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## **The Retention and Turnover Factors of Employees of Different Generations in Ganfu Construction Company**

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MSc in Business Administration

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Department of Marketing, Operations and General Management

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## **Resumo**

Com a crescente competição no setor da construção civil, compreender os fatores que afetam a retenção e a rotatividade de funcionários é crucial para o desenvolvimento sustentável das empresas. Este estudo foca na Ganfu Construction Company, uma empresa de construção de primeira classe na província de Jiangxi, com mais de 20 anos de história e operações profissionais diversificadas, reconhecida por sua integridade, inovação e uma equipe forte.

No entanto, dados internos da empresa nos últimos anos mostram que a taxa de rotatividade de funcionários tem aumentado ano após ano, especialmente porque funcionários de diferentes gerações apresentam diferenças significativas em termos de retenção e rotatividade. Essa tendência não apenas aumenta os custos operacionais da empresa, mas também pode ter um impacto negativo no desenvolvimento sustentável da companhia. Portanto, a Ganfu Construction Company precisa formular planos eficazes e tomar medidas correspondentes para melhorar a satisfação e a retenção dos funcionários.

O objetivo deste projeto é identificar os principais fatores que levam à saída dos funcionários e apresentar propostas de gestão para reduzir este problema. Foi selecionada uma amostra de 80 funcionários que saíram da empresa entre setembro de 2024 e fevereiro de 2025 e 60 funcionários que ainda estão em serviço da empresa, foram realizadas entrevistas telefônicas e feita a respectiva análise de dados. Este projeto explora as razões pelas quais os funcionários de diferentes gerações da Empresa Ganfu se mantêm na empresa ou saem da empresa.

O estudo identifica que oportunidades de desenvolvimento profissional, remuneração e cultura do local de trabalho são os principais fatores que afetam a rotatividade. As recomendações incluem otimizar os caminhos de desenvolvimento de carreira, melhorar os pacotes de remuneração e criar uma cultura de trabalho mais inclusiva para aumentar as taxas de retenção de funcionários e apoiar o crescimento sustentável.

### **Palavras-Chave:**

Empresa de Construção 、 retenção de funcionários 、 rotatividade de funcionários 、 diferenças geracionais

### **JEL Classification:**

J63

## **Abstract**

With the increasingly fierce competition in the construction industry, understanding the factors that affect employee retention and turnover is crucial for the sustainable development of enterprises. This study focuses on Ganfu Construction Company, a first-class construction enterprise in Jiangxi Province with more than 20 years of history and diversified professional operations, which is renowned for its integrity, innovation, and a strong team.

However, internal data of the company in recent years shows that the employee turnover rate has been rising year by year, especially that employees of different generations show significant differences in terms of retention and turnover. This trend not only increases the operating costs of the enterprise but also may have a negative impact on the company's sustainable development. Therefore, Ganfu Construction Company needs to formulate effective plans and take corresponding measures to improve employee satisfaction and retention.

The purpose of this project is to identify the key factors leading to employee turnover and provide targeted management suggestions. By selecting 80 employees who left the company between September 2024 and February 2025 and 60 employees who are still in service as samples, and combining data analysis with telephone interviews, this project explores the reasons for the retention and turnover of employees of different generations in Ganfu Company.

The study finds that career development opportunities, compensation, and workplace culture are the main factors affecting turnover. Recommendations include improve the career development paths, improving compensation packages, and creating a more inclusive workplace culture to increase employee retention rates and support sustainable growth.

## **Keywords:**

Construction company 、 Employee Retention 、 Employee Turnover 、 Generational Differences

## **JEL Classification:**

J63

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## **Glossary**

BIM - Building Information Modeling

KPI - Key Performance Indicator

PESTEL - Political, Economic, Social, Technological, Environmental, Legal

## 1. Introduction

Ganfu Construction Company was founded in 2003 and is registered in Nanchang City, Jiangxi Province. The company's business scope covers multiple fields, including various engineering construction activities, residential interior decoration, construction engineering quality inspection, etc. In addition, the company also owns several external investment enterprises and 15 branches, demonstrating its extensive influence and resource advantages in the construction industry. With honest operation, technological innovation and a strong team, Ganfu Construction Company has become a well-known construction enterprise in Jiangxi Province. However, with the increasingly fierce competition in the construction industry, the issue of employee retention and turnover has gradually become a key factor affecting the sustainable development of enterprises. Especially among employees of different generations, there are significant differences in retention and turnover behaviors. This phenomenon not only increases the operating costs of enterprises but also may have a negative impact on the long-term development of the company.

In today's society, the increasing mobility of personnel has become a prominent feature in the development process of various industries, and the construction industry is no exception. During its operation, Ganfu Construction Company has keenly felt the impact brought by the problem of personnel turnover. After in-depth investigation, it is found that the retention and turnover of employees of different generations show completely different situations. The older generation of employees, with their rich experience, tend to have a higher loyalty to the enterprise. However, they may be constrained by traditional concepts and become unstable when facing emerging working models or career development bottlenecks. The younger generation of employees, full of innovative vitality, pursue the rapid realization of personal value and a high balance between work and life. Once the company fails to meet their growth demands, they are very likely to have the intention to leave. The complexity of personnel mobility caused by generational differences poses a huge challenge to the company's human resources management. Therefore, in-depth research on the factors of retention and turnover of employees of different generations is crucial for formulating effective management strategies.

This study aims to identify the key factors affecting the retention and turnover of employees of different generations in Ganfu Construction Company and put forward targeted management suggestions. By analyzing the reasons for the retention and turnover of employees of different generations, this study will provide a scientific basis for enterprises to improve the career development paths, improve compensation and benefits, and create a

more inclusive workplace culture, so as to increase the employee retention rate and support the sustainable growth of enterprises.

This study adopts a mixed research method, combining quantitative data analysis and qualitative interviews. The research sample consists of 80 employees who left the company and 60 employees who were still in service during the period from September 2024 to February 2025. The data sources include the company's internal database and telephone interviews. Through data analysis, the key factors influencing the retention and turnover of employees from different generations are identified. Specific methods include the literature review method, model analysis method, quantitative analysis method, and interview method, in order to comprehensively explore the root causes of employee turnover.

This paper is divided into seven chapters. Chapter 1 is the Introduction, which briefly describes the background, problem, objective and research methods of the subject. Chapter 2 is the Literature Review, which systematically combs the academic achievements related to employee retention and turnover, especially focusing on the research trends of employees of different generations, providing a solid theoretical support for the project research. Chapter 3 is the Methodology, which introduces the various methods used in this project, including the interview method and the quantitative analysis method. Chapter 4 is the External Situation Analysis, which uses the PESTEL and Porter Five Forces models to deeply interpret how the external environment affects the retention and turnover decisions of employees of different generations, laying the foundation for the subsequent internal factor analysis. Chapter 5 is the Internal Situation Analysis, which summarizes the current basic situation of human resources in Ganfu Construction Company and the current situation of turnover of employees of different generations, and uses quantitative analysis to find out the characteristics and causes of frequent turnover of employees from the existing data of the enterprise. Chapter 6 proposes solutions to the problem of employee turnover in Ganfu Construction Company, and puts forward solutions to the factors affecting the turnover intention and the root causes of turnover of employees of different generations, so as to alleviate the dilemma of the company's turnover rate. Chapter 7 elaborates on the research conclusions and deficiencies obtained through the study of employee turnover in Ganfu Construction Company, and presents the future prospects.

The research idea is shown in Figure 1.1 as follows:

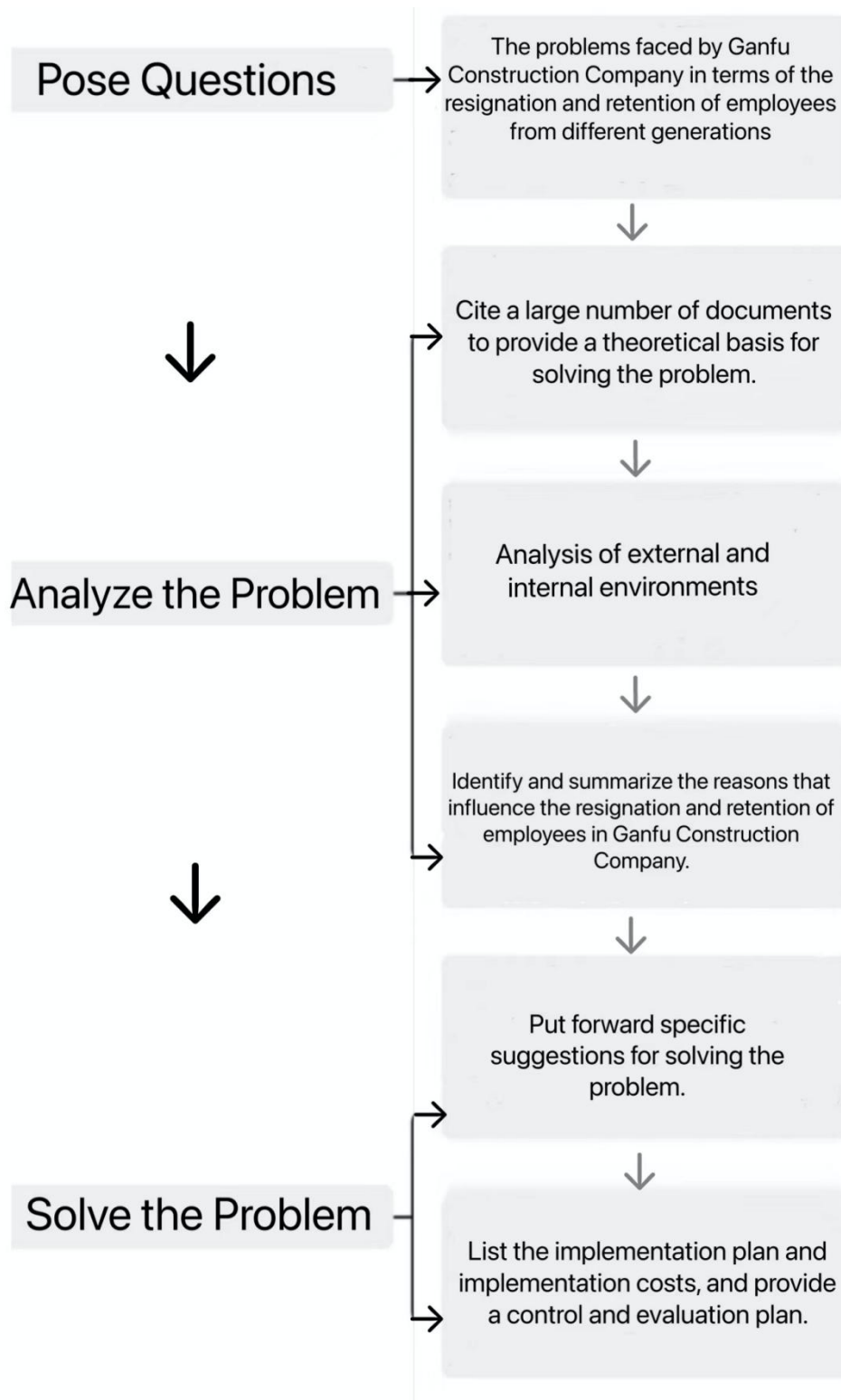


Figure 1.1 Technical Route Diagram of the program Research  
Source: Author (2025)

## **2. Literature Review**

In today's increasingly competitive business environment, employees have become one of the most crucial resources in the development process of enterprises. They are like the power engines driving the forward movement of enterprises, continuously injecting vitality and creativity into the organization. On the other hand, enterprises provide a broad stage for employees to realize their personal values. The two are interdependent and progress together. For industry - representative enterprises like Ganfu Construction Company, if they want to take steady long - term development steps in the ever - changing construction market, they must establish a clear and effective human resource management concept. This not only means doing a solid job in a series of basic human resource management tasks such as recruitment, training, and performance appraisal but also requires enterprise managers to always maintain a keen insight into the problem of employee turnover and control the employee turnover rate within a reasonable range to ensure the stability and continuity of enterprise operations. In view of this, this project has carried out extensive and in - depth literature research. The aim is to comprehensively review, systematically summarize, and objectively evaluate the numerous discussions by domestic and foreign scholars on the phenomenon of employee retention and turnover among different generations. These discussions cover the far - reaching impacts of employee retention and turnover among different generations on enterprises, the complex and diverse reasons for employee turnover, as well as various innovative and targeted methods adopted by enterprises to reduce the employee turnover rate. It is expected to provide theoretical support and practical guidance for Ganfu Construction Company and even the entire construction industry in dealing with the challenges of employee retention and turnover.

### **2.1. The Theoretical Basis for Employee Retention and Turnover**

The research on employee retention and turnover originates from the fields of organizational behavior and human resource management. March and Simon (1958) state that employees' decision to leave an organization depends on their job satisfaction within the organization and their perception of external opportunities. Price (1977), an expert in the study of employee turnover, after years of research, creatively proposed the Price Model. The construction condition of the Price Model is that job change opportunities and job satisfaction can influence each other. Employees will only leave when job satisfaction decreases and there are many opportunities for job change. Otherwise, even if there are opportunities for job change, employees will not leave if they are highly satisfied with their current jobs. Allen

and Shanock (2013) pointed out that career development opportunities, compensation, and workplace culture are key factors influencing employee retention and turnover. Sabbagha et al. (2018) found through research that employee motivation and job satisfaction can explain 46% of the variance in employee retention, among which job satisfaction accounts for 66% of the explanatory power, and employee motivation accounts for only 8%, confirming that these two factors are important predictors of employee retention. Haldorai et al. (2019) proposed that work intensity, employee relationships, career development paths, job environment adaptability, negative emotions, living environment, pressure from superiors, social status, etc., will all have an impact on employee turnover. Hackett (2019) believed that whether an employee's core value can be realized mainly depends on whether the employee's personal comprehensive development goal planning is consistent with the comprehensive development goal of the organization where they work. Individuals usually choose to align with the organization or move to a new organization that is closer to their personal goals. Enander and Cardoso (2020) pointed out that the connections between turnover and retention in terms of causes and consequences are opposite to each other. Park and Min (2020) conducted a study on the problem of the turnover of professional and technical talents based on the Meta-analysis method. The research results showed that excessive work pressure can make professional and technical talents have the idea of leaving their jobs. Mutanga et al. (2021) believed that low salary, lack of recognition, etc., are the driving factors for talent turnover, and better salary, job security, etc., are the pulling factors to attract talents to stay. Zhu (2022) believed that corporate factors such as an unreasonable compensation system, unclear career development paths, unreasonable training work, lack of management ability of middle-level managers, neglect of corporate culture construction, and long working hours are the reasons for the turnover of corporate employees. Ahmed et al. (2022) pointed out that the shaping of the employer brand is closely related to talent retention. Deng (2022) believed that factors such as salary income, vacation system, and promotion channels are the main reasons for personnel turnover.

## **2.2. The influence of generational differences on employee retention and turnover**

There are significant differences in values, career expectations, and work styles among employees of different generations. Twenge (2010) found in their research that millennials place more emphasis on career development and work-life balance, while baby boomers value more highly on salary and stability. These differences directly influence employees' decisions regarding retention and turnover. Tourangeau et al. (2015) believed that Generation X values work-life balance and may even reject leadership positions in order to

protect their own time. Lu and Gursoy (2016) argued that older employees emphasize both job security and stability. Due to their diligent spirit, this generation is strongly motivated by workplace goals and rewards, and they aspire to obtain positions with greater responsibilities. Warskawski et al. (2017) pointed out that older employees attach great importance to hard work and achievement, and their core values focus on optimism, personal growth, and participation. Christopher et al. (2017) indicated that Generation X values an interesting work environment, supportive colleagues, collaboration, and leisure rewards. Naim and Lenka (2018) believed that financial rewards are generally not considered a key factor for the retention of millennials. Glaser et al. (2019) believed that Generation X values work-life balance and places more importance on market competitiveness than organizational loyalty. Generation X is known for being difficult to retain, and they are the first generation to emphasize work-life balance, professional employee development, and workplace fun. Ting and de Run (2015) and Glaser et al. (2019) believed that Generation Y is the product of a highly child-centered upbringing environment. They are digital natives, born in a technologically advanced world, and have experienced an increase in school violence and acts of terrorism. Glaser et al. (2019) believed that although Generation Y is known for its high maintenance or sense of entitlement, they are also known for being performance-oriented and change agents in a structured environment. Warskawski et al. (2017) pointed out that millennials are confident but impatient, and are more likely to challenge traditional norms and authority. Lai et al. (2012) and Glaser et al. (2019) believed that millennials tend to look for meaningful jobs that can enhance autonomy and freedom. Similar to Generation X, millennials value work-life balance and social relationships with colleagues; however, they expect to be respected and recognized by their colleagues. Warskawski et al. (2017) believed that retaining millennials can be challenging because they lack job loyalty and are prone to leaving organizations that advocate a traditional bureaucratic management style.

### **2.3. The particularities of employee mobility in the construction industry**

Guo et al. (2011) pointed out that a remarkable characteristic of construction enterprises as the builders of engineering projects is their strong mobility. The specific organizational structure of a construction enterprise generally changes with the changes of engineering projects. Usually, an appropriate project management organization is established according to the specific situation of the engineering project. And with the end of one engineering project and the start of the next project, the composition of personnel needs to be adjusted anew. Therefore, the employees of construction enterprises are obviously scattered and highly mobile in terms of their layout. Knight (2004), in his research on migrant workers in the

Chinese labor market, pointed out that, compared with urban workers in China and workers abroad, the mobility of migrant workers in China is at a relatively high level. Fang et al. (2006) pointed out that the mobility of construction workers refers to the situation where construction workers change enterprises, regions and types of work for production. Compared with enterprise employees or migrant workers in other industries, construction workers have a higher degree of mobility. Zhou (2017) pointed out that there are many reasons for the high mobility of construction workers. For example, the current management system of labor subcontracting enterprises and the employment system of construction workers lead to the fact that construction workers are not restricted by contracts and have a relatively high degree of freedom. There are also personal factors of construction workers, who often suspend their work due to some personal reasons, as well as the one-off nature of engineering projects, etc. Wang et al. (2019) pointed out that construction practitioners have unstable workplaces and have long been separated from their families. The work schedule keeps changing with the construction stage, and they have long working hours and irregular working hours, etc.

#### **2.4. The Practice and Challenges of Retention Strategies**

Some scholars believe that organizations can reduce employee turnover through training. Nayak et al. (2021) established a theoretical model in their research, clarifying the relationship between knowledge sharing and knowledge integration, which plays an important role in employee satisfaction and employee retention within the organization. Han (2021) argued that measures to address the high employee turnover rate include providing employees with training opportunities and improving their professional capabilities, among others. Akerstrom et al. (2021) believed that enterprises can take corresponding intervention measures at the organizational level to influence employees' turnover intention. He emphasized that enterprises need to take the initiative in controlling the turnover rate issue. Enterprises should have sufficient analysis and response measures, improve the comprehensive management level of the enterprise by enhancing the management level of each business system, and improve the overall quality of employees. At the same time, subtly help employees enhance their sense of belonging and recognition of the enterprise through the corporate culture, and improve the cohesion and centripetal force of employees. Through in-depth research and analysis, Gan (2021) pointed out that some strategies, such as establishing the concept of people-oriented management, improving and improving the salary and benefits system, constructing dual career development paths, improving the talent training mechanism, increasing humanistic care, and creating an inclusive corporate culture,

can effectively alleviate the problem of the loss of professional and technical talents in construction enterprises. Zhao and Wei (2023) proposed establishing a professional training and development system from the perspective of the psychological contract to reduce the problem of employee turnover in small and medium-sized enterprises. Ortmayr (2023) found in his research that career development, mentorship, autonomy, as well as innovation and technology are the most influential determinants affecting the retention of Generation Z employees. Kamaruddin et al. (2023) believed that the integration of AI-driven courses with the industry can promote talent development. Yanamala(2024) concluded from his research that AI-driven talent management strategies significantly increased the retention rate, especially in departments with a high turnover rate, and created more personalized development opportunities for employees.

