed that the post-00s have gradually entered the workplace, and the new generation of employees has become the backbone of enterprise development. The new generation of employees has distinct characteristics, different from the old employees in the past, they have some advantages of their own -- high education level, strong business ability, and continual comparison during their study life, they already have strong tolerance of stress and adaptability to change. They can have many new entertainment ways to relieve their pressure. Those can interpret that why those different age has no significant difference about their psychological resilience ability.

According to the one-way ANOVA test, it can be seen that the psychological resilience test under one variable tenure, the results of three groups of respondents are as follows: the adaptability and acceptance p-value is 0.648 ,the optimism and security p-value is 0.372, the tolerance for stress p-value is 0.461, the tolerance for stress p-value is 0.518, the control ability p-value is 0.486, which is all greater than the

significance level of 0.05.

This suggests that there is no statistically significant difference in the factors of the psychological resilience when considering the demographic profile of tenure. Based on the statistically analysis, we accepted the null that there is no significant difference in psychological resilience when the demographic profile of tenure as test factor among selected employees in high-tech enterprises in Shanghai Zhangjiang, the result align with the research did by He Xiongtao (2020).

In the research He Xiongtao (2020) said the shorter tenure employees need to learn a lot of knowledge and socialization to better integrate into the organization. Employee socialization is a huge change of individual roles. At this time, individuals with psychological resilience can better adapt to the pressure brought by change and better integrate into the organization to realize the socialization process. Compared with individuals lacking psychological resilience, employees have a lower turnover intention. Socialization of employees may convey the effect of psychological resilience on turnover intention.

High-tech industry is different to other industries, the position of the strong unsubstitutability which can't replace and within highly pressure, every employee must already have strong psychological resilience that can endure the high workload. He Xiongtao (2020) also mentioned High-tech enterprises have perfect management system can adopt a series of socialization strategies to promote employees to adapt to the working environment, content and culture of the enterprise, so that employees can quickly integrate into the organization, strengthen the sense of belonging and reduce the turnover rate.

Table 4. Significant Difference of Psychological Resilience Tested according to Education Background

Items	Group Variances	F	Sig.	Interpretation	Desicion
Adaptability and Acceptance	Bachelor	0.437	0.727	not significant	accept Ho
	Master				
	Doctor				
	Post-D				
Optimism and Security	Bachelor	0.956	0.417	not significant	accept Ho
	Master				
	Doctor				
	Post-D				
Tolerance for Stress	Bachelor	0.828	0.482	not significant	accept Ho
	Master				
	Doctor				
	Post-D				
Professional Ability	Bachelor	0.632	0.596	not significant	accept Ho
	Master				
	Doctor				
	Post-D				
Control Ability	Bachelor	0.519	0.67	not significant	accept Ho
	Master				
	Doctor				
	Post-D				

Sig: p-value<0.05 means have significant difference

According to the one-way ANOVA test, it can be seen that the psychological resilience test under one variable education background, the results of three groups of respondents are as follows: the adaptability and acceptance p-value is 0.727 ,the optimism and security p-value is 0.417, the tolerance for stress p-value is 0.482, the tolerance for stress p-value is 0.596, the control ability p-value is 0.670, which is all greater than the significance level of 0.05.

This suggests that there is no statistically significant difference in the factors of the psychological resilience when considering the demographic profile of education background. Based on the statistically analysis, we accepted the null that

there is no significant difference in psychological resilience when the demographic profile of education background as test factor among selected employees in high-tech enterprises in Shanghai Zhangjiang, the results align with the research did by Qiao Penghua & Zhang Yue (2022).

From Wang Canmei (2023) research pointed out that High-tech enterprises have a high intensity of technology and knowledge, and their talent demand is at least five times that of traditional companies. The competition between enterprises is also concentrated in the competition for talents; People with high intelligence carrying advanced and sophisticated technology are the soul of high-tech enterprises.

From the education background frequency we can know that most of the employees have higher than master diploma, only few of them are bachelor, which also indicated that those respondents already talent compare with ordinary people. As the study mentioned before, the high education background

employees already endure lots of pressure and stress during their study time and working in High-tech industry is pioneering and forward-looking, full of uncertainty in every link of application, everyone is already having some psychological resilience even in higher education background.

