

Influence of Mental Health, Workplace Isolation, and Psychological Distress on Burnout among Construction Workers: Mediating Effect of Psychological Well-being

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Abstract: *Purpose:* The construction industry has emerged as one of the occupational health problems due to the scanty working conditions, overworking, work-related isolation, and mounting psychological stresses. Mental health concerns and psychological distress are highly prevalent among construction workers and can have a negative impact on their mental well-being as well as lead to burnout. Thus, the research is going to explore how mental health, isolation in the workplace, and psychological distress affect burnout in construction employees and whether the mediating variable is psychological well-being.

Design/Methodology/Approach: The research design involved was quantitative cross-sectional research design and 505 construction workers were surveyed by providing them a structured questionnaire survey. In the study, validated measurement scales that were used to measure mental health, isolation at work, psychological distress, psychological well-being and burnout. In order to evaluate both measurement and structural model, direct and mediating relationship of the study variables, Partial Least Squares Structural Equation Modeling (PLS-SEM) was applied.

Findings: The findings revealed that the variables which significantly contribute to burnout among construction workers include mental health ($\beta = 0.269, p < 0.001$), workplace isolation ($\beta = 0.342, p < 0.001$), psychological distress ($\beta = 0.224, p < 0.001$) and psychological well-being ($\beta = 0.357, p < 0.001$). Furthermore, mental health ($\beta = 0.399, p < 0.001$), workplace isolation ($\beta = 0.429, p < 0.001$), and psychological distress ($\beta = 0.406, p < 0.001$) significantly influence psychological well-being. The mediation analysis substantiated the results that the relationship between mental health and burnout (VAF = 34.71%), workplace isolation and burnout (VAF = 30.91%), and psychological distress and burnout (VAF = 39.30) are mediated by psychological well-being. Of the variation in psychological well-being, 54.2 per cent and of the variation in burnout, 64.4 per cent, the model was able to explain.

Practical Implications: The conversation suggests that the construction companies should prioritize in management of mental health and reducing isolation in work setting and launch the psychological well-being programs to reduce the incidences of burnout among employees. To enhance the

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productivity of the workforce, safety, and sustainability, managers are recommended to establish favorable working environment, enhance socialization and communication, availability of counseling and mental health messages, and employee welfare interventions.

Originality/Value: This study contributes to the body of literature on construction management and occupational health by providing a sound framework involved in integrating mental health, isolation at workplace, psychological distress, psychological well being, and burnout. The study enhances the background information by pinpointing the mediating psychological well-being in the causal role of psychosocial factors on burnout among construction workers and give both theoretical and practical implications on how the psychological well being of the construction workers can be improved and the impact it has on the performance of the organization.

Keywords: Mental Health; Isolation at Work; Psychological Distress; Psychological Well-Being; Burnout; Construction Workers; PLS-SEM; Occupational Health; Mediation Analysis; Construction Management.

Introduction

Although there is a growing awareness of mental health issues in the construction industry, burnout has been a relatively constant and escalating phenomenon among construction employees that has impacted negatively on their health, safety, productivity, and job performance. In recent research, it is stated that poor mental health correlates with higher emotional burnout, and lower work efficacy; construction workers are often exposed to high levels of psychological distress thanks to the exhausting nature of work, extended working hours, and work-related uncertainty (Cheng et al., 2022). Moreover, workplace isolation due to discontinuity of project teams and under-temporary working conditions, and low levels of social support has been pointed out as a major psychosocial risk factor that leads to stress and decline in psychological well-being, as well as escalates burnout signs (Banerjee et al., 2022). Despite the fact that prior studies have conducted independent research studies on the impacts of mental health, isolation in the workplace, psychological distress, psychological well-being and burnout, there is little empirical evidence on the interaction of these variables based on a unified framework of construction workers. Specifically, the intermediary effect of psychological well-being in clarifying the impact of mental health, workplace isolation, and psychological distress on burnout has not been carefully studied despite evidence indicating the hypotheses that increasing psychological well-being would potentially prevent workers against the negative effects of work-related stressors (Bailey et al., 2023). Therefore, the study on the close relationships between mental health, isolation at work place, psychological distress, psychological well being, and burnout in the construction industry is significantly missing, and there is a necessity to study all these relationships in a rigorous manner that can assist in the establishment of effective intervention to enhance the well-being of the workers and curb the occurrence of burnout.

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As one of the most demanding occupational industries, the construction industry is a well-known sphere of employment because of the physical-intensive nature of labor, rigid time frames of project deadlines, and psychosocial pressures. According to the recent reports, construction workers have higher rates of stress, anxiety, depression and burnout than most other professional groups which lead to significant problems with their personal well-being and organizational efficiency (Moran et al., 2023). Social isolation in the workplace caused by poor communication, broken teams in projects, and interim workers serve to add a burden on the psychological strain and emotional burnout amongst the workers (Saboor et al., 2024). Moreover, chronic psychological distress has been reported to have a detrimental impact on psychological well-being due to work related pressures and hence probability of burnout and diminished work performance (Khanchel-Lakhroua & Kadri, 2024). Therefore, to create effective interventions that can help to improve health and sustainability of the construction labour force, it is necessary to understand the mediating role of psychological well-being in the relationship between mental health factors and burnout.

There is a significant theoretical gap in the literature of the construction industry since exploration has focused mainly on mental health, psychological distress, isolation at work, psychological well-being and burnout as independent constructs instead of within a unified explanatory construct. The recent reviews have stated that most of the current theoretical frameworks either concentrate on individual stressors or mental health outcomes without explaining how psychosocial factors are conveyed to burnout in construction employees (Tian et al., 2024). Moreover, in the context of specific to construction theories, psychological well-being is a poorly developed mediator between mental health-related variables and burnout (although it has been identified as a crucial factor in the determinism of worker resilience and work functioning) (Lee et al., 2024). Empirically, the existing studies are disjointed with the majority of them using cross-sectional designs to test isolated relationships, e.g., stress–burnout, mental health well-being, or workplace support well-being, yet few studies simultaneously test the overall effects of mental health, workplace isolation, and psychological distress on burnout through psychological well-being (Putri et al., 2025). The absence of empirical models as a key mediator in construction environments to focus on the psychosocial well-being is also mentioned in recent, sector-specific studies due to the increasing concern of emotional exhaustion, social isolation, and the deterioration of mental health among workers (Siluvai et al., 2023). Thus, the current research fills both in theoretical and empirical gaps by creating and evaluating a holistic model that explains the relationship between mental health, workplace isolation and psychological distress, on burnout in construction workers using the mediating role of psychological well-being.

The significance of the study is that it adds to the current use of literature on occupational health and psychological sustainability in construction sector by studying how mental health, isolation in the workplace, and psychological distress contribute to burnout by mediating the effects of psychological well-being. With the construction workers still exposed to stressful work environments which are associated with high stress levels, social disconnection, and mental health issues, there has been an increased importance in comprehending the processes that facilitate burnout to ensure that worker health, safety and organizational performance are enhanced (Sakr et al., 2025). The research is mainly focused on the development of an in-depth

perception of both direct and indirect links between these psychological variables and the presentation of empirical research information on the protective qualities of psychological well-being to lower burnout incidents among the construction employees. The aim of the research is not merely to fulfill the existing gaps in the theoretical and empirical literature but also to produce practical results that could help to create healthier and more supportive workplaces. Management-wise, the results can help the construction managers, project chiefs and policy-makers design efficient mental health programs, reinforce the supportive environment, alleviate isolation, and improve the employee well-being to reduce burnout and increase the productivity, retention, motivation, and output of workforces (Telu & Kumar, 2025). Therefore, the study is of academic and management importance as it offers evidence-based ideas on how to promote a psychologically healthy and sustainable construction workforce.

The originality of this paper is that it formulates a comprehensive psychological approach that concomitantly explains the impacts of mental health, isolation at work and psychological distress on burnout in construction workers and places psychological well-being as a mediating variable to explain the correlation between these variables. Most studies associated these variables in isolation or only determined direct correlations without analyzing the psychological process underlying them despite the recent studies pointing out the increasing prevalence of mental health issues, social isolation, psychological distress, and burnout factors in the construction industry (Cadena-Povea et al., 2025). Moreover, recent construction studies have voiced greater demands in having more holistic and theory-informed models that go beyond the identification of risk factors to understand how the psychological shape of workers impacts their work outcomes (Adnan et al., 2022). The current research is an answer to this demand as it exhibits the introduction of psychological well-being as a key mediating variable that would help define the role of a mental health condition, isolation at work, and psychological distress in burnout among construction workers. This methodology will contribute to the existing literature on construction management as well as work-related health by offering a more comprehensive view of worker health and burnout in one study, and offers new empirical data that can aid in the future designing of specific mental health and workforce management interventions in the construction sector (Brunetto et al., 2022).

