

2020

Management Strategies Used by Construction Managers to Reduce Employee Absenteeism

Kevin Paul Ruane
Walden University

Follow this and additional works at: <https://scholarworks.waldenu.edu/dissertations>



Part of the [Business Commons](#)

This Dissertation is brought to you for free and open access by the Walden Dissertations and Doctoral Studies Collection at ScholarWorks. It has been accepted for inclusion in Walden Dissertations and Doctoral Studies by an authorized administrator of ScholarWorks. For more information, please contact ScholarWorks@waldenu.edu.

Walden University

College of Management and Technology

This is to certify that the doctoral study by

Kevin Ruane

has been found to be complete and satisfactory in all respects,
and that any and all revisions required by
the review committee have been made.

Review Committee

Dr. Jill Murray, Committee Chairperson, Doctor of Business Administration Faculty

Dr. Erica Gamble, Committee Member, Doctor of Business Administration Faculty

Dr. Ronald Jones, University Reviewer, Doctor of Business Administration Faculty

Chief Academic Officer and Provost
Sue Subocz, Ph.D.

Walden University
2020

Abstract

Management Strategies Used by Construction Managers to
Reduce Employee Absenteeism

by

Kevin Ruane

MBA, University of South Wales, 2013

Doctoral Study Submitted in Partial Fulfillment
of the Requirements for the Degree of
Doctor of Business Administration

Walden University

August 2020

Abstract

Employee absenteeism results in millions of working days lost in the United Kingdom, which reduces employee productivity and profitability for small construction companies. Construction managers lacking strategies to reduce employee absenteeism experience lowered organizational profitability and employee productivity. Grounded in Maslow's hierarchy of needs theory, the purpose of this qualitative, multiple case study was to explore strategies middle managers use in the construction industry in South Wales to reduce employee absenteeism. The participants consisted of 6 middle managers from 3 small construction companies who successfully reduced employee absenteeism. Data were collected from semistructured interviews, company documents, and training materials. Data were analyzed using Yin's 5-step process and thematic analysis. Three themes emerged from the analysis: employee motivation, employee management, and human resource management. A key recommendation includes construction managers adopting a combination of motivation and human resource management strategies to reduce employee absenteeism. The implications for positive social change include the potential for construction managers to create employment opportunities for local people, and sustain employment, resulting in increased profits for small construction companies that can increase economic stimuli for local communities.

Management Strategies Used by Construction Managers to

Reduce Employee Absenteeism

by

Kevin Ruane

MBA, University of South Wales, 2013

Doctoral Study Submitted in Partial Fulfillment

of the Requirements for the Degree of

Doctor of Business Administration

Walden University

August 2020

Dedication

I dedicate this study to my dear family, my wife, Lavinia Ruane, and our children Samuel and Georgia. I could never have dreamed of achieving this journey without your selfless commitment, support, sacrifice, and belief in me. I will always remember your love, support, and patience. Samuel, I love you, thank you for your support, love, and patience with Dad studying. You have inspired me to succeed, and for me to guide and inspire you in life, anything is possible. I also dedicate this to my Dad, Bryan Ruane, whom I miss deeply and always will love, thank you for giving me the determination to persevere through difficult times, and believing in me, Dad, you are still in my thoughts and my heart. To my dear mother, Sylvia Ruane, who has inspired me to keep busy, and never give up during challenging times. To my sister Amanda and family, thank you for being patient with me, spending time studying, I love you all. Finally, my friends who have all shown real patience and sacrifice with me having to miss quality time together to focus on my study, thank you to you all for inspiring me to keep moving forward one step at a time.

Acknowledgments

I sincerely thank my chair, Dr. Jill Murray, your guidance, support, friendship, and kindness have inspired me throughout the doctoral journey. I would like to thank committee members, Dr. Erica Gamble and Dr. Ronald Jones, for your guidance, feedback, and selfless endeavor to give feedback that supported my journey. I sincerely appreciate all the advice throughout this process. My colleagues in class, we have all lived this journey together as the dearest of friends. I wish you all the very best in the future. Finally, I would like to thank all the research participants for their time, experience, and contribution.

Table of Contents

List of Tables	v
Section 1: Foundation of the Study.....	1
Background of the Problem	1
Problem Statement	2
Purpose Statement.....	3
Nature of the Study	3
Research Question	4
Interview Questions	4
Conceptual Framework.....	5
Operational Definitions.....	5
Assumptions, Limitations, and Delimitations.....	6
Assumptions.....	6
Limitations	7
Delimitations.....	7
Significance of the Study	7
Contribution to Business Practice.....	7
Implications for Social Change.....	8
A Review of the Professional and Academic Literature.....	9
The Construction Industry Problem of Absenteeism.....	10
The Conceptual Framework: Maslow’s Hierarchy of Needs Theory	12
Personal Motivation	17

The Safety Needs	19
Self-Esteem	21
Competing Theories	25
Employee Motivation.....	28
Motivational Diversity	34
Employee Absenteeism.....	38
Workplace Conflict.....	42
Mental Health and Workplace Stress.....	44
Presenteeism	48
Human Resource Strategies	50
Absenteeism Reduction Strategy	54
Summary and Transition.....	58
Section 2: The Project.....	59
Purpose Statement.....	59
Role of the Researcher	59
Participants.....	62
Research Method and Design	65
Research Method	65
Research Design.....	66
Population and Sampling	69
Ethical Research.....	71
Data Collection Instruments	73

Data Collection Technique	76
Data Organization Technique	80
Data Analysis	81
Reliability and Validity.....	84
Reliability.....	84
Dependability	84
Validity	85
Credibility	85
Transferability.....	85
Confirmability.....	86
Summary and Transition.....	87
Section 3: Application to Professional Practice and Implications for Social	
Change	88
Introduction.....	88
Presentation of the Findings.....	89
Theme 1: Employee Motivation	91
Theme 2: Employee Management	102
Theme 3: Human Resource Management.....	114
Applications to Professional Practice	124
Implications for Social Change.....	126
Recommendations for Action	128
Recommendations for Further Research.....	129

Reflections	131
Conclusion	132
References.....	135
Appendix A: Interview Protocol.....	183
Appendix B: Interview Questions.....	186

List of Tables

Table 1. Identified Codes and Times Referenced.....	90
Table 2. Significant Themes and Subthemes from the Data Analysis	91
Table 3. Employee Motivation	94
Table 4. Employee Management	104
Table 5. Human Resource Management.....	117

Section 1: Foundation of the Study

Employee absenteeism is becoming a leading concern for businesses.

Absenteeism can interfere with organizational performance and employee engagement, which lower profitability (Randhawa, 2017; Saranya, 2017). Conversely, low absenteeism improves the quality of work, resulting in increased company profitability (Zia-Ud-Din, Arif, & Shabbir, 2017). Employee stress has personal and organizational consequences, such as decreased productivity, increased absenteeism, and employee burnout (Ravindranadh & Kaladhar, 2017). In the United States, the cost of job-related stress was \$200 billion in 2016 (Kocakulah, Kelley, Mitchell, & Ruggieri, 2016). In that same year, the United Kingdom Government spent £33 billion on stress-related illnesses in the workplace (Kocakulah et al., 2016). The development of strategies to reduce absenteeism may reduce employee stress levels and have an economic benefit. In this qualitative, multiple case study, I aimed to identify successful strategies to support middle managers of small construction companies.

Background of the Problem

Employee absenteeism is the lack of attendance, illness, planned leave, or unscheduled absence, of employees in the workplace (Gangai, 2014; Halbesleben, Whitman, & Crawford, 2014; Saranya, 2017) and from 2017 is a growing problem in the construction industry. A quarter of the businesses in the United Kingdom report a non-genuine sickness absence as one of the top reasons for short-term absences (Chartered Institute of Personnel Development, 2017a). Reducing absenteeism improves employee mental health and increases workplace motivation (Bhuyan & Goswami, 2017). Belita,

Mbindyo, and English (2013) suggested several reasons for workplace absenteeism, such as illness, unplanned leave, and planned leave. Statistics from the United Kingdom Health and Safety Executive (2018a) revealed that more than 82,000 construction workers suffer from work-related sickness that is made worse by their workplace. The continual presence of a temporary workforce adversely affects employee morale and incurs additional costs for employee cover from agency fees or paid overtime (Randhawa, 2017). Absenteeism can be a habitual pattern for employees in the workplace (Ogbonnaya & Valizade, 2018); managers who give employees their support can reduce absenteeism (Laschinger, Wong, Cummings, & Grau, 2014). Tiwari (2017) noted that employees are the most valuable assets of an organization. A managerial examination of employee absenteeism may result in an increased understanding of the phenomenon that will, in turn, help improve strategies for reducing it.

Problem Statement

Kocakulah et al. (2016) cited statistics indicating that there are organizations that lose between 15 and 20% of their payroll costs to absenteeism, with an added adverse effect on increased employee stress through financial sanctions. Overall absenteeism in 2017 resulted in 137.3 million working days lost through sickness absence in the United Kingdom, with South Wales having the highest absentee rates for small businesses at 2.6% (Office for National Statistics, 2018). The general business problem for businesses in the construction industry was that employee absenteeism decreases organizational profitability. The specific business problem was that some middle managers in the construction industry lack strategies to reduce employee absenteeism.

Purpose Statement

The purpose of this qualitative multiple case study was to explore strategies that middle managers in the construction industry use to reduce employee absenteeism. The population consisted of six managers from three construction companies in South Wales that have reduced employee absenteeism. Reduced absenteeism would encourage organizational profitability, which could improve the local economy through sustainable employment and increased local economic stimuli.

Nature of the Study

I considered three methodologies for the study: quantitative, qualitative, and mixed-method. I chose a qualitative method as it allows the collation of rich data relating to the phenomena. Qualitative methodologies are useful for identifying themes through the eyes of participants (Alase, 2017). Quantitative methods include statistical procedures and instruments to test hypotheses and variables (Shekhar, Prince, Finelli, Demonbrun, & Waters, 2018). Mixed-method research involves data collection using both quantitative and qualitative elements, conceptualizing a connection between both (Alavi, Archibald, McMaster, Lopez, & Cleary, 2018; Viswanath, Brown, & Sullivan, 2016). Since I did not seek to assess relationships among variables, quantitative and mixed methods were not appropriate.

The design I chose was a multiple case study in order to have the flexibility to investigate and analyze a case by developing an understanding of the problem from the perspective of individuals in a real-life context (Larrinaga, 2017; Yin, 2018). Other qualitative methods I considered were phenomenological, ethnographic, narrative, and

grounded theory. A phenomenological design is useful for performing an in-depth analysis of a group of people's lived experiences by collecting data via interviews (Freeman, Gergen, & Josselson, 2015; Marshall & Rossman, 2016). This design did not meet the requirements of the study, which focused on the analysis of the phenomenon rather than on lived experiences. Ethnographers study individuals or groups from a cultural perspective (Draper, 2015). An ethnographic design was not appropriate for the study because the organizational culture was not the only emphasis of the study, and this design would be too time-consuming for three case studies. With a narrative design, the researcher develops an understanding of a person's experiences through storytelling (Thurgill, 2017). Narrative was not appropriate because the units of analysis were organizations, not individuals. Finally, grounded theory was not appropriate because I did not seek to build or test a theory (Yin, 2018).

Research Question

What strategies do middle managers in the construction industry use to reduce employee absenteeism?

Interview Questions

1. What strategies have you used to reduce employee absenteeism that were successful?
2. How do you measure the effectiveness of absenteeism strategies?
3. What strategies have you used to reduce absenteeism that were not effective?
4. How have you motivated employees to lower absenteeism?
5. How do you engage employees with high absenteeism records?

6. How does employee absenteeism impact your organization?
7. What other information would you like to add regarding strategies for reducing employee absenteeism in the workplace?

Conceptual Framework

Maslow first published the hierarchy of needs theory (Bawa, 2017; Jackson et al., 2014; Maslow, 1943). Human needs are naturally hierarchical, and the hierarchy of needs theory arranges them in a pyramid formation with five levels: physiological, safety, love and belongingness, esteem, and self-actualization (Maslow, 1943). Maslow posited that the hierarchy of human needs stimulates the development of human motivation (Bawa, 2017). Each need motivates humans to accomplish certain desired results (Maslow, 1943), and each level represents an essential human need that, when satisfied, allows for growth.