Some scholars believe that reducing employee turnover can start from the aspect of leadership and management. Festing and Schäfer (2014) argued in their research that for enterprises, carrying out in-depth and extensive talent management activities is more important and crucial for retaining talents from Generation X and Generation Y than for retaining the Baby Boomer generation. Dutta and Khatri (2017) believed that leadership art capabilities and leadership behaviors have a significant impact on employees' turnover behavior. They held that having more servant leaders in the enterprise management layer can reduce the employee turnover rate. Stamolampros et al. (2019) believed that employee satisfaction is influenced by the leadership of leaders in the organization and the corporate culture of the enterprise, and whether the organization provides employees with sufficient room for career development is particularly important for employee turnover. Singh(2019) pointed out that factors such as superiors' leadership styles, control abilities in decision-making and problem-solving, the desire for career development and skill improvement, flexible working methods, and growing expectations have a significant impact on the retention of key employees. Kamalaveni et al. (2019) believed that strategies must be aligned with human resource practices (i.e., recruitment and selection, training and development, performance evaluation, and compensation). Any retention strategy that is not aligned with these practices will be ineffective. Climek et al. (2024) pointed out that in terms of the antecedents of turnover intention, there are both generational commonalities and uniqueness. The research results show that considering the unique factors of each generation, differentiated responses of organizations in retention strategies will have a positive impact on both employees and the organization.

Most scholars believe that the problem of employee turnover should still be solved from aspects such as the company's compensation and corporate culture. Yang (2018) believed in his research that the main reasons for employee turnover lie with the enterprise, and he

listed measures in the article such as that the enterprise should improve the compensation and benefits system and attach importance to the corporate culture. After studying the current situation and problems of employee turnover in small and medium-sized enterprises, Wen (2019) put forward the following three countermeasures: first, the company should improve the employee management mechanism system to help employees determine clear and reasonable career development plans based on their actual situations; second, clarify job responsibilities; and third, attach great importance to cultural construction. Xing (2019) believed that enterprises can effectively improve the problem of employee turnover by establishing and improving the compensation incentive mechanism, enhancing the management level and comprehensive quality of enterprise managers, creating a people-oriented corporate culture atmosphere, establishing and improving multi-channel career tracks, and constructing an early warning mechanism for talent loss. In terms of employee turnover, Wang (2019) believed that organizations should improve the compensation performance and working environment of project personnel. Zhang (2020) believed that strengthening corporate culture construction, enhancing team cohesion, and improving the incentive system can effectively motivate employees and reduce employee turnover. Xu (2022) believed that enterprises can improve the employee retention rate and reduce the employee turnover rate by taking measures such as improving the compensation and benefits system, perfecting career development plans, strengthening employee stress management, and transforming the enterprise management model. Zhu (2022) believed that enterprises can reduce employee turnover by improving the operation system of compensation and benefits, improving the level of human resource management of the enterprise, strengthening knowledge and skill training, and innovating corporate culture construction. When analyzing the current development situation of human resources in the construction industry, Xing (2022) proposed that enterprises should pay attention to performance appraisal and incentives in human resource management, and stimulate employees' creativity through a dual mechanism. Gao (2022) believed that the human resource performance management of construction enterprises has a direct impact on the problem of employee turnover, and by improving the performance management system, the mobility of employees can be effectively reduced. In terms of the employee management of small and medium-sized enterprises, Zhang (2022) proposed that the employees' accommodation environment affects their turnover intention, and the accommodation environment should be improved, subsidies should be provided, and personalized management methods should be adopted to meet the different needs of employees. Mazlan et al. (2023) believed that career development, workplace well-being, competition within the

industry, globalization, and the new employment environment are challenges for talent retention.

Some other scholars believe that the employee turnover rate can be reduced from the individual level of employees. Self et al. (2022) believed that family support-type supervisor behavior (FSSB) can reduce employees' emotional expression and subsequent turnover intention, especially among female employees. Donkor et al. (2022) concluded through research that building confidence and trust among employees will reduce the turnover intention of public sector organizations. Chaudhry et al. (2022) believed that the full expression of employees' voices can reduce the turnover intention.

## **2.5.Summary**

Based on the above literature research, employee retention and turnover is a complex phenomenon influenced by multiple factors and showing unique characteristics across different generations and industries.

In terms of theoretical basis, scholars have proposed various theoretical models and influencing factors from the fields of organizational behavior and human resource management. The "Organizational Balance Theory" by March and Simon, the Price Model, etc., indicate that employees' turnover decisions are affected by factors such as organizational satisfaction, external opportunities, and job satisfaction. At the same time, numerous studies have pointed out that factors such as career development opportunities, compensation, workplace culture, employee motivation, work intensity, and employee relationships are closely related to employee retention and turnover.

Generational differences have a significant impact on employees' retention and turnover decisions. Employees of different generations have obvious differences in values, career expectations, and working styles. For example, the Millennials focus on career development and work - life balance, the Baby Boomers value compensation and stability, and Generation X emphasizes work - life balance and has a relatively low organizational loyalty. These differences require enterprises to fully consider generational characteristics when formulating retention strategies.

The employee mobility in the construction industry is special. Its organizational structure changes with projects, and employees are scattered and highly mobile. Moreover, construction workers change companies, regions, and job types more frequently. This is not only affected by the industry management system and employment system but also related to the characteristics of engineering projects and the personal factors of construction workers. At the same time, construction practitioners face problems such as unstable work locations, long and irregular working hours.

Regarding employee retention strategies, scholars have put forward suggestions from multiple perspectives. In terms of training, establishing knowledge sharing and integration mechanisms, providing training opportunities, and using AI - driven talent management strategies can improve employee satisfaction and retention rates. At the leadership and management level, carrying out in - depth talent management activities, enhancing leadership skills and behaviors, and paying attention to the unique factors of each generation are crucial for retaining talents. At the company level, improving the compensation and benefits system, emphasizing corporate culture construction, clarifying job responsibilities, and establishing multi - channel career tracks can help improve the problem of employee turnover. At the individual employee level, family - supportive supervisor behavior, the confidence and trust among employees, and the expression of employees' voices also affect employees' turnover intentions.

For Ganfu Construction Company and the entire construction industry, when formulating employee retention strategies, it is necessary to comprehensively consider the above - mentioned factors, combine the industry characteristics and the needs of employees of different generations, and start from multiple dimensions to build a comprehensive and effective human resource management system to reduce the employee turnover rate and ensure the stable and sustainable development of enterprises. Future research can further focus on how to better apply these theories and strategies in practice and explore the new impacts of emerging technologies and social changes on employee retention and turnover.

### 3. Methodology

This research focuses on analyzing the retention and turnover factors of different generations in Ganfu Construction Company. It aims to uncover the underlying driving elements behind the company's personnel mobility, and further provide a basis for formulating precise and effective talent management strategies. It strives to reduce the turnover rate of employees in Ganfu Construction Company by about 10% within the next year, helping the company to build a stable and dynamic talent team and ensuring its sustainable development. To achieve the above goals, this program comprehensively employs a variety of reliable research methods, which complement each other and jointly serve the research theme.

(1) Literature Review Method: Literature research forms the theoretical foundation of the entire study. Comprehensively and systematically collect and study relevant literature materials in the fields of architecture and human resource management at home and abroad, covering diverse information carriers such as academic journal papers, industry research reports, and classic monographs. On the one hand, gain an in-depth understanding of the common status quo of personnel turnover in construction enterprises and accurately grasp the current research hotspots and frontier trends in this area. On the other hand, sort out the theoretical models, empirical findings, and proposed coping strategies regarding personnel retention and turnover factors in previous studies, draw the essence from them, and provide a solid theoretical basis for defining the research problem, constructing the analysis framework, and conceiving subsequent solutions, ensuring the scientific and forward-looking nature of the research.

(2) Model Analysis Method: By leveraging mature external analysis tools - the PESTEL model and Porter's Five Forces model, dissect the external forces affecting the turnover of employees in Ganfu Construction Company from the macro to meso levels. Using the PESTEL model, explore how external environmental factors drive personnel mobility from multiple dimensions such as politics, economy, society, technology, environment, and law. By introducing Porter's Five Forces model, focus on the competitive situation among existing competitors in the industry, the potential threat of new entrants, the substitution risk of substitutes, the bargaining power of suppliers, and the bargaining power of buyers, and deeply interpret the indirect impact of changes in the company's position in the competitive landscape of the construction market on talent retention, comprehensively and multi-dimensionally unearthing the external causes of personnel turnover.

(3) Quantitative Analysis Method: Relying on the long-term accumulated personnel data resource advantage of Ganfu Construction Company, carry out rigorous data mining and analysis work. During the 22-year operation process of the company, detailed files of

resigned employees have been carefully retained, providing rich materials for retrospective research. To ensure that the research closely follows the current reality, a stratified random sampling strategy is adopted. In the recent period from September 2024 to February 2025., 80 employees are drawn from the database of resigned employees. At the same time, considering the diversity of the in-service employee group, starting from different departments, different job levels, and different age groups, stratified random sampling is used again to select 60 in-service employees, comprehensively analyzing them by taking into account characteristic variables such as gender, age, education background, position, and length of service in the company. Let the data speak, quantitatively present the correlation strength and direction between different factors and personnel retention and turnover behaviors, providing objective and powerful evidence support for the research conclusions.

(4) Interview Method: Design an interview outline and conduct telephone interviews with 160 selected employees based on the outline, collect and classify the interview results. The investigation of this project adopts the form of telephone interviews to collect the reasons for the retention or turnover of employees of different generations. The specific steps are as follows:

The first step is interview design. For resigned employees, since each resigned employee has left their basic personal information when handling the resignation procedures, the interview content is limited to questions related to the reasons for resignation. The questions are designed as follows:

① What is the most important reason for you to leave Ganfu Construction Company?

For employees who remain in the company, the questions are designed as follows:

① In your opinion, which aspects of the company currently need improvement?

The second step is the selection of interview subjects and the arrangement of interview time. To keep up with the times, this project randomly selected 80 resigned employees during the period from September 2024 to February 2025, and another 60 in-service employees were selected from various branches, totaling 160 employees. These employees are representative, basically covering employees of all age groups, all positions, different working years, and different levels. The interview time is concentrated in March, and the interview time for each employee is controlled within about 10 - 20 minutes.

The third step is the analysis of interview results.

## **4. External situation analysis**

### **4.1 Pestel analysis**

In this chapter, the PESTEL model is employed to systematically analyze the impact of the external environment on the retention and turnover of employees from different generations in Ganfu Construction Company from six dimensions: Political, Economic, Social, Technological, Environmental, and Legal. Through a comprehensive analysis of the macro - environment, the aim is to identify the potential driving effects of external factors on employee mobility, providing a basis for the company to formulate targeted human resource management strategies.

#### **4.1.1 Political factors**

China's national policies are generally conducive to the development of the construction industry, but they are also accompanied by some challenges and adjustments. The following is an analysis of the main impacts of current policies on the development of the construction industry:

Some policies are beneficial to the development of the construction industry:(1) Continuous investment in infrastructure construction. In recent years, the Chinese government has been continuously advancing the strategies of "new urbanization" and "rural revitalization", and increasing investment in infrastructure construction, especially in the fields of transportation, water conservancy, energy, and urban renewal. These policies have provided a large number of project opportunities for the construction industry and promoted its continuous development. (2) Green building and sustainable development policies. The state vigorously promotes green buildings, energy - saving and emission - reduction technologies, and has introduced a series of supportive policies, such as the Action Plan for Green Building Creation and the Development Plan for Building Energy Efficiency and Green Buildings. These policies encourage construction enterprises to adopt new technologies and materials, and drive the industry towards high - quality and sustainable development. (3) The promotion of the Belt and Road Initiative. The Belt and Road Initiative has provided broad overseas market opportunities for Chinese construction enterprises. Many construction enterprises have achieved international business expansion by participating in infrastructure construction projects in countries along the routes. (4) Support for digital transformation. The state encourages the construction industry to carry out digital transformation and promotes new technologies such as BIM (Building Information Modeling) and prefabricated buildings. These policies help improve the efficiency and quality of the construction industry and promote industry upgrading. (5) Stable policies for the real estate market. Although the real

estate market has undergone adjustments, the state has introduced a series of policies to "stabilize the property market", such as reducing mortgage interest rates and improving purchase - restriction policies, aiming to stabilize the real estate market and provide a certain market space for the construction industry. (6) Removal of market barriers. The Opinions of the General Office of the State Council on Promoting the Sustained and Healthy Development of the Construction Industry requires breaking down regional market access barriers, canceling unreasonable access conditions, and strictly prohibiting the unauthorized establishment of approval and filing items, so as to provide a fair market environment for construction enterprises. (7) Rectification of chaotic competition. The 2025 government work report has released positive news. There will be a comprehensive rectification of involution - style competition, as well as issues such as low - price bidding, advance - payment construction, and default of project funds, which is conducive to the development of construction enterprises.

Some policies are not conducive to the development of the construction industry: (1) The impact of real estate regulation policies. In recent years, the state's real estate market regulation policies (such as "housing is for living in, not for speculation") have led to a slowdown in the growth rate of real estate investment. Some construction enterprises are facing problems such as a reduction in projects and tight capital chains, especially small and medium - sized construction enterprises, which are severely impacted. (2) Environmental protection and carbon - emission policies. The state's policies on environmental protection and carbon emissions are becoming stricter, requiring the construction industry to reduce pollution emissions and energy consumption. Although this is conducive to industry upgrading in the long run, it increases the cost pressure on enterprises in the short term, especially imposing higher requirements on traditional construction enterprises. (3) Rising labor costs. With the gradual disappearance of the demographic dividend, the labor costs in the construction industry are constantly increasing. At the same time, the new - generation labor force has higher requirements for the working environment and treatment, resulting in construction enterprises facing difficulties in recruiting and retaining workers. (4) Intensified industry competition. The entry threshold of the construction industry is relatively low, and the market competition is fierce, leading to a decline in corporate profit margins. Against the backdrop of policies promoting high - quality industry development, some enterprises with backward technologies and poor management may face the risk of being eliminated.

Overall, the current national policies have more advantages than disadvantages for the development of the construction industry. For Ganfu Construction Company, it should focus on development opportunities in areas such as green buildings and digital transformation. At

the same time, it should improve internal management, reduce operating costs, and improve employee satisfaction to achieve sustainable development in a favorable policy environment.

#### **4.1.2 Economic factors**

The economic environment of the construction industry is influenced by various factors. There are both favorable economic factors driving the development of the industry and some unfavorable economic factors posing challenges to it. The following is a specific analysis based on the latest data:

Favorable economic factors for the construction industry include: (1) Continuous growth in infrastructure investment. According to the data of the National Bureau of Statistics in the first quarter of 2024, the national infrastructure investment increased by 9.2% year-on-year, with significant growth rates in investment in transportation, water conservancy, energy and other fields. In 2024, the state plans to issue an additional 4.2 trillion yuan of special local government bonds, mainly for infrastructure construction (data source: National Bureau of Statistics). The growth of infrastructure investment directly drives project opportunities in the construction industry, especially the increase in large-scale public engineering projects. (2) Policy support from the 14th Five-Year Plan. According to the data of the Ministry of Housing and Urban-Rural Development in 2024, the proportion of prefabricated buildings in newly built buildings has reached 28%, and the proportion of green buildings has exceeded 65%. In 2023, the market scale of prefabricated buildings in China exceeded 1.8 trillion yuan, with an average annual growth rate of more than 20% (data source: Ministry of Housing and Urban-Rural Development of the People's Republic of China). Policy support promotes the green and intelligent transformation of the construction industry and provides new growth points for enterprises. (3) The promotion of the Belt and Road Initiative. In 2023, Chinese enterprises signed new contracts worth 160 billion US dollars in countries along the Belt and Road, an increase of 10% year-on-year. Among them, infrastructure construction projects accounted for more than 65% (data source: Ministry of Commerce of the People's Republic of China). The expansion of overseas markets provides new sources of income for construction enterprises and alleviates the competition pressure in the domestic market. (4) Partial recovery of the real estate market. In the first half of 2024, the floor space of real estate sales in some cities increased by 6% year-on-year, and the newly started floor space increased by 10% month-on-month. The mortgage interest rate was lowered to 3.5%, the lowest level in nearly a decade (data source: National Bureau of Statistics). The partial recovery of the real estate market provides a certain market space for the construction industry and alleviates the operating pressure of some enterprises.

Unfavorable economic factors for the construction industry include: (1) Overall adjustment of the real estate market. In the first half of 2024, the national real estate development investment decreased by 8.8% year-on-year, and the newly started floor space decreased by 14.5%. The capital chains of real estate enterprises were tight, and the debt default rate of some enterprises rose to 6.5% (data source: National Bureau of Statistics). The continuous adjustment of the real estate market leads to a reduction in projects for construction enterprises, especially small and medium-sized enterprises facing greater survival pressure. (2) Local debt pressure. As of June 2024, the balance of local government debt reached 40 trillion yuan, and the debt ratio was close to 130%. The financial situation of some local governments was tight, resulting in an extension of the payment cycle for infrastructure projects. The average payment collection cycle was extended from 6 months to 11 months (data source: Ministry of Finance of the People's Republic of China). Local debt pressure may lead to a reduction in the scale of infrastructure investment, affecting the project sources and fund collection of construction enterprises. (3) Rising labor costs. In the first half of 2024, the labor costs in the construction industry increased by 13% year-on-year. The daily wages of construction workers in some regions reached 480 yuan, an increase of 65% compared with five years ago. At the same time, the labor shortage in the construction industry reached 13 million people (data source: Ministry of Human Resources and Social Security of China). The rise in labor costs compresses the profit margins of enterprises and increases their operating pressure. (4) Fluctuations in raw material prices. In the first half of 2024, the price of steel increased by 20% year-on-year, the price of cement increased by 12%, and the price of sand and gravel increased by 15%. The proportion of raw material costs in the total cost of construction projects increased from 40% to 50% (data source: Mysteel). The increase in raw material prices increases the construction costs of enterprises and compresses their profit margins. (5) Cost pressure from environmental protection and carbon emission requirements. In the first half of 2024, the environmental protection investment in the construction industry increased by 28% year-on-year. The environmental protection costs of some enterprises accounted for 7%-13% of the total cost. The carbon emission trading price reached 100 yuan per ton, an increase of 25% compared with 2023 (data source: Industry Environmental Protection Statistical Report released by the Ministry of Ecology and Environment). Environmental protection and carbon emission requirements increase the cost pressure on enterprises, especially traditional construction enterprises facing greater challenges. (6) Intensified industry competition. In the first half of 2024, the number of enterprises in the construction industry exceeded 135,000, and the average profit margin of the industry decreased to 3%, a decrease of 2.5 percentage points compared with five years ago (data source: Annual Industry Development Report released by the China

Construction Industry Association). The intensification of industry competition leads to a decline in the profit margins of enterprises, and some enterprises with backward technologies and poor management face the risk of being eliminated. (7) Global economic uncertainties. In the first half of 2024, the global economic growth rate was only 2.7%, and geopolitical risks led to a 15% decline in investment in international construction projects (data source: World Economic Outlook report of the International Monetary Fund (IMF)). Global economic uncertainties increase the risks of overseas business expansion for construction enterprises, especially enterprises relying on the international market facing greater challenges.

#### **4.1.3 Social factors**

The construction industry is mostly engaged in infrastructure construction, and the working environment of employees is relatively arduous. The construction period of railway and highway projects is about 5 to 10 years, and the construction period of housing construction, municipal and other projects is about 2 to 5 years. The construction period of some renovation and expansion projects is slightly shorter, ranging from a few months to more than a year. If the project types contracted by an enterprise are railway and highway projects, these projects are mostly distributed in remote mountainous areas, underdeveloped regions or areas with a small population. Bridge building, road construction and tunnel construction are mostly carried out in places where few people live, and the living facilities for employees are very limited. The daily life of food, clothing, housing and transportation is greatly different from that in the city all year round. Moreover, there are many unstable factors in the nature of the work, such as frequent changes in the project location or construction period. In such a situation, it is common for employees to be separated from their family members and fail to fulfill their obligations to take care of their parents and children. When employees face the dilemma of choosing between family and career, most of them will return to their families and choose a job nearby.