The exploration of the role of mental health, workplace alienation, and psychological distress in burnout among construction workers is pressing due to the fact that the construction industry keeps reporting high rates of psychological strain, emotional depletion, and mental health stress negatively impacting the safety and productivity of workers as well as the performance of organizations. Recent research indicates that construction employees are especially susceptible to burnout because of harsh work conditions, excessive working hours, work uncertainty, physically unsafe workplaces, and the absence of easy access to mental health support services (Agyapong et al., 2023). Besides, the issue of workplace isolation and mental strain has gained a new significance as disaggregated work arrangements and temporary work in the form of project-related jobs can decrease social connectedness and diminish the psychological resources of workers, thereby exposing them to burnout and poor well-being (Kemp et al., 2025). This knowledge is relevant as burnout not only leads to deterioration of physical and psychological well-being of workers, but also reduces work productivity, causes elevated intentions to leave, fail to make decisions, and develops higher safety risks in construction sites

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(Park et al., 2024). Moreover, recent research has underscored that the growth of a sustainable and resilient construction workforce by improving psychological well-being is crucial, but few studies have been carried out on the significance of improving psychological well-being in countering the adverse impacts of mental health problems and psychosocial stressors (Aust et al., 2024). Thus, a more comprehensive view into the potential causes of burnout and a set of evidence that may be used to facilitate the creation of effective management strategies and mental health programs and policies that can enhance the well-being of workers and organizational performance in the construction field is required.

The significance of the study is that it will benefit the study of the psychological factors leading to burnout among construction workers since it analyzes the joint impact of mental health, workplace isolation, psychological distress, through the mediating effect of psychological well-being. The study makes a contribution to the body of literature regarding the occupational health and organizational behavior and construction management field since it presents an integrated conceptual framework that elucidates the direct and indirect routes to burnout in an industry that still faces a significant number of mental health issues and psychosocial hazards (Aytekin et al., 2025). The results are predicted to make a theoretical contribution by broadening the existing knowledge base on the topic of psychological well-being as a preventive measure against burnout and an empirical contribution in terms of introducing evidence concerning the construction industry due to the lack of such extensive studies (Mardiana et al., 2023). The study stakeholders are the construction workers, who could gain access to better workplace mental health programs and well-being; the construction managers and projects directors, who will be in a position to use the results to devise ways of alleviating cases of workplace isolation, psychological distress, and burnout; the construction organizations, which will be able to use the data to improve the productivity and retention of their employees, safety performance, and organizational performance; policymakers and regulators, who will be able to use the results to formulate policies and guidelines addressing workplace mental health and well-being; and researchers and academics, who will be empowered to advance the proposed framework to further research into workplace mental health and well-being concerns (Bachman et al., 2023). The study therefore presents useful theoretical, practical, managerial and policy suggestions on the way forward to developing a healthy, safer and more sustainable construction workforce.

The present research is especially intriguing as it examines a group of psychological variables that have been subjects of extensive interest individually in occupational health studies but seldom discussed in one integrative model among construction workers. The existing literature has revealed that having poor mental health is correlated with increased burnout, psychological distress is correlated with emotional exhaustion, isolation at work is linked with a sense of stress and detachment, and psychological well-being is a strong protective factor against negative work results (Grande et al., 2025). Likewise, the relationships between other related variables like psychological distress and burnout, social support and well-being in the workplace, as well as the interrelation between mental health and occupational performance, have been previously examined and confirmed (Salehi et al., 2023). Nevertheless, these relations have frequently been investigated individually and thus the mechanisms behind these psychosocial issues causing burnout in construction environments have been hard to

comprehend. The originality of the current study is that it will study the mental health, isolation at work place, and psychological distress as antecedents of burnout and psychological well-being as a mediating variable that could be used to explain how and how the effects happen. This combined view is especially applicable to the construction industry where employees are exposed to occupational stress, changeable working conditions, and a lack of psychosocial resources, yet few holistic models to describe burnout (Urrejola-Contreras, 2023). Thus, the research contributes to a more comprehensive perspective of psychological functioning of workers and offers novel knowledge on the channels in which psychological resources can alleviate burnout in the construction sector.

The main focus of the research is to investigate the role of mental health, workplace isolation and psychological distress in burnout among the construction workers. Particularly, the research is aimed at identifying the direct impacts of mental health, workplace isolation and psychological distress on burnout and their influence on psychological health. Also, the research will focus on how psychological well-being is related to burnout between construction workers. Moreover, the research aims at evaluating the mediating effect of the psychological well-being on the associations between mental wellness and burnout, workplace isolation and burnout, and psychological distress and burnout. By fulfilling these goals, the study will establish a complex body of knowledge on the psychological processes that are the source of burnout in the construction business and offer an empirical evidence that can inform the formulation of effective initiatives to improve the well-being of workers and minimize burnout (Parker et al., 2025).

Literature Review

Theoretical Foundation

This study has theoretical basis based on the Job Demands Resources (JD-R) Theory, Conservation of Resources (COR) Theory and Psychological Well-Being Theory, which in combination elucidates the contributions of psychological and workplace variables that result in burnouts among construction workers. The Job Demands Resources Theory holds that, burnout results as job demands surpass physical, emotional and psychological resources in employees. In the construction industry, employees often have to cope with heavy workload, time constraints, occupational hazards, and physically demanding jobs which can harm their psyche and cause psychological stress. The theory also indicates that social support, positive relationship and a sense of belonging at work (are the resources of a workplace) are crucial to ensuring that the employee well being is preserved and burn out is avoided. Workers are more susceptible to emotional exhaustion and disengagement as the major aspects of burnout when they are left isolated at the workplace and without sufficient psychosocial support (Delladio & Caputo, 2025). This theoretical approach offers a solid foundation on the relationship between mental health, workplace isolation and psychological distress as antecedents to burnout in the construction industry.

The Conservation of Resources Theory also defines that people aim to have, preserve, and defend material valued personal resources such as emotional equilibrium, social assistance, mental endurance, and health. As per this theory, stress is experienced when there is a threat,

depletion or the loss of these resources. Poor mental health, isolation in the workplace, and psychological distress are some of the conditions that devour or drain psychological resources in the staff, making them more prone to burnout. Persistent stress and social disconnection of construction workers can contribute to resource depletion, which causes a drop in motivation, emotional exhaustion, and functioning impairment. Psychological well-being, on the other hand, may be regarded as a valuable personal asset that allows individuals to endure the demands of the working environment, to recuperate after stress and to ensure they are functioning on a positive level. Thus, psychological welfare could mediate the association between negative psychological disorders and burnout as psychological resources could be maintained or restored in workers due to their psychological well-being (Guberina et al., 2023). Besides that, the Psychological Well-Being Theory by Ryff also offers certain basis of explaining how psychological well-being is going to mediate in this research. The theory frames psychological well-being as a complex phenomenon in a multi-dimensional whole including self-acceptance, positive relations, mastery over the environment, personal development, autonomy, and meaning in life. In general, psychologically healthier individuals are better positioned to deal with stress and be able to adjust to the demanding working conditions as well as exhibit healthy mental processes regardless of the work pressures. In the construction industry, employees who are more psychologically well-adjusted might be better equipped to withstand the adverse outcomes of bad mental health, isolation at work, and psychological trauma, thus decreasing the risk of burnout. In this theoretical approach, it is argued that psychological health is like a safeguarding mechanism that could interrelate psychological experiences to work outcomes. The Job Demands Resources Theory, the Conservation of Resources Theory, and the Psychological Well-Being Theory collectively illustrate the complete understanding of how mental health, isolation at work, psychological distress, psychological well-being and burnout are correlated between construction workers (Chen et al., 2025).

Hypotheses Development

The mental health issue in the construction industry has emerged as an issue at large because of the nature of construction work that tends to expose the workers to huge workloads, harsh deadlines, dangerous working conditions, job insecurities, and long physical exception. These stressful situations tend to augment the risk of psychological issues like anxiety, depression, emotional unsteadiness, and chronic stress. The Job Demands resource theory suggests that emotional exhaustion and the lack of work engagement is caused by too many job demands and a low level of psychological resources, eventually leading to burnout. The recent research reports that the construction workers with poor mental health tend to have the symptoms of burnout, such as emotional exhaustion, cynical symptoms, and the sense of professional effectiveness. The studies carried out in the construction industry have also emphasized that the worsening mental health correlates with augmented work-related strain, diminished job satisfaction, and susceptibility to work-related burnout (Darawsheh, 2023).

Based on the Conservation of Resources Theory, mental health issues are a form of drain on precious psychological resources required to deal with occupational demands. Workers who experience anxiety, depression, stress, as well as sufferers of stress tend to have a lesser supply of emotional and cognitive resources to handle the workplace pressures and in effect they are

more vulnerable to burnout. Recently, there has been evidence to show that poor mental health is a cause of less resilience, poor coping skills, and emotional exhaustion in construction professionals (Jha, 2023). Moreover, the research on mental health in construction has always highlighted that employees with increased rates of psychological symptoms are more prone to encounter severe burnout and negative occupational outcomes. Therefore, it is proposed that:

H1: Mental health is positively and significantly related to burnout among construction workers.