In the context of business, the application of Maslow's theory can enable managers to address the needs of employees. For example, basic needs for physical and emotional well-being can influence personal motivations and affect performance in the workplace (Makhdoomi & Nika, 2017). Maslow's hierarchy of needs theory offered an actual starting point for exploring effective strategies to lower employee absenteeism.

Operational Definitions

Absenteeism: Absenteeism is nonavailability or lack of presence (Gangai, 2014; Halbesleben et al., 2014; Saranya, 2017).

Motivation: Motivation is organizational behavior in the workplace and classification of a goal and a behavior (Ekundayo & Omodan, 2018).

Presenteeism: Presenteeism is a phenomenon when employees attend work while feeling unwell (Miraglia & Johns, 2016).

Voluntary absenteeism: Voluntary absenteeism is a decision by the employee to be absent from the workplace without a valid excuse (Gangai, 2014).

Work-life balance (WLB): Work-life balance is the balance between work duties and personal life pleasures (Feeney & Stritch, 2017).

Assumptions, Limitations, and Delimitations

This qualitative, multiple case study was subject to several assumptions, limitations, and delimitations. Formulating assumptions, limitations, and delimitations allow the researcher to promote the trustworthiness of the data and to understand personal bias (Elo et al., 2014).

Assumptions

Assumptions are beliefs that researchers accept, and that can affect the study (Akaeze & Akaeze, 2017); they threaten the conceptual framework (Neal Kimball & Turner, 2018). An assumption may not be proven yet is perceived as valid and outside the control of the researcher (Creswell & Poth, 2018; Schoenung & Dikova, 2016). This study was based on three assumptions: (a) I assumed that three construction companies owners would agree to their middle managers participating in the study, (b) I assumed that all participants would respond to the interview questions truthfully and (c) I assumed the data would satisfy the validity and reliability of the research findings.

Limitations

Limitations, or weaknesses, included researcher bias and personal values (Henderson, 2016). Defining the limitations is useful for highlighting and interpreting research weaknesses over which the researcher has no control (Marshall & Rossman, 2016; Podsakoff & Podsakoff, 2019; Yin, 2018). There were three limitations to this study. First, the sample size of middle managers with experience in the management of absenteeism was relatively small ($n = 6$). I reviewed the number of participants throughout the interviews. Second, gaining access to archived confidential documentation may be difficult during the interview process as participants may not have access. Finally, only six middle managers from South Wales were part of the multiple case study; I continued to review participant numbers to obtain data saturation.

Delimitations

Delimitations refer to the boundaries identified by the researcher (Marshall & Rossman, 2016; Yin, 2018). There were four for this study: (a) delimitation of the study was three small construction companies created a smaller scope, (b) qualitative analysis was used to focus the research on the experiences of middle managers, (c) the study was delimited to South Wales in the United Kingdom, and (d) another delimitation was that only middle managers would participate in the interview.

Significance of the Study

Contribution to Business Practice

Employees provide a service to the employer and customers to create a viable service for businesses, and their contributions increase profitability (Banerjee, Duflo,

Glennester, & Kinnan, 2015). Employee absenteeism is a concern because it affects organizational performance and lowers profitability. Absenteeism drains organizational budgets and has a demotivational effect on employees who are left covering additional workloads (Gangai, 2014). When absenteeism is high, leaders struggle to deliver a competitive advantage through leadership, resources, and organizational culture (Kryscynski & Ulrich, 2015). Managers should develop strategies to reduce and manage unscheduled absences in the workplace (Saranya, 2017). Increasing organizational capacity is vital for small firms in the construction industry. I selected companies whose leaders have successfully reduced absenteeism. The results of this study may help managers from other organizations by identifying strategies for reducing absenteeism.

Implications for Social Change

Continued employment in small construction companies creates a stable income for employees and their families. A long-term reduction in absenteeism can create motivated employees, and motivation in the workplace promotes job satisfaction, which is an essential element of increased performance (Gangai, 2014). Employee absenteeism takes a toll on worker morale and affects productivity (Kocakulah et al., 2016).

Employees' performance and management's reduction of absenteeism promote corporate sustainability, which, in turn, may increase its competitive advantage in the marketplace and contribute to the local economies.

Reduced rates of absenteeism and increased productivity can improve individuals' financial security. Lower absenteeism rates may increase employees' wealth and discretionary income for spending in the local community (Livanos & Zangelidis, 2013).

The results of this study may contribute to positive social change by identifying strategies that decrease employee absenteeism and by suggesting best practices for middle managers of small construction companies to increase productivity, which, in turn, supports the local economy and the financial resources of local families.

A Review of the Professional and Academic Literature

The purpose of a literature review is to critically analyze and synthesize an extensive body of literature on the conceptual framework and similar theories to answer the central research question, “What strategies do middle managers in the construction industry use to reduce employee absenteeism?” In this review, I summarized the existing literature on employee absenteeism and Maslow’s hierarchy of needs theory to support my research and to identify factors that contribute to the phenomenon of employee absenteeism, for example, motivation, mental health, workplace stress, human resources, and presenteeism. In the final section of this review, I identify strategies for lowering absenteeism. I searched the following databases in English: Google Scholar, Emerald Management Journals, EBSCOhost, ABI/Inform Complete, Sage Premier, Business Source Complete, Academic Search Complete, and ProQuest Central. I used the following words: *absenteeism, employee absenteeism, sickness, absence, voluntary absenteeism, involuntary absenteeism, employee performance, employee, presenteeism, human resource management, employee motivation, Maslow’s hierarchy of needs theory, motivational theory, well-being, and workplace health*. I restricted the literature review to articles published between 1943 and 2020. The study included 319 works, 90% of which peer-reviewed, and 86% were published within the mandatory 5-year period (2015-2020).

There are 186 works cited in the literature review, of which 159 (86%) are peer-reviewed, and 158 (85%) were published between 2015 and 2020. I organized the literature review into the following topics: the construction industry problem of absenteeism, Maslow's hierarchy of needs theory and competing theories, personal motivation, the safety needs, self-esteem, employee motivation, motivational diversity, employee absenteeism, workplace conflict, mental health, workplace stress, presenteeism, human resource strategies, and absenteeism reduction strategies. I also examined websites, such as those that provide government statistics for absenteeism and health from the National Office of Statistics.

The Construction Industry Problem of Absenteeism

Employee absence is a leading issue for small- to medium-sized businesses in the United Kingdom. The Office for National Statistics (2018) reported that 137.3 million working days were lost in the United Kingdom in 2016 because of employee sickness or injury. Absent workers in the construction industry cause employee productivity to decrease because of the resulting extra workloads and fatigue (Kim & Philips, 2014). Yuan, Wen, Miao, and Zhang (2018) added that productivity strategies support the measurement of employee's productivity in the construction industry. Srour, Srour, and Lattouf (2017) reported that reduced productivity due to absenteeism in the construction industry has negative effects on construction projects. Lost productivity, low employee performance, and low employee engagement create additional costs for organizations (Mahy, Rycx, & Volral, 2016). Employee absenteeism contributes to financial stress for the organization and its customers (Kocakulah et al., 2016). Continuous employee

absenteeism affects long-term organizational goals for both employers and their employees (Zia-Ud-Din et al., 2017). Absenteeism influences profitability, productivity, and it may lower employee engagement.

Absenteeism policies lower organizational costs through reduced absenteeism. A clear absenteeism policy should be adopted, so employees understand the repercussions of absenteeism (Alshmemri, Shahwan-Akl, & Maude, 2017). Organizations need to identify the detriments that cause absenteeism to develop effective strategies to prevent it (Srouf et al., 2017). Despite a strong willingness of organizations to reduce absenteeism, a lack of adequate policies has decreased organizational profits (Bankert, Coberley, Pope, & Wells, 2015). Health-related absences are increasing in the workplace, resulting in higher costs and lower employee productivity (Gosselin, Lemyre, & Corneil, 2013).

Health issues are a problem for employers, especially those of small companies that may not have the necessary policies and procedures in place. Karimbil (2019) suggested there can be several factors of why an employee is absent from the workplace. Employment on construction projects improves the skills and capabilities of employees (Kim, 2015); reducing absenteeism is vital for increasing productivity. Reduced absenteeism has a positive social impact by contributing to local economic growth and quality of life for residents. Kocakulah et al. (2016) noted that organizations can improve profits and organizational performance by having managers implement strategies to lower absenteeism.

Public Health England (2019) reported that the cost to the United Kingdom government from employee illness is estimated at £50 billion a year. The construction

industry is a stressful environment for employees (Hanna & Markham, 2019). The Health and Safety Executive (2018) reported that 82,000 workers in the U.K. construction industry suffered from worked related health issues, and the industry lost 2.4 million working days because of ill health. Employers in the construction industry need to address the problems of ill health and high absenteeism. The traditional approach to managing absenteeism in the construction industry is to focus on workplace culture. Managers tend to treat absenteeism as a dismissal offense, resulting in high dismissal rates, which may not be practical in other industries (Kim & Philips, 2014).

The Conceptual Framework: Maslow's Hierarchy of Needs Theory

In this subcomponent of the literature review, I identified connections between Maslow's hierarchy of needs theory and the phenomenon of employee absenteeism. Maslow (1943) identified a hierarchy of five human needs—physiological, safety, love and belongingness, esteem, and self-actualization—that center around the development of human motivation to achieve a state of self-actualization. He developed the theory into a pyramid model: when one level of human need is satisfied, a person continues to the next level above. The lower levels are *deficiency needs*, while the higher levels are *growth needs* (Bawa, 2017; Maslow, 1943; Maslow, 1954). Maslow linked different levels of human needs to personal motivation (Salleh, 2018). Ethics and morals influence Maslow's hierarchy of needs theory in society (Broomé, 2017). Bridgman, Cummings, and Ballard (2019) suggested that employees are motivated to seek achievement in each level of the hierarchy. Feigenbaum and Smith (2019) suggested that Maslow was an influential psychologist, which influenced many studies with the hierarchy of needs his

most famous contribution to the field. Abulof (2017) determined that Maslow's theory has taught humanity their needs and motivations. Ekundayo and Omodan (2018) described motivation as the desires that develop within an individual to create an action, and this may have relevance to the issue of employee motivation. Maslow's theory stresses primary goals instead of superficial goals, recognizing that humans need to pursue lower-level needs before moving to higher-level needs; once the lower needs are satisfied, the higher needs emerge (Maslow, 1943). Cherry (2018) identified that all levels add to the continued growth of the person.

Maslow's hierarchy of needs theory lies at the forefront of motivational theory. Motivational theories tend to identify specific motivations, leaving open the intellectually and scientifically challenging problem of how to construct a general theory of motivation. Jackson et al. (2014) suggested that the basic constructs of Maslow's hierarchy of needs theory may be applied to improve survival for critically ill patients, where each level of the hierarchy supports a patient's journey to self-actualization. Maslow provided a motivational model to focus on individual needs, and Chiniara and Bentein (2016) applied that model towards their recommendations that managers motivate employees to increase performance. For example, contemporary management can focus on team-based and individual needs to motivate employees in their team. Maslow's theory explains how basic needs motivate humans (Jae Min & Hanna, 2015). Dhiman (2017) suggested that leaders should support employees in reaching the self-actualization level. Self-actualization adds to employee motivation, similar to financial compensation (Le Breton-Miller & Miller, 2018).

Maslow (1943) believed that motivation grows when we achieve individual or primary needs, followed by higher-order needs. Baumeister (2016) added that motivation manifests as repetitive patterns of behavioral desires to perform in a particular way on a specific occasion. Maslow's hierarchy of needs theory guides and develops employee behavior in the context of contemporary challenges found in the workplace. Oktosatrio (2018) posited that human behavior is an essential element of motivation, and Maslow (1987) suggested that the needs of employees change with motivational behaviors, which may serve as a channel for self-expression.