Table 5. Significant Difference of Psychological Resilience Tested according to International Background

Items	Group Variances	Mean	std.D	F	Sig.	Interpretation	Desicion
Adaptability and Acceptance	Have IB	3.062	0.8393	4.782	0.031	significant	reject Ho
	Don't have IB	3.385	0.695				
Optimism and Security	Have IB	3.091	0.7736	5.151	0.026	significant	reject Ho
	Don't have IB	3.354	0.5666				
Tolerance for Stress	Have IB	3.099	0.7851	5.845	0.018	significant	reject Ho
	Don't have IB	3.308	0.5454				
Professional Ability	Have IB	3.065	0.8976	9.737	0.002	significant	reject Ho
	Don't have IB	3.369	0.5468				
Control Ability	Have IB	3.029	0.8219	5.268	0.024	significant	reject Ho
	Don't have IB	3.308	0.5866				

Sig: p-value<0.05 means have significant difference
IB= international background

According to the results of the independent sample T-test, it can be seen that the international background differences of various psychological resilience test dimensions are as follows: the adaptability and acceptance p-value is 0.031, the optimism and security p-value is 0.026, the tolerance for stress p-value is 0.018, the tolerance for stress p-value is 0.002, the control ability p-value is 0.024, which is all less than the significance level of 0.05.

This suggests that there is statistically significant difference in the factors of the psychological resilience when considering the demographic profile of international background. Based on the statistically analysis, we rejected the null that there is no significant difference in psychological resilience when the demographic profile of international background as test factor among selected employees in high-tech enterprises in Shanghai Zhangjiang.

This study result is same with the study researched by Xia Yun and Weng Jiaming (2021), who said the overseas returnee is a unique resource with rich international experience and international social network, which make the significant difference between two kinds of employees.

Jiang Liqun (2022) said the overseas returnee has a certain

scale of overseas social network, which can become the emergency social capital to solve the problems of international innovation and also become a channel to obtain a large number of cutting-edge information of international innovation. This can reduce the inadaptability of executives' psychological resilience resources in the international innovation environment, so that executives can have higher foresight and long-term vision when facing the challenges of international innovation, and make more reasonable international innovation planning. This research results align with her opinion.

3.2. The Significant Difference in Job Satisfaction Tested versus Demographic Profile

This part used the tables to show the results about the significant difference in psychological resilience when tested by the demographic profile, from table 6 to table 10 showed the detail statistic, table 6 and table 10 use the T-test to analyze the results, table 7,8,9 use one-way ANOVA to analyze the results.

Table 6. Significant Difference of Job satisfaction Tested according to Gender

Items	Group Variances	Mean	std.D	t	Sig.	Interpretation	Desicion
Work Content	Female	3.07	0.7573	0.14	0.709	not significant	accept Ho
	Male	3.152	0.7778				
Work Autonomy	Female	3.065	0.9051	3.259	0.074	not significant	accept Ho
	Male	3.156	0.7399				
Development Space	Female	3.095	0.8676	0.825	0.366	not significant	accept Ho
	Male	3.14	0.8124				
Organizational Relationship	Female	3.01	0.7883	0.415	0.521	not significant	accept Ho
	Male	3.184	0.7643				
Work Reward	Female	3.07	0.8333	1.072	0.303	not significant	accept Ho
	Male	3.236	0.7458				

Sig: p-value<0.05 means have significant difference

According to the results of the independent sample T-test, it can be seen that the gender differences of various job satisfaction test dimensions are as follows: Both male and female respondents have similar satisfaction levels with the content of their work, with mean scores of 3.07 (female) and 3.15 (male). The F-value is 0.14, and the p-value (0.709)

indicates no significant difference between genders.

Males have a slightly higher mean score (3.156) compared to females (3.065), but the p-value of 0.074 shows marginal non-significance, indicating that any differences in perceptions of work autonomy might not be statistically significant.

Both groups show similar perceptions of development opportunities, with mean scores around 3.1. The p-value of 0.366 indicates no significant difference. Males perceive slightly better workplace relationships (mean = 3.184) compared to females (mean = 3.01), but the p-value of 0.521 indicates no significant gender difference.