Workplace isolation is the feeling that a person cannot be socially or occupationally connected with the other employees, managers and the company support. The construction industry has a high number of workers who are drawn to factual disconnection due to temporary project tasks, the distanced work sites, and the disjointed structural makeup of the organization. The Job Demands Resources Theory is a theory that alters social support as a valuable resource in the job that contributes to employees in managing their work-related stressors. Workers may find themselves stressed and experiencing a high level of emotional strain due to lack of supportive interaction since they feel isolated, aggravated by the factor, in availing stress to burnouts. Recent findings have revealed that restricted workplace communication and a low level of social networks are leading factors to emotional exhaustion and disengagement in employees (Lowery & Cassidy, 2022).

The Conservation of Resources Theory also adds that social relations are also precious psychological resources that aid people to cope with occupational stress. Isolation at the workplace reduces access to such resources and employees become more susceptible to emotional exhaustion and mental exhaustion. In the construction environment, social isolation was linked to worse mental health and a low work engagement, which are both highly effective predictors of burnout (Ali & Abbas, 2023). As a result, isolated employees will be at a higher risk of emotional exhaustion and demotivation, which results in greater burnout.

H2: Workplace isolation is positively and significantly related to burnout among construction workers.

Psychological distress can be described as emotional suffering of the state that has signs of anxiety, depressions and stress, and emotional instability. There are various occupational stressors such as heavy workload, hazards, extended hours of work, and at times, not knowing whether a project will be completed or not among construction workers. All these are causes of high rates of psychological distress, and this may have adverse impacts on the emotional and psychological performance of the employees. In the recent study, the effect of psychological distress has been found as one of the most powerful predictors of burnout in any occupational environment, including the construction one (Yang, 2023).

The Conservation of Resources Theory explains that psychological distress takes important emotional and cognitive resources to cope well. With increases in distress, workers become more incapable of bouncing back and work stressors leading to emotional burnout and poor performance. The construction and occupational health research have demonstrated that when

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workers report their distress to be high they report more symptoms of burnout and less well-being at work (Kafetsios, 2024). Thus, psychological distress would play an important role in burning out construction workers.

H3: Psychological distress is positively and significantly related to burnout among construction workers.

Psychological well being is an indicator of positive psychological functioning of an individual such as self-acceptance, life purpose, resilience, personal development as well as positive relationships. The Psychological Well-Being Theory developed by Ryff implies that people above average in terms of psychological well being have more psychological resources that can help them manage the challenges that they face at the workplace. Psychological well-being assists construction workers to remain psychologically stable and resilient to the job-related demanding conditions in construction settings. The recent research has shown that workers whose health is more advanced in terms of their psychological well-being have less emotional exhaustion and burnout (Kelloway et al., 2023).

According to the Job Demands Resources Theory, personal resources, i.e. optimism, resilience and well-being are also a protective factor against burnout. Positively functioning workers can better cope with stress and overcome work-related issues. The scientific account on occupational health is always consistent in that psychological well-being lessens vulnerability to burnout through boosting coping strength and emotional control (Lyzwinski, 2024). Thus, the increased rates of psychological well-being should diminish burnout in construction workers.

H4: Psychological well-being is negatively and significantly related to burnout among construction workers.

Anxiety, depression, and chronic stress are mental issues that can significantly affect overall psychological functioning in individuals. Poor mental health of construction workers usually leads to an inability to regulate emotions, self-confidence and satisfaction with life, which are critical aspects of psychological well-being. According to the Psychological Well-Being Theory by Ryff, mental illnesses are known to negatively affect the psychological well-being of a person because this depends on positive emotional and psychological functioning, which is compromised in severe cases of mental illnesses. As recent studies have claimed, the inability to maintain good mental health is linked to a decrease in the well-being of construction professionals and workers (Junça Silva et al., 2024).

The Conservation of Resources Theory further argues that mental health issues impoverish psychological resources needed to sustain a positive functioning and resilience. The more symptoms of anxiety and depression, the more people find it hard to maintain a positive mood and positive coping behaviors. The evidence demonstrated from those studies that managed to address a mental issue assertively indicates that a lower psychological state and lower life satisfaction levels are reported by workers, who claim to encounter a mental issue (Potts et al.,

2022). Thus, psychological depression is likely to have a poor impact on the psychological health of construction workers with mental issues.

H5: Mental health is negatively and significantly related to psychological well-being among construction workers.

Workplace isolation has the potential to have a negative impact to the employee, due to diminishments in opportunity to socialize, provide psychological support and professional teamwork. In construction, workers have few chances to develop stable interrelations with each other due to their work that can be organized in a project basis, which tends to lead to more loneliness and loss of connection. According to social support theories, good relationships at workplace play a crucial role in ensuring psychological well being due to the emotional support, encouragement and sense of belonging availed by them. Recent construction studies have also emphasized the significance of the workplace connectedness to foster mental health and well-being (Day et al., 2025).

According to the Conservation of Resources Theory, the social support is a valuable resource which helps in the positive psychological functioning. Workplace isolation helps to limit access to these resources thus undermining the psychological capacity of workers to stay psychologically well. An empirical evidence demonstrates that workers in isolation tend to be less satisfied with their lives, less resilient, and less healthy emotionally than workers who report having a robust system of workplace support (Yang et al., 2025). Thus, workplace isolation is likely to have an adverse effect on mental health in construction workers.

H6: Workplace isolation is negatively and significantly related to psychological well-being among construction workers.

Psychological distress refers to unremitting experiences of stress, anxiety, worry, and emotional discomfort that may affect overall functioning of an individual. Occupational factors that often lead to high levels of distress among the construction workers include the safety issues, the pressure at work, and uncertainties related to the project. In the Psychological Well-Being Theory, emotional balance, self-acceptance and being able to master the environment are the conditions of positive psychological functioning (Ryff). The amount of distress would disrupt these dimensions and hamper well-being. Recent literature has reported that psychological distress is very much connected to the poorer psychological well-being in the workplace (Yu et al., 2023).

The Theory of Conservation of Resources states that psychological distress uses up useful resources of both emotion and cognitive abilities, resulting in their having less to devote towards affording positive psychological functioning. The higher the distress, the more the workers are susceptible to emotional instability and poor level of life contentment. Psychological distress and psychological well-being among workers in stressful workplace settings have always been found to have a negative relationship with their stress exposure (Curelaru & Curelaru, 2024). Hence, psychological distress is likely to adversely affect the psychological well-being of the construction workers.

H7: Psychological distress is negatively and significantly related to psychological well-being among construction workers.

Mental health issues might be a relevant mediator of burnout, as it could affect psychological well-being. Workers in the construction industry who move with depression, anxiety and stress, tend to experience some difficulties regarding positive psychological functioning, resilience and emotional stability. The decline in mental health leads to a lower level of psychological well-being, and the capability of the workers to effectively cope with the demands of the workplace. The Psychological Well-Being Theory by Ryff indicates that the decreasing well-being reduces the ability of individuals to cope with stress and predisposes them to burnout (Zaidi & Qasim, 2024).

The Conservation of Resources Theory also elaborates that psychological resources are depleted by mental health issues whereas psychological well-being is a precious resource that helps people to avoid emotional burnout. Mental health issues that decrease the psychological health of workers make them more vulnerable to burnout due to lack of resources to cope with work stress. Recent research has supported the protective effect of well-being to alleviate the adverse impacts of negative mental health outcomes and work-related stress (Mohan & Lone, 2022). Psychological well-being is hence considered to mediate the association between mental well-being and burnout.

H8: Psychological well-being mediates the relationship between mental health and burnout among construction workers.

Isolation at the workplace can indirectly cause burnout by detrimentally influencing the psychological health of the employees. Employees Construction workers who have low social interaction and organizational support report being less belonging, having low emotional support, and being less satisfied with their work. Such circumstances may compromise psychological health, and establish a greater risk of emotional draining and burnout in workers. According to the recent studies, the connectedness at work is one of the most crucial aspects contributing to the welfare of employees and their work performance (Mofti & Islam, 2023).

According to the Conservation of Resources Theory, social support is the needed resource which helps to feel psychologically content. Workers lose access to beneficial interpersonal resources when isolated and, thus, feel lower and more prone to burnout. There are empirical results, suggesting that those employees who have good psychological well-being are less prone to the detrimental influence of the isolation at work than employees with low psychological well-being, who tend to experience a higher level of burnout (Smith et al., 2023). Thus, it is assumed that the interdependence between isolation at work and burnout happens through psychological well-being.

H9: Psychological well-being mediates the relationship between workplace isolation and burnout among construction workers.

