



STAYING ON:
A STUDY ON YOUNG
WORKERS IN THE
ELECTRONIC INDUSTRY

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"Staying on: A study on Young Workers in the electronic industry"
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FOREWORD FROM CCR CSR



A big percentage of today's factory workers, born in early 1990s, are the children of China's first generation of factory workers. As this report will show the number of young workers is particularly high in the electronics industry- in many electronics factories more than half of workers are under 26.

This situation brings with it a range of opportunities -workers are better educated than their parents were, they learn and work fast - but also a set of big challenges as many are restless and demanding, leading to conflicts and strikes in some factories, and high employee turnover amongst the young workers in nearly all of them.

This report is part of the greater task to better understand China's young workforce and use this understanding to find methods and strategies to create workplaces that take into account the needs of young workers and create environment where they can grow into self-sufficient and confident adults.

The Center for Child Rights and CSR believes that by paying special attention to young workers in our supply chain, companies can take an active step to provide young people with opportunity for a good start in their professional lives.

We would like to thank the China Electronics Standardization Association (CESA), in particular Ms Zhou Yiqi and Mr Xiong Huajun, for sharing their insight and cooperating with us on this study.

Special thanks to both CESA and CCR CSR staff who invested a great amount of time and efforts to make this study happen.

Ines Kaempfer
Executive Director, Center for Child Rights and CSR



FOREWORD FROM CESA



Young workers are rapidly becoming a vital element of Chinese electronic industry's success and its ability to compete on the international market. Their well-being and effective management is not just a matter of responsible business practice; it is a foundation of many companies' long-term prospects and operation. Today nearly half of electronic manufacturing workforce is composed of young people (aged 26 or under), whose growth depends on the environment and support offered by their employers.

The new generation calls for a new strategy and management approach. Young workers today are known to have different goals, values and attitude than that of their parents and responding to these needs and successfully improving the workers' engagement and loyalty is a challenge faced by nearly every company's manager, and an essential part of business sustainability.

CESA believes that development of effective business strategy and corporate social responsibility are strongly bound together. With this in mind, CESA has partnered with CCR CSR on a study dedicated to better understanding young workers in the electronic manufacturing industry, and raise awareness of their distinct profile and management needs.

We hope the findings presented in this report will prove helpful to company managers, whether in terms of providing a fresh insight or informing their policy design or daily management practice. CESA would like to thank CCR CSR and the research team for ensuring the success of this project. We sincerely look forward to future cooperation with our international and industry partners on the issue.

Guo Xiuming
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Ministry of Industry and Information Technology
of the People's Republic of China



EXECUTIVE SUMMARY



This report was developed in response to growing challenges in the electronics manufacturing sector with regards to effective management and retention of the young workforce. The high concentration of young workers in the industry's supply chain, as well as their distinctive set of needs and characteristics, provide a strong rationale for developing a tailored strategy – both towards the management of the workers and their broader support.

The research was conducted in cooperation with China Electronic Standardization Association (CESA) during the summer of 2014 with a survey of 825 workers from 24 factories in Beijing, Guangdong, Jiangsu and Shandong. In addition, a separate survey provided insight from around 40 factory managers and HR staff. The findings of this report serve to build stronger awareness of young workers' profiles and existing needs, providing a first step for factory and company management in taking related action.

One of the key insights that emerges from the research concerns a high degree of vulnerability and inexperience among the young workers – often at the core of their instability and negative workplace experience. As revealed in the following sections, the younger the age of surveyed workers, the less resilient they prove to be in terms of facing challenges posed by new environments – be that the ability to cope with negative emotions, manage essential life skills (such as personal finances), or to communicate with supervisors. What's more, as a generation marked by the phenomenon of 'left-behind children' they frequently lack parental guidance and support essential to personal well-being and development.

These challenges often remain hidden from the daily HR and management practice. About 70% of factory managers participating in this study considered wage increase as the main strategy to improving worker retention. Much less attention, for example, is currently being paid to management and communication style (14%).

This study also suggests a growing importance of a more effective hiring and orientation practice – allowing for successful workplace integration. Only 39% of workers, for example, reported feeling fairly compensated, and nearly half believed that factories didn't take appropriate safety measures – partly due to lack of information. As demonstrated by the survey results, workers' perceptions improved significantly with a better understanding of each issue (ex. salary calculation process).

An effective strategy for improving young workers' retention and development is a long-term effort, which includes the full spectrum of company operations – from the line supervisors' ability, to dedicated communication channels and management practice, to broader community and NGO support. We hope this report can provide insight towards adopting a fresh approach in designing related solutions and taking action.



1

INTRODUCTION



1.1 Survey Context and Objectives

As China's labor market undergoes a rapid evolution, young workers (aged 16 – 25) become an increasingly relevant segment of the workforce. Common challenges related to their effective retention, management and talent development are perhaps most clearly noted in the electronics manufacturing – a sector with a high concentration of young workers (nearly 45% of the total workforce, according to survey respondents), and persistent issues with labor shortage and turnover.

In recognition of existing issues, as well as the importance of actively responding to the changing labor market, China Electronics Standardization Association (CESA) has partnered with the Center for Child Rights and Corporate Social Responsibility (CCR CSR) to conduct a detailed survey on the management of the young workforce in the electronics manufacturing sector. The results help to highlight a range of issues identified both by factory management as well as the workers themselves, and include some of the following:

- The key role of HR and management in workers' integration and development
- Entrenched perception on the role of salary as a critical means of workplace retention and motivation factor
- Significant vulnerability of the young workforce and the importance of a supportive work environment for their well-being and performance

The detailed findings are discussed in the report, together with a summary of recommendations for CESA member companies to consider when developing an effective CSR strategy towards improved integration and management of the young workforce.

1.2 Survey Design and Sampling

The worker survey captures quantitative data through a multiple-choice questionnaire. The survey contains 30 questions on key characteristics of workers, including their psychological well-being, perception of safety, fairness of compensation, attitudes towards work, as well as relationships with the management, HR and co-workers.