Maslow's hierarchy of needs theory provides a framework for exploring successful strategies for management to reduce absenteeism. Aanstoos (2016) suggested that Maslow studied human motivations to identify how to motivate humans. Employee motivation is a significant issue; every manager needs to motivate their subordinates to create a dynamic business environment (Bhuyan & Goswami, 2017). Several scholars have argued that improved motivation and employee health can lower absenteeism rates (Gosselin et al., 2013; Marzec, Scibelli, & Edington, 2015; Zheng, Molineux, Mirshekary, & Scarparo, 2015), and Maslow (1954) described how his theory might support motivation in the workplace. Absent employees disrupt daily performance by requiring additional labor to complete the extra workload (Kocakulah et al., 2016). Nanjundeswaraswamy and Sandhya (2016) suggested that job design can connect technological needs with human needs. Nelson, Groom, and Potrac (2016) suggested that individuals could use the hierarchy of needs to guide their experiences and to create self-satisfaction.

Alexander, Havercome, and Mujtaba (2015) combined Maslow's theory with behavioral management theory to study workplace diversity, identifying how managers could motivate employees to increase individual performance. They identified the need for management to be culturally competent and to implement diversity strategies, which was shown by Makhdoomi and Nika (2017) to increase workplace performance. Both groups of authors suggested that managers need to understand how diversity affects employee motivation and that part of their role is to develop a culture of positive motivations linked to employee performance. Waribugo and Dan-Jumbo (2017) indicated there is a correlation to the workplace ethical culture and employee performance. Alexander et al. (2015) added that managing diversity addresses the needs of employees, which creates a diverse workplace. Management plays a crucial role in employee motivation, which identified a correlation with diversity in the workplace. Alajmi and Alasousi (2018) added that managing people relies on understanding how to motivate a person.

Maslow's hierarchy of needs theory illustrates the development of human motivation. Maslow (1954) suggested that physiological survival is the basic level of motivation for a human being. Accordingly, managers may be able to foster employee motivation by focusing on the attainment of basic needs. Maslow's theory may also support management efforts to increase employee performance (Atan, Raghavan, & Mahmood, 2015). Employees' motivation is through financial and non-financial rewards (Handayani & Yuniawan, 2018). Senior managers need to develop leadership to understand employee needs and expectations and to improve a positive organizational

culture (Rahbi, Khalid, & Dhab, 2017). Management that neglects employee motivation creates organizational risk (Handayani & Yuniawan, 2018). People in authority need to know the motivation level of their employees and how to manage personal growth (Lazauskaite-Zabielske, Urbanaviciute, & Bagdziuniene, 2015) so they can develop strategies to support employee motivation.

Andreassi, Lawter, Brockerhoff, and Rutigliano (2014) combined Maslow's theory and social exchange theory to determine that human resources play a significant role in understanding different cultures around the world and that motivation affects job satisfaction, which may affect employee performance. Social exchange gives rise to different powers, values, and status (Blau, 1964), and the latter two aspects may play a significant role in personal motivation. Andreassi et al. (2014) suggested that human resource practices need to align with employee values, motivation, and organizational culture. If an employee feels satisfied, behaviors such as absenteeism will reduce (Hee, Hui Yan, Mohd Rizal, Owee Kowang, & Chin Fei, 2018). Rahman and Nurullah (2014) suggested that employee motivation increases when personal needs are satisfied in an order that resembles Maslow's hierarchy of needs. Zakaria and Malek (2014) added that a person acquires high motivation by achieving lower-level needs (deficiency needs) and building up to higher-level needs (growth needs). Each level in Maslow's hierarchy may support managerial strategies to increase personal performance by creating a pleasant working environment through the correct welfare facilities and a safe working environment. Alam, Alias, and Hassan (2019) recommend that welfare facilities in the workplace improves employee motivation and increases performance.

Personal Motivation

Osemeke and Adegboyega (2017) determined the word motivate, is derived as the inner mind of a person driving a behavior. Bhuyan and Goswami (2017) found that an essential task for management is to motivate employees through human resource practices, creating a better performing organization. Andreassi et al. (2014) completed a quantitative study in Asia, Europe, North America, and Latin America and found a correlation between job characteristics and satisfaction. They employed Hofstede's cultural dimensions theory, with a focus on culture in different areas. The results showed a significant relationship between satisfaction and job characteristics, identified the ability to achieve work-life balance as having a positive effect on job satisfaction. Maslow (1954) noted that healthy adults in western culture are satisfied when they feel safe. Nithya (2016) found that employees with a healthy work-life balance contribute better to organizational performance satisfying their needs. Brdulak, Senkus, and Senkus (2017) suggested that managers want to support employees who will contribute to the task correctly. Managers can strive to motivate employees through their leadership style by promoting a healthy work-life balance with the support of human resource management. Rezaifar, Yazdanparst, and Kheyroddin (2017) noted that the role of management is to use organizational resources to achieve objectives. Riggs and Porter (2017) added that a critical trait for managers is to have the ability to empower others.

Atan et al. (2015) applied Maslow's hierarchy of needs theory in their study of a manufacturing plant. They showed that employees could not reach the highest levels of the Maslow hierarchy if management did not support employee performance at lower

levels of the hierarchy. One of the most difficult challenges for management is to increase a person's motivation to complete the lower level, mundane tasks. Khalid and Nawab (2018) identified that management have a substantial role in achieving performance goals and increasing morale. Management can be accountable for creating motivation to support organizational performance (Bhuyan & Goswami, 2017). Najjar and Pascale Fares (2017) suggested that Maslow's theory helps support the implementation of a motivational management system. Managers can improve motivation by appreciating employees and showing recognition for hard work (Valaei & Rezaei, 2016). Li, Deng, and Zhang (2019) and Dong, Bartol, Zhang, and Li (2017) added that employee recognition supports an employee to satisfy their personal needs. Maslow's hierarchy identifies ways that people can be motivated to achieve higher levels of accomplishment. For this to happen, employees need support from management.

Maslow suggested that the wholeness of an organism is the foundation for motivation. The hierarchy of needs begins with physiological and biological needs (Handayani & Yuniawan, 2018; Maslow, 1943). Once the basic need for food, water, and oxygen is satisfied, people achieve homeostasis and can then climb to the next level. Applying this to the workplace, employers must ensure adequate workplace facilities that satisfy the physiological needs of employees. Piwowarski and Czajkowski (2018) found that a person has basic needs to function, and motivation may be affected depending on their position in the hierarchy. Baumeister (2016) suggested that an individual must satisfy their basic needs before reaching their full potential. Several researchers have focused on specific human motivations, but none have connected every element, as

Maslow suggested. Cleanliness, welfare facilities, and clean air must be provided in the workplace to support the basic level of Maslow's hierarchy of needs. These conditions also support a safer environment, promoting health and well-being. Without these conditions, the ability to meet basic needs is negatively affected.

Maslow hypothesized that once a lower level is satisfied, a person gains the motivation to achieve the next level (Maslow, 1943). Sguera, Bagozzi, Huy, Boss, and Boss (2018) determined that managers influence employee behavior through encouragement, which might help employees achieve the next level in Maslow's hierarchy. Maslow (1943) suggested that moving to the next level would motivate people; conversely, a person's motivation may be affected if they do not achieve the desired level. Supporting employees in moving through the levels of need may have a positive effect on motivation.

The Safety Needs

Employees have several fears in the workplace, and personal safety becomes essential when a person is in a state of fear. Many adults react to a lack of security and safety by feeling overwhelmed or experiencing higher levels of stress (Maslow, 1943). For example, employees may experience economic distress without the financial protection of job security. Kumar (2017) noted that job security is an important factor in absenteeism, the less job security a person has, the higher absenteeism. Stress is a contributing factor to employee absenteeism in the U.K. construction industry (Health and Safety Executive, 2017). According to Parsonage and Saini (2017), the stress in the U.K. workplace has increased over the last decade, affecting organizational performance.

Marzec et al. (2015) found that long-term stress increases absenteeism rates, while Ravindranadh and Kaladhar (2017) showed that high levels of stress affect employee well-being and performance. Management can apply Maslow's theory to reduce stress in the workplace by focusing on employee security and stability. Leão et al. (2017) found that stress has several contributing factors, not just those from the workplace but also a person's lifestyle and personal characteristics.

Employees feel a sense of belonging when a culture of cohesion exists in the workplace. Karnatovskaia, Gajic, Bienvenu, Stevenson, and Needham (2015) suggested that every stage of achievement has initial physiological homeostasis that mirrors a person's psychological needs. Jaiswal and Dhar (2017) suggested that employee trust for their leader is a psychological state. If an employee does not feel that they are part of their team or department, it affects employee engagement and organizational performance. The section of Maslow's hierarchy of needs that relate to love and belongingness may include the sense of inclusion, friendship, and belonging in the workplace (Nwankwo, Okeke, & Okeke, 2018). Maslow (1943) suggested that love needs involve a person giving love and receiving love. Employees need to feel supported, valued, and respected in their working environment (Seppala & Cameron, 2015). Alajmi and Alasousi (2018) added that employees need to love and be loved, have teamwork, belongingness, and friendship. Similar to the view of Wong and Wong (2017), support from managers maintains employees' attitudes, behaviors, and emotions. Taylor, Suminski, Das, Paxton, and Craig (2018) found that connections and communication start to cultivate a positive company culture that fosters happy employees. Mitchell and

Calabrese (2018) identified that communication makes an employee feel valued and increases their motivation. Humans need to belong to an entity and feel cared for through affection and relationships (Maslow, 1943). Punyawansa and Rathnaweera (2018) identified that employees with a lower work-life conflict would have longevity in organizations. A working environment that is collaborative and has engaged employees may have less conflict.

Self-Esteem

Individuals require self-esteem and personal assurance to achieve success in life. Employees need to achieve personal goals to develop their self-worth and capability. Personal achievement comes from a desire to have confidence, independence, and a good reputation (Jae Min & Hanna, 2015; Maslow, 1943) as well as an ability to flourish (Handayani & Yuniawan, 2018). Employees with higher self-esteem and fewer financial concerns can appropriately satisfy their needs (Malahat & Shabahang, 2017). Maslow (1954) promoted the notion that personal motivation and self-esteem may occur naturally when psychological growth takes place (Maslow, 1954; Whelpley & McDaniel, 2016). This motivation may support employees, allowing them to achieve higher levels of the need's hierarchy. Increased motivation supports personal goals through creativity; management can support employee stimulation by setting roles and assigning tasks to create a sense of achievement (Bhatti, Aslam, Hassan, & Sulaiman, 2016; Khalid, Uzma, Arif & Sulaiman, 2016; Maslow, 1943). Yang, Zhang, Kwan, and Chen (2018) suggested that an employee's self-esteem can increase organizational performance.

Ekundayo and Omodan (2018) discovered that the management of human capital in an organization encourages growth, achievement, and profitability. Once an employee reaches the highest level, personal capacities need to be utilized to their full potential to prevent demotivation. Full potential is through achieving self-actualization (Jovanovic & Bozilovic, 2017; Maslow, 1943; Maslow, 1954). Krems, Kenrick, and Neel (2017) noted that self-actualization allows a person to grow and achieve their full potential. Self-actualization involves people finding a new meaning to life with new opportunities (Karnatovskaia et al., 2015). Human resource management practices can create a workforce that supports the achievement of organizational goals and personal desires. An awareness of self-actualization can help managers support high-performing individuals to maintain motivation. A motivated person is less likely to have high rates of absenteeism because they want to attend work to continue achieving their goals.

Maslow's hierarchy of needs theory is appealing to managers who wish to motivate employees and understand their needs. Baumeister (2016) noted that Maslow identified invalid data to support these claims. Maslow (1971) suggested that higher motivations become obscured by extreme hunger or thirst. Adding to Maslow's theory, Contacos-Sawyer, Smolcic, and Thomas (2014) posited that if any of the levels in the hierarchy are not complete, this may harm the level of motivational behaviors. Failure to achieve a specific level in the hierarchy may lower employee motivation, resulting in poor attendance in the workplace. Sanderson (2015) suggested that a person's motivation drives them to achieve higher performance and fewer absences. Management and human

resource departments must create an environment that allows employees to prosper; Maslow's theory establishes a framework to guide this process.

Researchers have offered different views in referencing each element of Maslow's hierarchy of needs theory. Many have asserted that Maslow's hierarchy of needs supports managers to improve job satisfaction, thereby minimizing absenteeism. Jovanovic and Bozilovic (2017) suggested that motivational theories connected to the task of motivating employees to achieve organizational goals. The most crucial factor in motivating an employee is a regular income (Bhuyan & Goswami, 2017). Campbell, Smith, and Martin (2019) suggested that a compensation package is money paid for the time worked and the additional benefit of the employee working for the organization. A person with low absenteeism supports the profitability of the organization and benefits from receiving a full salary each month.