With the intensification of social aging and the changes in the scale and concepts of the new generation of population, the labor supply structure of the construction industry has undergone significant changes. Traditional construction workers are relatively old, and the younger generation has a lower willingness to engage in manual labor. Ganfu Construction Company is facing the dilemma of difficult recruitment. Against this background, if the company can improve the employment environment, such as providing comfortable accommodation, reasonable work and rest arrangements, skill training and career promotion channels for front-line workers, it is of great significance for retaining the older generation of blue-collar employees. At the same time, in view of the characteristics that the new

generation of employees have higher requirements for professional image and working environment, developing positions with a high proportion of mental work, such as BIM modeling in architectural design and informatization of project management, can attract young people to engage in the construction industry, meet the career demands of different generations and reduce the turnover rate.

Different generations grow up in completely different social and cultural atmospheres, and the differences in values are clearly reflected in their career orientations. The older generation of employees mostly uphold traditional values such as hard work, loyalty and dedication, and attach importance to the sense of belonging to the enterprise. As long as the company gives basic respect and reasonable rewards, they are willing to stick to their jobs for a long time. The middle-generation employees, while pursuing career success, begin to pay attention to the balance between work and life, and expect the company to provide welfare guarantees such as a flexible working system and regular health checks. Influenced by Internet culture and diverse ideological trends, the new generation of employees put their personal interests and self-actualization first, and are eager to participate in personalized and innovative projects. If the company ignores these evolutions of values and still adopts a one-size-fits-all management model, it is bound to arouse the dissatisfaction of employees of all generations and lead to staff turnover.

#### **4.1.4 Technological factors**

From the application of prefabricated buildings, Building Information Modeling (BIM) technology to intelligent construction equipment, the construction industry is undergoing profound technological changes. During the process of introducing new technologies, Ganfu Construction Company has different impacts on employees of different generations. Older employees are familiar with traditional craftsmanship, and the cost of learning new technologies is high for them. If the company's training system is not perfect, they will gradually be marginalized in projects, and their inclination to leave the company will increase. Middle-generation employees are in the career advancement period and have the motivation to learn new technologies to enhance their competitiveness. However, if the company's technology update pace is too fast, and they are exhausted from catching up and do not receive sufficient technical support, they will also have the intention to leave. Although the new generation of employees can quickly accept new technologies, if the company lacks a long-term technology development plan and cannot continuously provide them with opportunities to explore cutting-edge technologies, it will also be unable to retain talents. Only by tailoring technology training and application plans according to the learning abilities and demand characteristics of each generation can the workforce be stabilized.

The deep integration of information technology in the construction industry has given birth to new models such as telecommuting, project collaborative management software, and online bidding. On the one hand, this provides convenience for employees to break through time and space limitations and achieve efficient collaboration. The younger generation of employees can quickly stand out and obtain more opportunities to showcase themselves by virtue of their advantages in information technology, thus increasing their willingness to stay. On the other hand, some older employees may be at a disadvantage in performance appraisals and project participation due to their unfamiliarity with computer operations and slow adaptation to online processes, which may lead to a sense of frustration. If the company does not provide targeted assistance, it is likely to cause them to leave. Therefore, the company should take into account the generational differences in technology adaptation, promote the improvement of the information technology capabilities of all employees, and achieve collaborative progress.

#### **4.1.5 Environmental factor**

With the enhancement of environmental protection awareness throughout society, the construction industry is facing increasingly strict constraints from environmental protection regulations and standards. Ganfu Construction Company needs to invest a large amount of human, material and financial resources in rectification, ranging from the management of dust at the construction site and the treatment of construction waste to the selection of environmentally friendly building materials. During this process, the work intensity of employees increases. If the company's environmental protection subsidies are not in place and incentive measures are lacking, older employees may consider leaving the company based on considerations of their physical endurance and the cost-effectiveness of their income. Although young employees recognize the concept of environmental protection, when faced with cumbersome environmental protection procedures that affect the efficiency of project progress and hinder their career development, they will also choose to change jobs. Conversely, if the company turns environmental protection challenges into opportunities, establishes a special environmental protection team to attract young employees to take the lead in innovation, and develops environmentally friendly construction techniques, it can not only meet regulatory requirements but also create new career growth points for employees and promote employee retention.

The construction of construction projects is greatly affected by natural environmental factors such as extreme weather and geological conditions. In some areas prone to natural disasters, projects are frequently suspended and delivered late, which not only affects the company's economic benefits and the income of employees but may also disrupt employees'

career plans. Older employees may leave the company in advance because they are close to retirement and do not want to take risks. Young employees, on the other hand, are worried that their project resumes will be affected, which is not conducive to their future career development, and they will turn to peer companies in areas with a stable environment. If the company can establish a sound natural environment risk response mechanism, such as purchasing commercial insurance to protect employees' income and reserving emergency projects in advance to fill the gap during the suspension of work, it can alleviate the loss of personnel caused by environmental factors.

#### **4.1.6 Legal factors**

The state continuously refines and improves labor laws and regulations, comprehensively protecting the rights and interests of workers in all aspects, including the signing of labor contracts, the working hour system, social security benefits, and the handling of labor disputes. Ganfu Construction Company must operate in compliance with laws and regulations. For the older generation of management who are accustomed to extensive management, the compliance cost increases. If they cannot change their concepts in a timely manner, labor disputes may be triggered due to illegal acts, damaging the company's image and causing employees to become disheartened. From the perspective of employees, the new generation of employees has a strong sense of law. Once there are legal loopholes in the company and their rights and interests are violated, they will not hesitate to take up legal weapons to safeguard their rights and leave the company. Therefore, strengthening the construction of legal affairs, strictly following laws and regulations, and protecting the rights and interests of employees are the basic prerequisites for stabilizing the morale of employees.

The regulatory authorities of the construction industry continue to increase their supervision of project quality, work safety, and market competition order. If Ganfu Construction Company is exposed due to quality problems, punished for safety accidents, or sanctioned for unfair competition behaviors, the morale of internal employees will be frustrated, its external reputation will be damaged, and its business will be hindered. Employees of all generations may leave the company due to the uncertain future of the company. On the contrary, if the company turns the regulatory pressure into the driving force for improving internal management, establishes a strict quality control system, strengthens work safety training, standardizes market behaviors, and creates a good corporate image, it can not only attract industry talents but also enable existing employees to stay with peace of mind and jointly promote the development of the company.

## **4.2 Analysis of Porter's Five Forces Model**

### **4.2.1 Rivalry among existing competitors**

The competition in the construction industry is fierce, and the scramble for talents among peer enterprises has become intense. Construction enterprises of the same or larger scale around Ganfu Construction Company may attract the employees of Ganfu Company with their brand advantages, economies of scale, generous benefits, etc. For young employees, they attach more importance to the corporate reputation, promotion space, and the degree of fit with the corporate culture. If competitors excel in these aspects, young employees are likely to change jobs. For example, a large local construction group company often wins bids for landmark building projects, which can provide young employees with opportunities to gain experience in large-scale projects, thus attracting many new-generation talents from Ganfu Construction Company.

Older employees focus on a comprehensive balance of industry reputation, stability, and salary and benefits. If peer enterprises offer higher salaries, better welfare guarantees, and have a good reputation in the industry, older employees may also be tempted to leave. Especially during the off-season of the industry, the talent flow intensifies, and Ganfu Construction Company faces greater pressure of brain drain.

Some competitors adopt differential competition strategies, such as focusing on the high-end luxury building market, the segmented field of green ecological buildings, etc., to create a unique brand image and project experience. This makes the employees of Ganfu Construction Company, when comparing their own development opportunities, may leave to seek enterprises with more differential advantages to expand their career boundaries if they find that the company's business is highly homogeneous and lacks characteristics, and the demands of employees of different generations for unique career achievements cannot be met.

### **4.2.2 Threat of new entrants**

In recent years, the entry threshold of the construction industry has been lowered to some extent, and a large number of emerging construction enterprises have flooded into the market. Among them, there are many start-up companies with innovative business models and flexible employment mechanisms. In order to seize market share, these new entrants often offer favorable conditions to attract talents, especially targeting the young and creative employee group. They may provide higher starting salaries, more flexible working systems, and richer training resources, competing with Ganfu Construction Company for new-

generation talents. For example, some start-up enterprises focusing on prefabricated buildings have attracted many newly graduated architecture students who are interested in new technologies, which has an impact on the talent reserve of Ganfu Construction Company. Tempted by new opportunities, the turnover rate of young employees may increase.

In addition to the competition from traditional construction enterprises, cross-border entrants from other industries also bring pressure to the construction industry. For example, some large technology enterprises, relying on their own technological advantages, have set foot in the field of intelligent buildings. They have strong capabilities to integrate resources and can quickly build interdisciplinary teams. This not only squeezes the business of Ganfu Construction Company, but also poses challenges in talent recruitment. Older employees are worried that their traditional construction skills will be marginalized, while young employees yearn for the innovative vitality and broad prospects of technology enterprises. Employees of different generations may all re-examine their development prospects in the company due to the uncertainties brought about by cross-border competition, leading to a tendency to leave.

#### **4.2.3 Threat of substitutes**

Architectural technology innovation is advancing rapidly. New construction techniques, materials, and construction methods are emerging continuously, and some traditional construction operation methods are at risk of being replaced. For example, 3D printing construction technology is gradually maturing and shows a trend of being applied in some small-scale construction projects. This reduces the skill value of older employees who are engaged in manual labor such as traditional bricklaying and concrete pouring. If the company fails to guide older employees in a timely manner to transform and learn new technologies or provide suitable placement positions, they may leave the company due to a sense of career crisis. If young employees see that the company lags behind in the application of new technologies and are worried that their own development will be limited, they will also be inclined to look for enterprises with more technological foresight.

The Internet era has given birth to new business models in the construction industry, such as online architectural design crowdsourcing platforms and digital management platforms for the whole process of construction projects, which have broken the operational boundaries of traditional construction enterprises. Some small architectural design teams undertake projects through crowdsourcing platforms, and designers scattered around the country collaborate online, which is low in cost and high in efficiency. If Ganfu Construction Company cannot adapt to this change in business models, internal designers and project managers may feel that the company's development is limited and they cannot be exposed

to new project operation methods, so they will flow to enterprises that adopt new business models, and employees of different generations are all vulnerable to this situation.

#### **4.2.4 Bargaining power of buyers**

In construction projects, the client (owner) typically holds strong bargaining power, especially large real estate developers and government infrastructure project contractors. They often push for lower prices, shorter timelines, and higher quality standards during the bidding process. To secure projects, Ganfu Construction Company has to accept these stringent conditions, which directly compresses profit margins and strains internal resources. On one hand, employees may face intense overtime work without corresponding overtime pay, leading younger employees to leave due to work-life imbalance and lack of short-term rewards. On the other hand, experienced employees, while capable of handling high-intensity work, see slow income growth and reduced professional satisfaction from working long-term on low-profit projects, which also makes them consider leaving. For example, in some municipal infrastructure project bids, clients require the company to fund construction upfront, leading to long payment cycles, financial strain, and delays in employee salary payments, raising concerns about job security.

As society progresses, clients (owners) of construction projects increasingly demand higher standards in quality, functionality, and environmental sustainability. If Ganfu Construction Company fails to keep up with these evolving client demands, such as lacking technical expertise and project experience in green and smart buildings, it may face a decline in business. This creates unequal career development opportunities across generations of employees. Younger employees, eager to participate in cutting-edge projects, may leave for companies offering more innovative opportunities. Meanwhile, older employees, concerned about the company's shrinking business and their job security as they approach retirement, may also consider leaving for better prospects.

#### **4.2.5 Bargaining power of suppliers**

In the talent market of the construction industry, the supply of talents with different majors and skill levels varies greatly. For high-end architectural design talents and experienced project management experts required by Ganfu Construction Company, the market supply is relatively scarce. With the younger generation of employees having high requirements for their career development and mastering the knowledge of emerging technical fields (such as BIM technology and green building design), they have more bargaining power when looking for jobs. If the company cannot provide competitive salaries, good career development

channels, and cutting-edge project practice opportunities, new-generation talents can easily be poached by competitors. For example, when there is a strong market demand for talents who master prefabricated building technology, and the supply of such talents in the area where Ganfu Construction Company is located is insufficient, if young employees find that the company cannot meet their expectations for skill improvement and salary, they may leave to seek a better development platform.

The older generation of employees, due to their accumulation of rich industry experience and human resources, are also coveted by other small construction enterprises in some traditional construction fields. If the company ignores the recognition of their value and fails to reflect their experience advantages in terms of salary and benefits and work arrangements, it may cause older employees to have the intention to leave and be attracted away by competitors with favorable conditions.

5. Internal environment analysis

5.1. Company Overview and Business Scope

Ganfu Construction Company was established in Nanchang City, Jiangxi Province in 2003 and is a private enterprise. Its business scope includes but is not limited to the following items: Grade I general contracting for construction engineering, Grade I general contracting for municipal public works, Grade I specialized contracting for steel structure engineering, Grade A supervision for building construction engineering, Grade A supervision for municipal public works, residential interior decoration, construction project quality inspection, etc.



Figure 5.1.Classification of China's Construction Qualification Contracting Scope

Source: Internal company information.(2025)

Within the scope of Jiangxi Province, Ganfu Construction Company is one of the enterprises that entered the construction industry market at an early stage. Relying on the vigorous development of the construction industry in Jiangxi Province, after more than a decade of development, it has achieved excellent performance. The company has successively undertaken the construction of hundreds of large, medium and small projects,

including multi-storey and high-rise residential buildings, commercial buildings, industrial plants, municipal gardens, etc. The qualified rate of the project quality in the first acceptance inspection is 100%, and the safety protection of the constructed projects reaches 100%. Among them, a number of projects have won provincial and municipal high-quality project awards, as well as provincial and municipal safe and civilized construction site awards and standardized construction site awards and other high-quality project awards.

Since its establishment, Ganfu Construction Company has made external investments in 6 companies. In terms of intellectual property, it has 30 patent information items and 6 copyright information items, and it has 15 branches across the country.



Figure 5.2. Distribution of GF Construction Company Branches

Source: Internal company information.(2025)

## 5.2. Analysis of the Company's Organizational Structure

Ganfu Construction Company currently has 656 employees. The company's organizational structure is as shown in the following diagram:

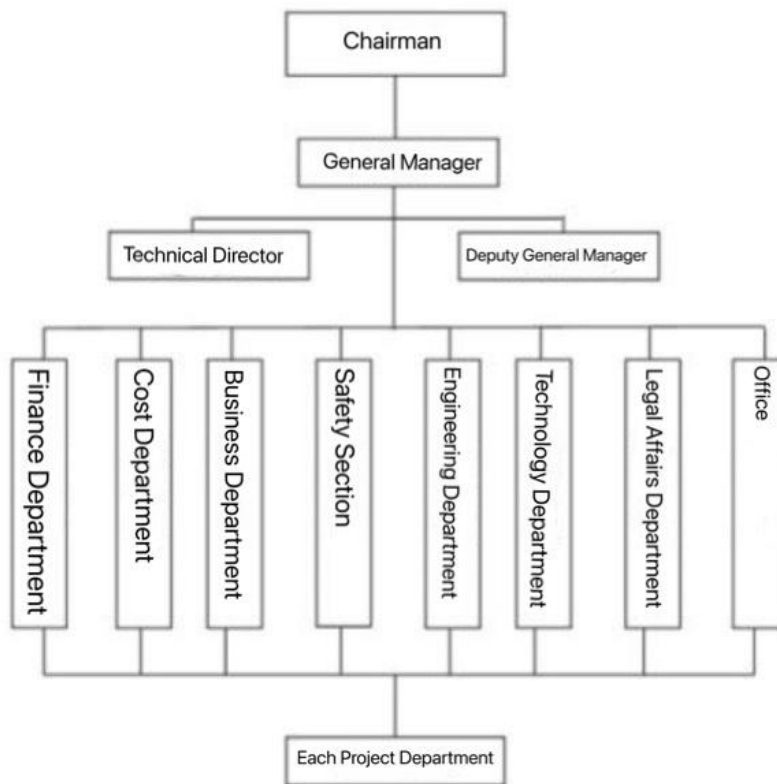


Figure 5.3. Organizational Chart of the Company

Source: Internal company information.(2025)

The chairman is at the top of the organizational structure and is the highest - level leadership of the company. The general manager reports directly to the chairman and is responsible for the overall operation and management of the company. The technical director and the deputy general manager are respectively in charge of technical and management work and report to the general manager. The departments include the Finance Department, Cost Department, Business Department, Safety Section, Engineering Department, Technology Department, Legal Affairs Department, and Office. These departments are responsible for various specific functions of the company, such as financial management, cost control, business strategies, safety management, engineering technology, legal affairs, and administrative work. Each project department is at the bottom of the organizational structure and is responsible for the implementation of specific engineering projects. As a construction unit, most employees mainly work in various construction project departments. The organizational structure of the construction project department is shown as follows:

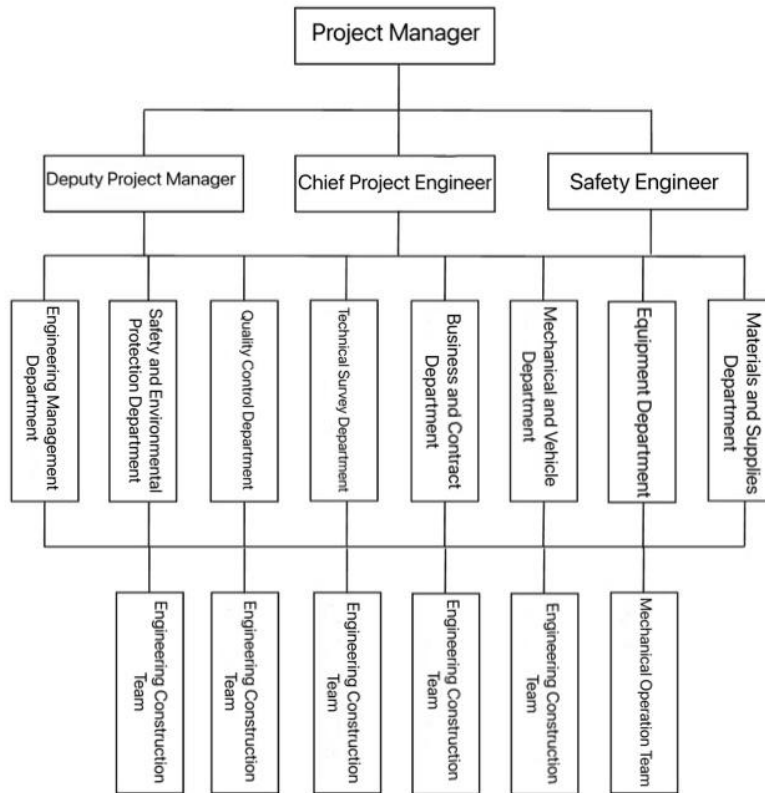


Figure 5.4. Organizational Chart of the Project Department

Source: Internal company information.(2025)

The project manager is the general integrator of a construction project, positioned at the top of the organizational structure, and is responsible for the overall management of the project. The deputy project manager assists the project manager and is in charge of some of the work. The chief project engineer is responsible for the technical management and quality control of the project. The safety engineer is responsible for the safety management and environmental protection work of the project. The Engineering Management Department is responsible for construction organization, progress management, and on-site coordination. The Safety and Environmental Protection Department is responsible for safety management, environmental protection, and civilized construction. The Quality Control Department is responsible for quality control and acceptance work. The Technical Survey Department is responsible for formulating technical plans and surveying work. The Business and Contract Department is responsible for contract management and cost control. The Mechanical and Vehicle Department is responsible for the management of mechanical equipment and vehicles. The Equipment Department is responsible for equipment management and maintenance. The Materials and Supplies Department is responsible for material procurement and material allocation. Multiple engineering construction teams are responsible

for specific construction tasks. The mechanical operation team is responsible for mechanical operation tasks.