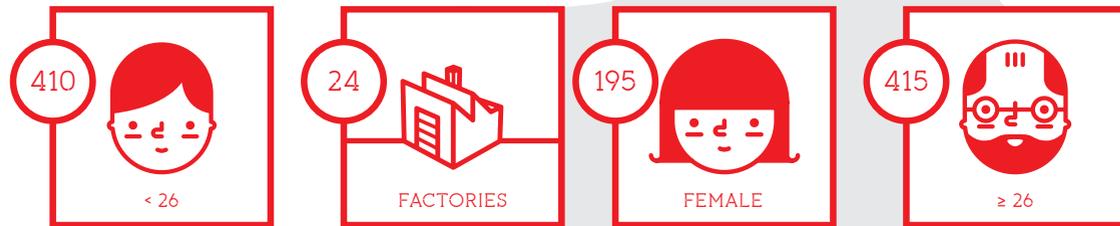
To guarantee necessary access to the factories, and due to confidentiality issues, the survey was coordinated by CESA, who reached out to a range of member companies in local industrial zones, local and international brand companies, as well as members referenced by local government. It has to be noted that most of the factories found labor questions too sensitive to allow for direct access to the workers and as such the questionnaires were distributed directly by HR staff or through the front line managers in production lines.

This raises questions about the randomness of sampling, and we expect a certain level of bias in the results. However, the data seems to have an acceptable amount of variation, and provides important information concerning the situation of young workers.

A separate survey of 37 questions was delivered to a selected group of HR and factory management to gain their perspective on current CSR practices, as well as strategy development in relation to meeting the changing needs of the workers and accommodating challenges in the labor market.

2 SURVEY RESPONDENTS

Figure 1: Survey Respondents, Number of respondents

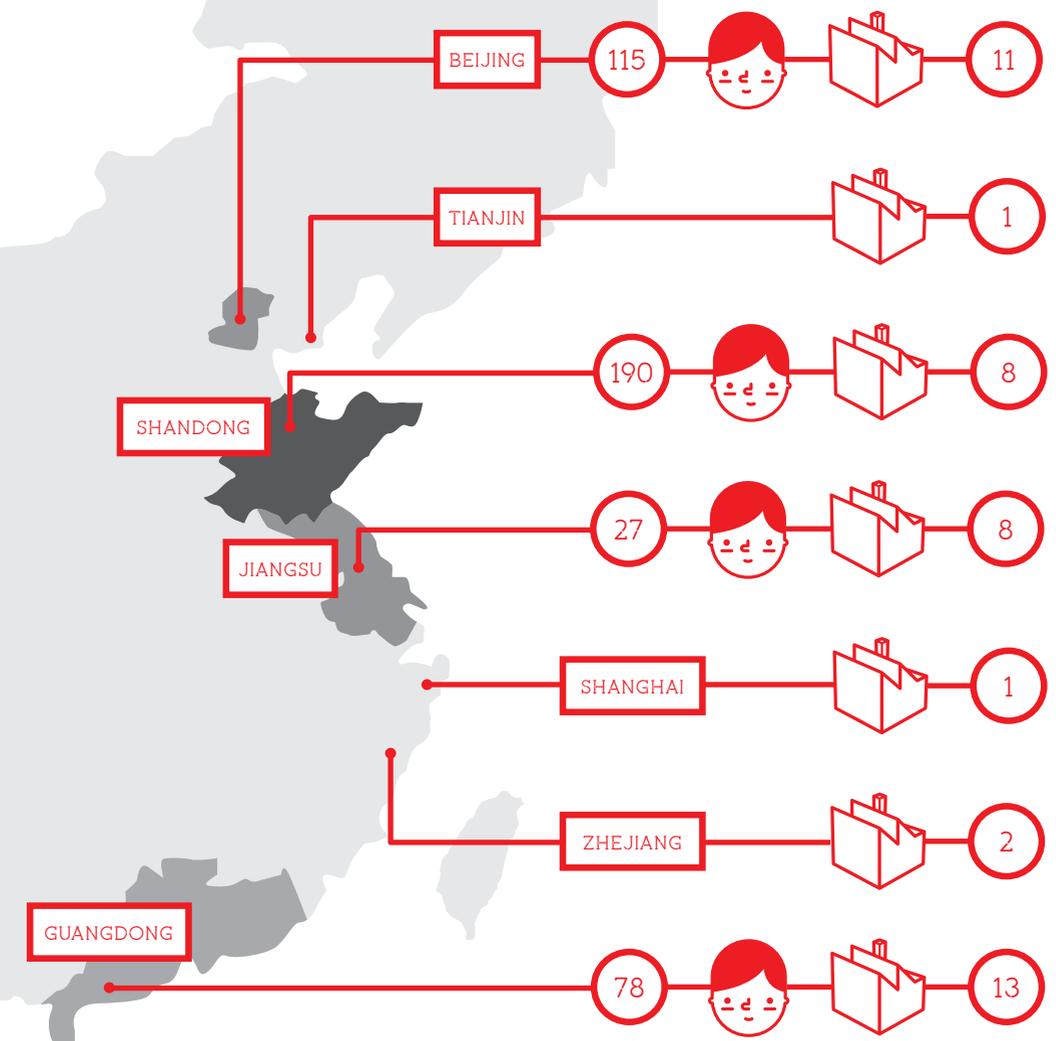


2.1 Sample Size

410 young workers under the age of 26, from four regions participated in the survey, and 195 of them were female. Another 415 older workers were designated as control group. Among the survey participants, only five workers were under the age of 18. The percentage of juvenile workers in the sample may not reflect the actual number in population (Figure 2). Because hiring full-time juvenile workers is a sensitive issue for the factories, the HR department might have purposefully avoided distributing the questionnaires to juvenile workers.

Figure 2: Survey Respondents by Age Group

< 18	18-21	22-25	≥ 26
5	147	258	415
0.6%	17.8%	31.3%	50.3%



2.2. Sample Characteristics

The workers were from 24 factories in Beijing, Guangdong, Jiangsu and Shandong. Nearly half (46%) of the young workers came from factories located in Shandong. In contrast, only 27 (7%) young workers were in Jiangsu (Figure 3). This difference in sample sizes by location may create certain bias in the analysis, and could be the reason behind some disparities in different locations. Meanwhile, the separate survey handed out to HR and management was more evenly distributed in terms of factory numbers in Beijing, Guangdong, Jiangsu and Shandong (Figure 4).

The HR/Management of all 24 factories who participated in the young worker survey also took part in a management survey along with 20 other factories across a wider geographic area, as is illustrated in Figure 4 below. According to the survey results, the average age of young workers is 22.3, and there is no significant difference between male and female workers.