Males rate rewards slightly higher (mean = 3.236) compared to females (mean = 3.07), but the p-value (0.303) shows no statistically significant difference. Those P-value all higher than 0.05 which suggests that there is no statistically significant difference in the factors of the job satisfaction when considering the demographic profile of gender.

Based on the statistically analysis, we failed to reject the null that there is no significant difference in job satisfaction when the demographic profile of gender as test factor among selected employees in high-tech enterprises in Shanghai Zhangjiang.

From the mean value, male is slightly higher than female in every factor, in Wang Canmei (2023) research said only the development space have significant difference, because the family and social role different, female should pay much more attention to family and children. Other work content and work autonomy and work reward and relationship align with this study results.

Table 7. Significant Difference of Job satisfaction Tested according to Age

Items	Group Variances	F	Sig.	Interpretation	Decision
Work Content	25-35	1.559	0.205	not significant	accept Ho
	36-45				
	46-55				
	56 above				
Work Autonomy	25-35	1.49	0.223	not significant	accept Ho
	36-45				
	46-55				
	56 above				
Development Space	25-35	1.073	0.365	not significant	accept Ho
	36-45				
	46-55				
	56 above				
Organizational Relationship	25-35	2.116	0.104	not significant	accept Ho
	36-45				
	46-55				
	56 above				
Work Reward	25-35	0.808	0.493	not significant	accept Ho
	36-45				
	46-55				
	56 above				

Sig: p-value<0.05 means have significant difference

According to the one-way ANOVA test, it can be seen that the job satisfaction test under one variable age, the results of three groups of respondents are as follows: The p-value (0.205) is greater than 0.05, indicating no significant differences between the groups in terms of content satisfaction. The F-value is 1.559, which is relatively low, further indicating a lack of significant difference.

The p-value (0.223) also exceeds 0.05, showing no significant differences in perceived autonomy across groups. The F-value is 1.490. With a p-value of 0.365, there are no significant differences in the perception of development opportunities between the groups.

The F-value is 1.073. The p-value (0.104) approaches but is still above 0.05, indicating a marginal non-significant difference in perceptions of relationships across the groups.

The F-value (2.116) suggests some variation between groups but not enough to be statistically significant. The p-value (0.493) is much higher than 0.05, showing no significant differences in the perception of rewards. The F-value is 0.808.

Those results are all greater than the significance level of 0.05. This suggests that there is no statistically significant difference in the factors of the job satisfaction when considering the demographic profile of age. Based on the statistically analysis, we failed to reject the null that there is no significant difference in job satisfaction when the demographic profile of age as test factor among selected employees in high-tech enterprises in Shanghai Zhangjiang, which align with the research did by Wang Shengjiao (2022) and Ye Hongxia (2024).

The research by Wang Shengjiao (2022) defined the new generation of employees who are satisfied with high education background, besides they have a diversified personal value orientation and career outlook, highly educated cultural background, strong learning ability, rich imagination and creativity, highly emotional quality, self-awareness and independent personality characteristics, they can get a good work salary and development space and organizational relationship at young age, which means age is not an important factor to influence job satisfaction.

Ye Hongxia (2024) also pointed that despite the perception of employees of different age groups on these job-related dimensions. There are some differences but not sufficient to indicate that age is a significant factor affecting these perceptions.

Table 8. Significant Difference of Job satisfaction Tested according to Tenure

Items	Group Variances	F	Sig.	Interpretation	Decision
Work Content	1-10 years	0.416	0.027	significant	reject Ho
	11-20 years				
	21-30 years				
Work Autonomy	0-10 years	1.124	0.009	significant	reject Ho
	11-20 years				
	21-30 years				
Development Space	0-10 years	1.299	0.043	significant	reject Ho
	11-20 years				
	21-30 years				
Organizational Relationship	0-10 years	1.085	0.026	significant	reject Ho
	11-20 years				
	21-30 years				
Work Reward	0-10 years	0.739	0.028	significant	reject Ho
	11-20 years				
	21-30 years				

Sig: p-value<0.05 means have significant difference

According to the one-way ANOVA test, it can be seen that the job satisfaction test under one variable tenure, the results of three groups of respondents are as follows: The p-value is 0.027, which is less than 0.05. This indicates significant difference in how different groups perceive work content satisfaction.