### 5.3 Analysis of Retention and Turnover Factors of Employees from Different Generations

#### 5.3.1 The retention status of each generation

There are currently 656 employees in Ganfu Construction Company. According to statistics, the proportion of each generation is shown in the following chart:

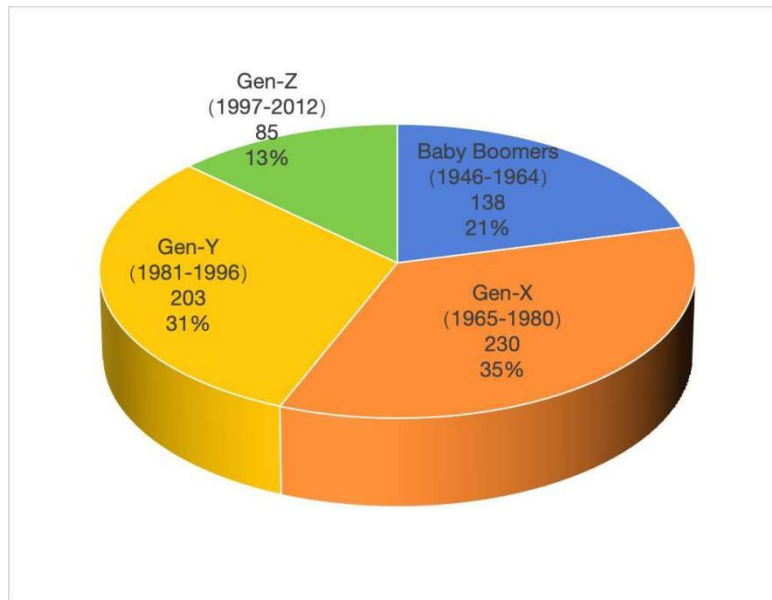


Figure 5.5. Current Proportions of Different Generations in Ganfu Construction Company

Source: Internal company information.(2025)

Gen-Z is the youngest group of employees in the company. They were all born between 1995 and 2010 and account for a relatively small proportion (13%) among all generational groups. They are usually at the early stage of their careers and may place more emphasis on career development opportunities, work flexibility, and work-life balance. Gen-Y (also known as the Millennials) is one of the largest groups in the company, accounting for 31%. They were all born between 1980 and 1994. Generally, they are in the middle stage of their careers and focus on career growth, work meaning, and teamwork. Gen-X is the largest group in the company, accounting for 35%. They were all born between 1960 and 1979 and are usually in the middle to late stage of their careers, with rich work experience and skills. They may pay more attention to job stability, compensation and benefits, and career achievements. Baby Boomers is a relatively small group in the company (21%). They are usually in the late stage of their careers and may be close to retirement age. They may place more importance on job stability, retirement benefits, and the identification with the company culture.

### 5.3.2 The current situation of employee turnover

To keep the data up - to - date, in this project, the employee turnover data from 2021 to 2024 were retrieved from the human resource management system of the Human Resources and Administration Department of Ganfu Construction Company. Through the collation and analysis of the employee turnover data in the past four years, the current situation of employee turnover was obtained. The specific data are shown in Table 5.1. below:

Table 5.1. Statistics of Employee Turnover Rate of Ganfu Construction Company from 2021 to 2024

| Time | Number of people at the beginning of the year (persons) | Number of people at the end of the year (persons) | Number of new hires (persons) | Number of resignation s (persons) | Turnover rate (using the official formula) |
|------|---------------------------------------------------------|---------------------------------------------------|-------------------------------|-----------------------------------|--------------------------------------------|
| 2021 | 556                                                     | 672                                               | 419                           | 303                               | 49%                                        |
| 2022 | 851                                                     | 788                                               | 562                           | 625                               | 76%                                        |
| 2023 | 891                                                     | 725                                               | 437                           | 603                               | 75%                                        |
| 2024 | 644                                                     | 589                                               | 473                           | 528                               | 86%                                        |

Note: Employee turnover rate=number of resignations in the current period/(number of employees at the beginning of the current period+number of employees at the end of the current period) x 100%, data sourced from the Human Resources Department of Ganfu Construction Company (2025)

Construction projects have certain special characteristics: Construction projects are usually one - off. Once a project is completed, the construction team may be disbanded or relocated to other projects. Construction projects are located in various geographical locations, which requires employees to move frequently, affecting the stability of their family and social lives. Construction sites often have harsh conditions, making daily life, shopping, and entertainment inconvenient. In addition, the work intensity is high, and there are safety risks. To meet the delivery deadlines, construction projects often require overtime work, increasing the work pressure on employees. Large - scale construction projects involve the coordination of multiple technical and management aspects, imposing high requirements on employees' professional and management capabilities.

Given the above - mentioned special characteristics of construction projects, it is obvious that the turnover of employees in Ganfu Construction Company is inevitable. However, the data analysis shows that the employee turnover rate of GF Construction Company was 49% in 2021, 76% in 2022, 75% in 2023, and 85% in 2024, showing an upward trend year by year in the four - year period. This clearly indicates that the current employee stability of Ganfu Construction Company is poor, which has had an adverse impact on the company's daily production and operation. Therefore, how to quickly and effectively

reduce the current severe employee turnover situation in Ganfu Construction Company is an urgent issue that the company needs to address.

### 5.3.3 Investigation and Analysis of the Reasons for the Retention and Resignation of Each Generation

In order to analyze the characteristics of employees who stayed and those who left their jobs in each generation more objectively, within a six-month period from September 2024 to February 2025, 20 valid samples were randomly selected from the employees who had left the company in each generation, making a total of 80 valid samples. (If the interviewed former technical employees who left the company could not be reached for a telephone interview, another former employee of the same generation would be randomly selected for a telephone interview, thus ensuring that these 80 former employees were valid samples). At the same time, 15 samples were randomly selected from the current employees of the company in each generation, making a total of 60 samples. The analysis was systematically carried out from multiple dimensions such as gender, marital status, position, length of service, and educational level.



Figure 5.6. Gender Statistical Chart of Former Employees and Current Employees in Ganfu Company

Source: Author (2025)

From the perspective of gender, among the employees who left their jobs, females accounted for 22% (18 people), and males accounted for 78% (62 people); among the current employees, females accounted for 18% (11 people), and males accounted for 82% (49 people). It can be seen that males account for a relatively large proportion both among the employees who left their jobs and among the current employees, which reflects that the base number of male employees in Ganfu Company is relatively large.

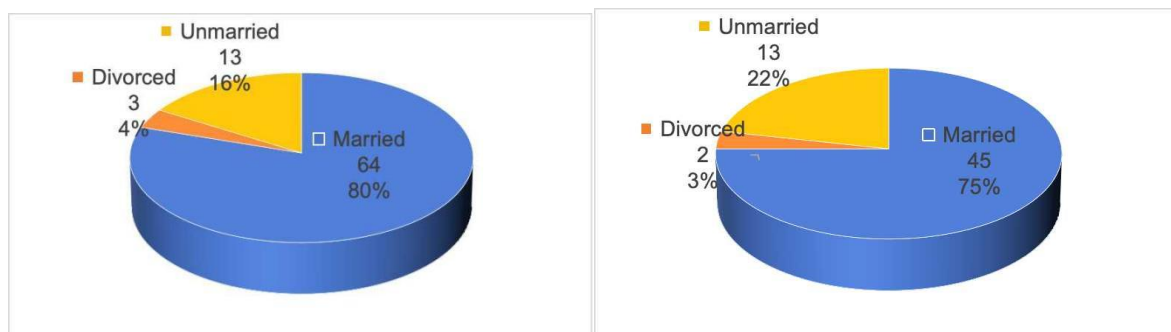


Figure 5.7. Statistical Chart of the Marital Status of Former Employees and Current Employees in Ganfu Company

Source: Author (2025)

In terms of marital status, among the employees who left their jobs, unmarried employees accounted for 16% (13 people), divorced employees accounted for 4% (3 people), and married employees accounted for 80% (64 people); among the current employees, unmarried employees accounted for 22% (13 people), divorced employees accounted for 3% (2 people), and married employees accounted for 75% (45 people). It can be inferred that marital status has a certain impact on employee stability. Married employees, due to factors such as family responsibilities, may be more inclined to have stable jobs. In contrast, unmarried or divorced employees may be more flexible in their career choices and are less bound by family factors.

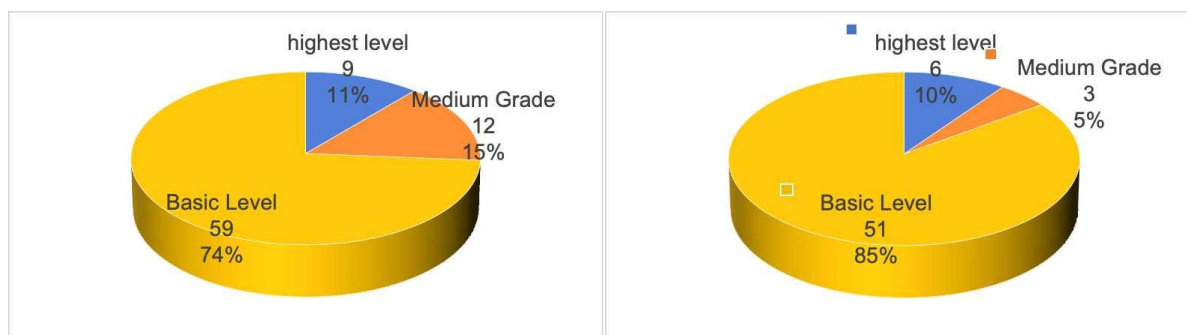


Figure 5.8. Statistical Chart of the Position Levels of Former Employees and Current Employees in Ganfu Company

Source: Author (2025)

In terms of job position distribution, among the employees who left their jobs, senior positions accounted for 11% (9 people), intermediate positions accounted for 15% (12 people), and grassroots positions accounted for 74% (59 people); among the current employees, senior positions accounted for 10% (3 people), intermediate positions accounted for 5% (5 people), and grassroots positions accounted for 85% (51 people). Grassroots position employees accounted for the largest proportion both among those who left their jobs and among the current employees. This may be closely related to the nature of the

construction industry itself. Most of these grassroots employees may have left their jobs because they were reluctant to relocate after the completion of the project. The relatively low and stable proportion of senior and intermediate position employees indicates that the company has achieved certain results in retaining middle and high-level talents. However, it is also possible that the promotion channels are not smooth enough, which affects the retention of grassroots employees.

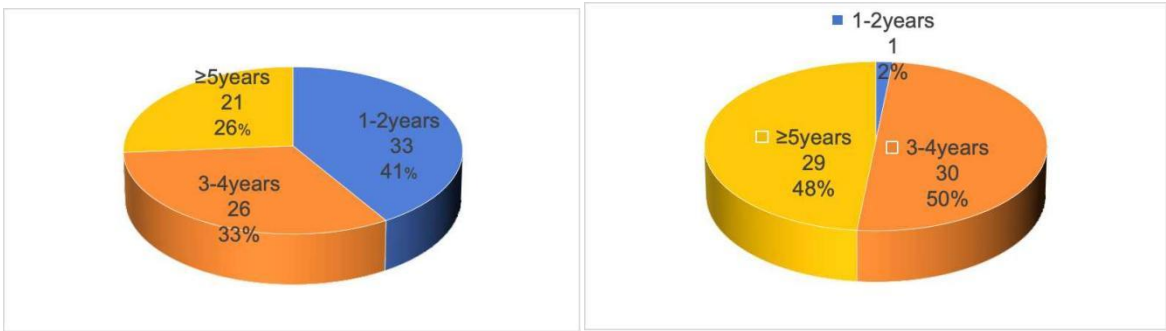


Figure 5.9. Statistical Chart of the Years of Service in Ganfu Construction Company for Former Employees and Current Employees

Source: Author (2025)

In terms of length of service, among those who left the company, employees with 1 to 2 years of service accounted for 41% (33 people), those with 3 to 4 years of service accounted for 33% (26 people), and those with 5 years or more of service accounted for 26% (21 people). Among the current employees, those with 1 to 2 years of service accounted for only 2% (1 person), those with 3 to 4 years of service accounted for 50% (30 people), and those with 5 years or more of service accounted for 48% (29 people). This shows that employees who have been newly hired for 1 to 2 years have a relatively high risk of leaving the company. It may be because during this period, employees have a deeper understanding of the actual situation of the company and find that it does not meet their career expectations, or they fail to adapt well to the working environment and job content. On the other hand, employees with more than 3 years of service are more stable. They may have accumulated certain resources in their work and established stronger connections with the company.

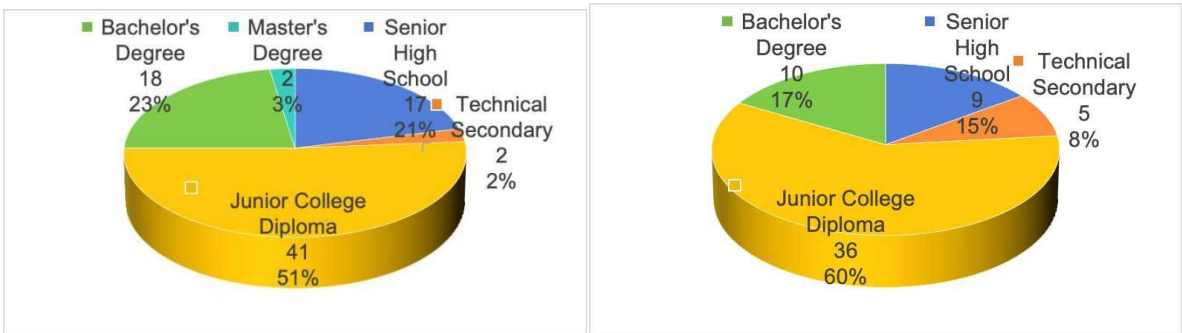


Figure 5.10. Statistical Chart of the Educational Attainment Levels of Former Employees and Current Employees in Ganfu Company

Source: Author (2025)

In terms of educational attainment, among the employees who left the company, those with a bachelor's degree accounted for 23% (18 people), those with a master's degree accounted for 3% (2 people), those with a high school diploma accounted for 21% (17 people), those with a secondary vocational school diploma accounted for 2% (2 people), and those with a junior college degree accounted for 51% (41 people). Among the current employees, those with a bachelor's degree accounted for 17% (10 people), those with a high school diploma accounted for 15% (9 people), those with a secondary vocational school diploma accounted for 8% (5 people), and those with a junior college degree accounted for 60% (36 people). Employees with a junior college degree accounted for the highest proportion both among those who left the company and among the current employees, indicating that the educational structure of the company is mainly composed of junior college graduates. However, the turnover rate of employees with a junior college degree is also relatively high. This may be because they have higher expectations for their own career development, and the development opportunities provided by the company cannot meet their needs.

Combined with the analysis of the above basic information of the 80 employees who have left the company and the 60 current employees extracted, as well as the collation of the results of telephone interviews with this group of people, the reasons for employees of different generations leaving the company and the suggestions for the current improvement of the company put forward by current employees of different generations are classified, summarized and analyzed as shown in Table 5.2, Table 5.3 and Table 5.4:

Table 5.2. Reasons for leaving the job \* Employee status Crosstabulation

Count

|                             |                                                                                                                  | Employee status  |                  | Total |
|-----------------------------|------------------------------------------------------------------------------------------------------------------|------------------|------------------|-------|
|                             |                                                                                                                  | Left the company | Current employee |       |
| Reasons for leaving the job | I felt lack the recognition and respect from my subordinates, the company and their partners                     | 4                | 4                | 8     |
|                             | It is difficult to adapt to the continuous updates of technology and management                                  | 10               | 9                | 19    |
|                             | The company is unable to provide the conditions and environment that are in line with the my own career planning | 8                | 6                | 14    |
|                             | The compensation and benefits are unsatisfactory                                                                 | 3                | 0                | 3     |
|                             | The couple lives apart in different places                                                                       | 9                | 8                | 17    |

|       |                                                                                               |    |    |     |
|-------|-----------------------------------------------------------------------------------------------|----|----|-----|
|       | The living environment at the construction project where I worked was not ideal               | 6  | 5  | 11  |
|       | The new project is far from home                                                              | 8  | 6  | 14  |
|       | The physical health condition is not good                                                     | 2  | 0  | 2   |
|       | The salary increase is small or the salary increase cycle is too long                         | 10 | 7  | 17  |
|       | The salary was too low                                                                        | 8  | 6  | 14  |
|       | The work pressure is too high                                                                 | 7  | 6  | 13  |
|       | They believe that they have suffered unfair treatment and that the company practices nepotism | 5  | 3  | 8   |
| Total |                                                                                               | 80 | 60 | 140 |

Source: Author (2025)

As can be seen from Table 5.2., there are a total of 80 employees who have left the company and 60 current employees. The reasons for leaving are diverse. Ten employees left the company due to "difficulty in adapting to the continuous update of technology and management", and nine current employees indicated that they had this problem, reflecting that the company's changes in this regard may bring pressure to some employees. Three employees left because of "dissatisfaction with salary and benefits", and none of the current employees mentioned this, indicating that this is a factor leading to the departure of some employees, but it has little impact on current employees. "Spouses living in different places" and "small salary increase or long salary increase cycle" led to the departure of 9 and 10 employees respectively, and 8 and 7 current employees mentioned these issues, which are important factors affecting employees' decisions to stay or leave.

Table 5.3. Reasons of Insatisfaction

| Reasons for leaving the job                                                                  | Generation   |              |              |              |
|----------------------------------------------------------------------------------------------|--------------|--------------|--------------|--------------|
|                                                                                              | Baby Boomers | Generation X | Generation Y | Generation Z |
|                                                                                              | Count        | Count        | Count        | Count        |
| I felt lack the recognition and respect from my subordinates, the company and their partners | 0            | 0            | 8            | 0            |
| It is difficult to adapt to the continuous updates of technology and management              | 19           | 0            | 0            | 0            |

|                                                                                                                  |    |    |    |    |
|------------------------------------------------------------------------------------------------------------------|----|----|----|----|
| The company is unable to provide the conditions and environment that are in line with the my own career planning | 0  | 0  | 14 | 0  |
| The compensation and benefits are unsatisfactory                                                                 | 0  | 0  | 2  | 1  |
| The couple lives apart in different places                                                                       | 0  | 17 | 0  | 0  |
| The living environment at the construction project where I worked was not ideal                                  | 0  | 0  | 11 | 0  |
| The new project is far from home                                                                                 | 14 | 0  | 0  | 0  |
| The physical health condition is not good                                                                        | 2  | 0  | 0  | 0  |
| The salary increase is small or the salary increase cycle is too long                                            | 0  | 17 | 0  | 0  |
| The salary was too low                                                                                           | 0  | 0  | 0  | 14 |
| The work pressure is too high                                                                                    | 0  | 1  | 0  | 12 |
| They believe that they have suffered unfair treatment and that the company practices nepotism                    | 0  | 0  | 0  | 8  |

Note: This table is about all employees (those who left and haven't left the company)

Source: Author (2025)

Table 5.3. focuses on the sample of 80 employees who have left the company. For the Baby Boomers, the main reasons for their departure are "difficulty in adapting to the update of technology and management" (10 people) and "the new project is far from home" (8 people), etc. This is related to their relatively older age and weaker adaptability to new changes. For the Generation X, they are obviously affected by "spouses living in different places" (9 people) and "small salary increase or long salary increase cycle" (10 people), which may be related to the great life pressure at this stage and their high expectations for economic income. The main reasons for the departure of the Generation Y are "lack of recognition and respect" (4 people) and "the company is unable to provide conditions for career planning" (8 people), which reflects their emphasis on career development and the work atmosphere. The Generation Z, on the other hand, pays more attention to "too low salary" (8 people), "high work pressure" (6 people) and "suffering unfair treatment" (5 people), which reflects this generation's pursuit of the cost-effectiveness and fairness of work.