Figure 4: Number of Factory HR/Management Respondents by Location*

	Beijing	Guangdong	Jiangsu	Shandong	Shanghai	Tianjin	ZheJiang
Factory No:	11	13	8	8	1	1	2
Percentage:	25.0%	29.5%	18.2%	18.2%	2.3%	2.3%	4.5%

Figure 5: Average Age of Young Workers by Province

	Beijing	Guangdong	Jiangsu	Shandong	Average
Male	23.1	23.1	23.6	21.5	22.4
Female	22.3	21.9	23.7	21.9	22.2
Average	22.6	22.5	23.7	21.8	22.3

Figure 3: Young Workers by Location

	Beijing	Guangdong	Jiangsu	Shandong
Workers No:	115	78	27	190
Percentage:	28.0%	19.0%	6.6%	46.3%

3

KEY CHARACTERISTICS OF THE YOUNG WORKERS

3.1 Education Level

The majority of young workers (36%) were educated in vocational schools, followed by college and technical schools (Figure 6). There is no significant difference in education levels between male and female workers, which is different from the control group. There, among older workers, males have significantly higher education levels than females.

As expected, there is a strong positive correlation between workers' education levels and age. Figure 7 shows that about half (48%) of the workers aged between 18 to 21 received vocational education in contrast to the control group, of which 48% had college/university education.

There is no significant difference between the education levels of young workers in Beijing, Guangdong and Shandong; however, the ones in Jiangsu have significantly higher levels of education than the rest (Figure 8). This difference might be explained by the older average age of workers in Jiangsu (Figure 5).

Figure 6: Education Level of Young Workers

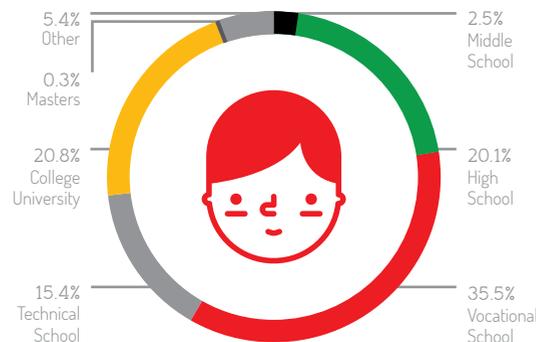


Figure 7: Education Level by Age Group

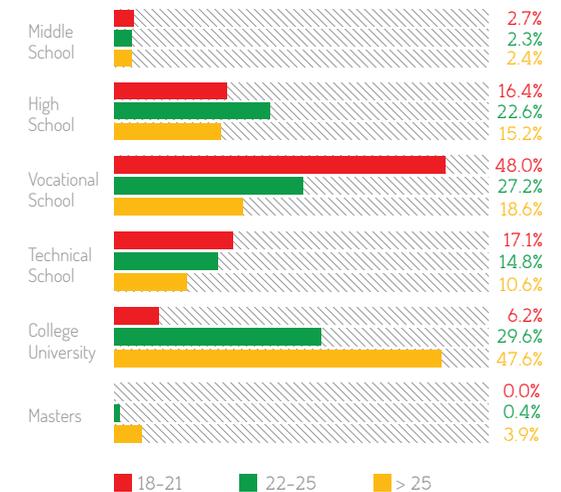


Figure 8: Education Level by Location

	Percentage	Middle School	High School	Vocational School	Technical School	College University	Masters
Beijing	4.4%	28.1%	21.1%	11.4%	31.6%	0.0%	
Guangdong	2.6%	23.1%	39.7%	14.1%	15.4%	1.3%	
Jiangsu	7.4%	7.4%	22.2%	11.1%	48.2%	0.0%	
Shandong	0.5%	15.9%	44.4%	19.1%	12.7%	0.0%	

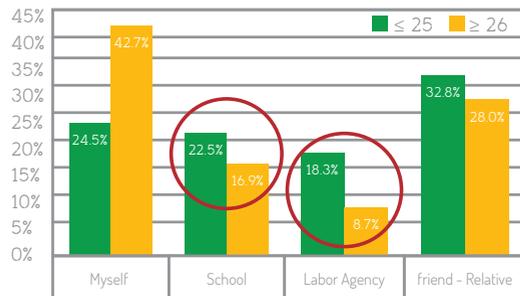
*The total number of factories (44) participating in the study represent young worker surveys (24 factories) as well as management / HR surveys.

3.2 How They Find Jobs

The majority of young workers find jobs or internships through personal connections (33%), which is different from their older peers, who find jobs mainly on their own (43%). Significant portions of young workers go through intermediaries such as schools and labor agencies compared to their older peers (Figure 9). The factory survey also shows that nearly 32% of factories use labor agencies to hire young workers, and 41% hire through vocational school partnership (Figure 10).

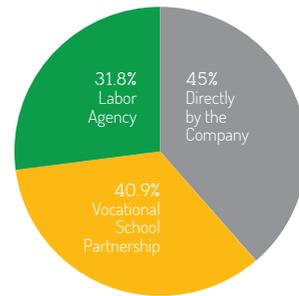
The findings speak to a significant vulnerability of young workers, who mostly need to rely on intermediaries to secure a job placement. The survey results indicate that the younger the workers are, the more likely they were to be hired through a labor agency or introduced through a school.

Figure 9: How Workers Find Jobs/Internships



However, a number of issues continue to exist in the quality of vocational placements and practice of labor agents. Given that the young workers are more likely to come to factory through schools or agents, they are exposed to higher risks of exploitation (e.g. if a significant part of the salary goes to the school and not to the worker), bonded labor (if the agent requires high back payment) or even situations of forced labor for young workers who are being put into situations where leaving a workplace would mean losing any chance for a school degree, receiving payments or even obtaining the means to return home. This deserves significant attention on the part of HR personnel. For example, 58% of participating factories reported currently using student workers.

Figure 10: How Factories Recruit Young Workers/Interns (Result Management Survey)



3.3 Monthly Savings

Workers' answers varied greatly when asked how much money they could save every month. Almost 14% of young workers couldn't save any money. First quartile can save only 400 RMB while the second quartile can save 1500 RMB. Both the young workers and the control group in Beijing have the highest average monthly savings, and those in Guangdong have the lowest. With the exception of Jiangsu, the average savings for older workers in Beijing, Guangdong and Shandong are slightly higher than the younger ones. However, this difference is not statistically significant (Figure 11).

As shown in the correlation tables in Figure 12, there is a significant positive correlation between monthly savings and age for young workers: the older they are, the more they tend to save. This can be partly explained by the difficulty young workers might face in adjusting to a new environment, but also by the limited ability in managing personal finances. Here a greater degree of support (ex. life skills training) and feeling of integration in the local community could play an important role in improving young workers' stability and long-term prospects.