The p-value is 0.009, meaning there is significant difference between groups in their perceptions of work autonomy. The F-value is 1.124, indicating only slight variation between groups.

With a p-value of 0.043, there are significant differences in perceptions of development opportunities across groups. The p-value of 0.026 indicates significant difference in perceptions of organizational relationships between groups. The p-value is 0.028, indicating significant differences in perceptions of rewards across the groups.

Those results are all less than the significance level of 0.05. This suggests that there is statistically significant difference

in the factors of the job satisfaction when considering the demographic profile of tenure. Based on the statistically analysis, we rejected the null that there is no significant difference in job satisfaction when the demographic profile of tenure as test factor among selected employees in high-tech enterprises in Shanghai Zhangjiang.

In Wang Canmei (2023) research, there are also significant differences in employee satisfaction in work content, work autonomy, development space, organizational relationship and work remuneration, indicating that working years are also one of the key factors affecting employee satisfaction. From the average satisfaction score of each influencing factor, the longer the employee's tenure, the higher the satisfaction score of each influencing factor. The results are aligned with each other, indicate that the tenure can affect employees' job satisfaction, the longer they work, more satisfied about their job.

Table 9. Significant Difference of Job satisfaction Tested according to Education Background

Items	Group Variances	F	Sig.	Interpretation	Desicion
Work Content	Bachelor	0.235	0.871	not significant	accept Ho
	Master				
	Doctor				
	Post-D				
Work Autonomy	Bachelor	1.019	0.389	not significant	accept Ho
	Master				
	Doctor				
	Post-D				
Development Space	Bachelor	0.134	0.94	not significant	accept Ho
	Master				
	Doctor				
	Post-D				
Organizational Relationship	Bachelor	0.263	0.852	not significant	accept Ho
	Master				
	Doctor				
	Post-D				
Work Reward	Bachelor	0.471	0.703	not significant	accept Ho
	Master				
	Doctor				
	Post-D				

Sig: p-value<0.05 means have significant difference

According to the one-way ANOVA test, it can be seen that the job satisfaction test under one variable tenure, the results of three groups of respondents are as follows: The p-value is 0.871, which is much greater than 0.05. This indicates no significant difference in how different groups perceive content satisfaction. The F-value of 0.235 is relatively low.

The p-value is 0.389, meaning there is no significant difference between groups in their perceptions of autonomy. The F-value is 1.019, indicating only slight variation between groups.

With a p-value of 0.940, there are no significant differences in perceptions of development opportunities across groups. The F-value of 0.134 is relatively low. The p-value of 0.852 indicates no significant difference in perceptions of organizational relationships between groups. The F-value of 0.263 is low. The p-value is 0.703, indicating no significant differences in perceptions of rewards across the groups. The F-value of 0.471 is low.

Those results are all greater than the significance level of 0.05. This suggests that there is no statistically significant difference in the factors of the job satisfaction when considering the demographic profile of education background. Based on the statistically analysis, we failed to reject the null that there is no significant difference in job satisfaction when the demographic profile of education background as test factor among selected employees in high-tech enterprises in

Shanghai Zhangjiang.

Compared with Wang Canmei (2023) research, her results employees with different education levels have significant differences in development space and work reward, while there is no significant difference in work content, work autonomy and organizational relations. In this study questionnaire, the research question is different, based on the work reward, this study wants to research the whether have fair welfare system to protect employee security. Based on the development space, the question pays more importance to research on the employee development system whether they have the equal opportunity to get training and opportunity to promotion.

But these results align with Li Hanzhou (2022) research, all of the factors in job satisfaction are not significant tested by different education background, indicated that the education background is not important reason to affect job satisfaction. In High-tech industry, the polices, regulation, system is important reason. Li Hanzhou (2022) pointed that compared the employees' educational background, sense of fairness is always an important goal for employees to pursue. An organization with a sense of fairness generally has a higher level of employee satisfaction. Smooth promotion channels, active training mode and healthy salary system in the organization are conducive to the development of a sense of fairness.