Psychological distress is bound to have a direct and indirect effect due to its influence on psychological well-being which is likely to cause burnout. Workers constructions who report stress feedbacks, constant nervousness, and affective strain tend to report lesser levels of psychological effectively due to the weakness of positive functioning, resilience, and emotions which is caused by distress. With the decline in the psychological well-being, workers become ineffective to handle the occupational pressures, exposing them to burnout. Recent research has indicated a significant linkage of distress, poor well-being, and negative workplace performance (Younes et al., 2024).

The Conservation of Resources Theory further supports this mediating effect by alluding to psychological distress as consuming valuable psychological resources, and psychological well-being as a resource that shields psychological exhaustion. The high levels of distressing situations among the workers lead to reduced psychological health, which further makes them susceptible to burnout. Occupational health and construction management research has become more aware of the significance of psychological well-being as a medium through which stressors of a psychological nature lead to burnout outcomes (Lombardo et al., 2024). Thus, psychological health will mediate between psychological distress and burnout among construction workers.

H10: Psychological well-being mediates the relationship between psychological distress and burnout among construction workers.

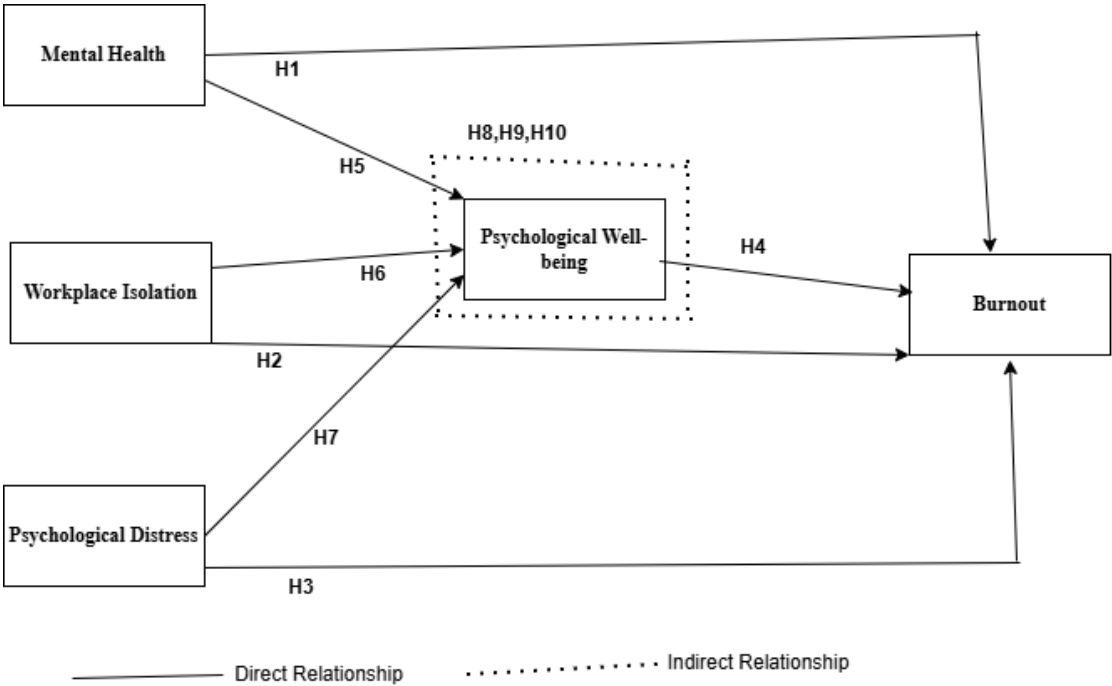


Figure 1: Proposed Research Model

Research Methodology

Research Design

The study design selected in the research is a quantitative cross-sectional research study to explore how the mental health and work isolation and psychological distress influence burnout in construction workers mediated by the psychological well-being. Data will be collected using a structured questionnaire by providing it to construction workers, and analyzed using PLS-SEM. PLS-SEM seems to suit the study best as it allows to investigate numerous direct and indirect correlations between latent constructs at once, including measurement error. Additionally, PLS-SEM can be most readily applied to a complex mediation model, a non-normal data distribution and maximisation of explained variance of the endogenous variables. The two phases of analysis will be conducted: testing the model of measurement to judge its reliability and validity by looking at the measurements of such factors as factor loadings, composite reliability, average variance extracted and discriminant validity and testing the structural model by evaluating the path coefficients, coefficients of determination (R^2) as well as the effect sizes (f^2), predictive relevance (Q^2) and mediation effects based on bootstrapping procedures. The research design provides a good methodological way of testing hypotheses and expounding how mental health and workplace isolation and psychological distress directly and indirectly contribute to burnout among of the construction workers (Boamah, 2022).

Measurement Instruments

Scale: All items will be measured using a five-point Likert scale ranging from **1 = Strongly Disagree** to **5 = Strongly Agree**. These instruments are adapted from established scales and are suitable for examining mental health, workplace isolation, psychological distress, psychological well-being, and burnout among construction workers.

Table 1. Instruments

Variable	Code	Measurement Items	Sources
Mental Health	MH1	I often feel down-hearted and depressed.	Lovibond & Lovibond (1995); Deep et al. (2024); Nguyen et al. (2025)
	MH2	I find it difficult to relax because of work-related pressures.	
	MH3	I frequently feel anxious or worried about my work situation.	
	MH4	I experience emotional stress that affects my daily functioning.	
	MH5	I find it difficult to cope with challenges in my work environment.	
	MH6	I often feel mentally exhausted due to work demands.	
Workplace Isolation	WI1	I feel isolated from other people at work.	Marshall et al. (2007); Lim & Ma (2025);
	WI2	I have limited opportunities to interact with my coworkers.	

Variable	Code	Measurement Items	Sources
	WI3	I often feel left out of workplace activities and discussions.	Young et al. (2025)
	WI4	I receive insufficient support from my supervisors and colleagues.	
	WI5	I feel disconnected from my work team.	
	WI6	I experience a lack of meaningful workplace relationships.	
	PD1	I frequently feel nervous or emotionally strained.	
	PD2	I often feel hopeless about my work situation.	
Psychological Distress	PD3	I feel restless and unable to remain calm.	Kessler et al. (2002); Gómez-Salgado et al. (2024); Trangkanont et al. (2025)
	PD4	I feel overwhelmed by problems and responsibilities.	
	PD5	I feel that everything requires excessive effort.	
	PD6	I sometimes feel worthless because of work-related pressures.	
	PWB1	I am satisfied with myself as a person.	
	PWB2	I feel confident in my ability to manage life's challenges.	
Psychological Well-Being	PWB3	I have a clear sense of purpose and direction in life.	Ryff (1989); Weerakit et al. (2025); Lara-Moreno et al. (2025)
	PWB4	I maintain positive and trusting relationships with others.	
	PWB5	I feel that I am continuously growing and developing as a person.	
	PWB6	I am able to effectively manage my daily responsibilities.	
	BO1	I feel emotionally drained from my work.	
	BO2	I feel exhausted at the end of the workday.	
Burnout	BO3	I feel tired before starting another workday.	Demerouti et al. (2003); Selcuk & Gundes (2025); Tran et al. (2025)
	BO4	I find it difficult to recover from work-related stress.	
	BO5	I have become less enthusiastic about my work.	
	BO6	I frequently feel disengaged and detached from my job.	

Population and Sampling

This study population includes the construction workers working in any construction project such as residential, commercial and infrastructure developments. The target group was chosen as construction workers as they are prone to working under strenuous conditions with high physical workloads, deadlines, workplace risks, work isolation, and psychological stress that can affect their mental health, psychological well-being, and burnout rates (Ahmad et al., 2024).

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The method that will be used to get the data will be the quantitative survey; the survey will be conducted according to the survey of fifty five workers in the construction industry and a sample of fifty five hundred construction workers will be present. The sample size is deemed to be sufficient to use Partial Least Squares Structural Equation Modeling (PLS-SEM), as it is bigger than the recommended minimum sample section of the complex models with multiple constructs and mediation effects, thus increasing the statistical power and adequacy of findings (Ye et al., 2025). The respondents will be chosen on a purposive sampling basis and in this case all construction workers that have the right work experience and those involved directly through construction works endeavors will be incorporated in the study. This method of sampling is suitable as it allows selecting the participants who are knowledgeable and experienced enough in terms of the workplace conditions, mental health issues, psychological anxiety, as well as burnout in the construction sector and, therefore, guarantee the relevance and quality of the gathered information (Ullah et al., 2024).

