Response to Reviewers’ Comments
The reviewers’ comments are in **Bold**. The newly-modified content in the article is in **Red**.

**Reviewer 3#**
This is an interesting study and authors have systematically developed a grounded theory. My main concern is related to the significant of the study to the construction industry.

1. **Why do authors think contractors would be interested to know about these informal groups?**

   It is notable that the rate of turnover is very high among construction workers, these groups can rapidly change.

   **Response:**
   Thanks for the reviewer’s comments. The authors have added a section of management insights in Section 5.3 to give some reasons and suggestions for contractors or managers to acknowledge the application of informal groups. The added content can be shown as follows.

5.3 Management insights
With the improvement of people’s living standard, regarding construction workers as “economic people” traditionally and the limitations of using the money to manage workers are gradually exposed. Through the above analysis, it is found that informal groups are particularly significant in the construction industry. Nowadays construction workers have social needs as well as material needs. Although the turnover rate of construction workers is very high and the composition of informal groups can change rapidly, new informal groups will constantly be generated to affect the behavior of workers and the organizational goals of enterprises with the circulation of workers. It is precisely because of the strong turnover of construction workers that they lack a sense of belonging and identity to the enterprise, and the management effect is often poor only from the organizational level. Consequently, contractors should make use of the role of informal groups with emotion as the link to improve the management efficiency of workers. The significance of this article lies in: On the one hand, based on the existing behavioral science theories and considering the industry characteristics, this paper constructed the informal group theory of construction organizations. This further enriches and refines the existing theoretical research, such as Mayo’s human relations theory, Barnard’s social system theory and Simon’s decision theory, as well as opens up a new perspective for the further research of behavioral science theories and modern organizational theories. On the other hand, if contractors understand the characters and functions of IGCW and their informal leadership, they can implement management more pertinently so as to promote their advantages and avoid their disadvantages. In other words, managers can carry out targeted education for various types of informal groups and be good at utilizing their characteristics to help achieve organizational goals. Specific measures can be taken from the following aspects: Firstly, contractors or people in charge of the labor companies may consciously arrange the relatives, friends, and fellow-townsman with good relationships to work and live together, which reduces conflicts of interest such as wage allocation. And it is more conducive to teamwork so as to improve construction efficiency. Secondly, the strong sense of group consciousness and the binding force of informal groups can be employed to regulate inappropriate behaviors of workers by supervisors. Thirdly, it is a good idea to disseminate safety knowledge in informal groups and raise workers’ safety awareness through the appeal of members. Furthermore, because of the strong mobility and low level of education,
workers are lack of inner obedience to managers and informal leaders tend to have more influence over them. Contractors thus can utilize the influence of informal leadership to persuade workers, making them useful helpers. Ultimately, recreational activities such as drinking and playing mahjong may easily lead to insufficient rest and lack of concentration at work, which may lead to unsafe behaviors and low production efficiency. Managers can pay special attention to and educate these groups. Targeted education often works better than mass education. In summary, this study establishes a solid foundation for following related studies and is universal and extensible in the construction industry of most developing countries like China.