Table 5.4.Reasons for leaving the job \* Generation Crosstabulation

Count

|                             |                                                                                                                  | Generation   |              |              |              | Total |
|-----------------------------|------------------------------------------------------------------------------------------------------------------|--------------|--------------|--------------|--------------|-------|
|                             |                                                                                                                  | Baby Boomers | Generation X | Generation Y | Generation Z |       |
| Reasons for leaving the job | I felt lack the recognition and respect from my subordinates, the company and their partners                     | 0            | 0            | 4            | 0            | 4     |
|                             | It is difficult to adapt to the continuous updates of technology and management                                  | 10           | 0            | 0            | 0            | 10    |
|                             | The company is unable to provide the conditions and environment that are in line with the my own career planning | 0            | 0            | 8            | 0            | 8     |
|                             | The compensation and benefits are unsatisfactory                                                                 | 0            | 0            | 2            | 1            | 3     |
|                             | The couple lives apart in different places                                                                       | 0            | 9            | 0            | 0            | 9     |
|                             | The living environment at the construction project where I worked was not ideal                                  | 0            | 0            | 6            | 0            | 6     |
|                             | The new project is far from home                                                                                 | 8            | 0            | 0            | 0            | 8     |
|                             | The physical health condition is not good                                                                        | 2            | 0            | 0            | 0            | 2     |
|                             | The salary increase is small or the salary increase cycle is too long                                            | 0            | 10           | 0            | 0            | 10    |
|                             | The salary was too low                                                                                           | 0            | 0            | 0            | 8            | 8     |
|                             | The work pressure is too high                                                                                    | 0            | 1            | 0            | 6            | 7     |
|                             | They believe that they have suffered unfair treatment and that the company practices nepotism                    | 0            | 0            | 0            | 5            | 5     |
|                             | Total                                                                                                            | 20           | 20           | 20           | 20           | 80    |

Source: Author (2025)

Table 5.4 covers all samples of employees who have left the company and current employees. The Baby Boomers are mainly dissatisfied with "difficulty in adapting to the update of technology and management" (19 people). The Generation X is mainly concerned about "spouses living in different places" (17 people) and "small salary increase or long salary increase cycle" (17 people). The Generation Y is more dissatisfied with "lack of recognition and respect" (8 people), "the company is unable to provide conditions for career planning" (14 people), and "the unsatisfactory work environment" (11 people). The Generation Z has greater concerns about "too low salary" (14 people), "high work pressure" (12 people), and "suffering unfair treatment" (8 people). This indicates that employees of different generations face significantly different problems in the company and have diverse needs.

In conclusion, the issue of the update of technology and management has a great impact on senior employees, and the company should provide targeted training or transition plans. In terms of salary and benefits, although the overall impact is limited, it is crucial for some employees, especially the Generation Z, so the company needs to improve the salary system. The issue of work-life balance, such as spouses living in different places and projects being far from home, has a prominent impact on the Generation X. The company can consider flexible work arrangements or provide subsidies. Career development and the work atmosphere are the key concerns of the Generation Y and the Generation Z. The company should improve the promotion channels and create an environment of fairness and respect.

## 6. Suggestions on Improving the Retention Rate of Each Generation

Regarding the problems of employee turnover and retention of each generation in Ganfu Construction Company, corresponding handling suggestions are put forward, as specifically shown in Table 6.1:

Table 6.1. Table 6.1. Improvement Suggestions for Each Negative Feedback

| Serial Number | Feedback group | Feedback opinions                                                                               | Improvement suggestions                                                                                                                 |
|---------------|----------------|-------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------|
| 1             | Baby Boomers   | The new project is too far away from home                                                       | Establish a long-term and diversified incentive and subsidy system                                                                      |
| 2             |                | It is difficult to adapt to the continuous updates of technology and management                 | Regularly organize internal course trainings, set up an online learning platform, and provide guarantees for career transitions         |
| 3             | Generation X   | The husband and wife live in different places and are separated                                 | Foster a good corporate culture and offer humanistic care to the spouses of technical personnel                                         |
| 4             |                | There is little salary increase or the salary increase cycle is too long                        | Establish and improve the promotion and assessment system                                                                               |
| 5             | Generation Y   | The living environment of the construction project where one is located is not ideal            | Improve living facilities, improve the living environment, and enhance safety and management while paying attention to employees' needs |
| 6             |                | The company cannot provide conditions and an environment that match one's own career plan       | Expand the scope of the company's qualification contracting                                                                             |
| 7             |                | There is a lack of recognition and respect from subordinates, the company and business partners | Build a good corporate culture                                                                                                          |
| 8             |                | The work pressure is too high                                                                   | Establish and improve the training system                                                                                               |

|    |              |                                                                                  |                                                            |
|----|--------------|----------------------------------------------------------------------------------|------------------------------------------------------------|
| 9  | Generation Z | The salary is too low                                                            | Improve the salary system                                  |
| 10 |              | Suffer from unfair treatment, and the company practices favoritism in employment | Improve the recruitment and promotion system and establish |

Source: Author (2025)

For the Baby Boomers, most of them are in the late stage of their careers, and the long distance between new projects and their homes has a significant impact on them. Establishing a long - term and diversified incentive and subsidy system is of great significance. Provide them with more flexible options for projects. For example, during the pre - project planning, give priority to considering their home addresses and assign projects that are closer. If long - distance projects are inevitable, allow them to flexibly adjust their working hours to visit their families after key project nodes. At the same time, provide transportation subsidies or operate commuter shuttle buses. Operate commuter shuttle buses between the areas where employees live concentratedly and the project sites, and pick up and drop off employees according to a fixed schedule to reduce employees' commuting costs and time. Provide accommodation subsidies for employees with long - distance commutes so that they can rent houses near the projects. Or set up employee dormitories on the project sites, equipped with basic living facilities for employees in need to live in for free.

In response to their difficulty in adapting to technological and management updates, regularly organize internal training courses. Based on the latest technological trends in the construction industry, such as BIM (Building Information Modeling) technology, prefabricated building construction techniques, and the application of green building materials, invite industry experts or technical backbones to give lectures and explanations to ensure that employees can systematically learn new knowledge. The regularly organized internal training courses should focus more on fundamentals and practicality. For example, when teaching BIM technology, simplify the complex operation process and highlight the functions closely related to their daily work, such as model viewing and basic measurement. The courses on the online learning platform should be concise and easy to understand. A combination of text and graphics, as well as video explanations, can be used to reduce the learning difficulty. When providing career transition support, give full play to their rich experience. Help them transition to positions such as project consultants or new - comer mentors to pass on their work experience.

Generation X faces significant life pressures, and the challenges of living apart as couples have a noticeable impact on them. GANFU Construction Company needs to establish a positive corporate culture and provide humanistic care for the spouses of

technical staff. When new projects arise, priority should be given to assigning couples to the same project or projects in nearby locations. The company could create a dedicated employee relations database to record family information and work locations, enabling comprehensive consideration during project assignments. For tasks that do not require on-site presence, such as certain detailing work in architectural design or project documentation organization, employees should be allowed to work remotely, giving them more time with their families and alleviating the stress of separation. A dedicated family visit allowance should be established, providing employees in long-distance relationships with a fixed travel subsidy to cover regular home visits — such as a monthly or quarterly stipend — to ease their financial burden. At project sites with concentrated staff, if conditions permit, temporary reunion housing should be provided for couples, offering a relatively private space for family visits. The HR department or project managers should regularly communicate with Generation X employees in long-distance relationships to understand their living conditions and difficulties, offering care and support to make employees feel valued by the company. Special leave policies should be implemented, such as granting additional annual reunion leave for employees living apart from their spouses, allowing them more quality time with their families and reducing separation-related anxiety.

The small salary increase or long salary - increase cycle is an important issue faced by Generation X. When establishing and improving the promotion and assessment system, fully consider their work experience and skill accumulation. In addition to performance assessment, the promotion criteria should also take project management experience and technological innovation ability into account. For example, for Generation X employees who perform outstandingly in complex projects and lead their teams to overcome technical problems, additional promotion points should be given. The assessment cycle can be appropriately shortened, for example, adjusted from once a year to once every six months, so that they can see the rewards of their efforts more quickly and enhance their work enthusiasm.

Generation Y values the meaning of work and teamwork and pays more attention to the living environment at the construction projects where they work. To improve the living facilities and upgrade the accommodation conditions, renovate and transform the employee dormitories. For example, replace the beds with comfortable ones, repair the toilets and shower facilities to ensure that the basic living facilities are complete and in normal use. Add living facilities by setting up public activity areas in the dormitory area and equipping them with facilities such as TVs, tables and chairs to provide employees with places for leisure and entertainment. Install washing machines, dryers and other equipment to facilitate employees' daily lives. Strengthen the hygiene management. Arrange dedicated personnel to regularly

clean the public areas of the dormitories, formulate hygiene management systems, and urge employees to keep their personal living spaces clean, so as to create a clean and hygienic living environment. Improve the layout of the living space. Reasonably plan the dormitory space to avoid overcrowding and ensure that each employee has a relatively independent living space. This can be achieved by adjusting the layout of the beds, increasing storage space, etc. Enhance safety protection. Install monitoring equipment and fire - fighting facilities in the dormitory area, ensure that the passageways are unobstructed, and conduct regular safety inspections and hazard investigations to protect the lives and property of employees. Establish a management mechanism. Set up the position of dormitory administrators, who are responsible for handling problems and disputes during employees' residence, and timely feedback the needs and opinions of employees. At the same time, formulate reasonable dormitory management regulations to standardize employees' behavior. Regularly collect feedback. Through methods such as questionnaires and symposiums, regularly collect employees' opinions and suggestions on the living environment, understand their actual needs, and adjust and improve the living environment in a timely manner according to the feedback. Provide personalized support. For employees with special needs, such as married - couple employees and employees with health problems, give appropriate care and support in living arrangements to reflect the company's humanistic care.

The company's inability to provide conditions and an environment that match their career plans is an important reason for Generation Y to leave their jobs. Expanding the company's qualification contracting scope and achieving multi - dimensional and multi - qualification promotions can ensure that after the successful addition of qualifications by registered personnel, they can be utilized by the company. This will make the company's qualifications fully meet the employees' career plans and increase employees' loyalty to the company.

Generation Y also eagerly desires recognition and respect. In the process of building a positive corporate culture, in addition to setting up various awards and organizing immediate incentives, an employee honor wall can be created. This wall will showcase the deeds and achievements of outstanding employees, enabling them to gain a greater sense of honor and accomplishment. During team - building activities and cross - departmental cooperation projects, they should be encouraged to take on the roles of organizers and leaders. By doing so, they can give full play to their teamwork abilities and innovative spirits, thereby enhancing their sense of presence and value within the company.

Generation Z pursues cost - effectiveness and fairness in their work, and excessive work pressure is a prominent problem they face. Excessive work pressure among employees mainly stems from their insufficient capabilities. Ganfu Construction Company needs to

establish and improve a training system. The training content should be closely integrated with their actual work, focusing on enhancing their ability to solve practical problems. For example, conduct project management case - analysis courses to enable them to learn how to allocate tasks reasonably and coordinate resources in complex projects, thereby alleviating work pressure. When improving project plans and task assignments, fully consider their professional skills and work loads to avoid over - burdening them with tasks or making unreasonable task allocations. At the same time, strengthen the construction of the team - collaboration mechanism and encourage them to share work experiences and skills within the team to jointly solve work - related difficulties.

Low salaries are one of the key factors contributing to the high turnover rate among Generation Z employees at Ganfu Construction Company. Therefore, the company needs to improve its salary system. Based on market research and improved salary structures, a performance - based bonus pool should be established. Bonuses are then distributed from this pool according to project completion and individual contributions, enabling employees to directly experience the financial rewards of their hard work. In addition, for Generation Z employees who have mastered emerging technologies or have made outstanding contributions to projects, additional technical allowances or project - innovation rewards should be provided to enhance their salary competitiveness.

Generation Z has high demands for fairness. Experiencing unfair treatment or perceiving that the company practices nepotism will prompt them to leave their jobs. It is of great significance to improve the recruitment and promotion systems and establish an open and transparent management system. During the recruitment process, in addition to using structured interviews and professional skills tests, a third - party assessment agency can be introduced to ensure the fairness and impartiality of recruitment. While making the promotion mechanism transparent, set up a promotion appeal channel. If they believe there are unfair phenomena in the promotion process, they can appeal through formal channels. Strengthen supervision and checks - and - balances. When establishing special supervision positions or departments, invite employee representatives to participate in the supervision work to enhance the credibility of supervision. When establishing a reporting mechanism, provide material and spiritual rewards to Generation Z employees whose reports are verified to be true, and encourage them to safeguard the fair and just environment of the company.

## 7. Implementation

### 7.1.Schedule

The following plan will be implemented in stages to ensure that Ganfu Construction Company can comprehensively improve its internal management and corporate culture, and improve employee satisfaction and retention rate during the period from May 2025 to November 2025. The specific implementation plan is shown in Table 7.1:

Table 7.1. Implementation Plan

| Serial number | Items of the proposal                                                                             |                                                                         | Implementation time                    |
|---------------|---------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------|----------------------------------------|
| 1             | Add cleaning positions for residential areas in construction projects and upgrade safety measures | Recruit cleaning staff and upgrade the entry registration system        | From May 1st, 2025 to May 15th, 2025   |
|               |                                                                                                   | Complete the enclosure of the living area                               | From May 16th, 2025 to May 30th, 2025  |
|               |                                                                                                   | Upgrade the prefabricated movable panel houses in the staff dormitories | From June 1st, 2025 to June 15th, 2025 |
| 2             | Corporate culture construction                                                                    | Design and promotion of the corporate culture framework                 | From May 1st, 2025 to May 30th, 2025   |
|               |                                                                                                   | Cultural training for employees                                         | From June 1st, 2025 to June 30th, 2025 |
|               |                                                                                                   | Corporate culture month activities to enhance team cohesion             | From July 1st, 2025 to July 31st, 2025 |
| 3             | Improvement of the compensation system                                                            | Research and design of the compensation system                          | From May 1st, 2025 to May 10th, 2025   |
|               |                                                                                                   | Internal deliberation and announcement of the compensation system       | From May 11th, 2025 to May 31st, 2025  |
| 4             | Establishment of                                                                                  | Formulate the framework for promotion                                   | From June 1st,                         |

|   |                                      |                                                                                                                    |                                                  |
|---|--------------------------------------|--------------------------------------------------------------------------------------------------------------------|--------------------------------------------------|
|   | the promotion and assessment system  | and assessment                                                                                                     | 2025 to June 15th, 2025                          |
|   |                                      | Conduct internal discussions and make adjustments                                                                  | From June 1st, 2025 to June 30th, 2025           |
|   |                                      | Officially implement the system and provide training for employees                                                 | From July 1st, 2025 to July 15th, 2025           |
| 5 | Establishment of the training system | Research on training needs and curriculum design                                                                   | From July 16th, 2025 to August 15th, 2025        |
|   |                                      | Implementation of training and evaluation of training effectiveness                                                | From August 16th, 2025 to September 30th, 2025   |
| 6 | Humanistic Care System               | System design and preparation for activities to show care for employees' spouses                                   | From August 1st, 2025 to August 28th, 2025       |
|   |                                      | Implementation of the care activities                                                                              | From September 1st, 2025 to September 30th, 2025 |
| 7 | Incentive and Subsidy System         | Design the incentive and subsidy plan                                                                              | From September 1st, 2025 to September 15th, 2025 |
|   |                                      | Implementation and adjustment of the system                                                                        | From September 16th, 2025 to October 15th, 2025  |
| 8 | Qualification and Business Expansion | Handle the application for the Grade I general contracting qualification for highway engineering construction      | From July 1st, 2025 to July 15th, 2025           |
|   |                                      | Handle the application for the Grade I general contracting qualification for mechanical and electrical engineering | From July 1st, 2025 to July 15th, 2025           |

|   |                                                   |                                                                                                                                      |                                                |
|---|---------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------|
|   |                                                   | construction                                                                                                                         |                                                |
|   |                                                   | Handle the application for the Grade I general contracting qualification for water resources and hydropower engineering construction | From July 1st, 2025 to July 15th, 2025         |
| 9 | Making the Management System Open and Transparent | Revision of the management system and design of the public disclosure mechanism                                                      | From October 1st, 2025 to October 31st, 2025   |
|   |                                                   | Implementation of the open and transparent system and staff training                                                                 | From November 1st, 2025 to November 30th, 2025 |

Source: Author (2025)

## 7.2 Budget

The cost estimation of the expense for the list of various proposals in the implementation plan (covering 15 branch offices and 62 construction project departments under construction) is shown in Table 7.2:

Table 7.2. Budgets of Various Implementation Plans

| Serial number | Items of the proposal Implementation                                    |                                                                                                                                    | Implement ation cost | Cost of each project departme nt | Total cost                         |
|---------------|-------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------|----------------------|----------------------------------|------------------------------------|
| 1             | Add cleaning positions for residenti al areas in constructi on projects | Recruitment and salary of cleaning staff (1 person for each project department, with a monthly salary of 3,000 yuan for 12 months) | CNY : 36,000         | CNY : 130,000<br>EUR : 16,541    | CNY : 8,060,000<br>EUR : 1,025,585 |
|               |                                                                         |                                                                                                                                    | EUR : 4,580          |                                  |                                    |
|               |                                                                         | Upgrade of the entry registration system (for each project department)                                                             | CNY : 6,000          |                                  |                                    |
|               |                                                                         |                                                                                                                                    | EUR : 763            |                                  |                                    |
|               |                                                                         | Renovation for the enclosure                                                                                                       | CNY :                |                                  |                                    |

|   |                                        |                                                                                                                                                                        |                                     |                                   |                                        |
|---|----------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------|-----------------------------------|----------------------------------------|
|   | and upgrade safety measures            | of the living area (for each project department)                                                                                                                       | 8,000<br>EUR :<br>1,017             |                                   |                                        |
|   |                                        | Upgrade of the prefabricated movable panel houses in the staff dormitories of the project (10 rooms for each project department)                                       | CNY :<br>80,000<br>EUR :<br>10,179  |                                   |                                        |
| 2 | Corporate culture construction         | Design of the corporate culture framework and production of promotion materials (carried out uniformly by the headquarters and apportioned to each project department) | CNY :<br>1,960<br>EUR :<br>249      | CNY :<br>25,484<br>EUR :<br>3,242 | CNY :<br>1,580,008<br>EUR :<br>201,046 |
|   |                                        | Cultural training for employees (for each project department, with externally hired lecturers)                                                                         | CNY :<br>11,000<br>EUR :<br>1,399   |                                   |                                        |
|   |                                        | Expenses for corporate culture month activities (for each project department)                                                                                          | CNY :<br>12,524<br>EUR :<br>1,593   |                                   |                                        |
| 3 | Improvement of the compensation system | Research and design of the compensation system (carried out uniformly by the headquarters)                                                                             | CNY :<br>150,000<br>EUR :<br>19,086 | /                                 | CNY :<br>300,000<br>EUR :<br>38,173    |
|   |                                        | Cost of internal deliberation of the system and the announcement meeting (carried out uniformly by the headquarters)                                                   | CNY :<br>150,000<br>EUR :<br>19,086 |                                   |                                        |
| 4 | Establishment of                       | System design and discussion (for each project department,                                                                                                             | CNY :<br>9,678                      | CNY :<br>19,355                   | CNY :<br>1,200,010                     |

|   |                                      |                                                                                                                                                                 |                                   |                                    |                                        |
|---|--------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------|------------------------------------|----------------------------------------|
|   | the promotion and assessment system  | including the apportionment of the guidance cost from the headquarters)                                                                                         | EUR :<br>1,231                    | EUR :<br>2,462                     | EUR :<br>152,693                       |
|   |                                      | Staff training (for each project department, with externally hired lecturers)                                                                                   | CNY :<br>9,677<br>EUR :<br>1,231  |                                    |                                        |
| 5 | Establishment of the training system | Research on training needs and curriculum design (for each project department)                                                                                  | CNY :<br>15,484<br>EUR :<br>1,970 | CNY :<br>25,806<br>EUR :<br>3,283  | CNY :<br>1,599,972<br>EUR :<br>203,586 |
|   |                                      | Implementation of training and evaluation of training effectiveness (for each project department, including externally hired lecturers)                         | CNY :<br>10,322<br>EUR :<br>1,313 |                                    |                                        |
| 6 | Humanistic Care System               | System design and activity preparation (for each project department)                                                                                            | CNY :<br>7,258<br>EUR :<br>923    | CNY :<br>14, 516<br>EUR :<br>1,847 | CNY :<br>899,992<br>EUR :<br>114,518   |
|   |                                      | Implementation of care activities (for each project department)                                                                                                 | CNY :<br>7,258<br>EUR :<br>923    |                                    |                                        |
| 7 | Incentive and Subsidy System         | Design of the incentive and subsidy plan (carried out uniformly by the headquarters and apportioned to each project department)                                 | CNY :<br>8,474<br>EUR :<br>1078   | CNY :<br>16,935<br>EUR :<br>2,154  | CNY :<br>1,049,970<br>EUR :<br>133,602 |
|   |                                      | Cost of the meeting for the implementation and adjustment of the system (for each project department, including the apportionment of the guidance cost from the | CNY :<br>8,461<br>EUR :<br>107    |                                    |                                        |

|       |                                                   |                                                                                                                                                                              |                                      |   |                                           |
|-------|---------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------|---|-------------------------------------------|
|       |                                                   | headquarters)                                                                                                                                                                |                                      |   |                                           |
| 8     | Qualification and Business Expansion              | Handle the application for Grade I general contracting qualification for highway engineering construction (carried out uniformly by the headquarters)                        | CNY :<br>900,000<br>EUR :<br>114,519 | / | CNY :<br>2,700,000<br>EUR :<br>343,558    |
|       |                                                   | Handle the application for Grade I general contracting qualification for mechanical and electrical engineering construction (carried out uniformly by the headquarters)      | CNY :<br>900,000<br>EUR :<br>114,519 |   |                                           |
|       |                                                   | Handle the application for Grade I general contracting qualification for water resources and hydropower engineering construction (carried out uniformly by the headquarters) | CNY :<br>900,000<br>EUR :<br>114,519 |   |                                           |
| 9     | Making the Management System Open and Transparent | Revision of the management system and design of the public disclosure mechanism (carried out uniformly by the headquarters)                                                  | CNY :<br>240,000<br>EUR :<br>30,538  | / | CNY :<br>480,000<br>EUR :<br>61,077       |
|       |                                                   | Implementation of the system and staff training (carried out uniformly by the headquarters, with externally hired lecturers)                                                 | CNY :<br>240,000<br>EUR :<br>30,538  |   |                                           |
| Total |                                                   |                                                                                                                                                                              |                                      |   | CNY :<br>17,869,952<br>EUR :<br>2,273,840 |