Figure 11: Monthly Savings: Young Workers vs. Older Workers

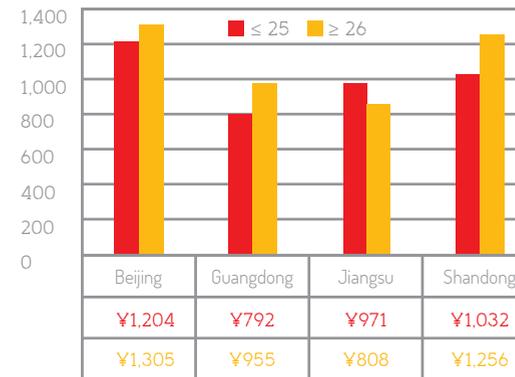


Figure 12: Correlation of Monthly Savings with Age

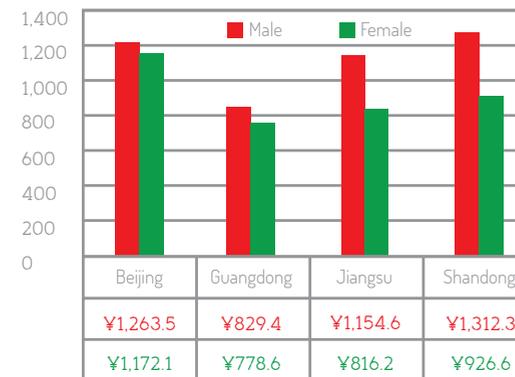
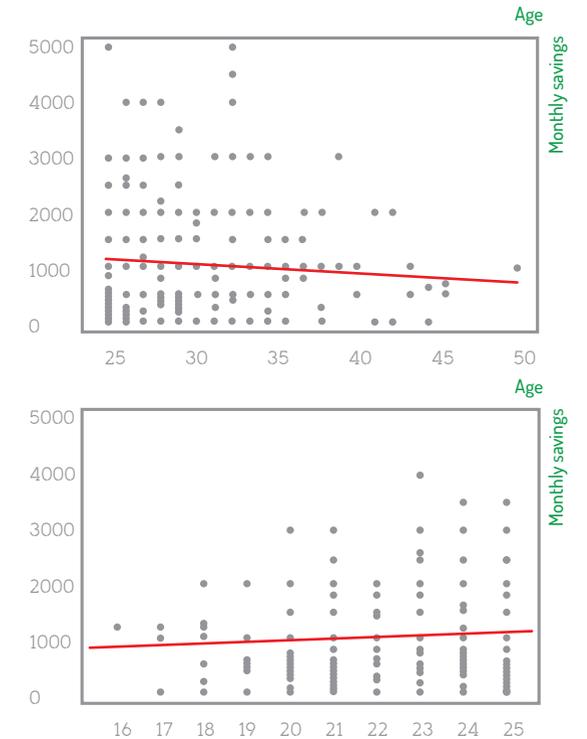


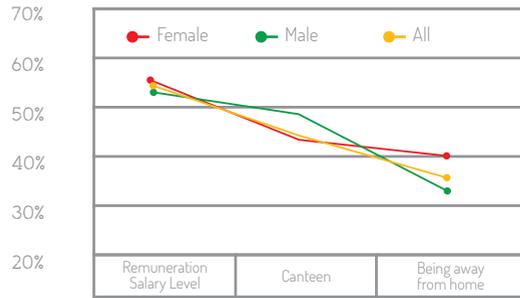
Figure 13: Monthly Savings: Male vs. Female

In all four locations, the average monthly savings for males are higher than the females, but only in Jiangsu this difference is statistically significant.

3.4 Wage Satisfaction and Perception of Fairness

Figure 14: Top Three Things Workers Dislike

What are the top three things you dislike the most about your internship or job?



When young workers were asked to list three things they disliked the most about their jobs, their top choice was “remuneration” (Figure 14). More than half (55%) of them resented the salary level while only 12% said they liked it. As a result, only 39% of the workers felt that they are fairly compensated (Figure 15) – a significant challenge for workforce stability and factory management.

Figure 15: Do you think you are fairly compensated?

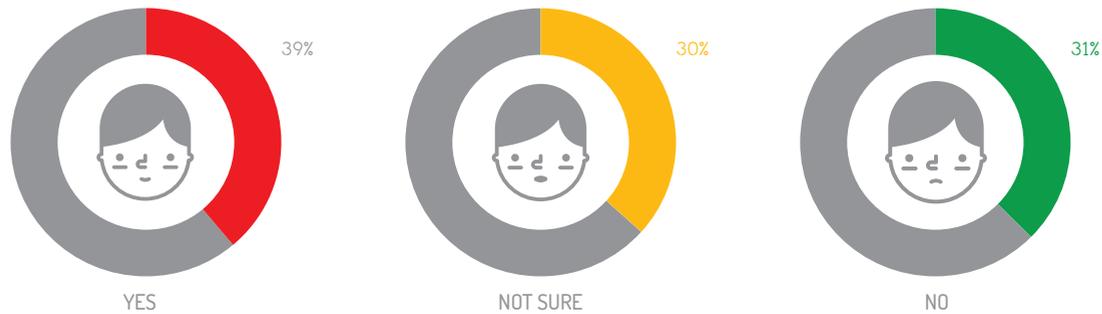
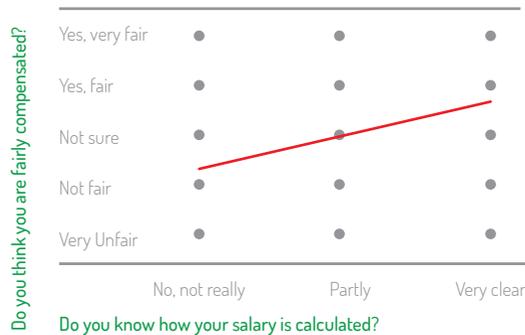


Figure 16: Fair Compensation vs. Salary Calculation



It is important to note, however, a strong association between workers’ perception of fair compensation and their understanding of salary calculation. When workers are better informed about how their wages are calculated, they are more likely to consider the compensation as fair (Figure 16).

These results are confirmed by findings of many other worker surveys conducted in a range of different industries. Often, workers’ perception of wage fairness has little to do with their actual wage level.