Increasing motivation is vital for managers to achieve correct behaviors in the workplace, and Maslow's hierarchy applied to the task. Motivation is important because employee performance connects to organizational performance (Bhuyan & Goswami, 2017; Boyar, Wagner, Petzinger, & McKinley, 2016; Sahito & Vaisanen, 2018). Maslow's hierarchy of needs theory demonstrates that management has a responsibility to provide a safe work environment and to ensure fairness in the workplace (Jackson et al., 2014). An essential management task is to link Maslow's hierarchy levels to the most significant challenges in motivating employees and providing for their basic needs (Bhuyan & Goswami, 2017). Maslow's hierarchy of needs also has a significant influence on organizational behavior (Alderfer, 1969). Managers must identify individual

goals from an organizational perspective so that people will be motivated to attain those goals (Lazauskaite-Zabielske et al., 2015). To achieve this, a person must be present in the workplace.

Physical and mental well-being is a crucial issue for organizational management. Karnatovskaia et al. (2015) found that positive self-esteem facilitates recovery from illness, and Uzonwanne and Ijide (2017) reported that organizations with well-being programs improve work-life balance for employees, resulting in higher motivation, improved mental health, and increased performance. An organization attains profitability through high performance and low absenteeism.

Wellness and money influence personal motivation. Bhuyan and Goswami (2017) used Maslow's theory to study factors that motivated employees to connect non-monetary benefits with performance, and their findings identified that money was a great motivator that connects to the first level of the hierarchy of needs by contributing to shelter, food, clothing, and health. Employee benefits, such as medical insurance, housing, and travel expenses, are a form of employee recognition (Ting & Huang, 2018). Purdon (2018) suggested that small business owners can award employees benefits, such as sick days, health insurance, and life insurance. Malahat and Shabahang (2017) added to the concept that money supports basic needs by showing that employee stress levels increase with concerns over well-being and wealth. Meeting the basic needs of employees correlates to a reduction in absenteeism. The hierarchy of needs creates a framework for management to follow to help employees meet their needs (Handayani & Yuniawan, 2018).

Competing Theories

Several theories explore employee motivation as a means of influencing attitudes and reducing absences in the workplace. Supporting employees to achieve their personal goals encourages them to contribute to organizational goals, which helps promote positive organizational outcomes and personal motivation (Jae Min & Hanna, 2015). To understand the competing motivational theories, I conducted a review of Alderfer's ERG theory and Herzberg's two-factor theory and compared them with Maslow's theory.

ERG theory. Alderfer (1969) developed a motivational theory consisting of three categories: existence needs, relatedness needs, and growth needs (ERG). The theory was developed as an alternative to Maslow's hierarchy of needs and tested using a questionnaire study of 110 male and female bank employees to explore differential predictions amongst Maslow's theory and ERG theory. Alderfer posited that growth is a level of self-actualization developed through growth in the workplace. Like Maslow's theory, Alderfer's analysis suggested that employees with unmet motivational needs become frustrated. The results determined that Alderfer's theory was more straightforward and easier for management to understand and follow compared to Maslow's theory. Alderfer altered Maslow's theory by changing the lower three levels of the hierarchy to the existence, relatedness, and growth. The relatedness element identifies an employee's need for social relationships in the workplace (Ibrahim, 2017).

Valaei and Rezaei (2016) applied ERG theory in their study of the relationship between employee commitment and job satisfaction. They found that fair pay improved the organization's influence on employee commitment, with a positive impact on

absenteeism and job retention. Khalid et al. (2016) found that ERG theory is useful for understanding the relationship between job satisfaction and motivation. Valaei and Rezaei (2016) found that job satisfaction affects stress, performance, and employee turnover, which affects absenteeism. ERG theory condenses motivational behaviors to focus on outcomes. Maslow's theory focuses on employee needs and how to climb the hierarchy in a specific order but does not report on results. I chose Maslow's theory as the framework for my study because the hierarchy of needs centers around employee development as a means of achieving a state of self-actualization.

Motivation-hygiene theory. Herzberg, Mausner, and Snyderman (1959) developed the motivation-hygiene theory, sometimes called the two-factor theory, to understand motivational requirements. The theory identifies factors that affect employees in the workplace, and that causes dissatisfaction or satisfaction, which affects motivation (Alshmemri et al., 2017; Herzberg et al., 1959). Management must balance motivational factors to make employees happy at work to lower absenteeism, and this can be related to Herzberg's two-factor theory (Kim, 2015). Herzberg (1966) found that if employee satisfaction is high, performance levels improve, leading to fulfillment. While Maslow identified employee motivation behaviors, his theory does not focus on factors linked to the working environment. In contrast, Herzberg's theory demonstrates how employee satisfaction affects the working environment and employee performance.

Motivation-hygiene theory identifies factors that cause satisfaction and dissatisfaction in the workplace. Satisfied employees may be an essential element for lowering absenteeism in the workplace. Herzberg et al. (1959) highlighted issues that

contribute to satisfaction, which could be a motivator and those that caused dissatisfaction, the theory identifies five motivational factors: achievement, growth and advancement, recognition, responsibility, and the work itself. Liu (2016) noted that both factors contribute to job satisfaction. Adom (2018) suggested that compensation strategies improve employee retention in organizations. Kalhor, Jhatial, and Khokhar (2017) found that intrinsic motivation relates to personal growth and extrinsic factors that are associated with the working environment, and relationships included in Herzberg's theory. In contrast, Maslow's theory does not link intrinsic and extrinsic motivation instead of focusing only on elements identified in the hierarchy.

Dissatisfaction factors may affect happiness in the workplace. Herzberg et al. (1959) confirmed the importance of having management determine employee needs through hygiene factors and key constructs related to job satisfaction to improve employee motivation, personal achievement, role responsibility, growth potential, interpersonal relationships, and supervisory relationships. Herzberg et al. focused on motivational factors and hygiene factors that either motivate employees or make them unhappy in the workplace. They found that lack of hygiene factors may lead to dissatisfaction in the workplace and that job characteristics correlate with job fulfillment. Akintola and Chikoko (2016) identified that hygiene factors could increase employee performance. Ekundayo and Omodan (2018) reported that promoting happy employees enhances relationships and improves the working environment. This leads to increased wages, which creates positive social changes. Herzberg's and Maslow's theories address enhancing relationships through motivation.

Managers need to foster employee motivation to support people reaching their full potential (Sanderson, 2015). Ahmed and Khan (2016) found that both factors, satisfaction, and dissatisfaction of Herzberg's theory affect employee behavior. Like Maslow's theory, the application of Herzberg's theory increased motivation. Both theories address organizational performance and job satisfaction, which affects a person's decision to attend work. The highest level of Maslow's hierarchy is self-actualization, but Herzberg's theory has only two dimensions. Itma (2018) suggested that Maslow's theory allows for continued growth and consideration of future needs. I chose to use Maslow's hierarchy of needs as the framework for my study because the theory provides for a connection between employee motivation and the desire to achieve higher levels of personal need in the future. In the following section, I reviewed the literature on employee motivation within the workplace.

Employee Motivation

Personal motivation provides humans with the desire to achieve specific basic tasks in the workplace (Ekundayo & Omodan, 2018). Connecting motivations to the completion of tasks allow for a measurable output. Kalita and Mazumdar (2019) identified that motivation is a driving force for an employee's performance. According to Khalid et al. (2016), employee motivation is a significant concern in present-day management. Human resource departments can motivate and encourage employees within the workplace to create a sustainable future (Unal & Turgut, 2015). Motivated employees exhibit behaviors that create a positive psychological attitude to support their well-being and to stimulate positive behaviors (Ekundayo & Omodan, 2018; Lloyd &

Mertens, 2018). Motivated employees inspire to achieve more than the basic requirements of their role because of their focus on completing a specific task (Bawa, 2017). Personal values affect behavior: a motivated person may have a positive attitude toward specific tasks, whereas a demotivated person may not work to the best of their ability. Anjum, Ming, Siddiqi, and Rasool (2018) suggested that stress and lack of motivation affect productivity. According to Bhuyan and Goswami (2017), motivated employees have a sense of partnership and belonging to an organization. Jung and Subramanian (2017) suggested that compensation strategies retain employees to increase organizational value. Employee motivation is a concern for managers who focus on shareholder value and employee well-being.

Sahito and Vaisanen (2018) defined motivation as the direction of human behavior. Motivated employees give an organization a competitive advantage by achieving assigned tasks (Ekundayo & Omodan, 2018). Motivation in the workplace is a psychological process that connects an employee with the workplace (Lazauskaite-Zabielske et al., 2015). It unites employees in the advancement of the organization's goals (Sahito & Vaisanen, 2018). Maslow (1943) found that motivation increases as individuals move up through the pyramid of needs

Employee performance in the workplace is essential in every industry—declines in organizational performance risk loss of sustainability and the possibility of staff reductions. Hickman and Akdere (2018) identified that sustainability creates a positive influence. Ekundayo and Omodan (2018) identified safety as the first stage of Maslow's theory, gained through job security and safe working conditions. People who feel safe

will move to the next level in the hierarchy of needs, and lack of sustainability may create personal risks. Arditi, Damci, and Polat (2018) found that motivated employees increase the performance of construction companies. Rezaifar et al. (2017) identified two primary motivators in the construction industry: fairness of pay and on-time salary payments. Chin (2018) suggested that a person's salary is vital in a typical working environment. Middle management can use motivation as a managerial tool to support employees and achieve organizational goals (Khuong & Dung, 2015). Employee motivation and engagement increases productivity and lowers staff turnover, which influences organizational profitability (Bersin, Flynn, Mazor, Melián, & Deloitte, 2017). Sulamuthu and Yusof (2018) determined that employee turnover lowers an organization's performance and employee motivation. When people enjoy coming to work, motivation stimulates them to perform assigned tasks (Ekundayo & Omodan, 2018). Motivated employees can increase their performance and are less likely to leave an organization. Hom, Lee, Shaw, and Hausknecht (2017) suggested that replacing employees cost more than their annual salary.

Managers need additional tools to deal with motivation since there appears to be a link between employee motivation and performance (Nanjundeswaraswamy & Sandhya, 2016). Sahito and Vaisanen (2018) stated that motivation consists of employee desires that promote positive behaviors and may create personal success. Lusnakova, Sajbidorova, and Jurickova (2018) identified that managers know how to keep employee's motivation to increase customer satisfaction. Chia-Hao and Ting-Ya (2018) suggested that communication will support organizational objectives and organizational

goals. Employee burnout, on the other hand, has a direct connection to costly increases, absenteeism, and reduced performance and has a direct effect on customers (Chirico, 2016). Managers who identify behaviors that support employee motivation may increase performance for the organization and lower absenteeism.

Employee motivation has several different effects on organizations. Motivated people create a harmonious and safe environment in which they can thrive and achieve goals. The motivational theory explains how voluntary and involuntary absenteeism links to a person's motivational thoughts (Magee, Caputi, & Lee, 2016). Recognizing that employees need to feel valued through their achievement of specific tasks is a crucial issue for management (Maslow, 1943). The sense of value attained through achievement leads to higher employee motivation and improved performance.

Employees who suffer from a lack of motivation in the workplace demonstrate lower levels of performance and higher levels of absenteeism and often end up leaving the organization (Khalid et al., 2016). Handayani and Yuniawan (2018) determined that professional employees are an asset and losing them is costly to an organization. The United Kingdom Health and Safety Executive (Health and Safety Executive, 2017) reported that work-related illness and injuries accounted for the loss of 31.2 million working days in the United Kingdom. High motivation can generate high performance, while low motivation and low job satisfaction can result in higher absenteeism (Kumar, 2017). Employee behaviors and personal motivation can increase individual performance and lower absenteeism, which will increase the sustainability of the company.

Absenteeism may indicate worker discontentment, which forms part of the employee culture and affects motivation (Kim & Philips, 2014). According to Pal (2018), culture affects individual motivation from a personal need perspective. Employees with a lower level of motivation may concentrate less on achieving organizational goals (Khalid et al., 2016). The pursuit of personal goals needs to be recognized. Motivation determines the amount of energy a person has to satisfy their individual needs (Garcia, Ramon, & Herrera, 2019). Employees may become dissatisfied if they do not feel valued, and dissatisfaction promotes absenteeism (Lazauskaite-Zabielske et al., 2015). Identifying personal motivators and values may increase employee happiness and support business profitability.