Source: Author (2025)

### **7.3. Control and Evaluation**

In order to ensure the smooth implementation and effectiveness evaluation of the implementation plan, the following aspects will be carried out: For the planning of corporate culture stories and the construction of an internal online community, control will be carried out by signing contracts to clarify the service content and delivery time, establishing a project management team, and regularly checking the progress. Quantitative evaluation will be conducted through surveys of company employees' participation and statistics on website activity. For the improvement of the salary assessment system, control will be carried out by establishing a special team, setting milestones, and regularly reviewing the draft of the system. The implementation effect of the system will be analyzed through employee satisfaction surveys and changes in the turnover rate. For the allocation of cleaners in the living area and the upgrade of the living container houses, control will be carried out by formulating standardized service processes, regularly checking the cleaning quality and facility maintenance, and having the company's quality inspection department accept the upgraded container houses. Evaluation will be conducted through employee satisfaction surveys and complaint records. For the support of employees' living in different places, control will be carried out by setting the check-in process and standards and regularly checking the arrangement of the container houses. Evaluation will be carried out through employee satisfaction surveys of the residents. For the Friday extra meal activity, control will be carried out through budget management and supplier screening. Evaluation will be conducted through surveys of employees' participation rate and satisfaction. For the online group regular meeting, control will be carried out by fixing the meeting time and formulating the agenda. Evaluation will be conducted through meeting records, follow-up actions, and anonymous feedback from employees after the meeting. For the team-building activities and the annual meeting, control will be carried out by clarifying the objectives and budget and ensuring the activity arrangements. Evaluation will be conducted through surveys of employees' participation and satisfaction. For the assistance in children's school enrollment, control will be carried out by designating specific personnel in charge and establishing a service process. Evaluation will be conducted through the number of successful school enrollment cases and employee satisfaction. For the entrusted activity area, control will be carried out through quality acceptance after completion, and regular inspections in accordance with the safety and hygiene standards during daily use. Evaluation will be conducted through surveys of parents' satisfaction and children's participation. For the training and retraining of outstanding new employees, control will be carried out by setting training objectives and assessment standards. Evaluation will be conducted through post-training evaluation and career development tracking. For the internal online training, control

will be carried out through the review of course content and the management of the update cycle. Evaluation will be conducted through the learning completion rate and feedback surveys. For the handling of the first-class qualifications in highway, mechanical and electrical, and water resources and hydropower projects, control will be carried out by entrusting professional institutions and setting the time nodes for handling. Evaluation will be conducted through tracking the qualification application status and the successful acquisition of qualifications.

It is also necessary to establish an overall evaluation framework. First of all, a special team should be set up to be responsible for supervising the implementation of each plan. Regular reports should be carried out, and implementation progress and problem reports should be submitted monthly. Secondly, opinions should be collected through surveys, feedback from employees and stakeholders should be gathered, and continuous improvement should be made. At the same time, it is necessary to use Key Performance Indicators (KPIs) and quantitative data to evaluate the effectiveness. It is also essential to ensure the transparency of fund use and avoid overspending. Finally, risk assessment is required. Potential risks should be identified, and coping strategies should be prepared.

## **8.conclusion**

Against the backdrop of globalization and informatization, the mobility of personnel has become an important issue in corporate management. Especially in the construction industry, the stability of personnel is directly related to the development capabilities of enterprises and the quality of construction projects. The problems of personnel retention and turnover faced by Ganfu Construction Company not only affect the company's continuous production capacity but may also lead to the loss of knowledge and skills, thereby impacting the company's market competitiveness. This study aims to comprehensively analyze the reasons for personnel retention and turnover in Ganfu Construction Company and propose effective countermeasures to reduce the turnover rate and improve employee satisfaction and retention rate.

This study adopts a variety of methods such as the literature review method, quantitative analysis, and qualitative analysis (interview method), and uses multiple model analysis methods from both internal and external aspects to analyze Ganfu Construction Company to ensure the depth and breadth of the study.

The study finds that the brain drain of Ganfu Construction Company has shown an increasing trend year by year in the past four years. Through in-depth research in five aspects including gender, marital status, position, educational background, and years of service, it is found that among samples of the same number from each generation, married male employees with a junior college degree, at the third-level position, and with 1 to 2 years of service have the highest turnover rate. Married male employees with a junior college degree, at the third-level position, and with more than 3 years of service have relatively stable retention. These two types of employees were surveyed through data collation and telephone interview surveys, and the survey data were sorted out and statistically analyzed. Combining the comprehensive analysis of the results of the two surveys, it is concluded that the important factors contributing to personnel retention and turnover in Ganfu Construction Company include salary and benefits, career development, work environment, and management system. To this end, comprehensive solutions have been proposed, including salary reform, career development planning, improvement of the work environment, and the establishment of a fair and transparent management system. The budget covers the costs of human resources training, facility upgrades, cultural construction, and other aspects. The Key Performance Indicators (KPIs) include the personnel turnover rate, the results of employee satisfaction surveys, and the project success rate.

The research of this project may be affected by sample selection bias, the timeliness limitations of data collection, and the measurement errors of individual variables. Therefore,

the summarized reasons for turnover are not comprehensive enough. The setting of items regarding promotion, performance appraisal, salary and benefits, and the establishment of corporate culture is not well considered, the pertinence is not prominent enough, and some viewpoints are subjective. Therefore, there may be certain deviations in the conclusions drawn.

In future research, the sample range can be expanded, and as much interview content as possible from former employees can be collected and compared with the results of questionnaire or interview surveys of current technical personnel, striving to obtain more objective and realistic research results. The relationships between brain drain, corporate culture, and leadership styles, as well as the impact of digital transformation on personnel retention, can be explored. In addition, the research can adopt more diversified data collection methods, such as social media analysis and big data technology, to obtain more comprehensive insights. The research conclusions of this program also need to be tested in practice and continuously improved. We sincerely invite experts and judges to criticize and correct them and put forward valuable opinions and suggestions, which can provide feasible solutions for Ganfu Construction Company to reduce personnel turnover and improve the retention rate in future production and operation.

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## Appendices

### Appendix A – Information Sheet of Resigned Employees

| Serial Number | Name           | Gender | Age/ Generation | Marital Status | Education Background   | Office Branch | Position                                          | Start and end time of the appointment                          | Length Of Service ( year s) | Interview Date               | Interview duration |
|---------------|----------------|--------|-----------------|----------------|------------------------|---------------|---------------------------------------------------|----------------------------------------------------------------|-----------------------------|------------------------------|--------------------|
| 1             | Mingtao Chen   | Male   | 62/Baby Boomers | Married        | Bachelor's Degree      | Nanchang(HQ)  | primary registered construction engineer          | April 8 <sup>th</sup> ,2020-October 30 <sup>th</sup> ,2024     | 4                           | March 3 <sup>th</sup> ,2025  | 15minutes          |
| 2             | Xiangyan Liu   | Female | 64/Baby Boomers | Married        | Master's Degree        | Chengdu       | primary registered construction engineer          | November 20 <sup>th</sup> ,2018-November 7 <sup>th</sup> ,2024 | 6                           | March 3 <sup>th</sup> ,2025  | 17minutes          |
| 3             | Fangquan Xiong | Male   | 65/Baby Boomers | Married        | Junior College Diploma | Guiyang       | Provincial -level registered supervision engineer | August 24 <sup>th</sup> ,2021-November 7 <sup>th</sup> ,2024   | 3                           | March 3 <sup>th</sup> ,2025  | 20minutes          |
| 4             | Xuzutong       | Male   | 50/Generation X | Married        | Senior High School     | Nanchang(HQ)  | Quality inspector                                 | June 15 <sup>th</sup> ,2019-September12 <sup>th</sup> ,2024    | 5                           | March 3 <sup>th</sup> ,2025  | 18minutes          |
| 5             | Kun Zhang      | Male   | 24/Generation Z | Married        | Bachelor's Degree      | Chengdu       | Supervisor                                        | May 9 <sup>th</sup> ,2022-October 15 <sup>th</sup> ,2024       | 2                           | March 3 <sup>th</sup> , 2025 | 14minutes          |
| 6             | Jielin         | Male   | 41/Generation Y | Divorced       | Junior College Diploma | Chengdu       | Construction worker                               | September 7 <sup>th</sup> ,2023-October 6 <sup>th</sup> ,2024  | 1                           | March 3 <sup>th</sup> ,2025  | 17minutes          |
| 7             | Hui Zhang      | Male   | 33/Generation Y | Married        | Bachelor's Degree      | Chengdu       | Associate Constructor                             | July 3 <sup>th</sup> ,2019-September 16 <sup>th</sup> ,2024    | 5                           | March 3 <sup>th</sup> ,2025  | 19minutes          |
| 8             | Qiao Liu       | Male   | 61/Baby Boomers | Married        | Master's Degree        | Nanchang(HQ)  | National registered supervision                   | October11 <sup>th</sup> ,2020-December 21 <sup>th</sup> ,2024  | 4                           | March 4 <sup>th</sup> ,2025  | 16minutes          |

|    |                               |            |                            |              |                              |                  |                                                                      |                                                                     |   |                                    |               |
|----|-------------------------------|------------|----------------------------|--------------|------------------------------|------------------|----------------------------------------------------------------------|---------------------------------------------------------------------|---|------------------------------------|---------------|
|    |                               |            |                            |              |                              |                  | engineer                                                             |                                                                     |   |                                    |               |
| 9  | Xin<br>gfu<br>Len<br>g        | Male       | 64/B<br>aby<br>Boo<br>mers | Marri<br>ed  | Junior<br>College<br>Diploma | Wuhan            | Special<br>type of<br>work                                           | March 21 <sup>th</sup> ,2023-<br>November<br>16 <sup>th</sup> ,2024 | 1 | March<br>4 <sup>th</sup> ,202<br>5 | 21minu<br>tes |
| 10 | Nia<br>nxia<br>n<br>Go<br>ng  | Femal<br>e | 64/B<br>aby<br>Boo<br>mers | Marri<br>ed  | Senior<br>High<br>School     | Guiyan<br>g      | Quality<br>inspector                                                 | July 15 <sup>th</sup> ,2019-<br>February<br>20 <sup>th</sup> ,2025  | 6 | March<br>4 <sup>th</sup> ,202<br>5 | 18minu<br>tes |
| 11 | Hon<br>gsh<br>eng<br>Len<br>g | Male       | 41/G<br>ener<br>ation<br>Y | Marri<br>ed  | Junior<br>College<br>Diploma | Guangz<br>hou    | Budgeter                                                             | March 24 <sup>th</sup> ,2021-<br>December<br>12 <sup>th</sup> ,2024 | 3 | March<br>5 <sup>th</sup> ,202<br>5 | 15minu<br>tes |
| 12 | Cha<br>ngg<br>en<br>Yan<br>g  | Male       | 62/B<br>aby<br>Boo<br>mers | Marri<br>ed  | Junior<br>College<br>Diploma | Jian             | Provincial<br>-level<br>registre<br>d<br>supervisi<br>on<br>engineer | March 7 <sup>th</sup> ,2020-<br>December<br>5 <sup>th</sup> ,2024   | 4 | March<br>5 <sup>th</sup> ,202<br>5 | 16minu<br>tes |
| 13 | Xia<br>oxu<br>n<br>Yu         | Male       | 46/G<br>ener<br>ation<br>X | Marri<br>ed  | Junior<br>College<br>Diploma | Jiujiang         | Provincial<br>-level<br>registre<br>d<br>supervisi<br>on<br>engineer | May 30 <sup>th</sup> ,2022-<br>October<br>14 <sup>th</sup> ,2024    | 2 | March<br>5 <sup>th</sup> ,202<br>5 | 18minu<br>tes |
| 14 | Yira<br>n O<br>uya<br>ng      | Male       | 63/B<br>aby<br>Boo<br>mers | Marri<br>ed  | Bachelor'<br>s Degree        | Huheha<br>ote    | National<br>registre<br>d<br>supervisi<br>on<br>engineer             | May 10 <sup>th</sup> ,2019-<br>November<br>7 <sup>th</sup> ,2024    | 5 | March<br>5 <sup>th</sup> ,202<br>5 | 19minu<br>tes |
| 15 | Yue<br>Len<br>g               | Femal<br>e | 22/G<br>ener<br>ation<br>Z | Marri<br>ed  | Bachelor'<br>s Degree        | Ganzho<br>u      | Documen<br>ter                                                       | December<br>4 <sup>th</sup> ,2023-January<br>17 <sup>th</sup> ,2025 | 1 | March<br>5 <sup>th</sup> ,202<br>5 | 16minu<br>tes |
| 16 | Pan<br>Liu                    | Femal<br>e | 23/G<br>ener<br>ation<br>Z | Marri<br>ed  | Bachelor'<br>s Degree        | Wuhan            | Documen<br>ter                                                       | June 12 <sup>th</sup> ,2023-<br>November<br>20 <sup>th</sup> ,2024  | 1 | March<br>6 <sup>th</sup> ,202<br>5 | 17minu<br>tes |
| 17 | Hon<br>gxia<br>len<br>g       | Femal<br>e | 48/G<br>ener<br>ation<br>X | Marri<br>ed  | Junior<br>College<br>Diploma | Changc<br>hun    | Associate<br>Construct<br>or                                         | March 24 <sup>th</sup> ,2018-<br>November<br>25 <sup>th</sup> ,2024 | 6 | March<br>6 <sup>th</sup> ,202<br>5 | 19minu<br>tes |
| 18 | Xia<br>o                      | Male       | 36/G<br>ener               | Divor<br>ced | Bachelor'<br>s Degree        | Nancha<br>ng(HQ) | primary<br>registre                                                  | March 12 <sup>th</sup> ,2018-<br>September21 <sup>th</sup> ,2       | 6 | March<br>6 <sup>th</sup> ,202      | 16minu<br>tes |

|    |                               |            |                            |             |                              |                  |                                                           |                                                                           |   |                                    |               |
|----|-------------------------------|------------|----------------------------|-------------|------------------------------|------------------|-----------------------------------------------------------|---------------------------------------------------------------------------|---|------------------------------------|---------------|
|    | Rao                           |            | ation<br>Y                 |             |                              |                  | d<br>constructi<br>on<br>engineer                         | 024                                                                       |   | 5                                  |               |
| 19 | Dan<br>Fu                     | Femal<br>e | 68/B<br>aby<br>Boo<br>mers | Marri<br>ed | Junior<br>College<br>Diploma | Jian             | Special<br>type of<br>work                                | April 3 <sup>th</sup> ,2019-<br>October<br>27 <sup>th</sup> ,2024         | 5 | March<br>7 <sup>th</sup> ,202<br>5 | 18minu<br>tes |
| 20 | Xin<br>Zha<br>ng              | Male       | 27/G<br>ener<br>ation<br>Z | Marri<br>ed | Senior<br>High<br>School     | Yichun           | Construct<br>ion<br>worker                                | April 23 <sup>th</sup> ,2021-<br>September<br>25 <sup>th</sup> ,2024      | 3 | March<br>7 <sup>th</sup> ,202<br>5 | 19minu<br>tes |
| 21 | Xinl<br>ei<br>Wei             | Male       | 22/G<br>ener<br>ation<br>Z | Marri<br>ed | Senior<br>High<br>School     | Yichun           | Construct<br>ion<br>worker                                | February<br>28 <sup>th</sup> ,2024-<br>January<br>25 <sup>th</sup> ,2025  | 1 | March<br>7 <sup>th</sup> ,202<br>5 | 16minu<br>tes |
| 22 | Xia<br>ng<br>Gu<br>o          | Male       | 23/G<br>ener<br>ation<br>Z | Marri<br>ed | Senior<br>High<br>School     | Yichun           | Construct<br>ion<br>worker                                | July 25 <sup>th</sup> ,2022-<br>October<br>27 <sup>th</sup> ,2023         | 1 | March<br>7 <sup>th</sup> ,202<br>5 | 17minu<br>tes |
| 23 | Jun<br>Ma                     | Femal<br>e | 33/G<br>ener<br>ation<br>Y | Marri<br>ed | Junior<br>College<br>Diploma | Wuhan            | Surveyor                                                  | July 25 <sup>th</sup> ,2022-<br>November<br>28 <sup>th</sup> ,2024        | 2 | March<br>7 <sup>th</sup> ,202<br>5 | 15minu<br>tes |
| 24 | Don<br>gm<br>ei<br>Hu         | Femal<br>e | 67/B<br>aby<br>Boo<br>mers | Marri<br>ed | Senior<br>High<br>School     | Nancha<br>ng(HQ) | Construct<br>ion<br>worker                                | March 17 <sup>th</sup> ,2021-<br>December18 <sup>th</sup> ,20<br>24       | 3 | March<br>7 <sup>th</sup> ,202<br>5 | 17minu<br>tes |
| 25 | Da<br>yan<br>g                | Male       | 63/B<br>aby<br>Boo<br>mers | Marri<br>ed | Junior<br>College<br>Diploma | Jiujiang         | Budgeter                                                  | February<br>28 <sup>th</sup> ,2021-<br>October<br>21 <sup>th</sup> ,2024  | 3 | March<br>7 <sup>th</sup> ,202<br>5 | 18minu<br>tes |
| 26 | Jian<br>gho<br>ng<br>Che<br>n | Femal<br>e | 66/B<br>aby<br>Boo<br>mers | Marri<br>ed | Senior<br>High<br>School     | Yichun           | Construct<br>ion<br>worker                                | October8 <sup>th</sup> ,2020-<br>September<br>21 <sup>th</sup> ,2024      | 4 | March<br>8 <sup>th</sup> ,202<br>5 | 21minu<br>tes |
| 27 | Han<br>xin<br>Hon<br>g        | Male       | 63/B<br>aby<br>Boo<br>mers | Marri<br>ed | Junior<br>College<br>Diploma | Jingdez<br>hen   | Supervis<br>or                                            | November<br>30 <sup>th</sup> ,2021-<br>November<br>20 <sup>th</sup> ,2024 | 3 | March<br>8 <sup>th</sup> ,202<br>5 | 20minu<br>tes |
| 28 | Xiu<br>yun<br>Bia<br>n        | Male       | 47/G<br>ener<br>ation<br>X | Marri<br>ed | Bachelor'<br>s Degree        | Huheha<br>ote    | National<br>registere<br>d<br>supervisi<br>on<br>engineer | April 18 <sup>th</sup> ,2017-<br>November<br>15 <sup>th</sup> ,2024       | 7 | March<br>8 <sup>th</sup> ,202<br>5 | 17minu<br>tes |
| 29 | Lon<br>g                      | Male       | 68/B<br>aby                | Marri<br>ed | Junior<br>College            | Shangr<br>ao     | Quality<br>inspector                                      | December<br>7 <sup>th</sup> ,2021-                                        | 3 | March<br>9 <sup>th</sup> ,202      | 16minu<br>tes |