Table 10. Significant Difference of Job satisfaction Tested according to International Background

Items	Group	Variences	Mean	std.D	t	Sig.	Interpretation	Desicion
Work content	Have IB		3.03	0.779	-1.27	0.207	not significant	accept Ho
	Don't have IB		3.238	0.7391				
Work autonomy	Have IB		3.042	0.8397	-1.03	0.304	not significant	accept Ho
	Don't have IB		3.222	0.7743				
Development space	Have IB		3.011	0.9185	-1.57	0.119	not significant	accept Ho
	Don't have IB		3.276	0.6739				
Organizational relationship	Have IB		3.004	0.849	-1.6	0.114	not significant	accept Ho
	Don't have IB		3.254	0.6388				
Work reward	Have IB		3.072	0.8459	-1.37	0.176	not significant	accept Ho
	Don't have IB		3.292	0.6808				

Sig: p-value<0.05 means have significant difference
IB= international background

According to the results of the independent sample T-test, it can be seen that the international background differences of various job satisfaction test dimensions are as follows: the work content p-value is 0.207, the work autonomy p-value is 0.304, the development space p-value is 0.119, the organizational relationship p-value is 0.114, the work reward p-value is 0.176, which is all greater than the significance level of 0.05.

This suggests that there is no statistically significant difference in the factors of the job satisfaction when

considering the demographic profile of international background. Based on the statistically analysis, we accepted the null that there is no significant difference in job satisfaction when the demographic profile of international background as test factor among selected employees in high-tech enterprises in Shanghai Zhangjiang.

3.3. The Relationship between Job Satisfaction and Employees' Psychological Resilience

Table 11. The Multiple-linear Regression between Psychological Resilience and Job Satisfaction

Independent variable	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	VIF
	B	Std. Error				
(Constant)	-0.03	1.842		-0.016	0.987	
WC	4.268	1.576	0.17	2.708	0.008	8.001
WA	7.027	1.431	0.298	4.909	0	7.457
OR	6.722	1.388	0.272	4.844	0	6.363
WR	6.856	1.366	0.281	5.019	0	6.329
R				0.979		
R Square				0.958		
Adjusted R Square				0.956		
F				483.343		
P-value				0.000		

a. Dependent Variable: psychological resilience

b. Predictors: (Constant), WC=work content, WA=work autonomy, OR=organizational relationship, DS=development space, WR=work reward

R value is 0.979, this represents the multiple correlation coefficient. It indicates a very strong positive correlation between the predicted values and the actual values of the dependent variable. R square value is 0.958, this is the coefficient of determination, which shows how much of the variance in the dependent variable is explained by the independent variables. In this case, 95.8% of the variance in the dependent variable is explained by the model. The adjusted R square is 0.956, accounts for the number of predictors in the model and adjusts for any over fitting. It's very close to the R square, indicating a well-fitted model without unnecessary complexity.

The Coefficients table provides detailed information about the individual predictors in the regression model and their contribution to predicting the dependent variable, which is labeled as psychological resilience. (Constant): -0.030, This represents the y-intercept in the regression equation. When all the predictors are zero, the predicted value of the dependent variable would be approximately -0.030, though it is not statistically significant.

(Work Content): 4.268, For every one-unit increase in work

content, psychological resilience increases by 4.268 units, holding other factors constant. (Work Autonomy): 7.027, For every one-unit increase in work autonomy, psychological resilience increases by 7.027 units, holding other factors constant. (Organizational Relationship): 6.722, For every one-unit increase in organizational relationships, psychological resilience increases by 6.722 units, holding other factors constant.

(Work Reward): 6.856, For every one-unit increase in work reward, psychological resilience increases by 6.856 units, holding other factors constant. Variance Inflation Factor (VIF): VIF values above 10 suggest problematic multicollinearity. Here, the VIF values range from 6.329 to 8.001, indicating moderate multicollinearity, but not at a critical level. P-value for Work Content is 0.008, Work Autonomy is 0.000, Organizational Relationship is 0.000, Work Reward is 0.000, all P-value is less than 0.05, means all variables are significant to dependent variable.

The results get the multiple regression is:

Psychological resilience = -0.030 + 4.268* work content + 7.027* work autonomy + 6.722* organizational relationship +

6.856*work reward

The multiple regression is the best one which is results by comparison of combine variable and delete variable, the comparison table and interpretation attached in appendix E and appendix F.