Employee motivation connects to intrinsic and extrinsic rewards that affect individual performance. According to Oktosatrio (2018), intrinsic motivation increases when a person takes pleasure in completing a task, while extrinsic motivation increases when receiving a financial reward from a monthly salary or bonus. Alam et al. (2019) added that people are motivated by financial reward but also influenced by a perception of personal treatment. Kim and Philips (2014) suggested that both motivational factors support the growth of employee motivation and lower absenteeism. Lazauskaite-Zabielske et al. (2015) suggested that intrinsic motivation has a real effect on the dimensions of altruism, courtesy, conscientiousness, and initiative for persons in the workplace. Sahito and Vaisanen (2018) found that extrinsic motivation was connected to a person's performance when achievements result in salary or reward. When intrinsic motivation is high in the workplace, employees have more respect for each other and

create a happier workplace (Lazauskaite-Zabielske et al., 2015). Ahmed and Khan (2016) suggested that total remuneration packages should include both intrinsic and extrinsic motivation.

Motivational pay has always been critical in the workplace for increasing employee performance. Adecco (2017) noted that money is not the primary driver in motivating successful employees, but lower wages may lead to losing employees. According to Ritesh (2014), compensation and remuneration can encourage the development of intrinsic motivation. Intrinsic motivation focuses on the behaviors of people that are driven by a reward. Intrinsically motivated employees can complete work to their satisfaction (Lazauskaite-Zabielske et al., 2015). Extrinsic motivation can also benefit a person when it focuses on encouraging individual goals. For example, money can influence a personal goal and thereby increase motivation. Maslow (1943) noted that people gain feelings of self-worth, confidence, and increased capability when they receive recognition and satisfy their self-esteem needs. Employees who are rewarded through extrinsic rewards such as salary and sick pay increase their task achievement (Ritesh, 2014). Compensation may provide instant gratification when a person receives recognition through intrinsic or extrinsic pay or bonus reward benefits, which affects attitude and effort.

Unfair employee rewards create an atmosphere of negativity in the workplace. Lack of fair compensation affects employee motivation and attitude. Compensation may affect a person's drive, desire to achieve, and personal motivation. Positive beliefs lead to increased performance through intrinsic and extrinsic rewards. Employee remuneration is

a significant issue for human resource departments and managers; compensation needs to be enough to attract and retain employees and sustain workplace motivation (Ritesh, 2014). Management should make an effort to retain employees by having the right policies in place (Kumar, 2017). Employee demotivation negatively affects organizational performance. Cheese and Hills (2016) identified that competent managers should develop employees to increase profitability. Jang, Zheng, and Bosselman (2017) noted that competent managers support employees to increase profits. Management needs to identify symptoms of demotivation before they impact other employees and affect organizational profitability.

Motivational Diversity

Equality and diversity affect the way employees feel and act in the workplace. Societies that minimize the gender gap in the workplace promote values that enhance motivation and increase diversity (Peretz, Levi, & Fried, 2015). According to Makhdoomi and Nika (2017), workforce diversity affects employee performance and has a critical effect on organizational performance. Diversity affects happiness and motivation and may thereby lower absenteeism. If an individual has concerns at work, absenteeism may increase. Maslow's hierarchy of needs theory explains how basic needs motivate humans (Jae Min & Hanna, 2015). Employers must assess the working environment to ascertain the cultural views of employees.

Alexander et al. (2015) used Maslow's theory and behavioral management theory to demonstrate how management must adapt to differences in race, gender, ethnicity, and sexual orientation. Positive interactions with employees create an organizational routine

that allows everyone to work in harmony. Each employee has their perceptions, beliefs, and viewpoints (Saranya, 2017), and employees need to belong to an entity that creates respectful working relationships (Maslow, 1943). A positive working relationship with other subordinates is critical toward employee performance (Aliyu & Nyadzayo, 2016). Diversity helps to create a better team with more experiences to allow people to move up the levels of Maslow's hierarchy effectively. Alexander et al. (2015) observed that managing diversity means implementing organizational systems that support management by appropriately addressing employee needs, beliefs, and values. Managers can create strategies to harmonize and help individual needs at work.

Employee diversity. Employee diversity enhanced by the presence of different influences and behaviors (Schoenung & Dikova, 2016), and the management of diversity is critical for retaining employees. Organizations need fairness and equal opportunities for everyone. Blancero, Mouriño-Ruiz, and Padilla (2018) explained that workplace diversity is through innovation and flexibility. Disharmony in the workforce adds to negative employee perceptions and increases absenteeism. Employee diversity may affect different elements of an organization (Makhdoomi & Nika, 2017). For instance, organizational security may be affected if there is disharmony among employees. Maslow (1943) suggested that lack of security creates higher levels of stress, which may result in higher absenteeism. Tung, Chen, and Schuckert (2017) suggested that strategies to address employee behavior and motivation could reduce stress and increase organizational performance. Human resource managers need to assess workplace diversity and implement diversity plans that create benefits for the entire workforce

(Greenberg, 2016). In the construction industry, people from different cultures often work on the same project sites. Single construction projects in different geographical areas of the world encompass diversity in cultural beliefs and contract types. Nikyema and Blouin (2020) added that building green, environmentally friendly buildings support the local economy and decrease absenteeism in the workplace. These may be significant factors affecting absenteeism in the construction industry (Srouf et al., 2017).

Human resource managers can develop and implement equality and diversity policies that play a critical role in organizational success and personal achievement. Encouragement of mentoring for women and minority groups can help open pathways for people to succeed in business. Management has an essential role to play in promoting a harmonious environment through correct training in organizational policies that create a strategic management system. Aliyu and Nyadzayo (2018) determined that positive workplace relationships are critical for employee performance. Appropriate employee policies allow the company to develop an unbiased environment. Peretz et al. (2015) investigated several characteristics of organizational diversity including, the influence of cultural diversity programs that focus on recruitment, training, promotion, and the effect of cultural practices that connect diversity programs with organizational outcomes of absenteeism that affect company turnover.

Culture has a direct influence on a person's values, which correlates with attendance in the workplace. Sulamuthu and Yusof (2018) added that high turnover rates are a significant disadvantage and lower morale. Workforce diversity is enhanced when employees come from different backgrounds and cultures (Peretz et al., 2015). Culture

can affect a person's behaviors; for example, some cultures may see absenteeism as acceptable during certain times of the year. Diversity in the workplace affects all organizations (Makhdoomi & Nika, 2017). Diversity programs promote a fair workplace environment, which lowers absenteeism (Peretz et al., 2015).

Diversity management systems guide management to follow policies in their respective departments. Developing and implementing diversity programs allows the business to align with the demographics of the local area and meet the future requirements of the business strategy (Peretz et al., 2015). The United Kingdom Government has committed to utilizing construction jobs to create prosperous communities and provide social benefits to a diverse local community where construction businesses operate (Department for Business, Energy and Industrial Strategy, 2018).

Diversity and equality management system. Diversity and equality management systems (DEMS) integrate employee management systems with diversity. Armstrong et al. (2010) studied a manufacturing organization's DEMS to determine whether they contributed to business performance and employee motivation. The DEMS model integrated diversity training, recruitment, pay promotion, and external branding. The study identified that DEMS contributed to firm performance beyond the effects of increased turnover. When high-performing companies have DEMS in place, human resources and middle management take personal ownership of diversity. Managing DEMS involves implementing policies and procedures related to diversity (Alexander et al., 2015), and DEMS practices have a positive association with higher employee productivity. Peretz et al. (2015) determined that diversity programs could change the

status quo by promoting different perspectives to values and cultural norms. Alexander et al. (2015) identified the need for DEMS to improve organizational strategies to help manage a diverse workforce in the construction industry.

Employee Absenteeism

Absenteeism has become a significant issue for human resource departments. Scholars have extensively researched the relationship between absenteeism and productivity loss and stress arising from managing employee coverage of missing workers (Gosselin et al., 2013). An absent employee lowers departmental performance and increases the workload for other employees. Zimmerman, Swider, Sang Eun, and Allen (2016) suggested that family matters such as childcare, an ill family member, and caring responsibilities all-cause employee absenteeism. Managers have parameters for managing absenteeism practices within the construction industry (Hadjisolomou, 2015).

A reduction in employee absenteeism may increase profitability and improve workforce longevity. Management must develop motivational relationships with employees to increase organizational performance (Bhuyan & Goswami, 2017; Dainty & Sinclair, 2017). The benefits of research on employee absenteeism are twofold. First, lowering absenteeism rates may provide an economic benefit to organizational profitability. Second, a reduction in employee absenteeism improves the health and well-being of employees (Marzec et al., 2015). Employees who work more overtime hours take more leave than employees who work regular hours (Wang & Reid, 2015). Absenteeism is an issue for management at every level of an organization.

Absenteeism affects the management's ability to implement strategies. An employee makes decisions about whether to attend work based on several factors, including health (Gosselin et al., 2013). Absenteeism seems to be a cultural norm in some organizations that may affect the organizational strategy, performance, and shareholder profitability of a company. Bankert et al. (2015) posited that when organizations are affected by absenteeism, management spends less time on strategic development and achieving profitability. Ford (2015) found that middle managers are not prepared to tackle employee absenteeism. Senyamator, Gyimah, and Minadzi (2018) identified a way for management to address absenteeism is to understand the root cause of the absenteeism. The presence of enough employees to fulfill customer needs and add value to the product is a significant issue for management.

Absenteeism is related to organizational performance. When employees are not at work to complete their tasks, it results in significant pressure on other employees. Absenteeism negatively affects management time because of the need to schedule coverage for specific tasks. Ogbonnaya and Valizade (2018) suggested that absenteeism can be a cultural problem. Also, the need to recruit temporary staff increases costs.

Absenteeism includes illness, planned or unplanned leave, and voluntary or involuntary leave (Belita et al., 2013). Several factors may correlate with employee absence. For example, employee salaries have a direct effect on absenteeism. Paid time off has different forms, such as care for a loved one, bereavement leave, and personal welfare issues. The two most common reasons for absenteeism are personal illness and family issues (Saranya, 2017). Poor nutrition and high body mass index correlate with

high absenteeism; reducing these factors may reduce absenteeism (Mahy et al., 2016). Factors involved in poor employee health include lifestyle, nutrition, and stress, which affect incidents of absence. Belita et al. (2013) found that unplanned employee absenteeism has an overall adverse effect on organizations. Several other factors can affect absenteeism in the workplace, such as motivation, commitment, bullying, health issues, workplace stress, and the age of employees (Gosselin et al., 2013; Kocakulah et al., 2016; Lee, Wang, & Weststar, 2015; Livanos & Zangelidis, 2013). Birkinshaw, Manktelow, d'Amato, Tosca, and Macchi (2019) asserted that people are living longer and age can bring significant experiences to benefit the organization. Age has to be taken into account when dealing with people. There is no one solution for absenteeism. Managers need to identify why a person is absent and how to manage their return to work to reduce absenteeism. Management training can help ensure that the manager identifies factors that affect employee attendance.

Managers need to be aware of absenteeism factors to ensure the correct management policies reflect organizational requirements. Belita et al. (2013) suggested that the size of an organization can influence the amount of absenteeism. Organizations of all sizes can develop strategies to address absenteeism. Livanos and Zangelidis (2013) argued that absenteeism positively relates to employee age. For example, young people may avoid being absent to demonstrate their commitment to the business. As people age, they are more likely to suffer from illness. Employee engagement might support an understanding of people's illness or personal issues. Jha, Sareen, and Potnuru (2019) identified that employee engagement lowers absenteeism and increases employee's

productivity. Absenteeism may result from several legitimate factors that affect health and personal motivation. Gender is a factor in absenteeism rates, with women being more likely to be absent because of childbearing responsibilities (Livanos & Zangelidis, 2013).

Gosselin et al. (2013) studied the correlation between absenteeism and performance, observing that most absent employees were sick when absent, while others showed up for work with health conditions. Reducing absenteeism remains a strategic priority for small- to medium-sized organizations (Wang & Reid, 2015). Gosselin et al. (2013) surveyed 1,730 senior executives in Canadian public service and found that business factors, personal factors, and poor health caused employee absenteeism.