This is also in line with workplace motivation research, which demonstrates that wages have impact mostly as a ‘negative motivator’ – an employee will certainly be de-motivated by low wage level; however, he or she will not necessarily work harder, or be more loyal, simply because of higher pay. This presents a challenge, partly due to entrenched perception of salary as a critical motivation factor – our survey indicates that 70% of factory managers think that wage increase will be key to improved worker retention.

Instead, it might be necessary for factories to invest in better information and communication processes with regards to wage issues and in building a transparent wage system, which will be more effective in improving worker perception. The workers are also more likely to respond to enhanced opportunities for personal development and inclusive work environment – both based on a more engaging management style. Our research data clearly demonstrates that a simple wage increase will not be sufficient to improve job satisfaction.

3.5 Family Support and Workplace Integration

The majority of young workers felt well supported by their families in their decision to work at the factories (Figure 17). The older the workers are, the more likely the families are to support them. However, this association is only significant for the control group. The relevance of family support to the psychological wellbeing of young workers will be discussed in Section 3.7.1. With this said, it is important to note however, that as a largely rural migrant population struggling to integrate in the cities, and a generation with profoundly different life experience from their parents, today’s workers are often alienated from their environment. About a third of young workers surveyed by CCR CSR to date reported growing up as left-behind children, and often lacked the opportunity to develop essential life and social skills. As such, many of the young workers are largely unprepared for the challenges of successful workplace and community integration, as well as managing their personal and career development.

In this context, the factory and its management can play an important role, helping to provide some of the much needed support and guidance, in particular during the initial three months of workplace integration.

Figure 17: Does your family support your choice to work in a factory?

Not really
2.9%

3.6 Perception of Safety

Although the majority of young workers feel safe most of the time, there is still a considerable portion (19%) that does not (Figure 18). About 49% of young workers believe the factory does not take sufficient safety measures, while 8% think there are no safety measures at all (Figure 19).

Figure 18: Do you feel safe at workplace?

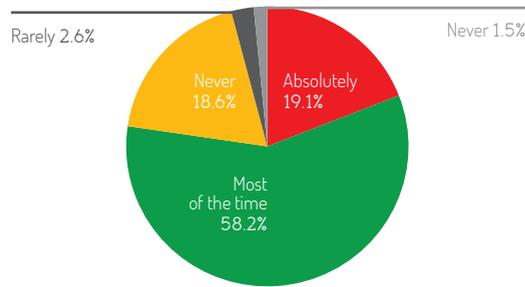
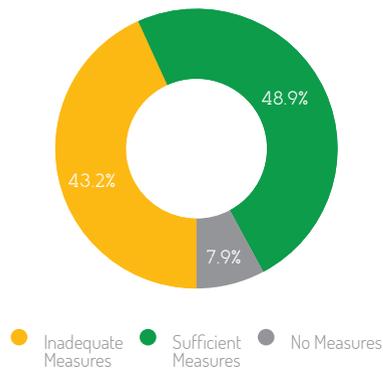
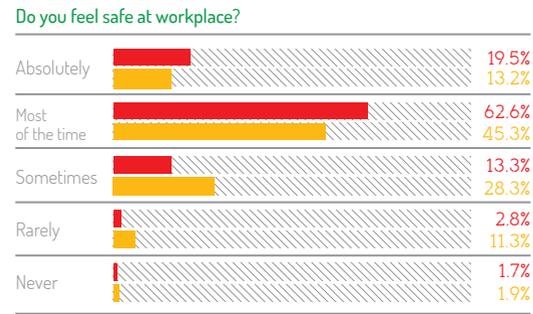


Figure 19: Do you think the factory takes sufficient measures to prevent work injuries and occupational hazards?



There is however, a significant association between orientation and young workers' perception of safety. The young workers who received orientation tend to feel safer at work. Also, the more they find orientation helpful, the safer they tend to feel (Figure 20).

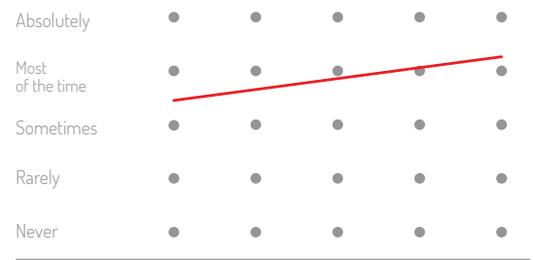
Figure 20: Feeling Safe and Orientation



Did you receive orientation training when you joined the factory?

Yes No

Do you feel safe at workplace?



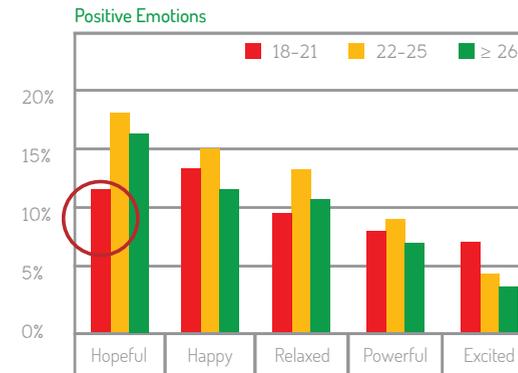
Do you feel the orientation is helpful?

3.7 Psychological Wellbeing

Surveyed workers have far more negative emotions than positive emotions, with 55% more frequency. The most common positive emotion is "hopeful", while "stressed" is the most frequently cited negative emotion (Figure 21 and Figure 22).

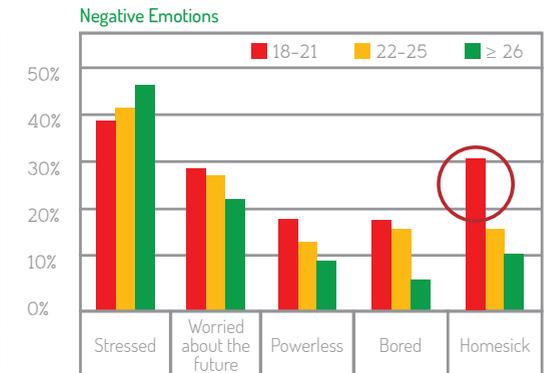
Young workers between the age of 22 and 25 are overall the "happiest group", who for the most part have the highest count of positive emotions. The only exception is the youngest group - aged between 18 -21 - who are the most "excited" (Figure 21).

Figure 21: Positive Emotions



Almost all negative emotions tend to decrease with age. So even though older workers may not necessarily have more positive emotions than their younger peers, they show a higher degree of emotional resilience. It's important to note that very young workers aged between 18-21 are also considerably more homesick than their older peers (Figure 22).