Followed by the multiple-regression, it shows the relationship between employees' job satisfaction and psychological resilience. Colleagues and supervisors relationship influence employees' psychological resilience well, and followed work autonomy influence psychological resilience, adequate autonomy for decision-making, flexible working hours, freedom to prioritize and manage tasks all can give employees time to adjust the change of their work, results in increase their psychological resilience ability, work reward including salary and social security, can help employees to support their life and family which can increase their psychological resilience.

Those findings all align to Li jia (2020) research, who pointed that employees who are satisfied with their job satisfaction should be able to correctly understand their professional dedication, and those who are satisfied with their work reward can have a good attitude, so they can actively cope with difficulties and pressures, and improve their psychological resilience. Development space satisfaction, life goals and career planning all belong to career development planning. Employees with good development space planning can actively face various challenges, be satisfied with their work and get a sense of value from the work, and also offer suggestions for the development of the department and the company. They have a more positive and motivated attitude, treat work more seriously, and enhance psychological resilience.

Those findings also align to Sun Huijuan (2024) who mentioned that the leader's own words and deeds and the team atmosphere can be transmitted to subordinates, thus shaping their attitude, that is, individual psychological perception and behavior are shaped by the behavior of others and environmental norms. Therefore, good leadership and team relationships can foster greater psychological resilience.

4. Conclusion

Employees' psychological resilience is ability of an individual to recover from negative or stressful experiences and to maintain a relatively stable mental state, help them overcome adversity, allows them to continue to look to the future development despite adverse situation, it is important to have those kinds of employees to develop High-tech enterprises well in challenging world.

The role of performance management strategy can improve employee performance by setting clear goals and feedback mechanisms, employees can better understand job requirements and improve their performance. Align individual and organizational goals by ensure that employees' work behaviors contribute to the success of the company. Optimize resource allocation by continuously monitoring performance, management can better align resources to ensure key talent and projects are prioritized. At last, through a fair and transparent performance management process, employees can feel that their work is valued, resulting in increased motivation and job satisfaction.

From this study results, the job satisfaction can have a huge strong influence towards employees' psychological resilience, then the recommendation come from an improved

performance management strategies as follow:

4.1. Evaluation Employees' Performance

The evaluation of employees' performance plays an important role in improving employees' working ability, enhancing organizational cohesion and realizing the strategic goals of enterprise development. The improved performance management strategies should add psychological resilience measurement index factors as mentioned in this study in performance management. In addition, through face-to-face communication and conversation to understand the psychological resilience of employees. Tell them the importance of psychological resilience, know their statement of psychological resilience level are also essential.

It is conducive to the realization of enterprise development goals, and through performance evaluation, employees are Consciously improving one's own psychological resilience ability, thereby promoting the continuous improvement of the research strength and productivity of high-tech enterprises, which becomes a key factor in enhancing High-tech enterprises competitiveness.

4.2. Development and Training

Employees in high-tech enterprises have strong demands for career development, and managers can help them develop personalized career development plans and clear development paths through performance feedback with employees. This kind of long-term development goal can motivate employees to maintain a positive attitude when they encounter difficulties and improve their ability to cope with stress.

High-tech employees are value self-growth and desire to learn. In the daily training stage, in addition to a certain psychological capital strengthening training should also be carried out, such as organizing some high-pressure internal and external activities, and establishment of a fault tolerance mechanism to encourage employees to participate in it, to achieve the psychological ability to resist pressure and improve physical function at the same time.

Organize mental health related training or seminars to help employees understand how to manage stress, cope with failure, and adjust the balance between work and life, thereby improving their mental resilience.

4.3. Feedback and Communication

Employees in high-pressure work environments, especially high-tech companies, need to keep up to date with their performance. Through regular feedback meetings, employees can not only understand their strengths and weaknesses, but also adjust their work style in a timely manner to enhance their self-confidence and psychological resilience.

For employees with excellent performance, managers should give positive recognition and praise in time. Appropriate reward mechanisms (such as performance bonuses, promotion opportunities) can enhance employees' sense of accomplishment and enhance their confidence in facing challenges, thereby improving psychological resilience.