|    |                              |            |                            |             |                              |               |                                                                      |                                                                          |   |                                     |               |
|----|------------------------------|------------|----------------------------|-------------|------------------------------|---------------|----------------------------------------------------------------------|--------------------------------------------------------------------------|---|-------------------------------------|---------------|
|    | Xu                           |            | Boo<br>mers                |             | Diploma                      |               |                                                                      | September<br>2 <sup>th</sup> ,2024                                       |   | 5                                   |               |
| 30 | Shan<br>gc<br>han<br>g<br>Hu | Male       | 55/G<br>ener<br>ation<br>X | Marri<br>ed | Senior<br>High<br>School     | Chang<br>ha   | Construct<br>ion<br>worker                                           | May 1 <sup>th</sup> ,2018-<br>November<br>16 <sup>th</sup> ,2024         | 6 | March<br>9 <sup>th</sup> ,202<br>5  | 16minu<br>tes |
| 31 | Yi<br>Yan<br>g               | Femal<br>e | 67/B<br>aby<br>Boo<br>mers | Marri<br>ed | Junior<br>College<br>Diploma | Jian          | National<br>registre<br>d<br>supervisi<br>on<br>engineer             | November<br>18 <sup>th</sup> ,2021-<br>October<br>21 <sup>th</sup> ,2024 | 3 | March<br>9 <sup>th</sup> ,202<br>5  | 17minu<br>tes |
| 32 | Xia<br>omi<br>n<br>Zha<br>ng | Femal<br>e | 38/G<br>ener<br>ation<br>Y | Marri<br>ed | Bachelor'<br>s Degree        | Guangz<br>hou | Associate<br>Construct<br>or                                         | August 30 <sup>th</sup> ,2022-<br>December<br>21 <sup>th</sup> ,2024     | 2 | March<br>10 <sup>th</sup> ,20<br>25 | 15minu<br>tes |
| 33 | Bin<br>gla<br>n<br>Tu        | Femal<br>e | 64/B<br>aby<br>Boo<br>mers | Marri<br>ed | Senior<br>High<br>School     | Wuhan         | Safety<br>checker                                                    | November<br>9 <sup>th</sup> ,2021-<br>November<br>1 <sup>th</sup> ,2024  | 3 | March<br>10 <sup>th</sup> ,20<br>25 | 20minu<br>tes |
| 34 | Jinb<br>ao<br>Hua<br>ng      | Male       | 62/B<br>aby<br>Boo<br>mers | Marri<br>ed | Junior<br>College<br>Diploma | Chang<br>ha   | Special<br>type of<br>work                                           | May 28 <sup>th</sup> ,2022-<br>November<br>19 <sup>th</sup> ,2024        | 2 | March<br>10 <sup>th</sup> ,20<br>25 | 16minu<br>tes |
| 35 | Yao<br>hui<br>Zen<br>g       | Male       | 35/G<br>ener<br>ation<br>Y | Marri<br>ed | Bachelor'<br>s Degree        | Guangz<br>hou | Provincial<br>-level<br>registre<br>d<br>supervisi<br>on<br>engineer | June 1 <sup>th</sup> ,2022-<br>February<br>24 <sup>th</sup> ,2025        | 3 | March<br>10 <sup>th</sup> ,20<br>25 | 17minu<br>tes |
| 36 | Bo<br>Liu                    | Male       | 36/G<br>ener<br>ation<br>Y | Marri<br>ed | Junior<br>College<br>Diploma | Pingxia<br>ng | Budgeter                                                             | June 14 <sup>th</sup> ,2022-<br>November<br>28 <sup>th</sup> ,2024       | 2 | March<br>10 <sup>th</sup> ,20<br>25 | 19minu<br>tes |
| 37 | Shif<br>eng<br>Wa<br>n       | Male       | 67/B<br>aby<br>Boo<br>mers | Marri<br>ed | Junior<br>College<br>Diploma | Ganzho<br>u   | Construct<br>ion<br>worker                                           | December<br>9 <sup>th</sup> ,2020-October<br>29 <sup>th</sup> ,2024      | 4 | March<br>11 <sup>th</sup> ,20<br>25 | 16minu<br>tes |
| 38 | Din<br>gba<br>o<br>Sun       | Male       | 51/G<br>ener<br>ation<br>X | Marri<br>ed | Senior<br>High<br>School     | Fuzhou        | Construct<br>ion<br>worker                                           | May 18 <sup>th</sup> ,2023-<br>November<br>31 <sup>th</sup> ,2024        | 1 | March<br>11 <sup>th</sup> ,20<br>25 | 14minu<br>tes |
| 39 | Yan<br>ting<br>Zha<br>ng     | Male       | 65/B<br>aby<br>Boo<br>mers | Marri<br>ed | Junior<br>College<br>Diploma | Changc<br>hun | Surveyor                                                             | March 2 <sup>th</sup> ,2021-<br>December<br>18 <sup>th</sup> ,2024       | 3 | March<br>12 <sup>th</sup> ,20<br>25 | 13minu<br>tes |

|    |                               |            |                            |               |                              |                  |                                                                       |                                                                       |   |                                     |               |
|----|-------------------------------|------------|----------------------------|---------------|------------------------------|------------------|-----------------------------------------------------------------------|-----------------------------------------------------------------------|---|-------------------------------------|---------------|
| 40 | Zhi<br>wen<br>Sun             | Male       | 26/G<br>ener<br>ation<br>Z | Unm<br>arried | Junior<br>College<br>Diploma | Yingtang         | Quality<br>inspector                                                  | July 4 <sup>th</sup> ,2021-<br>September<br>5 <sup>th</sup> ,2024     | 3 | March<br>12 <sup>th</sup> ,20<br>25 | 17minu<br>tes |
| 41 | Shi<br>qia<br>ng<br>Xia<br>ng | Male       | 46/G<br>ener<br>ation<br>X | Marri<br>ed   | Bachelor'<br>s Degree        | Guangz<br>hou    | Associate<br>Construct<br>or                                          | May 1 <sup>th</sup> ,2019-<br>October<br>24 <sup>th</sup> ,2024       | 5 | March<br>12 <sup>th</sup> ,20<br>25 | 19minu<br>tes |
| 42 | Yun<br>fa<br>Li               | Male       | 48/G<br>ener<br>ation<br>X | Marri<br>ed   | Bachelor'<br>s Degree        | Jiujiang         | National<br>registere<br>d<br>supervisi<br>on<br>engineer             | April 16 <sup>th</sup> ,2016-<br>November<br>7 <sup>th</sup> ,2024    | 8 | March<br>12 <sup>th</sup> ,20<br>25 | 18minu<br>tes |
| 43 | Guil<br>ai<br>Wa<br>n         | Femal<br>e | 40/G<br>ener<br>ation<br>Y | Marri<br>ed   | Junior<br>College<br>Diploma | Jingdez<br>hen   | Quality<br>inspector                                                  | May 17 <sup>th</sup> ,2021-<br>October<br>15 <sup>th</sup> ,2024      | 3 | March<br>12 <sup>th</sup> ,20<br>25 | 17minu<br>tes |
| 44 | Yuy<br>an<br>Zho<br>u         | Femal<br>e | 30/G<br>ener<br>ation<br>Y | Unm<br>arried | Junior<br>College<br>Diploma | Nancha<br>ng(HQ) | Budgeter                                                              | April 23 <sup>th</sup> ,2019-<br>September<br>19 <sup>th</sup> ,2024  | 5 | March<br>12 <sup>th</sup> ,20<br>25 | 16minu<br>tes |
| 45 | We<br>nhu<br>i<br>Mai         | Male       | 39/G<br>ener<br>ation<br>Y | Marri<br>ed   | Junior<br>College<br>Diploma | Nancha<br>ng(HQ) | Provincial<br>-level<br>registere<br>d<br>supervisi<br>on<br>engineer | March 11 <sup>th</sup> ,2018-<br>November<br>20 <sup>th</sup> ,2024   | 6 | March<br>12 <sup>th</sup> ,20<br>25 | 17minu<br>tes |
| 46 | Zhe<br>ng<br>Zuo              | Male       | 36/G<br>ener<br>ation<br>Y | Marri<br>ed   | Junior<br>College<br>Diploma | Wuhan            | Documen<br>ter                                                        | May 28 <sup>th</sup> ,2022-<br>September<br>25 <sup>th</sup> ,2024    | 2 | March<br>12 <sup>th</sup> ,20<br>25 | 18minu<br>tes |
| 47 | We<br>nju<br>n<br>Ju          | Male       | 28/G<br>ener<br>ation<br>Z | Unm<br>arried | Junior<br>College<br>Diploma | Yichun           | Surveyor                                                              | April 25 <sup>th</sup> ,2022-<br>November<br>16 <sup>th</sup> ,2024   | 2 | March<br>13 <sup>th</sup> ,20<br>25 | 15minu<br>tes |
| 48 | Sih<br>ao<br>Che<br>ng        | Male       | 25/G<br>ener<br>ation<br>Z | Unm<br>arried | Junior<br>College<br>Diploma | Yingtang         | Supervis<br>or                                                        | April 7 <sup>th</sup> ,2023-<br>January<br>18 <sup>th</sup> ,2025     | 2 | March<br>13 <sup>th</sup> ,20<br>25 | 18minu<br>tes |
| 49 | Wei<br>guo<br>Liu             | Male       | 51/G<br>ener<br>ation<br>X | Marri<br>ed   | Bachelor'<br>s Degree        | Nancha<br>ng(HQ) | Associate<br>Construct<br>or                                          | August 24 <sup>th</sup> ,2017-<br>September18 <sup>th</sup> ,2<br>024 | 7 | March<br>13 <sup>th</sup> ,20<br>25 | 16minu<br>tes |
| 50 | Zhe<br>nzh<br>ong             | Male       | 49/G<br>ener<br>ation      | Marri<br>ed   | Junior<br>College<br>Diploma | Guiyan<br>g      | Surveyor                                                              | May 26 <sup>th</sup> ,2021-<br>October<br>19 <sup>th</sup> ,2024      | 3 | March<br>13 <sup>th</sup> ,20<br>25 | 14minu<br>tes |

|    |                  |        |                        |           |                              |           |                            |                                                                       |   |                              |           |
|----|------------------|--------|------------------------|-----------|------------------------------|-----------|----------------------------|-----------------------------------------------------------------------|---|------------------------------|-----------|
|    | Xu               |        | X                      |           |                              |           |                            |                                                                       |   |                              |           |
| 51 | Jianhui<br>Liang | Male   | 48/G<br>eneration<br>X | Married   | Bachelor's<br>Degree         | Guangzhou | Budgeter                   | March 11 <sup>th</sup> ,2019-<br>October 23 <sup>th</sup> ,2024       | 5 | March 13 <sup>th</sup> ,2025 | 16minutes |
| 52 | Fengjin<br>Yang  | Male   | 42/G<br>eneration<br>Y | Divorced  | Junior<br>College<br>Diploma | Jian      | Budgeter                   | September 20 <sup>th</sup> ,2020-<br>September 25 <sup>th</sup> ,2024 | 4 | March 13 <sup>th</sup> ,2025 | 14minutes |
| 53 | Deguo<br>Deng    | Male   | 56/G<br>eneration<br>X | Married   | Junior<br>College<br>Diploma | Changchun | Construction<br>worker     | May 17 <sup>th</sup> ,2021-<br>November 1 <sup>th</sup> ,2024         | 3 | March 14 <sup>th</sup> ,2025 | 18minutes |
| 54 | Jiayu<br>Cheng   | Female | 32/G<br>eneration<br>Y | Unmarried | Junior<br>College<br>Diploma | Guiyang   | Budgeter                   | April 20 <sup>th</sup> ,2022-<br>October 13 <sup>th</sup> ,2024       | 2 | March 14 <sup>th</sup> ,2025 | 16minutes |
| 55 | Bibo<br>Li       | Male   | 49/G<br>eneration<br>X | Married   | Junior<br>College<br>Diploma | Chengdu   | Special<br>type of<br>work | May 6 <sup>th</sup> ,2022-<br>November 13 <sup>th</sup> ,2024         | 2 | March 14 <sup>th</sup> ,2025 | 17minutes |
| 56 | Wenhao<br>Luo    | Male   | 20/G<br>eneration<br>Z | Unmarried | Senior<br>High<br>School     | Wuhan     | Construction<br>worker     | January30 <sup>th</sup> ,2024<br>-February 16 <sup>th</sup> ,2025     | 1 | March 14 <sup>th</sup> ,2025 | 14minutes |
| 57 | Tao<br>Lu        | Male   | 22/G<br>eneration<br>Z | Unmarried | Senior<br>High<br>School     | Wuhan     | Construction<br>worker     | August 1 <sup>th</sup> ,2023-<br>September 16 <sup>th</sup> ,2024     | 1 | March 15 <sup>th</sup> ,2025 | 17minutes |
| 58 | Junjie<br>Wang   | Male   | 22/G<br>eneration<br>Z | Married   | Junior<br>College<br>Diploma | Wuhan     | Surveyor                   | June 30 <sup>th</sup> ,2021-<br>November 20 <sup>th</sup> ,2024       | 3 | March 15 <sup>th</sup> ,2025 | 16minutes |
| 59 | Yan<br>Zhang     | Male   | 36/G<br>eneration<br>Y | Married   | Junior<br>College<br>Diploma | Chengdu   | Documenter                 | September 3 <sup>th</sup> ,2023-<br>November 24 <sup>th</sup> ,2024   | 1 | March 15 <sup>th</sup> ,2025 | 19minutes |
| 60 | Ruiqi<br>Zhao    | Male   | 25/G<br>eneration<br>Z | Married   | Junior<br>College<br>Diploma | Ganzhou   | Construction<br>worker     | July 28 <sup>th</sup> ,2023-<br>November 30 <sup>th</sup> ,2024       | 1 | March 15 <sup>th</sup> ,2025 | 21minutes |
| 61 | Ke<br>Wu         | Male   | 26/G<br>eneration<br>Z | Unmarried | Bachelor's<br>Degree         | Changsha  | Construction<br>worker     | October19 <sup>th</sup> ,2022<br>-<br>December4 <sup>th</sup> ,2024   | 2 | March 15 <sup>th</sup> ,2025 | 16minutes |
| 62 | Yuan<br>Mei      | Female | 36/G<br>eneration<br>Y | Married   | Junior<br>College<br>Diploma | Changsha  | Documenter                 | September 23 <sup>th</sup> ,2022-<br>December 5 <sup>th</sup> ,2024   | 2 | March 15 <sup>th</sup> ,2025 | 18minutes |

|    |                               |            |                            |               |                              |                  |                                                                        |                                                                           |   |                                     |               |
|----|-------------------------------|------------|----------------------------|---------------|------------------------------|------------------|------------------------------------------------------------------------|---------------------------------------------------------------------------|---|-------------------------------------|---------------|
| 63 | Xue<br>qin<br>Liu             | Male       | 21/G<br>ener<br>ation<br>Z | Unm<br>arried | Junior<br>College<br>Diploma | Guangz<br>hou    | Construct<br>ion<br>worker                                             | November<br>8 <sup>th</sup> ,2023-<br>December<br>11 <sup>th</sup> ,2024  | 1 | March<br>15 <sup>th</sup> ,20<br>25 | 15minu<br>tes |
| 64 | Bin<br>Zha<br>o               | Male       | 49/G<br>ener<br>ation<br>X | Marri<br>ed   | Bachelor'<br>s Degree        | Changc<br>hun    | Provincial<br>-level<br>-registere<br>d<br>supervisi<br>on<br>engineer | December<br>1 <sup>th</sup> ,2021-<br>February<br>24 <sup>th</sup> ,2025  | 4 | March<br>16 <sup>th</sup> ,20<br>25 | 16minu<br>tes |
| 65 | Zhif<br>eng<br>Zhu            | Male       | 47/G<br>ener<br>ation<br>X | Marri<br>ed   | Senior<br>High<br>School     | Shangr<br>ao     | Construct<br>ion<br>worker                                             | November<br>21 <sup>th</sup> ,2019-<br>November<br>21 <sup>th</sup> ,2024 | 5 | March<br>16 <sup>th</sup> ,20<br>25 | 13minu<br>tes |
| 66 | Can<br>Hua<br>ng              | Male       | 23/G<br>ener<br>ation<br>Z | Marri<br>ed   | Junior<br>College<br>Diploma | Shangr<br>ao     | Safety<br>checker                                                      | September<br>27 <sup>th</sup> ,2022-<br>October 4 <sup>th</sup> ,2024     | 2 | March<br>16 <sup>th</sup> ,20<br>25 | 16minu<br>tes |
| 67 | Ze<br>min<br>g<br>Lei         | Male       | 27/G<br>ener<br>ation<br>Z | Unm<br>arried | Junior<br>College<br>Diploma | Nancha<br>ng(HQ) | Budgeter                                                               | November<br>15 <sup>th</sup> ,2021-<br>December<br>26 <sup>th</sup> ,2024 | 3 | March<br>16 <sup>th</sup> ,20<br>25 | 17minu<br>tes |
| 68 | We<br>nyu<br>Wa<br>ng         | Male       | 31/G<br>ener<br>ation<br>Y | Unm<br>arried | Bachelor'<br>s Degree        | Yingtan          | Associate<br>Construct<br>or                                           | May 14 <sup>th</sup> ,2020-<br>November29 <sup>th</sup> ,20<br>24         | 4 | March<br>16 <sup>th</sup> ,20<br>25 | 16minu<br>tes |
| 69 | Fen<br>gyin<br>g<br>Che<br>n  | Femal<br>e | 52/G<br>ener<br>ation<br>X | Marri<br>ed   | Senior<br>High<br>School     | Wuhan            | Special<br>type of<br>work                                             | April 14 <sup>th</sup> ,2021-<br>October<br>31 <sup>th</sup> ,2024        | 3 | March<br>16 <sup>th</sup> ,20<br>25 | 14minu<br>tes |
| 70 | Fen<br>g<br>Luo               | Male       | 29/G<br>ener<br>ation<br>Y | Unm<br>arried | Junior<br>College<br>Diploma | Ganzho<br>u      | Construct<br>ion<br>worker                                             | January 7 <sup>th</sup> ,2024-<br>February<br>21 <sup>th</sup> ,2025      | 1 | March<br>16 <sup>th</sup> ,20<br>25 | 18minu<br>tes |
| 71 | Lif<br>e<br>Gui               | Male       | 23/G<br>ener<br>ation<br>Z | Marri<br>ed   | Junior<br>College<br>Diploma | Guangz<br>hou    | Supervis<br>or                                                         | May 12 <sup>th</sup> ,2023-<br>September<br>5 <sup>th</sup> ,2024         | 1 | March<br>17 <sup>th</sup> ,20<br>25 | 19minu<br>tes |
| 72 | Tin<br>gch<br>ai<br>Hua<br>ng | Male       | 34/G<br>ener<br>ation<br>Y | Marri<br>ed   | Bachelor'<br>s Degree        | Jiujiang         | Supervis<br>or                                                         | October31 <sup>th</sup> ,2022<br>-December<br>6 <sup>th</sup> ,2024       | 2 | March<br>17 <sup>th</sup> ,20<br>25 | 16minu<br>tes |
| 73 | Hon<br>gxia<br>ng<br>Zho      | Male       | 52/G<br>ener<br>ation<br>X | Marri<br>ed   | Senior<br>High<br>School     | Guiyan<br>g      | Construct<br>ion<br>worker                                             | March 3 <sup>th</sup> ,2017-<br>January<br>14 <sup>th</sup> ,2025         | 8 | March<br>17 <sup>th</sup> ,20<br>25 | 20minu<br>tes |

|    |                |        |                 |           |                        |          |                                          |                                                                  |   |                              |           |
|----|----------------|--------|-----------------|-----------|------------------------|----------|------------------------------------------|------------------------------------------------------------------|---|------------------------------|-----------|
|    | u              |        |                 |           |                        |          |                                          |                                                                  |   |                              |           |
| 74 | Zhongwen Zhao  | Male   | 54/Generation X | Married   | Senior High School     | Fuzhou   | Construction worker                      | January 15 <sup>th</sup> ,2018-October 25 <sup>th</sup> ,2024    | 6 | March 17 <sup>th</sup> ,2025 | 15minutes |
| 75 | Kuisen Cai     | Male   | 34/Generation Y | Married   | Junior College Diploma | Pingxang | Quality inspector                        | November 29 <sup>th</sup> ,2022-September 27 <sup>th</sup> ,2024 | 2 | March 17 <sup>th</sup> ,2025 | 13minutes |
| 76 | Jun Ye         | Male   | 50/Generation X | Married   | Technical Secondary    | Pingxang | Construction worker                      | February 24 <sup>th</sup> ,2023-February 27 <sup>th</sup> ,2025  | 2 | March 18 <sup>th</sup> ,2025 | 17minutes |
| 77 | Zhanjun Yu     | Male   | 54/Generation X | Married   | Junior College Diploma | Guiyang  | National registered supervision engineer | April 1 <sup>th</sup> ,2017-November 7 <sup>th</sup> ,2024       | 7 | March 18 <sup>th</sup> ,2025 | 18minutes |
| 78 | Hongzhen Cheng | Female | 63/Baby Boomers | Married   | Technical Secondary    | Pingxang | Special type of work                     | October 25 <sup>th</sup> ,2016-December 16 <sup>th</sup> ,2024   | 8 | March 18 <sup>th</sup> ,2025 | 19minutes |
| 79 | Ye Zhang       | Male   | 23/Generation Z | Unmarried | Junior College Diploma | Jiujiang | Surveyor                                 | September 26 <sup>th</sup> ,2023-November 24 <sup>th</sup> ,2024 | 1 | March 18 <sup>th</sup> ,2025 | 16minutes |
| 80 | Tnighui Zhao   | Male   | 28/Generation Z | Married   | Senior High School     | Yichun   | Special type of work                     | February 24 <sup>th</sup> ,2023-January 10 <sup>th</sup> ,2025   | 2 | March 18 <sup>th</sup> ,2025 | 19minutes |