Figure 22: Negative Emotions



The youngest group of workers (aged 18-21) are less hopeful than older age groups.



The youngest workers (18-21) are more likely to be homesick than their older colleagues.

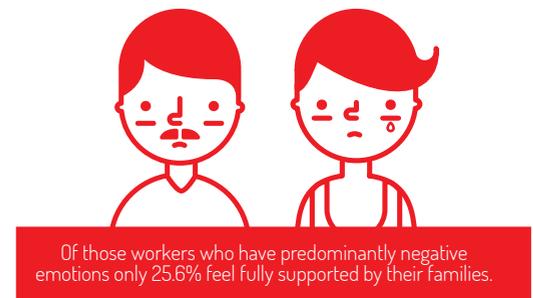
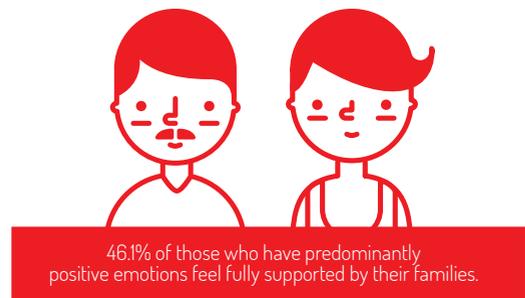
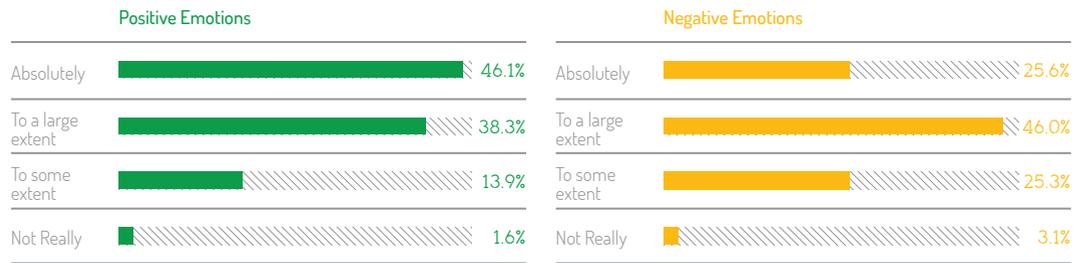
3.7.1 Psychological Wellbeing and Family Support

There is a significant correlation between young workers' psychological wellbeing and the level of support from their families about their choice to work in the factory. Workers with more family support tend to have more positive emotions than negative ones.

Figure 23 compares the sums of all positive emotions and all negative emotions for each level of family support. In the aggregate, young workers also have more positive emotions when their families better support their choice. Looking at the percentages of positive emotions and negative emotions side by side, we can see that when families "absolutely" support workers' decisions, they have more positive emotions than negative emotions. Conversely, when families support them less, negative emotions exceed positive emotions.

Figure 23. Psychological Wellbeing and Family Support

Does your family support your choice to work in a factory?



3.7.2 Psychological Wellbeing & Relationship with Supervisor

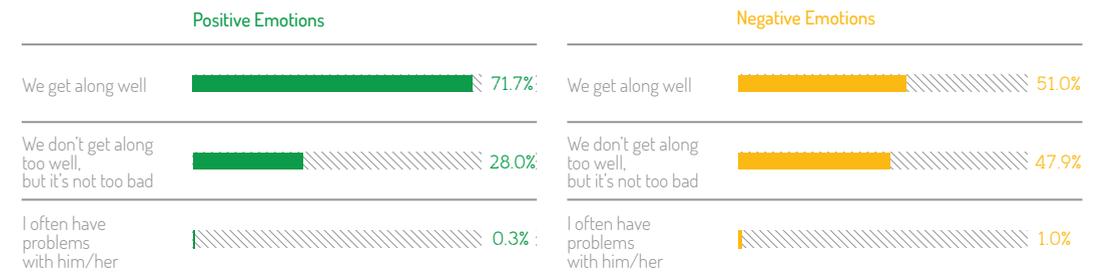
Young workers' relationship with their supervisor is another important association with their psychological wellbeing. When workers get along better with their supervisors, they tend to have more positive emotions than negative ones. Figure 24 compares the sums of all positive emotions and all negative emotions for each choice workers have about their relationship with their supervisor. In the aggregate, young workers also have more positive emotions when they get along better with their supervisor.

As can be seen from the figure, when comparing the positive emotions and negative emotions side by side, workers are overall more positive when they "get along" with their supervisor.

Other factors linked to the relationship between workers and their supervisors also seem to be associated with their psychological wellbeing. For example, when supervisors listen more to workers' problems, and/or have a more positive communication style, workers tend to have more positive emotions and less negative emotions. When supervisors adopt a more negative communication style, it seems to mostly affect workers' negative emotions, i.e. they tend to feel more negative.

Figure 24: Psychological Wellbeing and Relationship with Supervisor

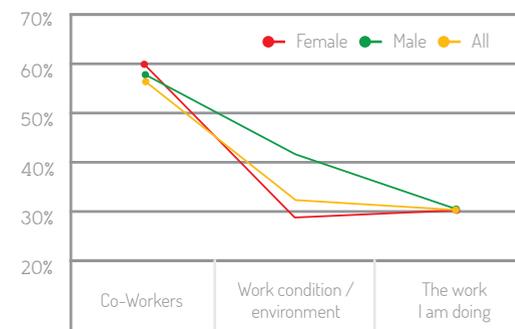
How would you describe your relationship with your supervisor?



3.7.3 Psychological Wellbeing and Work

Figure 25: Top three things workers like the most about their jobs

What are the top three things you like the most about your internship or job?



The top three things young workers reported liking about their job/internship were co-workers, work condition/environment and the work they were doing. There is a significant divergence for male and female workers about the second choice (Figure 25).

Often, a supportive work environment, as well as workers' enjoyment and personal interest in the assigned task have a strong positive impact on work performance. Due consideration should be given by HR and management staff on trying to engage workers' interest in the factory product and a sense of participation or role played in overall operations.