In the feedback process, managers should focus on emotional communication with employees and listen to their thoughts, feelings and pressures. Through empathy and care, it can reduce the psychological burden of employees and enhance their resilience in the face of stress. Through transparent and open communication mechanisms, trust can

be built between managers and employees. This relationship of trust makes employees more willing to seek help and support when facing difficulties, thus relieving stress and enhancing psychological resilience.

4.4. Work Content

From the multiple regression, the work content influence employees' psychological resilience is significant. The objective characteristics of a job had a key impact on the job satisfaction of employees. The intensity of work and the degree of work load are important factors that affect the psychological change of workers. The work skill should well-suited employees' strength, High-tech industry employees are knowledge workers typically engage in intellectually intensive work that requires creativity, they don't need a diversity work, work contend only need focus on their personal interest, to think and creative.

Task Identity, from start to finish, the higher the integrity of the task, the higher challenging, the stronger the employee's sense of identity and sense of accomplishment. Task significance, their work need use a variety of professional abilities or knowledge to develop new types of services or products for enterprise development needs and market needs, the content of the work should have a significant impact on others, organizations or society. The higher the significance of the task, the stronger the employee's commitment and willingness to work.

By increasing the skill strength, task integrity and task meaning the work, employees' intrinsic motivation, job satisfaction, and performance can be improved. Therefore, by adjusting and optimizing the work content to improve the work satisfaction and psychological resilience and improve performance level of employees.

4.5. Work Autonomy

From the multiple regression, the work autonomy influence employees' psychological resilience is significant. The work autonomy gives employees flexible working options (such as flexible hours, telework, part-time, term-time, job-sharing and time banks) as well as resources pertaining to childcare and eldercare, health and wellness, family relationships, community involvement, personal development and continuous education. Work-life initiatives are supported by formal policies, informal arrangements, and cultural change.

The autonomy and flexibility give resilience in the workplace, a focus on health and wellness has triggered interest on the part of employers in employees' psychological capital and in particular employees' psychological resilience. The adequate autonomy for decision-making and freedom to prioritize and manage tasks, the exchange process between the organization and employees is based on the principle of reciprocity, and participation in decision-making can make employees feel the ownership status, help the organization create an atmosphere of equality and respect, and form an environment conducive to improving employees' extra-role behavior and performance, so as to improve work willingness.

Knowledge workers pursue autonomy and have strong independence. Only by giving them full autonomy can they better mobilize their innovation. While taking into account both career and family, they improve their happiness and psychological resilience, and have better motivation to make their own contributions to the enterprise.

4.6. Organizational Relationship

From the multiple regression, the organizational relationship influence employees' psychological resilience is significant. Communication is important process. Supervisors who are resilient leaders should take the initiative to play a positive role when the business is facing serious challenges. It should also play the role of "bridge", refine and assign the strategic deployment of the senior management, compare the progress of the staff's work with the strategic plan, find problems and solve them in time; It needs to be closely integrated with the strategic and other functional departments of the organization to form a whole and jointly promote the development of the organization, to have strong team cohesion and equal relationship with colleagues.

Team work is ordinary in High-tech industry. Colleagues should supportive and assist each other, respected each other and valued others' job. More importantly, resilient leaders should also cultivate the psychological resilience of their subordinates in their daily work, so as to build the resilience of the entire organization to better cope with the external challenges encountered in the future operation of the enterprise. Good organizational relationships can help employees significantly increase job satisfaction and enhance their sense of belonging to the organization.

4.7. Work Reward

From the multiple regression, the work reward influence employees' psychological resilience is significant. Most of employees treat work income as a living way, it should cover the basic living satisfaction and security, it is also the pursue of career. Employees' salary income and welfare benefits are important sources to meet their and their families' basic material needs, and important evaluation indicators affecting employees' job satisfaction.

Sense of fairness is always an important goal for High-tech employees to pursue. Knowledge workers are better at using their brains to create wealth and pursue fair, equal and transparent access to gain their own fortune. High-tech enterprises should with a sense of fairness generally has a higher level of employee satisfaction. A healthy salary system is conducive to the development of a sense of fairness. Performance-oriented and combined with profit sharing plan to develop a diversified salary system to stimulate the enthusiasm of employees, and pay and performance is proportional to the formation of positive emotions.

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