Data Collection

The data collected in this study will be collected in the form of questionnaire that shall be based on a self-administered questionnaire that shall be distributed to the construction workers working in various construction projects. The questionnaire will include validated measurement scales based on literature to measure mental health, workplace isolation, psychological distress, psychological well-being and burnout. Before the actual data collection process, the questionnaire will be checked with professionals and piloted to provide clarification, reliability, and accuracy to the construction setting. The survey will be done both through online and paper based survey to ensure that majority of the construction workers take part and are able to access the survey. Participants will be provided with information on why the study is being undertaken and their participation will be on voluntary basis with their confidentiality and anonymity assured to make them tell the truth. This number will include 505 fully filled questionnaires to be collected and filtered to filled out and inconsistent values and ensure consistency in response to the questions. It is believed that questionnaire survey would be efficient in collecting large volumes of standardized data and has been extensively used in the construction management, occupational health, and organizational behavior studies to conduct research on psychological and workplace related phenomena (Yeves et al., 2022).

Respondents Profile

Demographic portrait of the respondents will consist of a variety of features of importance to make the thorough description of the study participants and to comprehend the construction workforce even better. In particular, demographics will include gender, age, marital status, level of education, job position, employment status, years of work experience, monthly income, and construction project. Based on the proposed sample, 505 construction workers majority of whom are males make up the sample with 16.8 percent the sample being female. Age will be categorized into below 25 years (13.9%), 26–35 years (37.6%), 36–45 years (26.7%), 46–55 years (15.8%), and above 55 years (5.9%). The highest educational attainment levels will be primary education (8.9%), secondary education (33.7%), diploma (22.8%), bachelor's degree (27.7%), and postgraduate (6.9%). Some of the job titles will consist of laborers (30.7%), technicians (17.8%), supervisors (18.8%), site engineers (20.8%), project managers (7.9%), and others to do with construction (4.0%). The employment status will include permanent workers

(33.7), contract workers (49.5) and temporary workers (16.8). Work experience will be recorded in years and our relevant ranges will be used to include construction related work environment exposure of respondents and monthly income would be divided into congruent levels of the industry salary. In addition, the respondents will be asked to indicate the kind of construction project that they are in; may be residential projects (28.7%), commercial project (26.7%), industrial projects (14.9%), as well as the infrastructure project (29.7%). The logic of collecting these demographic characteristics is because the previous studies have developed the idea that personal and professional risk can be a core issue in mental health, isolation at the workplace, burnout, and psychological influences on mental health and burnout among construction employees. In this way, demographic profiling is a key approach to understanding whether the sample consisted of or represents the population and provides any meaningful interpretation of the findings of the study (Parent-Lamarche, 2022).

Data Analysis Technique

Data obtained in the 505 respondents will be reviewed with partial least squares Structural Equation Modeling (PLS-SEM) with the SmartPLS software. The PLS-SEM is thought to be appropriate to conduct the research because it could simultaneously test and examine a set of relationships among the latent constructs and complex mediation effects, along with non-normal data distribution but maximize the endogenous variable explained variance (Zhang & Dong, 2023). Analysis of the data will start with data screening that will report the missing values, outliers and inconsistency in the responses and then the descriptive data analysis will summarise the demographic characteristics of the respondents. Next, it will be assessed by checking the reliability of the indicators in the measurement model with the help of factor loads, internal consistency reliability with the help of Cronbach alpha and composite reliability, convergent validity with average variance extracted (AVE) and discriminant one using Fornell-Larker criterion and Heterotrait-Monotrait ratio (HTMT). The structural model will then be evaluated through evaluating the path coefficients, the coefficient of determination (R^2), the size of effects (f^2), predictive relevance (Q^2) and model fit measures where applicable after determining the adequacy of the measurement model. Finally, a large amount of resamples will be used to bootstrap the analysis of the significance of the direct relationships (H1–H7) and the mediating effect of psychological well-being (H8–H10) to demonstrate the strength and significance of the proposed relationship among mental health, workplace isolation, psychological distress, psychological well-being, and burnout in construction workers (Hauff et al., 2022).

Assessment of Measurement Model

The measurement model will undergo an evaluation before the evaluation of the structural model to make sure that the measurement of the constructs is reliable and valid. The evaluation of the measurement model will be carried out based on the principles of the Partial Least Squares Structural Equation Modelling (PLS-SEM), the reliability of the measurements and indicators will be taken into account, as well as internal consistency, convergent, and discriminant validity (Micheletto et al., 2022). The validity of the indicators will be verified by reference to the loading of the outer items of the measurement since this should not be below 0.708. Items with low loadings than advised can be considered to be dropped as long as there is an increase in construct reliability and validity. The internal consistency reliability will be

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the Cronbachs alpha and Composite Reliability (CR) having value 0.70 or greater signifies a good reliability and consistency in measurement items.

The validity as convergent is going to be assessed with the help of Average Variance Extraction (AVE) that defines to what extent the construct is able to explain the variations in indicators. A 0.50 and above will mean that its construct explains at least half the variance of its measurement items thereby representing adequate convergent validity. Besides, the values of Composite Reliability (0.70-0.95) will also be used as an indicator of the measurement scales consistency. Such procedures will be required to make sure that the indicators provide a good reflectance of the underlying constructs of interest (mental health, workplace isolation, psychological distress, psychological well-being, and burnout) (Xiong et al., 2025).

Discriminant validity will be tested to ascertain that all the constructs are different a priori compared to the rest of the model constructs. Evaluating this will be carried out by the use of the Fornell-Larcker criterion and Heterotrait-Monotrait Ratio of Correlations (HTMT). According to FornellLarker criterion, AVE of the constructs should have its square root larger than its correlations with other constructs. Additionally, the HTMT values below 0.85 or 0.90 demonstrate the good level of discriminant validity and indicate that the constructs are directed to various conceptual layers (Chouhan, 2025). Before structural model testing, it is essential to determine reasonable reliability and validity since it will be used to determine how valid and reasonable the connections that are to be tested between the variables of interest are.

The results of the single factor test that was done by Harman to establish that there was Common Method Bias (CMB) in the data are presented in Table 2. Using the outcomes, the former contributed to 40.596 percent of the total variance, which is lower than the conventional figure of 50, and therefore, no single factor prevailed in the variance of the dataset. Also, five factors were obtained in this analysis and they jointly captured 81.039% and this means that there is a distribution of variance among many constructs not just one underlying construct. As these results suggest common method bias is unlikely to be a severe issue in the present research and that the observed correlations between mental health and work isolation and psychological distress and psychological well-being and burnout are not significantly caused by the effects of measurement methods. In this way, the results can be used to provide evidence that the obtained data are valid enough to continue with further analysis of it through PLS-SEM. This finding is in line with the suggestion of Rania et al.(2023), Wu et al.(2023), and Sarwer et al (2025) that common method bias is not an issue when the initial factor accounts for less than 50 percent of the overall variance and when the factor analysis produces many factors.

Table 3 contains the results of the evaluation of the measurement model like the reliability, convergent validation, and multi-collinearity diagnostics. Findings indicate that all constructs are doing exceptionally well regarding internal consistency reliability: Cronbach alpha is equal to 0.942 to 0.964, composite is equal to 0.954 to 0.971 which is significantly above the recommendable level of 0.70 (Azpíroz-Dorransoro et al., 2024). Further, all indicators loading remains in the range of between 0.850 and 0.926 surpassing far by the lowest possible 0.708 value, thereby, denoting very good indicator reliability. The convergent validity is achieved as well because the values of the Average Variance Extracted (AVE) show that all the five

constructs (Burnout, Mental Health, Psychological Distress, Psychological Well-Being and Work Isolation) extract over 50 percent of its indicators. Also, the values of the Variance Inflation Factor (VIF) are between 2.631 and 4.818 that are under the level of 5.0 which indicates the lack of multicollinearity problems between the measurement items (Tortumlu & Uzun, 2025). Taken altogether, these results show that the measurement model possesses the adequate level of the reliability, convergent validity and collinearity diagnostics, which implies that the constructs are addressed and measured in the proper way and can be applied in the subsequent investigation of the structural model.

Table 4 gives the findings of the Heterotrait-Monotrait Ratio (HTMT) test that was run to evaluate discriminant validity between constructs of the study. It is recommended that the values of the HTMT are not to be higher than 0.85 or 0.90 to make sure that all the constructs are empirically different (Henseler et al., 2015; Hair et al., 2022). The results reveal that all the values of HTMT fall below the limit and the range falls within 0.026 to 0.766. In particular, the biggest HTMT is between Burnout and Psychological Well-Being (HTMT = 0.766), then between Burnout and Work Isolation (HTMT = 0.546) and the last values are between Mental Health and Work Isolation (HTMT = 0.026) and Mental Health and Psychological Distress (HTMT = 0.036). As none of the values of the HTMTs fall within the range of the values exceeding the recommended cutoff value of 0.85, the findings confirm the fact that Mental Health, Psychological Distress, Psychological Well-Being and Work Isolation are distinct constructs; they are conceptually and empirically different. Therefore, having a sufficient discriminant validity, i.e., the fact that both constructs are going to measure various phenomena and that the measurement model will present the discriminant validity conditions that need to be observed when evaluating a structural model in the future, has been adequately proven (Gan et al., 2025).