Absenteeism becomes a significant issue when employees are absent from the workplace without prior notice—absenteeism results in lower salaries, reduced benefits, and increased workloads (Randhawa, 2017). Absenteeism results in increased company overtime and increased overhead costs and workloads. Increased workloads may lead to low employee morale among those covering for absent workers (Randhawa, 2017). Excessive absenteeism has a real cost for businesses due to overtime, low morale, and the additional cost of covering higher workloads. Several large organizations use software to measure employee productivity, motivation, and absenteeism rates.

Absenteeism affects all sizes of business and results in demotivated employees. Given that employees spend most of their lives in a working environment (Lee et al., 2015), job satisfaction and lower absenteeism rates correlate to happier employees and a better quality of life. This outcome supports Maslow's view that employees with higher self-esteem have higher levels of personal motivation (Maslow, 1943; Whelpley &

McDaniel, 2016). Sparks and Repede (2016) noted that employee engagement is critical for a happy workplace and may support the implementation of motivational strategies. Bear (2019) added that managers aspire to give employees emotional support with a family matter. Operational performance, happiness, and personal motivation are directly related to absenteeism.

Employee happiness may affect the decision to attend work. Dhamija, Gupta, and Bag (2018) added that employees' feelings of contentment increase their level of job satisfaction. Absenteeism negatively affects employment and increases the risk of job loss (Livanos & Zangelidis, 2013). Organizations that do not manage absenteeism may have a lower performance output, creating an unstable environment, and risking the loss of customers and clients.

Workplace Conflict

Conflicting personalities lead to arguments and can increase employee absences in the workplace. Zia-Ud-Din et al. (2017) found that employees took time away from work when there was incivility in the workplace. Hershcovis, Ogunfowora, Reich, and Christie (2017) indicated that workplace incivility creates job insecurity and lowers employee belongingness. Zolghadr and Asgari (2016) countered that if the conflict is not destructive, people may learn valuable lessons. Management must develop relationships with employees with the overall aim of increasing performance for the organization (Dainty & Sinclair, 2017). Buzeti (2020) determined that a working environment places employees into daily relationships that create a social situation. If a setting is hostile,

employees may be absent from the workplace, causing additional stress through economic hardship and job instability.

Employee conflict in the workplace creates stress and affects the willingness to attend work. Employees with apprehension and worry about the work environment may be inclined to be absent from the workplace. Dhamija et al. (2018) identified that if employees feel contentment in the workplace, stress decreases. Saranya (2017) argued that reducing organizational conflict lowers absenteeism levels; managers must take measures to address workplace conflict to increase profitability. Incivility amongst employees can damage professional working relationships and increase absenteeism (Zia-Ud-Din et al., 2017) and poses a risk to sustainability, profitability, and employee engagement.

Management must deal with incivility in the workplace to reduce the direct and indirect costs of absenteeism. Policies and training that support the development of employee engagement can encourage workplace cohesion (Davenport, 2015). Conflict management training for managers may improve workplace civility and employee engagement. Construction companies have additional challenges in managing transient workforces in different workplaces who may not know each other or speak the same language. Internal and external factors can affect employee absenteeism. Family stress is an example of an external factor. The workload is an internal factor that is related to long- and short-term absentee rates (Belita et al., 2013). Business strategies are needed to reduce burnout and job-related stress. Dyer, Godfrey, Jensen, and Bryce (2016) did not agree and identified a lack of strategy might improve workplace relationships. Kocakulah

et al. (2016) suggested that absenteeism causes financial stress and reduced productivity that may affect customer service. Employee workloads, job design, and stress all affect employee burnout, which results in higher absenteeism.

Management has a role to play in increasing employee motivation. Halbesleben et al. (2014) posited that employees might feel offended by unsupportive management, resulting in stress and voluntary absences. Employee inequality can generate short-term deficiencies, fatigue, and ill-health. In the next section, I examined how mental health is increasingly becoming a priority for management and small businesses.

Mental Health and Workplace Stress

Employee mental health is becoming a common cause of long- and short-term absenteeism in the United Kingdom. Employee mental health problems lead to additional costs for agency staff, more sick pay, and lower employee performance. Parsonage and Saini (2017) reported that employee psychological health problems cost United Kingdom businesses £10.6 billion in 2016, an increase of 26% over the previous decade. Employee psychological health impacts the ability to move up to higher need levels in Maslow's hierarchy. The Office for National Statistics (2018) in the United Kingdom reported that stress, anxiety, and depression caused 14.3 million absence days. Minor physical illnesses, musculoskeletal disorders, and diabetes accounted for 34.3 million, 32.2 million, and 20 million workdays lost, respectively. One overlooked effect of absenteeism is its negative effect on employee health and stress levels, which improve when managers implement absenteeism strategies in organizations (Marzec et al., 2015).

Workplace stress causes absenteeism, which lowers productivity and organizational profit. Chirico (2016) found that absenteeism and burnout are stress-related phenomena that lower productivity. Marzec et al. (2015) found a correlation between stress and absenteeism, which has implications for management and organizational profitability. Chandru and Shalini (2020) identified that when organizations recognize absenteeism, management can take corrective action. According to Kocakulah et al. (2016), absenteeism accounts for up to 20% of payroll expenses. Managing workplace stress may increase profits and lower employee health concerns, which promotes employee longevity in life and employment with the organization.

Employee stress affects individual performance and impacts other team members. Stress has negative effects on physical health and results in higher levels of absenteeism (Marzec et al., 2015). In 2014 and 2015, employee stress, depression, and anxiety accounted for 20% of overall absenteeism in the United Kingdom (Health and Safety Executive, 2017). Kocakulah et al. (2016), found that employee stress alone accounted for 12% of yearly absenteeism. Employee depression has an economic cost to the employee and employer (Jensen et al., 2019). Ravindranadh and Kaladhar (2017) noted that continuous anxiety or worry has long-term effects on health. Increased workloads and stress levels create a mental health phenomenon that affects every size of business. Merakoulis and Alexopoulos (2015) identified problem-focused coping strategies to support management in lowering absenteeism and managing stress. Workload, family issues, and management style are the most common factors that contribute to workplace

stress (Chartered Institute of Personnel Development, 2017a). Management needs to develop policies to support mental health in the workplace.

Long-term employee illness is a concern for management. Employee stress is a common cause of long-term sickness (Chartered Institute of Personnel Development, 2017a). Employee illness increases for employees doing physical work, triggering repeat illness (Kocakulah et al., 2016). Management needs to develop well-being policies that focus on reducing employee stress to decrease rates of absenteeism. The research identified that mental illness causes increased absenteeism and influences organizational profits and employee performance (Islam, Miah, Kamal, & Burmeister, 2019). Rates of psychological and physical illness get reduced through effective policies that create a sustainable approach to managing absenteeism.

Managing stress is an essential skill for managers in the business environment (George, Chiba, & Scheepers, 2017; Randhawa, 2017). Managers do not naturally possess the skills to identify stress. Training and support from human resources departments may help instill such skills, resulting in decreased employee stress. Business facilities need to satisfy the physical and emotional requirements of employees (Nanjundeswaraswamy & Sandhya, 2016). Randhawa (2017) found that employee performance levels were affected by conditions that impact the health and safety of the workplace, such as temperature, workplace design, lighting, and working relationships. Ensuring healthy conditions in the workplace may help to create an enjoyable and calming environment that lowers stress levels (Srouf et al., 2017). Workplace design can create a safe place that protects physical and mental health. Nanjundeswaraswamy and

Sandhya (2016) reported that a safe mental health environment in the workplace and reasonable working hours could increase employee motivation. Employees that have repetitive work tasks have higher absenteeism rates (Randhawa, 2017), while employees who work fewer hours have lower absenteeism rates (Lee et al., 2015).

Organizations need to implement stress management training programs. Preventing employee mental health issues will lower absenteeism and increase profitability. Employee stress can lead a person to seek alternative employment, resulting in additional recruitment costs. Kocakulah et al. (2016) reported that the average cost of job-related stress was \$200 billion in the United States, \$77 billion in Canada, and £33 billion in the United Kingdom. Jensen et al. (2019) concluded that stress, anxiety, and depression create substantial financial costs for all organizations. Employee demotivation has a hidden cost due to increased stress levels and decreased motivation. Employee health issues also have a detrimental effect on organizational performance.

Employee mental health issues influence different elements of the workplace and affect work-life balance. Maslow (1943) noted that psychological well-being promotes self-esteem and happiness, which may affect motivation. The failure of organizations to develop strategies that address mental health can affect employee well-being. Bankert et al. (2015) discovered that management could improve employee productivity through an increased focus on health and well-being policies.

Quality of life policies and initiatives can create engaged and happy employees due to increased support for individual well-being. Increased productivity means less absenteeism, which increases economic development and improves health and well-being

at the local community level (Bankert et al., 2015). Employee productivity has a direct impact on economic growth, affecting shareholders and the economy. Dabrh, Gorty, Jenkins, Murad, and Hensrud (2016) discovered that absenteeism levels affect organizational output. Jensen et al. (2019) found that employee stress is increased by long working hours, a miserable working environment, and loneliness, with effects on employee performance and increased rates of depression and suicide. Bankert et al. (2015) found that when absenteeism policies or strategies are missing, employee performance decreases, which in turn affects company profit.

Management must develop mental health policies to support employee well-being. The main priority for human resource departments is to ensure the organization creates the right roles, aligns them with the right people, and implements future policies (Davenport, 2015). Stress prevention strategies and long-term well-being plans need implementing (Robertson, 2017). Whelpley and McDaniel (2016) studied counterproductive work behaviors that cost organizations money through employee behaviors. Their results suggested that counterproductive work behaviors affect employee stress levels, which are negatively related to employee motivation and self-esteem. High levels of stress can change organizational performance and influence motivation. Employee stress is a significant problem in workplaces and requires commitment from management to address the issue.

Presenteeism

Presenteeism refers to an employee deciding to attend work when they are physically or psychologically ill. Impaired presenteeism affects productivity and

profitability through lower outputs because employees may be too unwell to work effectively (Gosselin et al., 2013; Halbesleben et al., 2014; Miraglia & Johns, 2016).

Presenteeism is an issue for businesses of all sizes. A sick person that goes to the workplace may infect other workers. Employees may worry about their tasks not being completed while being away from work, which increases presenteeism.

Sick employees should be absent from the workplace. Nevertheless, several employees attend work when ill, worried about increasing their sick days and affecting supervisory relationships. Some employees may attend work when sick rather than negative risk consequences from their line manager for being absent (Halbesleben et al., 2014). George et al. (2017) examined the effect of leadership on presenteeism among workers from several industries in South Africa and found that leadership styles influence job-related presenteeism, thereby affecting organizational performance.

Paid sick leave. Paid sick leave creates higher levels of organizational presenteeism (Halbesleben et al., 2014). Employers may pay statutory sick pay, full pay, or no pay while an employee is absent from the workplace. Some employers offer a full salary that includes health and disability insurance, which provides a percentage of the full wage to financially support employees who are absent from the workplace with physical health issues (Susser & Ziebarth, 2016). Employee pay is a factor in the decision to attend work while unwell, and reductions in pay may increase presenteeism (George et al., 2017). On average, nine days are lost from the workplace each year due to presenteeism and absenteeism (Kocakulah et al., 2016). Moorthy and Siddique (2017)

suggested that organizations should pay better salaries as a motivational technique for reducing absenteeism in the workplace.

George et al. (2017) suggested that reduced pay strategies may increase presenteeism, which affects performance and profitability. Employers should consider the hidden costs of lower performance if the employee is sick and the cost of the additional labor required to achieve the same output. Money is a critical element of human life that allows people to reach different spheres of society (Handayani & Yuniawan, 2018). Management needs to encourage recognition and implement reward structures that foster motivation and responsibility (Nithya, 2016). Money creates a physiological stress issue that may become damaging to a person's health (Handayani & Yuniawan, 2018).