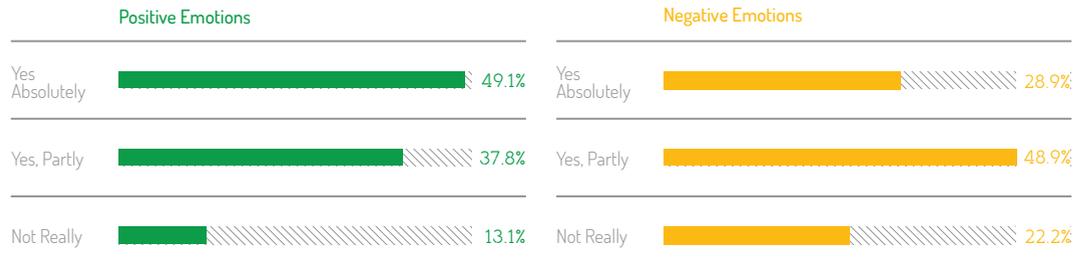
3.7.4 Psychological Wellbeing and Relationship with the HR

The survey shows that the older the workers are, the more likely the HR will listen to their problems. When the HR does listen, the workers tend to have more positive emotions and less negative emotions.

Figure 26 compares the sums of all positive emotions and all negative emotions for each option about how much HR listens to workers' problems. As much as possible, HR should consider setting up dedicated communication channels that focus on young workers and responding to their needs.

Figure 26: Psychological Wellbeing and Relationship with the HR

Do you think the factory's HR staff listen to you when you have a problem?

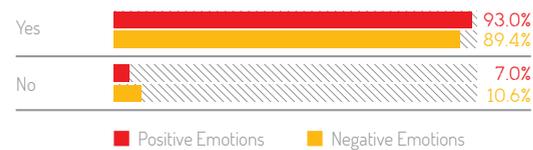


3.7.5 Psychological Wellbeing & Relationship with co-workers

How well workers get along with their co-workers closely correlates to their positive emotions. Workers who have friends at work and/or who like their co-workers (choosing them among the top three things they like about their job) tend to have more positive emotions. In addition, older age groups tend to think that their co-workers listen to their problems more, and in this case, tend to have more positive emotions and less negative emotions.

Figure 27: Psychological Wellbeing and Relationship with Co-workers

Do you have good friends at work?



What are the top three things you like the most about your internship or job?

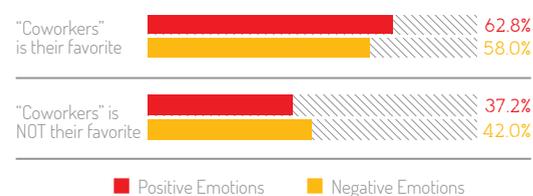


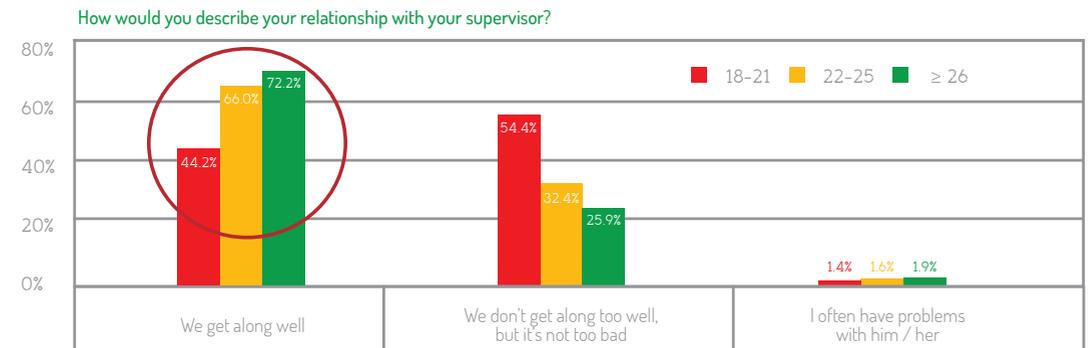
Figure 27 compares the sums of all positive emotions and all negative emotions for workers who have friends at work and those who don't; it also compares the ones who have chosen co-workers as the favorite aspect of their job with those who haven't. As the figure shows, young workers have more positive emotions in the aggregate when they have friends at work and/or they like their co-workers, and they have more positive emotions than negative emotions.

4

YOUNG WORKERS' RELATIONSHIP WITH THE MANAGEMENT

In general, the younger the workers are, the harder they find it to get along with their supervisors. This is true for both the young workers and the control group. Figure 28 shows that only 44% of the workers between 18 to 21 get along well with their supervisors, which is quite a big contrast with 72% of the control group. However, there is another trend for very young workers between the ages of 16 to 21: for this age group, the older the workers are, the more difficult it seems for them to get along with their supervisors.

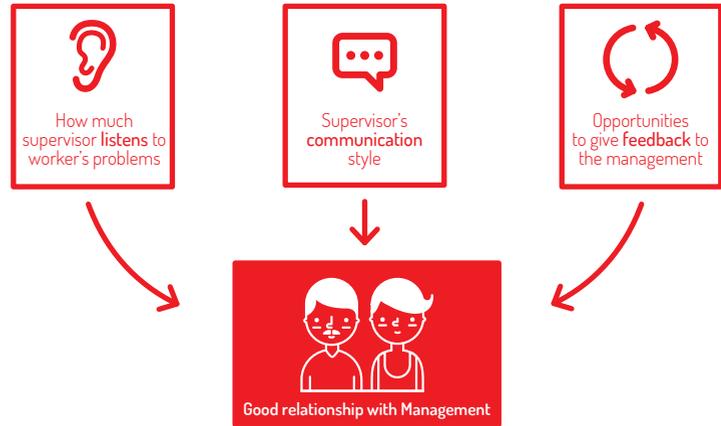
Figure 28: Relationship with the Management



4.1 Factors associated with relationship with management

The survey shows that there are three important factors from the management side that are connected with workers' relationship with their supervisors: how much the supervisor listens to workers' problems, supervisors' communication style, and if the young workers have opportunities to give feedback to the management on a regular basis (Figure 29).

Figure 29: Factors associated with relationship with management



4.1.1 Supervisor Listening to Workers' Problems

There is a significant positive correlation between how much a supervisor listens to workers' problems and how good their relationships are. When workers believe that their supervisors listen to them more, they tend to get along with them better (Figure 30). Also, workers are more likely to choose their supervisors as one of the favorite things about their job when the supervisors listen more to workers' problems. Otherwise workers are more likely to choose them as the least favorite aspect of their job.