The outcome of the effect size (f^2) is in Table 5 and is utilised to represent the contribution which each exogenous construct contributes to systematize a curve of the endogenous constructs into the structural model. Cohen (1988) guidelines claim that f^2 of 0.02, 0.15 and 0.35 represent the small, medium and large effects respectively. The outcomes show that Psychological Well-Being is highly impacted by Workplace Isolation ($f^2 = 0.401$) which implies that Workplace Isolation is most likely to predict psychological well-being among construction workers. Similarly, Mental health mediumly influences Psychological Well-being ($f^2 = 0.347$) and it strongly influences Psychological Well-being showing that all the three psychological contributors have a significant effect on the well-being of the workers. The effect sizes of Inburnout, Workplace Isolation ($f^2 = 0.233$), Psychological Well-Being ($f^2 = 0.164$) and Mental Health ($f^2 = 0.150$) are medium which can prompt the statement that they play a positive role in explaining burnout among construction workers. On the other hand, the degree to which Psychological Distress affects Burnout is comparatively low ($f^2 = 0.103$) meaning that there is a comparatively low direct influence about burnout. By and large, the results suggest that Workplace Isolation and Psychological Distress are especially important variables that predict Psychological Well-Being, whilst Workplace Isolation, Mental Health, and Psychological Well-Being are significant to explain burnout. These results also contribute to the idea that the construct predictors significantly influence the structural model and demonstrate variations of

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the pragmatically significant magnitudes in shaping the psychological experience of construction workers (Zhang & Fathi, 2024).

Table 6 gives the evaluation of the explanatory power, predictive relevance and the overall model fit of structural model. The results have indicated that the model explains a large percentage change of the variance in endogenous constructs in Mental Health, Psychological Distress, and Workplace Isolation which explain 54.2 per cent of the variance in Psychological Well-Being ($R^2 = 0.542$, adjusted $R^2 = 0.540$), and Mental Health, Psychological Distress, Workplace Isolation, and Psychological Well-Being that explain 64.4 per cent of the variance in Burnout ($R^2 = 0.644$, adjusted $R^2 = 0.641$). The psychological well-being (Q^2 predict value of 0.537) and burnout (Q^2 predict value of 0.580) too are positive and greater than two indicating that the model is quite predictive and satisfactorily predicts. RMSE (0.684 and 0.651) and MAE (0.532 and 0.526) values are also significantly low which is another evidence of the quality of the model prediction. Both saturated and estimated models have Standardized Root Mean Square Residual (SRMR) of 0.026, which is extremely below the recommended cut off of 0.08 and Normed Fit Index with a value of 0.961, which is well above the suggested cut off of 0.90, indicating a good model fit. Overall, these findings demonstrate the fact that the proposed model possesses a high explanatory power, significant predictive relevance as well as best goodness-of-fit, implying that it is the most suitable to be applied to examine the relationships between Mental Health, Workplace Isolation, Psychological Distress, Psychological Well-Being, and Burnout of construction workers (Agatha et al., 2025).

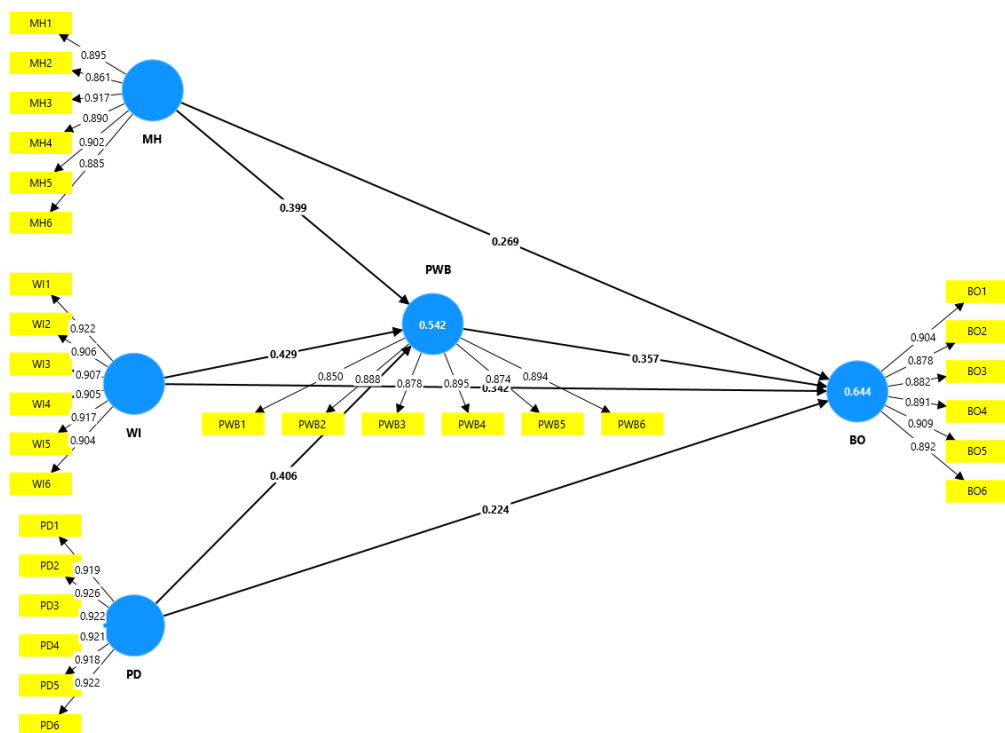


Figure 2: SEM with Factor Loadings

Table 2: Common Method Bias
Total Variance Explained

Factor	Initial Eigenvalues			Extraction Sums of Squared Loadings			Rotation Sums of Squared Loadings		
	Total	Variance %	Cumulative %	Total	Variance %	Cumulative %	Total	Variance %	Cumulative %
1	12.179	40.596	40.596	11.944	39.812	39.812	5.299	17.664	17.664
2	4.826	16.087	56.684	4.598	15.327	55.139	5.290	17.633	35.297
3	4.776	15.920	72.603	4.586	15.286	70.425	4.935	16.449	51.746
4	1.335	4.451	77.054	1.085	3.617	74.042	3.981	13.270	65.017
5	1.196	3.985	81.039	.967	3.222	77.264	3.674	12.248	77.264

Extraction Method: Principal Axis Factoring.

Table 3: Reliability, Validity and Variance Inflation Factor (VIF)

Construct/Items	VIF values	Factor Loadings	Cronbach's Alpha	Composite Reliability	Average Variance Extracted (AVE)
Burnout			0.949	0.959	0.797
BO1	3.870	0.904			
BO2	3.120	0.878			
BO3	3.192	0.882			
BO4	3.444	0.891			
BO5	4.032	0.909			
BO6	3.428	0.892			
Mental Health			0.948	0.959	0.795
MH1	3.613	0.895			
MH2	2.868	0.861			
MH3	4.298	0.917			
MH4	3.412	0.890			
MH5	3.775	0.902			
MH6	3.322	0.885			
Psychological Distress			0.964	0.971	0.849
PD1	4.562	0.919			
PD2	4.818	0.926			
PD3	4.741	0.922			
PD4	4.508	0.921			
PD5	4.541	0.918			

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PD6	4.725	0.922			
Psychological Well-Being			0.942	0.954	0.774
PWB1	2.631	0.850			
PWB2	3.300	0.888			
PWB3	3.118	0.878			
PWB4	3.526	0.895			
PWB5	3.011	0.874			
PWB6	3.484	0.894			
Work Isolation			0.959	0.967	0.829
WI1	4.569	0.922			
WI2	3.920	0.906			
WI3	3.993	0.907			
WI4	3.928	0.905			
WI5	4.368	0.917			
WI6	3.939	0.904			

Table 4: Discriminate Validity Heterotrait-Monotrait (HTMT) Ratio

	BO	MH	PD	PWB	WI
BO					
MH	0.449				
PD	0.428	0.036			
PWB	0.766	0.439	0.465		
WI	0.546	0.026	0.062	0.481	

Table 5: Effect Size of Latent Variables

	f-square	Effect Size
MH -> BO	0.150	Medium
MH -> PWB	0.347	Medium
PD -> BO	0.103	Small
PD -> PWB	0.359	Large
PWB -> BO	0.164	Medium
WI -> BO	0.233	Medium
WI -> PWB	0.401	Large

Table 6: Model Fit

	R-sq	Adj R-sq	Q²predict	RMSE	MAE	Saturated Model	Estimated Model
PWB	0.542	0.540	0.537	0.684	0.532		
BO	0.644	0.641	0.580	0.651	0.526		
SRMR						0.026	0.026
NFI						0.961	0.961

Hypotheses Testing:

H1: Mental Health is positively and significantly related to Burnout among construction workers.

I have found that Burnout is positively influenced by Mental Health to a large extent ($\beta = 0.269$, $t = 9.125$, $p = 0.000$). The number of between 0.209 and 0.326 is the confidence interval that does not include zero but it is also a test of the significance of the relationship. The result achieved shows that the increment in the mental health problems such as stress, anxiety, and depression are correlated with the increase in burnout among construction workers. So, H1 is accepted (Duong et al., 2025).