Human Resource Strategies

Human resource departments need to develop and implement management systems to deliver compliance and achieve organizational strategic goals. Koistinen and Järvinen (2016) determined that human resource departments could help promote practices that provide companies with a competitive advantage. Shah et al. (2020) The growth of all organizations depends on their employees. Human resource management is an essential asset for promoting organizational growth (Okasida-Imocho, Nzulwa, & Kwena, 2017). Srour et al. (2017) identified a correlation between human resource management strategies and levels of absenteeism in the construction industry. Human resource departments implement organizational strategies through their employees. Boon, Eckardt, Lepak, and Boselie (2018) found that human resource management is essential for implementing business strategies and performance outcomes. The quality of human

resource management determines the success of organizations of any size (Nanjundeswaraswamy & Sandhya, 2016).

Human resource management is a crucial partner in strategic organizational management and has a responsibility to consider employee behaviors in the context of achieving organizational goals (Jovanovic & Bozilovic, 2017). The strategic aim of a human resource department is to develop managers and leaders who will build future policy doctrine (Davenport, 2015). Bhuyan and Goswami (2017) found that employee motivation is directly related to the standard of strategic human resource policies in the workplace. Such policies require continual improvement from a legal, cultural, and strategic perspective. Zolghadr and Asgari (2016) suggested that human resource management is critical for enabling organizations to achieve their goals. Human resource managers play an important role in developing strategic partnerships between employees in the workplace (Saranya, 2017) and have a responsibility to implement the company's core values, mission statement, and company strategy. Employee absenteeism decreases productivity, reduces profits, and diminishes business growth. Rezaifar et al. (2017) identified many influences that affect productivity in the construction industry, including labor, equipment, and management skills. Absenteeism is a strategic issue for human resource departments and need managing with effective strategies and policies (Randhawa, 2017).

Employee appraisals. Employee appraisals need linking to employee motivation and absenteeism. Bhuyan and Goswami (2017) found a correlation between performance appraisals and motivation and concluded that employees feel good about their work when

they are motivated. Shet, Patil, and Chandawarkar (2019) indicated that managers should develop competencies related to an employee's role. Employee motivation is significantly related to absenteeism. Jovanovic and Bozilovic (2017) suggested that employee appraisals should provide employees with clear expectations that support professional development and career goals, which will aid them in moving to higher levels on Maslow's hierarchy of needs pyramid. The success of any organization is the ability for managers to set objectives and goals in a structured way (Commuzzi & Parhizkar, 2017). Human resource departments should align appraisals and rewards with absenteeism strategies, as employee attendance may affect pay.

Wang and Reid (2015) examined the discrepancy between desired weekly hours and actual hours worked and identified that employee absenteeism rates have a direct relationship with hours worked, especially when a business does not have the right management policies. Organizational management and human resource departments have a role to play in developing fair processes and strategies to combat work-related stress and work overload in small businesses. De Paola, Scoppa, and Pupo (2014) reported that a new sickness policy lowered absenteeism by 53%, demonstrating that organizational reforms could influence the length of time a person was absent. Policies provide guidance in the workplace that stakeholders can follow.

Repetitive jobs and uncaring supervisors are a significant cause of employees taking leave from the workplace (Randhawa, 2017). Job design and work location also affect absenteeism (Srour et al., 2017). Management may be able to lower absenteeism rates by reviewing individual roles in the workplace. A significant monetary investment

in human capital, such as training, reward, recognition, and long-term personal investment in employees, can lead to success for small businesses. Organizational policies and processes support personal development for managers. A company that invests in its workforce may promote employee retention and reduce absenteeism (Srouf et al., 2017).

There are several ways that small businesses can monitor and measure absenteeism in the workplace, including the lost time rate, the frequency rate, and the Bradford factor (Merekoulias & Alexopoulos, 2015). The lost time rate is the total time available but missed because of absence (Chartered Institute of Personnel Development, 2017b). The frequency rate is a measurement of the average number of absences expressed as a percentage. Merekoulias and Alexopoulos (2015) suggested a simplified analysis to identify persistent short-term absences by calculating the number of absences in the company by the number of absences of that individual. The Bradford Factor is a formula to monitor unauthorized absence, by calculating a score based on individual absences over a period. Marzec et al. (2015) investigated the effect of changes to the medical condition burden index for U.S. utility employees who participated in health risk appraisals between 2009 and 2010. Employees with lower medical condition burden indexes had lower absenteeism rates.

Recruitment programs affect absenteeism; organizations must efficiently target the poor, minorities, and people with disabilities. O' Boyle and Harter (2018) suggested that managers should ensure new starters have a purpose and belonging. Employee culture affects individual motivation. Maslow (1943) identified numerous cultural paths

that influence behaviors. Interestingly, Merakoulis and Alexopoulos (2015) found that sickness absenteeism levels increase in the first few years of employment.

Maslow (1943) suggested that motivation creates an environment of happiness, which may reduce absenteeism and increase organizational profitability. Appropriate human resources generate happiness in the workplace, and employees perform better for the organization (Okasida-Imocho et al., 2017). Employee happiness also affects motivation to achieve success. Schaltegger and Burritt (2018) suggested that managers should lead employees to create a sustainable future. Employee motivation is vital for management to ensure commitment and engagement in the workplace (Nabi, Islam, Dip, & Hossain, 2017).

While most human resource departments use disciplinary action to deal with absenteeism, there may be incentives that can lower absenteeism, such as flexible work and management support (Kocakulah et al., 2016). Al-Tamimi (2018) determined that financial and non-financial rewards incentivize employees and increase their performance. Paid time off enables employees to care for family members or deal with personal issues without the worry of being marked as absent. Human resource management is an integral part of developing company values and future policies that support lowering absenteeism.

Absenteeism Reduction Strategy

Human resource departments and management have a role to play in developing strategies to reduce absenteeism in the workplace. Human resource departments can implement absenteeism policies to create employee longevity and organizational success.

Ravindranadh and Kaladhar (2017) found that stress causes absenteeism, which adds structural stress to the organization. Maslow provided a motivational model to focus on individual needs and connecting behaviors to help them grow and achieve a sense of completeness (Chiniara & Bentein, 2016). Managing stress is an essential skill for managers, who require training to understand, support, and develop well-being programs (George et al., 2017).

Employee assistance programs. Employee assistance programs support the health needs of an aging population and lower rates of absenteeism. Several factors affect absenteeism in the workplace, including motivation, personal problems, long-term health issues, and the age of employees (Gosselin et al., 2013; Lee et al., 2015; Livanos & Zangelidis, 2013). Employees need support with personal issues that affect motivation in the workplace. A proactive approach to dealing with personal problems may support lower rates of absenteeism.

Managers can develop an organizational culture that supports personal motivation and cultural values. Employers need to tackle absenteeism by improving the workplace environment and promoting a culture of caring to improve motivation. Organizations need to focus on workplace health initiatives to improve working conditions and develop organizational culture (Chetty, 2016). Managers can drive cultural change through employee engagement (Wen, Yang, Bu, Diers, & Wang, 2018). Bakker (2017) added that employee engagement positively affects organizational outcomes. Employee absenteeism may be difficult to eradicate for small businesses. Reduction strategies may help to lower absenteeism rates if linked to performance and pay. Companies that provide employee

assistance programs may decrease absenteeism through a healthier workforce. When implemented correctly and connected with an absenteeism strategy, employee assistance programs can have a positive impact on absenteeism rates (Gosselin et al., 2013). Employee health, well-being, and educational initiatives in the workplace, such as nutritional advice and gym memberships, can have a positive effect on employee lifestyles.

Employee compensation affects absenteeism. If a person does not get paid while absent, presenteeism may result, affecting safety at work. Nanjundeswaraswamy and Sandhya (2016) added that compensation affects motivational factors, which may increase an employee's drive as they achieve results and obtain fair and stable pay. According to Sahito and Vaisanen (2018), the pay is the most influential factor affecting motivation. An employee reward scheme is the most powerful incentive for producing higher standards of productivity (Uriesi, 2016).

The construction industry has traditionally managed absenteeism by focusing on workplace surveys that identify employee issues such as working conditions, workplace culture, lack of employee pay, and working away from home (Kim & Philips, 2014). The continual development of strategies that support teamwork will motivate employees and ultimately result in lower employee absenteeism (Davenport, 2015; Schoenung & Dikova, 2016). There are several factors for absenteeism in the construction industry, including the weather, salary, line management, and working conditions. Kim (2015) studied the construction industry and defined a positive relationship between the distance a person traveled from home and their absenteeism rate. Employers need to have a

joined-up approach to employee well-being that focuses on the working environment, pay, employee assistance programs, job design, and the management of working relationships.

Employers who provide support towards the cost of commuting may lower absenteeism. There is a correlation between the length of a construction project and absenteeism rates through working away from home, and the working environment Ritesh (2014) found that favorable compensation policies create loyalty toward an organization, which reduces rates of employee turnover and absenteeism. Labor market conditions, notably wages and sick pay, appear to be fundamental drivers of absenteeism in the construction industry (Kim & Philips, 2014). Productivity and organizational performance are affected when employees are absent from the workplace (Kocakulah et al., 2016). Several strategies aim to support health and well-being by reducing the number of absences, which may result in higher morale, becoming the cultural norm.

Employees in good health are less likely to take time away from their workplace. The quality of work-life balance is vital for lowering stress and being a supportive employer. Nithya (2016) noted that a healthy employee with a good work-life balance would positively contribute to organizational goals. Employers who evaluate employee health and well-being demonstrated that they take the needs of their employees seriously (Chetty, 2016). Excellent quality of working life supports the retention of employees and attracts new employees to an organization (Nithya, 2016). Health and well-being need to be part of the strategies used by companies to support employees and achieve

organizational targets. Management needs to target absenteeism by setting reduction targets aligned to organizational budgets.

Summary and Transition

In Section 1, I discussed the foundation of the study, which included the background to the problem, the problem statement, and the purpose of the research. I described the nature of my study and the main research question, which relates to strategies used by middle managers to lower absenteeism. I explained the conceptual framework of Maslow's hierarchy of needs, and I provided a summary of assumptions, limitations, and delimitations. I explained the significance of the study and completed a review of the existing academic literature.

In Section 2, I focus on the project and the methods for collecting data to support the main research question. I provide a summary of the project and restate the purpose of the study. Next, I explained the role of the researcher and the participants, and discuss the research methods and study design. I also discuss population and sampling, ethical research, data collection, data analysis, and the reliability and validity of the study.

In Section 3, I present the findings and discuss the application to professional practice and the implications for social change. I conclude the study with a recommendation for future research and future actions, a conclusion, and self-reflection.

Section 2: The Project

The focus of this qualitative multiple case study was to identify strategies used by middle managers to reduce employee absenteeism. The primary data collection involved conducting interviews, reviewing company policies, procedures, absenteeism statistics, and any additional information related to absenteeism strategies. The aim and objective of collecting the data were to understand the strategies used in the construction industry to reduce employee absenteeism.

Purpose Statement

The purpose of this qualitative multiple case study was to explore strategies that middle managers in the construction industry use to reduce employee absenteeism. The population consisted of six managers from three construction companies in South Wales that have reduced employee absenteeism. Reduced absenteeism would encourage organizational profitability, which could improve the local economy through sustainable employment and increased local economic stimuli.

Role of the Researcher

The role of a researcher in a qualitative case study is to obtain and develop data from interviewees and to collect data from other sources. Fusch and Ness (2015) and Rich and Misener (2017) identified the researcher in a qualitative research study as the data collection instrument; according to Goodell, Stage, and Cooke (2016), this researcher is a human instrument who influences the quality of the data collected. Broman and Woo (2018) noted that researchers should have a common interest with the participants in the study. A critical role of the researcher is to uphold the principles of

research and to respect participant confidentiality (Halkovic, 2018). Participants disclose critical information to the researcher more often if their identities are confidential (Bradshaw, Atkinson, & Doody, 2017).

As the primary data collection instrument, I actively engaged with participants in face-to-face interviews, ensured I took notes and analyzed the data. Shah (2019) identified that a qualitative researcher demonstrates thoroughness with their honesty in a mythological approach. Qualitative researchers risk personal bias through interaction with participants (Watkins, 2017). A researcher who has prior knowledge of the phenomenon and the surrounding context has an advantage over other researchers (Bengtsson, 2016). The most challenging element in research is for the researcher to understand the viewpoints of other people.

I have over 18 years of experience in the research topic through my work as a group human resources director. I became interested in absenteeism by observing the negative effects on the employee and employer in the construction industry. The employer loses competitive advantage through project delays, and the employee receives less money, which affects personal finances and the local economy. I wanted to explore absenteeism as a phenomenon in the construction industry. Prior knowledge of a phenomenon creates a risk to the integrity of the study (Alase, 2017). I ensured my prior knowledge did not affect my biases when interviewing participants.