Figure 30: Supervisor Listening to Workers' Problems

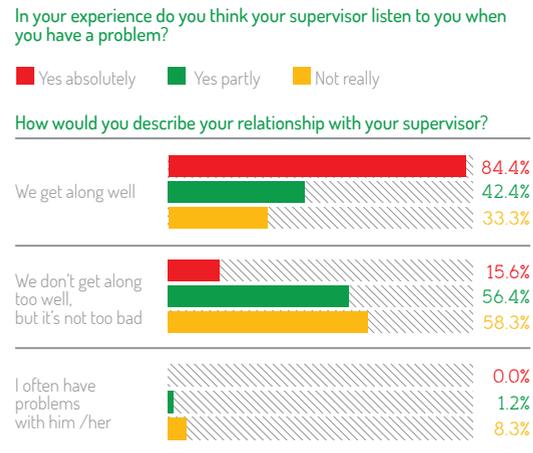
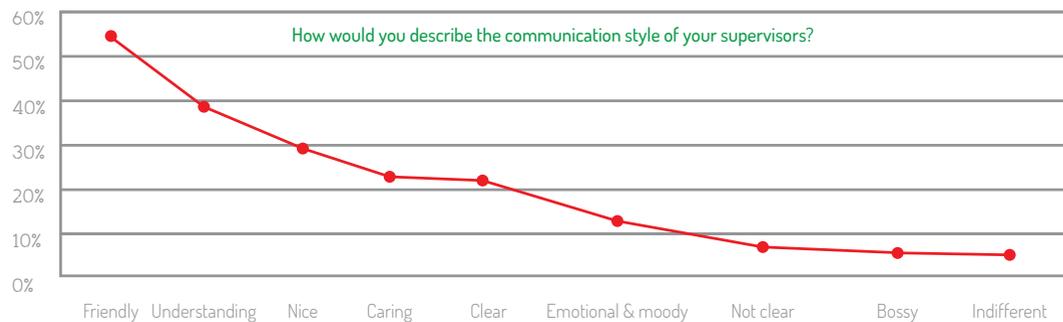


Figure 31: Supervisor's Communication Style



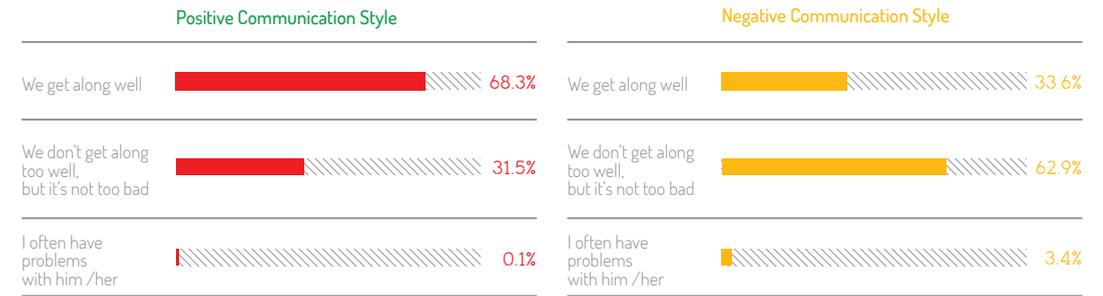
4.1.2 Supervisor's Communication Style

Most young workers described their supervisor's communication style as "friendly", "understanding" and "nice", but there are still some negative communication styles such as "emotional and moody", "not clear" and "bossy" (Figure 31). In the survey, positive communication styles appeared much more frequently (almost six times) than the negative ones.

Figure 32 sums up positive communication styles and negative communication styles respectively for each choice about workers' relationship with their supervisors. The Figure (as well as the correlating results) shows that workers tend to get along better with supervisors who adapt a more positive communication style; conversely, worker-supervisor relationships tend to suffer among those who use a more negative communication style.

Figure 32: Supervisor's Communication Style and Relationship

How would you describe your relationship with your supervisor?

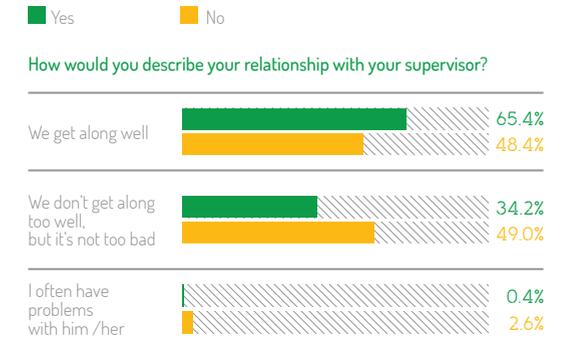


4.1.3 Opportunities to Give Feedback to the Management

When supervisors use a more positive communication style, workers are more likely to have opportunities to give feedback to the management. Consequently, whether or not workers have the opportunities to give feedback to the management on a regular basis is positively correlated with how well they get along with the management. Figure 33 also shows that when workers have the opportunity to give feedback, they have a better relationship with their supervisors.

Figure 33: Opportunities to Give Feedback to the Management

Are there any opportunities for you to give feedbacks to management on a regular basis?



5

CONCLUSION

The results show that nearly half (45%) of the electronics manufacturing workforce is currently composed of young workers. The growing reliance on this particular demographic, as well as a tendency to support operations through engagement of vocational student workers (58% of management respondents), underline the importance of company managers adopting a dedicated strategy to meet the workers' needs and to bring out their full potential.

Some of the key conclusions and recommendations from this report are as follows:

- As a largely rural migrant population and a generation marked by the phenomenon of growing up as 'left-behind' children, young workers are likely to be alienated from their environment and lack the social skills and emotional resilience necessary to succeed in a new environment. The company as such can play an important positive role in assisting the workers' integration into the workplace and surrounding community, as well as in building-up their sense of belonging.
- Professional guidance and support need to be emphasized more, and should begin with a more inclusive hiring and job-orientation process. With growing education levels (between 20% of young workers are college educated), taking time to understand each worker's needs and predispositions as well as to raise their awareness of the work environment, safety, salary calculation and existing support measures is likely to have a strong positive impact on their development.

- HR should consider establishing a dedicated support program for young workers focused on the first three months of workplace integration, training and career planning. This should be coupled with extended communication channels aimed at providing opportunities for workers to provide feedback and advice.
- Factory management should pay extra attention to the youngest demographic (age 16-20) who are particularly vulnerable due to their reliance on intermediaries for job introductions, as well as their limited experience in managing personal affairs while away from home and family.
- The management should further focus on establishing a positive and supportive work environment – from additional communication training for line managers, to a more diverse system for work motivation (beyond mere salary increase). The in-factory measures can be coupled with increased community outreach and activity, with cooperation from local social organizations when appropriate.





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