Data source: Human Resources Department of GF Construction Company (2025)

## Appendix B – Information Sheet of Current Employees

| Seri al Nu mb er | Name            | Gend er | Age/ Generati on  | Marital Status | Education Background   | Office Branch  | Position             | Date On Board                    | Interview Date               | Interview duration |
|------------------|-----------------|---------|-------------------|----------------|------------------------|----------------|----------------------|----------------------------------|------------------------------|--------------------|
| 1                | Maoma o Zhao    | Male    | 65/Ba by Boom ers | Marrie d       | Technical Secondary    | Chang chun     | Surveyor             | May 25 <sup>th</sup> ,2016       | March 3 <sup>th</sup> , 2025 | 18minut es         |
| 2                | Chang hua Zhao  | Male    | 64/Ba by Boom ers | Marrie d       | Junior College Diploma | Guang zhou     | Documenter           | July 30 <sup>th</sup> ,2020      | March 3 <sup>th</sup> , 2025 | 15minut es         |
| 3                | Baogen Li       | Male    | 53/Ge nerati on X | Divorc ed      | Junior College Diploma | Nanch ang(H Q) | Construction worker  | April 2 <sup>th</sup> ,2021      | March 4 <sup>th</sup> , 2025 | 14minut es         |
| 4                | Ran Xu          | Male    | 63/Ba by Boom ers | Divorc ed      | Junior College Diploma | Shangr ao      | Supervisor           | May 15 <sup>th</sup> ,2020       | March 4 <sup>th</sup> , 2025 | 13minut es         |
| 5                | Sisi Wang       | Male    | 61/Ba by Boom ers | Marrie d       | Technical Secondary    | Huheh aote     | Construction worker  | January 24 <sup>th</sup> ,2021   | March 4 <sup>th</sup> , 2025 | 20minut es         |
| 6                | Laiqian g Zhang | Male    | 28/Ge nerati on Z | Marrie d       | Technical Secondary    | Cheng du       | Special type of work | April 1 <sup>th</sup> ,2019      | March 4 <sup>th</sup> , 2025 | 13minut es         |
| 7                | Pan Yang        | Male    | 62/Ba by Boom ers | Marrie d       | Junior College Diploma | Shangr ao      | Special type of work | April 3 <sup>th</sup> ,2021      | March 4 <sup>th</sup> , 2025 | 18minut es         |
| 8                | Guopin g Gong   | Male    | 42/Ge nerati on Y | Marrie d       | Junior College Diploma | Chang sha      | Safety checker       | January 15 <sup>th</sup> ,2020   | March 4 <sup>th</sup> , 2025 | 19minut es         |
| 9                | Guome i Wan     | Fem ale | 46/Ge nerati on X | Marrie d       | Junior College Diploma | Chang sha      | Safety checker       | March 2 <sup>th</sup> ,2021      | March 4 <sup>th</sup> , 2025 | 16minut es         |
| 10               | Guoqin g Zhang  | Male    | 63/Ba by Boom ers | Marrie d       | Junior College Diploma | Wuhan          | Supervisor           | September 19 <sup>th</sup> ,2019 | March 5 <sup>th</sup> , 2025 | 15minut es         |
| 11               | Yonglin g Huang | Fem ale | 61/Ba by Boom ers | Marrie d       | Junior College Diploma | Cheng du       | Supervisor           | August 18 <sup>th</sup> ,2021    | March 5 <sup>th</sup> , 2025 | 21minut es         |
| 12               | Bingna n        | Male    | 40/Ge nerati on X | Marrie d       | Junior College         | Cahng chun     | Budgeter             | January 25 <sup>th</sup> ,2018   | March 5 <sup>th</sup> , 2025 | 14minut es         |

|    |               |        |                 |           |                        |             |                                          |                                 |                              |           |
|----|---------------|--------|-----------------|-----------|------------------------|-------------|------------------------------------------|---------------------------------|------------------------------|-----------|
|    | Huang         |        | on Y            |           | Diploma                |             |                                          |                                 |                              |           |
| 13 | Jixiang Ren   | Male   | 64/Baby Boomers | Married   | Bachelor's Degree      | Ganzhou     | Budgeter                                 | November 14 <sup>th</sup> ,2020 | March 5 <sup>th</sup> , 2025 | 17minutes |
| 14 | Jianyun Xiong | Male   | 48/Generation X | Married   | Junior College Diploma | Jiujian g   | Supervisor                               | June 27 <sup>th</sup> ,2021     | March 5 <sup>th</sup> , 2025 | 16minutes |
| 15 | Changfu Chen  | Male   | 62/Baby Boomers | Married   | Bachelor's Degree      | Ganzhou     | National registered supervision engineer | March 1 <sup>th</sup> ,2017     | March 6 <sup>th</sup> , 2025 | 16minutes |
| 16 | Anqi Huang    | Male   | 61/Baby Boomers | Married   | Junior College Diploma | Yingtang    | Quality inspector                        | December 28 <sup>th</sup> ,2019 | March 6 <sup>th</sup> , 2025 | 14minutes |
| 17 | Yi Zhang      | Male   | 25/Generation Z | Married   | Junior College Diploma | Fuzhou      | Construction worker                      | May 15 <sup>th</sup> ,2021      | March 6 <sup>th</sup> , 2025 | 18minutes |
| 18 | Jinruan Zheng | Male   | 63/Baby Boomers | Married   | Junior College Diploma | Jingde zhen | Supervisor                               | April 28 <sup>th</sup> ,2022    | March 6 <sup>th</sup> , 2025 | 20minutes |
| 19 | Xiaoxu Su     | Female | 64/Baby Boomers | Married   | Junior College Diploma | Yingtang    | Budgeter                                 | February 1 <sup>th</sup> ,2022  | March 6 <sup>th</sup> , 2025 | 21minutes |
| 20 | Quang en Hu   | Male   | 45/Generation X | Married   | Bachelor's Degree      | Jiujian g   | National registered supervision engineer | March 5 <sup>th</sup> ,2018     | March 6 <sup>th</sup> , 2025 | 19minutes |
| 21 | Zhijian Rao   | Male   | 37/Generation Y | Married   | Bachelor's Degree      | Jiujian g   | primary registered construction engineer | July 10 <sup>th</sup> ,2020     | March 7 <sup>th</sup> , 2025 | 14minutes |
| 22 | Siyu Li       | Female | 65/Baby Boomers | Married   | Junior College Diploma | Changsha    | Quality inspector                        | December 16 <sup>th</sup> ,2020 | March 7 <sup>th</sup> , 2025 | 13minutes |
| 23 | Dawen Hu      | Male   | 55/Generation X | Married   | Senior High School     | Changsha    | Construction worker                      | March 6 <sup>th</sup> ,2018     | March 8 <sup>th</sup> , 2025 | 20minutes |
| 24 | Kun Duan      | Male   | 61/Baby Boomers | Married   | Junior College Diploma | Fuzhou      | Documenter                               | April 12 <sup>th</sup> ,2022    | March 8 <sup>th</sup> , 2025 | 21minutes |
| 25 | Bingyu Yin    | Female | 64/Baby Boomers | Unmarried | Junior College Diploma | Changchun   | Documenter                               | March 11 <sup>th</sup> ,2022    | March 8 <sup>th</sup> , 2025 | 22minutes |

|    |               |        |                 |           |                        |            |                                                  |                                |                               |           |
|----|---------------|--------|-----------------|-----------|------------------------|------------|--------------------------------------------------|--------------------------------|-------------------------------|-----------|
|    |               |        | ers             |           |                        |            |                                                  |                                |                               |           |
| 26 | Yijing Xu     | Male   | 21/Generation Z | Unmarried | Junior College Diploma | Shangrao   | Documenter                                       | August 15 <sup>th</sup> ,2022  | March 8 <sup>th</sup> , 2025  | 12minutes |
| 27 | QiuJun Li     | Female | 35/Generation Y | Married   | Junior College Diploma | Yingtai    | Documenter                                       | May 30 <sup>th</sup> ,2021     | March 8 <sup>th</sup> , 2025  | 14minutes |
| 28 | Changhua Wang | Female | 46/Generation X | Married   | Senior High School     | Jingdezhen | Construction worker                              | June 20 <sup>th</sup> ,2019    | March 8 <sup>th</sup> , 2025  | 17minutes |
| 29 | Dajun Qu      | Male   | 46/Generation X | Married   | Senior High School     | Jian       | Construction worker                              | August 24 <sup>th</sup> ,2022  | March 8 <sup>th</sup> , 2025  | 18minutes |
| 30 | Zhimin Zhang  | Male   | 43/Generation Y | Married   | Junior College Diploma | Wuhan      | Quality inspector                                | July 2 <sup>th</sup> ,2020     | March 8 <sup>th</sup> , 2025  | 15minutes |
| 31 | Yu Gu         | Male   | 26/Generation Z | Unmarried | Senior High School     | Chengdu    | Construction worker                              | June 19 <sup>th</sup> ,2022    | March 9 <sup>th</sup> , 2025  | 19minutes |
| 32 | Jinghua Xu    | Male   | 46/Generation X | Married   | Senior High School     | Jiujiang   | Construction worker                              | October 12 <sup>th</sup> ,2020 | March 9 <sup>th</sup> , 2025  | 20minutes |
| 33 | Tengfei Ye    | Male   | 32/Generation Y | Unmarried | Technical Secondary    | Guiyang    | Quality inspector                                | August 27 <sup>th</sup> ,2022  | March 9 <sup>th</sup> , 2025  | 15minutes |
| 34 | Lihe Zhang    | Male   | 48/Generation X | Married   | Junior College Diploma | Chengdu    | Special type of work                             | May 6 <sup>th</sup> ,2020      | March 9 <sup>th</sup> , 2025  | 17minutes |
| 35 | Zheng Ma      | Male   | 33/Generation Y | Married   | Junior College Diploma | Wuhan      | Construction worker                              | May 8 <sup>th</sup> ,2021      | March 9 <sup>th</sup> , 2025  | 19minutes |
| 36 | Wenlin Yu     | Male   | 46/Generation X | Married   | Senior High School     | Jiujiang   | Construction worker                              | August 9 <sup>th</sup> ,2018   | March 10 <sup>th</sup> , 2025 | 17minutes |
| 37 | Xiaowen Duan  | Female | 40/Generation Y | Married   | Bachelor's Degree      | Yichun     | Special type of work                             | July 17 <sup>th</sup> ,2020    | March 10 <sup>th</sup> , 2025 | 18minutes |
| 38 | Hang Su       | Male   | 24/Generation Z | Unmarried | Junior College Diploma | Changsha   | Construction worker                              | July 24 <sup>th</sup> ,2022    | March 10 <sup>th</sup> , 2025 | 12minutes |
| 39 | Guoping Zeng  | Male   | 25/Generation Z | Unmarried | Junior College Diploma | Jingdezhen | Construction worker                              | May 5 <sup>th</sup> ,2021      | March 10 <sup>th</sup> , 2025 | 21minutes |
| 40 | Yiquan Wang   | Male   | 46/Generation X | Married   | Junior College Diploma | Changchun  | Provincial-level registered supervision engineer | August 24 <sup>th</sup> ,2019  | March 11 <sup>th</sup> , 2025 | 18minutes |
| 41 | Xington       | Male   | 26/Generation Z | Married   | Bachelor's             | Nanchang   | Documenter                                       | October 26 <sup>th</sup> ,2021 | March 11 <sup>th</sup> , 2025 | 17minutes |

|    |                       |            |                         |               |                              |                      |                                                   |                                    |                                  |               |
|----|-----------------------|------------|-------------------------|---------------|------------------------------|----------------------|---------------------------------------------------|------------------------------------|----------------------------------|---------------|
|    | g Yao                 |            | nerati<br>on Z          | d             | Degree                       | ang(H<br>Q)          |                                                   |                                    | 2025                             | es            |
| 42 | Ruifu<br>Du           | Male       | 32/Ge<br>nerati<br>on Y | Unmar<br>ried | Junior<br>College<br>Diploma | Huheh<br>aote        | Construction<br>worker                            | April 8 <sup>th</sup> ,2021        | March 11 <sup>th</sup> ,<br>2025 | 19minut<br>es |
| 43 | Liyao<br>Wang         | Male       | 24/Ge<br>nerati<br>on Z | Unmar<br>ried | Junior<br>College<br>Diploma | Jiujian<br>g         | Construction<br>worker                            | January 1 <sup>th</sup> ,2023      | March 11 <sup>th</sup> ,<br>2025 | 15minut<br>es |
| 44 | Long<br>Zhang         | Male       | 26/Ge<br>nerati<br>on Z | Unmar<br>ried | Senior High<br>School        | Jingde<br>zhen       | Surveyor                                          | October 22 <sup>th</sup> ,2022     | March 11 <sup>th</sup> ,<br>2025 | 23minut<br>es |
| 45 | Liang<br>Zhao         | Fem<br>ale | 28/Ge<br>nerati<br>on Z | Marrie<br>d   | Junior<br>College<br>Diploma | Jingde<br>zhen       | Special type<br>of work                           | January 2 <sup>th</sup> ,2022      | March 11 <sup>th</sup> ,<br>2025 | 14minut<br>es |
| 46 | Zhengji<br>e Song     | Male       | 23/Ge<br>nerati<br>on Z | Unmar<br>ried | Junior<br>College<br>Diploma | Jian                 | Safety<br>checker                                 | December 1 <sup>th</sup> ,2022     | March 12 <sup>th</sup> ,<br>2025 | 19minut<br>es |
| 47 | Limin<br>Yan          | Male       | 28/Ge<br>nerati<br>on Z | Marrie<br>d   | Junior<br>College<br>Diploma | Jian                 | Surveyor                                          | January 31 <sup>th</sup> ,2022     | March 12 <sup>th</sup> ,<br>2025 | 16minut<br>es |
| 48 | Wenxi<br>Xiong        | Male       | 26/Ge<br>nerati<br>on Z | Unmar<br>ried | Junior<br>College<br>Diploma | Yichun               | Construction<br>worker                            | September 5 <sup>th</sup> ,2021    | March 13 <sup>th</sup> ,<br>2025 | 17minut<br>es |
| 49 | Qingfe<br>ng<br>Jiang | Male       | 28/Ge<br>nerati<br>on Z | Unmar<br>ried | Junior<br>College<br>Diploma | Huheh<br>aote        | Special type<br>of work                           | November 1 <sup>th</sup> ,2020     | March 13 <sup>th</sup> ,<br>2025 | 12minut<br>es |
| 50 | Jinze<br>Yu           | Male       | 36/Ge<br>nerati<br>on Y | Marrie<br>d   | Junior<br>College<br>Diploma | Guiyan<br>g          | Construction<br>worker                            | November<br>30 <sup>th</sup> ,2018 | March 13 <sup>th</sup> ,<br>2025 | 16minut<br>es |
| 51 | Bingch<br>uan<br>Yang | Male       | 46/Ge<br>nerati<br>on X | Marrie<br>d   | Senior High<br>School        | Wuhan                | Construction<br>worker                            | April 1 <sup>th</sup> ,2020        | March 14 <sup>th</sup> ,<br>2025 | 19minut<br>es |
| 52 | Wenxia<br>ng Wu       | Male       | 36/Ge<br>nerati<br>on Y | Marrie<br>d   | Bachelor's<br>Degree         | Nanch<br>ang(H<br>Q) | primary<br>registered<br>construction<br>engineer | November 6 <sup>th</sup> ,2018     | March 14 <sup>th</sup> ,<br>2025 | 22minut<br>es |
| 53 | Yuhao<br>Du           | Male       | 24/Ge<br>nerati<br>on Z | Marrie<br>d   | Senior High<br>School        | Ganzh<br>ou          | Construction<br>worker                            | February 28 <sup>th</sup> ,2022    | March 14 <sup>th</sup> ,<br>2025 | 21minut<br>es |
| 54 | Peihua<br>Luo         | Fem<br>ale | 50/Ge<br>nerati<br>on X | Marrie<br>d   | Junior<br>College<br>Diploma | Jian                 | primary<br>registered<br>construction<br>engineer | April 20 <sup>th</sup> ,2019       | March 14 <sup>th</sup> ,<br>2025 | 16minut<br>es |
| 55 | Heyan<br>liu          | Male       | 32/Ge<br>nerati<br>on Y | Unmar<br>ried | Bachelor's<br>Degree         | Guang<br>zhou        | Safety<br>checker                                 | January 17 <sup>th</sup> ,2021     | March 14 <sup>th</sup> ,<br>2025 | 18minut<br>es |
| 56 | Zhouqu<br>an Shi      | Male       | 51/Ge<br>nerati<br>on X | Marrie<br>d   | Technical<br>Secondary       | Guiyan<br>g          | Construction<br>worker                            | January 1 <sup>th</sup> ,2015      | March 15 <sup>th</sup> ,<br>2025 | 15minut<br>es |

|    |              |        |                 |         |                        |           |                                                  |                                 |            |                    |           |
|----|--------------|--------|-----------------|---------|------------------------|-----------|--------------------------------------------------|---------------------------------|------------|--------------------|-----------|
| 57 | Zeqiang Chen | Male   | 43/Generation Y | Married | Junior College Diploma | Ganzhou   | Provincial-level registered supervision engineer | June 12 <sup>th</sup> ,2021     | March 2025 | 15 <sup>th</sup> , | 14minutes |
| 58 | Guojin Wang  | Male   | 49/Generation X | Married | Bachelor's Degree      | Fuzhou    | primary registered construction engineer         | May 10 <sup>th</sup> ,2018      | March 2025 | 15 <sup>th</sup> , | 13minutes |
| 59 | Qing Ye      | Female | 32/Generation Y | Married | Bachelor's Degree      | Guangzhou | Budgeter                                         | February 16 <sup>th</sup> ,2022 | March 2025 | 16 <sup>th</sup> , | 17minutes |
| 60 | Xikang Liu   | Male   | 37/Generation Y | Married | Junior College Diploma | Shangrao  | Provincial-level registered supervision engineer | March 27 <sup>th</sup> ,2020    | March 2025 | 16 <sup>th</sup> , | 19minutes |

Data source: Human Resources Department of GF Construction Company (2024)

## **Appendix C – Interview Outline for Departing Employees**

- ① What is the most important reason for you to leave Ganfu Construction Company?

## **Appendix D – Interview Outline for Current Employees**

- ① In your opinion, which aspects of the company currently need improvement?