H2: Workplace Isolation is positively and significantly related to Burnout among construction workers.

The findings reveal that Workplace Isolation has a great effect on Burnout ($\beta = 0.342$, $t = 11.479$, $p = 0.000$). Its confidence level is 0.286 to 0.403 which indicates that it is statistically significant. This means that the construction workers will be more prone to be victims of burnout the more isolated they are at workplace. The positive coefficient also implies that social and professional disconnection compared to feelings is also influential in emotional exhaustion and lack of interest greatly. As a consequence H2 is accepted (Awwad-Tabry et al., 2023).

H3: Psychological Distress is positively and significantly related to Burnout among construction workers.

These findings suggest that there exists positive relationship between Psychological Distress and Burnout with a significant relationship ($\beta = 0.224$, $t = 7.607$, $p = 0.000$). The confidence interval 0.161-0.278 does not include the value of 0 and shows the value of the relationship to be significant. The implication of this result is that the more the psychological distress workers in construction are, the more they would report burnout symptoms. As such, H3 is approved (Aubouin-Bonnaventure et al., 2023).

H4: Psychological Well-Being is significantly related to Burnout among construction workers.

The findings show that there is a significant association between Psychological Well-Being and Burnout ($\beta = 0.357$, $t = 10.588$, $p = 0.000$). The confidence interval is 0.293 0.423, which indicates that there is a statistically significant relationship. The Psychological Well-Being has quite a high path coefficient, which means that it may turn into a serious predictor of Burnout in the model. H4 is thus accepted (Shan et al., 2023).

H5: Mental Health is significantly related to Psychological Well-Being among construction workers.

Mental Health is found to be strongly related with Psychological Well-Being ($\beta = 0.399$, $t = 14.017$, $p = 0.000$). The values that fall inside this confidence interval range between 0.342 to 0.452 but not 0. The findings suggest that Mental Health would be effective as a predictive of Psychological Well-Being among construction workers. Thus, H5 is accepted (Cao et al., 2025).

H6: Workplace Isolation is significantly related to Psychological Well-Being among construction workers.

The results indicate that the Workplace Isolation has a strong impact on Psychological Well-Being ($\beta = 0.429$, $t = 14.764$, $p = 0.000$). Confidence interval is 0.368- 0.481 which proves the strength of relationship. The Psychological Well-Being is the most strongly directly predictable variable by Workplace Isolation, demonstrating the significance of the factor to condition the psychological work organization. H6 therefore is accepted (Zewude et al., 2024).

H7: Psychological Distress is significantly related to Psychological Well-Being among construction workers.

The results indicate that Psychological Distress has an important impact on Psychological Well-Being ($\beta = 0.406$, $t = 14.460$, $p = 0.000$). The confidence interval is 0.357-0.466 and this is a statistically significant relationship. This latter implication is that Psychological Distress plays an important role in determining the level of Psychological Well-Being of construction workers. H7 is hence accepted (Kim & Lee, 2025).

Table 7: Hypotheses Testing Direct Relationship (Bootstrapping)

No.	Paths	β - Values	t- Values	p- Values	2.5%	97.5%	Results
H1	MH $\rightarrow$ BO	0.269	9.125	0.000	0.209	0.326	Accepted
H2	WI $\rightarrow$ BO	0.342	11.479	0.000	0.286	0.403	Accepted
H3	PD $\rightarrow$ BO	0.224	7.607	0.000	0.161	0.278	Accepted
H4	PWB $\rightarrow$ BO	0.357	10.588	0.000	0.293	0.423	Accepted
H5	MH $\rightarrow$ PWB	0.399	14.017	0.000	0.342	0.452	Accepted
H6	WI $\rightarrow$ PWB	0.429	14.764	0.000	0.368	0.481	Accepted
H7	PD $\rightarrow$ PWB	0.406	14.460	0.000	0.357	0.466	Accepted

H8: Psychological Well-Being mediates the relationship between Mental Health and Burnout among construction workers.

According to the analysis by Mediation, Mental Health and Burnout have a significant relationship with the help of Psychological Well-Being (Indirect Effect 2 = 0.143, $t = 8.586$, $p = 0.000$). The indirect effect is significant that indicates that the Psychological Well-Being moderates Burnout through Mental Health. Further, Mental Health directly influences the Burnout which remains significant ($\beta = 0.269$), and therefore, Mental Health has both direct and indirect paths between the two elements. Mental Health has a total effect on Burnout of 0.412 with a Variance Accounted For (VAF) of 34.71. Because the VAF is between 20% and 80, the mediation effect is termed as partial mediation. The resultant effect is that the H8 is accepted hence Psychological Well-Being is an intermediate, explaining the impact that Mental Health has on Burnout among construction workers (Imboden, 2024).

H9: Psychological Well-Being mediates the relationship between Workplace Isolation and Burnout among construction workers.

It is also noted that Psychological Well-Being has an important indirect relationship between Workplace Isolation and Burnout (Indirect Effect = 0.153, $t = 8.802$, $p = 0.000$). The enormous antagonistic impact proves that the Workplace Isolation influences Burnout in terms of its impact on Psychological Well-Being. In addition, the direct effect remains non negligible ($= 0.342$) and this implies that the Workplace Isolation continues to have an influence on Burnout when the mediating variable is added. The sum effect is equal to 0.495 and VAF value, 30.91 actually indicates the existence of partial mediation. As the VAF exists between the 20-80 range of recommended the Psychological Well-Being along with Burnout partly mediates the algorithm of Historical Workplace Isolation. H 9 is hence accepted (Platts et al., 2022).

H10: Psychological Well-Being mediates the relationship between Psychological Distress and Burnout among construction workers.

It can be seen that Psychological Well-Being plays an important role as a mediator between Psychological Distress and Burnout (Indirect Effect 0.145 $t = 8.328$ $p = 0.000$). The huge indirect effect is a validating effect that Psychological Distress is correlated with Burnout through Psychological Well-Being. The direct associations with the Psychological Distress and Burnout are interesting as well ($= 0.224$) and indicate that Psychological Distress directly and indirectly influences the Burnout. The overall impact is given 0.369 and the value of VAF is 39.30 sufficing the range of partial mediation. This is the most critical among the three mediation relationships which had higher value of VAF that Psychological Well-Being is more important in transferring the impact of Psychological Distress to Burnout. Thus, H10 is fulfilled and Psychological Well-Being is recognized as a mediator in part in the connections between Psychological Distress and Burnout among construction employees (Abdalmohdi, 2024).

Table 8: Mediation Type and Effect

No.	Paths	Indirect Effect (β)	t-value	P Value	Direct Effect (β)	Total Effect (β)	VAF (%)	Mediation Result
H8	MH→PWB→BO	0.143	8.586	0.000	0.269	0.412	34.71	Partial Mediation
H9	WI→PWB→ BO	0.153	8.802	0.000	0.342	0.495	30.91	Partial Mediation
H10	PD→PWB→ BO	0.145	8.328	0.000	0.224	0.369	39.30	Partial Mediation

Discussion

These results indicate that mental health issues, isolation in the workplace, and psychological distress are major factors that contribute to burnout in construction workers, and psychological well-being also serves as a major mediator between these variables. The relationships between mental health issues and burnout are positive, which is supported by recent research in the construction-industry that highlights that anxiety, depression, stress, and bad mental health are factors that lead to emotional exhaustion, disengagement, and low work functioning among construction workers (Adesina, 2025). Likewise, the psychological distress is a key contributor

to burnout, which is in line with the literature indicating that persistent and work-related pressures, safety, and emotional strain are contributors to burnout symptoms in construction and other occupational settings with high stress (Tatar et al., 2024). The immense impact of workplace isolation on burnout also affirms prior studies that indicate that weak workplace connections, disruptive project teams, and poor levels of social support contribute to emotional fatigue and disengagement among employees (Maisonneuve et al., 2025). The theoretical consistency of these findings with the Job Demands Resources Theory and the Conservation of Resources Theory is found in the fact that both these theories suggest the high demands and deprivation of the psychological and social resources is known to raise the risk of burnout. Nevertheless, recent literature indicates that the impact of psychological stressor factors on burnout can be differentiated by organizational support, safety climate, coping resources, and provision of well-being intervention (Mascaro et al., 2022). This could be one of the reasons why psychological distress demonstrated a smaller direct impact on burnout than a direct impact on workplace isolation because distress can have a greater impact on burnout via lower psychological well-being and not just via a direct route.

The results also indicate that the mental health issues, isolation at work, and psychological distresses have a major impact on psychological well-being, and psychological well-being partially mediates their associations with burnout. These findings reinstate recent research that highlights psychological well-being as a safeguarding psychological resource facilitating workers in coping with work-related stress, emotional stability, and decreasing the exposure to burnout (Lim & Francis, 2023). The partial mediation findings suggest that psychological well-being interprets a portion of the pathway via which psychological issues, ostracism, and distress initiate fatigue but these variables nonetheless have an immediate impact on fatigue. This justifies the hypothesis that both direct exposure to the psychosocial risks and indirect loss of the positive psychological functioning are determinants of burnout among construction workers. The findings are also aligned with the existing research to find that psychological safety climate, workplace support, social identity, and organizational conditions all affect the mental health and well-being of construction workers (Boccoli et al., 2022). However, there are also contradictory indicators, according to which workplace well-being does not necessarily have a strong negative influence on occupational outcomes in the presence of work pressure or lack of support by the management structure. This disparity can be explained by contextual differences, including the type of project, job security, leadership approaches, relationships to cultural attitudes towards mental health, and other sources of workplace support. Comprehensively, the results suggest that to mitigate burnout in construction it is important to solve not only mental health issues and distress but also improve psychological health and social integration in construction facilities.

Theoretical Implications

Some of the significant theoretical contributions which this study has brought to the literature on occupational health and organizational behavior as well as construction management are discussed. First, the paper is the extension of the implementation of the Job Demands -Resource (JD-R) Theory because it offers proof that mental health problems, workplace isolation and psychological distress are important job demands that add up to burnout in the construction workers. The results support the idea that high levels of burnout are caused by overexerting

employees with excessive psychological demands and lacking sufficient social resources (Feng et al., 2024). Second, the research also adds to the Conservation of Resources (COR) Theory, illustrating that psychological well-being is an essential individual resource that assists employees to have an easy time in the workplace and prevents burnout. The high mediation effects imply that psychological well-being is a psychological phenomenon with the psychological health, isolation at the workplace, and psychological distress as resource preservation and depletion variables that determine burnout, adding to the theoretical knowledge of resource preservation and depletion processes in high-risk jobs (Tan et al., 2024). Thirdly, this paper returns to the literature of the study of construction management in the sense that it brings mental health, isolation at work, psychological disturbance, psychological health, and burnout under one large umbrella of construct. Those variables have been conventionally studied separately in past researches, but the presented study offers a better integrated account of psychological mechanisms that cause burnout among construction workers (Govindaras et al., 2023). Moreover, the fact that psychological well-being was identified as a partial mediator adds to the existing body of research stating that positive psychological resources play a critical role in occupational health outcomes (Karimi et al., 2025).

Practical Implications

The results of this research have several inspirational implications to construction companies, construction managers, policy makers, and occupational health professionals. To start with, the strong correlations between mental health and isolation at work, psychological distress and burnout indicate that construction firms should establish elaborate mental illness programs that are geared towards eliminating stress, anxiety, and emotional tension on the staff. These efforts can be employee assistance programs, counseling, stress management training, and awareness of mental health (Bali-Mahomed et al., 2022). Second, since isolation at the workplace was found to be a good predictor of both burnout and psychological well-being, construction managers ought to apply supportive work conditions by encouraging teamwork, communication, supervisor support and worker social integration. Feelings of isolation can be mitigated by promoting connectedness at the workplace and promoting psychological health (Rachmad, 2022). Third, the intermediating role of psychological well-being underscores the importance of having organizations come up with interventions that would boost the psychological resilience, life satisfaction, sense of purpose, and emotional functioning of their workers. Programs that concentrate on psychological health can be used as preventive knowledge to keep burnout at bay and overall performance in the workforce is productive and viable (Selem et al., 2023). Lastly, the findings could guide policymakers and industry regulators in formulating occupational health policies and guidelines to focus on psychological health in addition to physical safety in constructions. Incorporating psychosocial risks and employee welfare within organizations will help improve worker retention, decrease cost related to burnout, better performance of projects, and encourage sustainable development of the workforce in the construction industry (Arango-Lasprilla et al., 2025).

Conclusion

This was undertaken to deal with the increased issue of burnout amongst the construction workers by determining the impact of mental health, workplace isolation and psychological distress and the mediating effect of psychological well-being. It is an issue of special concern since construction workers are often subjected to tough working conditions, social isolation, emotional stress, and mental issues that may have a detrimental impact on their well-being and performance at work. Although growing interest has been focused on occupational mental health, such factors are still not adequately studied in an extensive context in the construction industry, not to mention the mediating role of the psychological state of well-being. Thus, this paper aimed to give a better insight of how these psychosocial variables lead to burnout amongst construction workers.

The findings indicated that mental health, isolation at work place, psychological distress and psychological wellbeing have a great impact on burnout in construction workers. In particular, isolation at workplace turned out to be the most influential predictor of burnout, psychological well-being, and mental health, psychological distress. The outcomes also showed that psychological well-being is greatly influenced by mental health, isolation at work and psychological distress. In addition, the links between mental health and burnout, workplace isolation and burnout, and psychological distress and burnout were partially mediated by psychological well-being. Such results indicate that burnout does not only result when psychologically unfavorable conditions are wrought but become a case when workers experience a worsening psychological well-being. The findings corroborate the Job Demands Resources Theory and the theory of conservation of resources because they prove the presence of psychological stress-inducing factors that cause the depletion of personal resources, and psychological well-being is the significant resource, which prevents burnout.

Theoretically, the research will advance the body of knowledge in the field of occupational health and construction management by merging previously published sections of the occupational health literature on mental health, isolation at work, psychological suffering, psychological wellbeing, and job burnout into one comprehensive construct. The discovery of psychological well being as a partial mediator gives a further understanding of the psychological processes underlying burnout amongst construction workers. In practice, the results highlight that construction organizations should establish viable mental health programs, enhance the social support within the workplace, eliminate isolation and foster psychological health by utilizing employee assistance programs, counseling services, supportive leadership practices, and well-being interventions. This can assist in alleviating burnout, promoting the health of workers, productivity, as well as, promoting safe and viable construction works environments.

In spite of the contributions, this study has multiple limitations. The first is that the cross-sectional design inhibits the possibility of defining causal relationships between the variables of the study. Second, self-reported data can also lead to response bias in spite of efforts to reduce common method bias. Third, the research targeted only construction workers and this could restrict the applicability of the results in other sectors and occupational environments.

Longitudinal designs should be used in future studies to capture a better relationship of causality and evolution of psychological conditions across time. Other mediating and moderating factors that can be studied by the researchers include organizational support, psychological safety climate, resilience, work engagement, leadership style, and coping strategies. In addition, comparative analysis of various industries, nations, and cultures would help bring wider understanding of the factors that cause burnout and psycho-psychological stress. In general, the paper emphasizes the essential role of psychosocial risks and psychological well-being as the interventions to prevent burnout and ensure a better and healthier construction workforce.

Limitations of the Study

Even though this study offers great insights on how mental health, workplace isolation, and psychological distress affect burnout among construction workers, it is important to note that there are a number of limitations associated with this study. To begin with, the research design used was a cross-sectional research study and this only captures the perceptions of the respondents at a single point in time and as such will not allow the researcher to come up with causal relationship among the variables. Longitudinal studies would give more evidence on the direction and the change of these relationships through time. Second, the research was based on self-reported questionnaire measures, which could be vulnerable to common method variance, social desirability and subjectivity of respondents to interpretation of the questionnaires, even though the statistical measures were put in place to eliminate these issues. Third, the sample included only construction workers, which might have restricted the extrapolation of the results to other industries or work environments with different work-nature and psychosocial factors. Fourth, psychological well-being was revealed as a mediator, but other possible factors which might be significant like organizational support, style of leadership, resilience, psychological safety climate and work engagement had not been included in the model. And last, the research took place in a given geographical and industrial setting and cultural/region diversity can impact the relationships among the variables being studied.

Future Research Directions

The limitations of the existing study can be minimized in future research as longitudinal or panel research design can be used to investigate the ways psychological conditions of workers change, and avoid the cause and effect effect. These methods would give a better insight on how mental health, workplace isolation, psychological distress, and psychological well-being contribute to burnout at various phases of construction projects. The inclusion of other mediating and moderating variables including organizational support, psychological safety climate, resilience, emotional intelligence, leadership styles, coping strategies, and work engagement should also be taken into consideration by future researchers to further elaborate the mechanisms underlying burnout. Moreover, the findings would benefit the external validity and generalizability by providing comparative studies in relation to various industries, types of projects, and countries. Researchers might also explore demographic variations such as age, gender, job role, work experience to see whether they contribute to the relationships among the research variables. Also, qualitative studies involving quantitative survey and qualitative

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interviews might be used to gain a more profound understanding of the experiences that workers live according to mental health, workplace isolation, and burnout. Lastly, further research should reflect the efficiency of workplace interventions, mental health programs, and well-being programs aimed at decreasing burnout and enhancing psychological well-being in construction workers to add to evidence-based management practices and sustainable development of workforce in the construction sector.

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