I ensured that my own opinions and biases remained segregated from the collection of research. To avoid my biases and any conflicts of interest, I selected small companies for the study with whom I had no connection or affiliation. I ensured that all

participation was voluntary and that participants provided informed consent. I ensured that all interview questions are understandable and clear to avoid participant misunderstanding. Yin (2018) noted that a respectable researcher interprets interview answers reasonably. I mitigated bias by utilizing multiple primary data sources from company literature and defining the target population. I completed the National Institutes of Health Office of Extramural Research course *Protecting Human Research Participants* (Certificate No. 1796002) and have reviewed the Belmont Report, *Ethical Principles, and Guidelines for the Protection of Human Subjects of Research*. The Belmont report from 1978 advises the ethical considerations for researching human participants; the report includes (a) respect for persons, (b) beneficence, and finally (c) justice (as cited in Ross, Iguchi, & Panicker, 2018). Ethical considerations are critical in scholarly research, gaining approval from the Institutional Review Board ensures the ethical standards for the research protect all participants (Gordon, Culp, & Wolinetz, 2017). Respecting the dignity of participants by treating everyone as autonomous agents and protecting the data allows readers to conclude factual evidence. The researcher is to collect data in an ethical manner that satisfies the review board assessment (Sutton & Austin, 2015). Researchers must assess their experiences of the phenomenon to minimize being influenced by their own biases.

I collected evidence to identify themes, highlighting any biases and ethical issues to enhance the perception of personal views. In addressing the researcher's lens, the ownership is for the researcher to become the data collection instrument (Fusch & Ness, 2015). The researcher has a responsibility to guarantee participant confidentiality

(Bengtsson, 2016). Participants were given a consent form for the interview process, ensuring an understanding of ethical boundaries and processes. The interview process tells a story about the phenomenon and the interviewees, which develops a broader background of experiences (Jansen, 2015). A researcher creates a plan for unexpected events during the interview and data collection phase (Rahi, 2017). Yin (2018) noted that using interview protocols increases reliability in case studies. Hoover, Strapp, Ito, Foster, and Roth (2018) stated that an interview protocol supports the personal relationships with the participants. I used the interview protocol to guide the alignment of interviews (see Appendix A). The nature of the interview questions supports the collection and quality of the data (Marshall & Rossman, 2016). Researchers use interviews to understand an in-depth view of the phenomena (Murtagh, Achkar, & Roberts, 2018). The protocol supported my approach while asking semistructured questions of all participants.

Participants

This multiple case study consisted of interviews with six participants from three small-sized construction companies in South Wales in the United Kingdom. Malterud, Siersma, and Guassora (2016) noted that if participants have prior knowledge and are experts in the chosen field, a smaller number of participants may achieve data saturation. Researchers require detailed data from the participants' personal experiences to support significant participant protection (Castillo-Montoya, 2016; Cugini, 2015). Cleary, Horsfall, and Hayter (2014) added that meaningful analysis obtained from participant experiences of the phenomenon aligned with the conceptual framework. Participants will be required to meet the eligibility criteria for participating in the study. The participants

will be managers with experience in the construction industry who manage employees, have successfully used strategies to reduce absenteeism, and do not belong to any protected class.

I used the Chamber of Commerce for South Wales and relevant construction associations to gain interest from participants with relevant experiences. Personal communication will be via a telephone call with senior management to explain the time required and the reasons for the study and to obtain the necessary authority. There should be no coercion involved in interviewing or recruiting people to participate in a study. I used LinkedIn and company websites to gain knowledge of the companies.

Once I received the letter of cooperation from an authorized person, those participants who meet the criteria were formally contacted by telephone to ask them to participate in the study and for permission to send a Letter to Participate and the consent form. Merriam and Tisdell (2015) suggested that initial contact with participants should form part of the strategy in a research project. My strategy was to contact participants via e-mail with a follow-up telephone call to introduce myself and explain the purpose of the research and the research process. I solicited referrals from the South Wales Chamber of Commerce to gain access to networking events. The initial contact was with management in human resource departments to build trust and create a working relationship with stakeholders. Knepp (2018) and Mumford (2018) explained that the procedure for recruitment should include an explanation of the consent form and process so that each participant understands the ethical elements of the study. Moosa and Koopman-Boyden (2015) found that the messenger approach of communication works to gain trust for the

research. I embraced the messenger approach through an acquaintance known to both parties, which will support building a working relationship.

The primary relationship began with the initial phone call to create a working relationship with the participants. Brick and Tourangeau (2017) noted the significance of building trust with all participants. I introduced myself, explained the purpose of the study and the criteria needed to participate, and followed the interview protocol form (see Appendix A). I built trust with all participants to allow them to feel comfortable answering questions openly and honestly. Jacka (2016) suggested that the researcher should understand the interviewee's interests before interviews take place. I built my knowledge of participants through networking and personal phone calls. A working relationship with participants eradicates any conflict by aligning values and gaining agreement to the process for everyone involved. In a qualitative study, data constructed through collaboration between the participant and the researcher (Malterud et al., 2016). A qualitative research interview creates a story from information provided by the interviewee (Jansen, 2015). The researcher has a vital role in communicating information and ensuring that the administration is in place to support participants.

The selection criteria ensured that participants have the correct knowledge, experience, and characteristics of middle managers who actively manage absenteeism in the construction industry. Elo et al. (2014) found that participant introductions help people feel valued in a study. A qualitative methodology is beneficial for interacting with themes, patterns, meanings, and the expression of phenomena through the eyes of

participants (Alase, 2017). I followed the selection criteria to align with the research questions. I sent a consent form to all participants via email before any interviews.

Research Method and Design

Researchers can choose from three traditional research methods: quantitative, qualitative, and mixed. I used a qualitative research method for the study. The following sections include my understanding and rationale for selecting the research method and design for my study.

Research Method

Quantitative, qualitative, and mixed-method obtain research validity from the data (Brown, Strickland-Munro, Kobryn, & Moore, 2017). Vass, Rigby, and Payne (2017) identified qualitative research as an in-depth investigation of an individual's view of a problem, as opposed to the statistical setting used in quantitative research. The qualitative methodology permits researchers to apply personal skills to the process (Alase, 2017). A qualitative method sheds light on casual, natural language, employing illustrations that link facts to theory (Gerring, 2017). The qualitative method allows the collation of rich data relating to the phenomena, exploring different concepts, and emerging themes. It supports the researcher in studying reality and embeds the person in the research (Yates & Leggett, 2016). I determined that the qualitative research method was appropriate for this study because the purpose of the study was to identify successful strategies for reducing employee absenteeism through the eyes of middle managers.

In contrast, a quantitative method includes hypotheses to be analyzed and tested and employs a systematic sampling of data to create variables (Gerring, 2017; Queiros,

Faria, & Almeida, 2017). Quantitative research involves testing hypotheses and examines relationships with a statistical trend (Achen, 2017; Shekhar et al., 2018; Yates & Leggett, 2016). Employing quantitative methods allows the researcher to collect data surveys and complete experiments (Morgan, 2018). Quantitative research methods are not appropriate for the study, as I did not aim to collect statistical data. The purpose of this study was to identify strategies used by middle managers to reduce employee absenteeism, and I did not assess relationships between variables. The mixed-methods approach involves the collection of quantitative data and qualitative experiences, themes, and patterns (Goldman et al., 2015; McCusker & Gunaydin, 2015). The elimination of the quantitative method similarly eliminates mixed methods research for this study as I did not assess relationships between variables.

Research Design

Several research designs are available for researchers to use in qualitative studies: case study, phenomenological, ethnography, and narrative (Yin, 2018). I used a multiple case study for the research. Multiple case study designs become bounded by the time and location of the interviews (Yin, 2018). Case study design supports the researcher in the investigation of individuals and groups in a real-life context (Da Silva & Das Merces, 2018) and helps the analysis of data in a fair manner (Yin, 2018). Case study research scientifically explores real-life experiences with a live phenomenon. Multiple case studies are useful for cross-case analysis, which identifies similarities and differences that affect the research (Cope, 2015; Ridder, 2017). A multiple case study design is

appropriate for exploring strategies used by middle managers in the construction industry to reduce absenteeism in their respective workplaces successfully.

Ethnography is an approach used in qualitative research that is concerned with studying individuals or groups from a cultural perspective and requires the observation of a cultural group of people (Beneito-Montagut, Begueria, & Cassin, 2017; Draper, 2015; Yates & Leggett, 2016; Yin, 2018). Chetty (2016) suggested that organizations need to focus on workplace health initiatives to improve organizational culture. Ethnographic design was not an appropriate approach for the study because organizational culture is not the only emphasis of the study, and ethnographic design is too time-consuming to apply it to three case studies.

Phenomenological design is another approach used in qualitative research that requires the researcher to seek exposure to the lived experiences of participants (Freeman et al., 2015). The phenomenological design approach allows the collection of descriptive data to express the meaning of participant experiences (Alase, 2017). With the phenomenological design, researchers emphasize the interpretation of participants' life experiences in their own words (Van Manen, 2017). A phenomenological design did not meet the requirements of this study because the focus is to complete an analysis of the strategy's managers used to reduce turnover and not specifically on the lived experiences of the participants. A phenomenological design approach does not allow the researcher to use multiple sources of data.

Narrative design is another approach that researchers can use in qualitative research. The narrative approach develops an understanding of a person's interactions

with their emotions (Thurgill, 2017). Narrative research tells the story of participants' lived emotions. The narrative design allows the researcher to summarize stories of the emotional lived experiences of participants (Enright, Alfrey, & Rynne, 2017), which made this approach inappropriate for the study.

Data saturation is an essential element of qualitative research and is used to mitigate biases. According to Fusch and Ness (2015), data saturation in qualitative research is successful when the researcher identifies little or no new information. Malterud et al. (2016) explained that data saturation occurs when the researcher receives no further information that adds to the theory. Saunders et al. (2018) said a researcher knows that data saturation is when no new evidence is emerging. If data saturation fails, the findings may be affected. To achieve data saturation, I interviewed six managers from the construction industry. I did not need to conduct further interviews as I reached data saturation from no new findings or themes. Once the researcher has detected a recurring pattern of responses, data saturation is successful. In achieving data saturation, I used purposive sampling to select participants with enough knowledge to provide quality data for the research topic. I conducted member checking by following the protocols to allow participants to review my interpretation and correct any misinterpretations. Member checking adds to the validity of the study (Brear, 2018). I used member checking to support the verification of my interpretations of the data and to share a summary of participants' responses by email requesting them to check the accuracy and meaning of the participant meanings, which will enhance the validity of the research data. According

to Fusch and Ness (2015), smaller research projects have a higher probability of data saturation than larger research projects.

Yin (2018) recommended that researchers collect data from several sources, including interviews, archived records, and documentation when conducting a case study design. In a multiple case study design, triangulation advances the accuracy of the results obtained from multiple sources of evidence (McKinlay, Morgan, Gray, Macdonald, & Pullon, 2017; Yin, 2018). Collecting such diverse data and company documentation offers the researcher rich data about the phenomena (Levitt, Motulsky, Wertz, Morrow, & Ponterotto, 2017). I reviewed the relevant company documentation to add confirmation to the interview findings.

Population and Sampling

The population for this qualitative multiple case study will be managers from three small construction companies located in South Wales in the United Kingdom. I used purposive sampling for the research study by following the set criteria for participants. The purposive sampling method involves interviewing participants with expert knowledge of industry best practices (Mohajan, 2018). Geraghty and Oliver (2018) used purposive sampling as a criterion for participant inclusion for their research study. I interviewed middle managers who motivate and support employees to perform and who have reduced employee absenteeism. Yin (2018) suggested that smaller sample sizes can be satisfactory for qualitative studies. Leedy and Omrod (2015) indicated that in qualitative research projects, small sampling is appropriate. I chose to interview six middle managers.

Qualitative researchers use purposive sampling, which relies on a researcher's knowledge of the chosen field. Purposive sampling allows the researcher to ensure adequate distribution and flexibility when selecting individuals to participate in the study (Mead, Cohen, Kennedy, Gallo, & Latkin, 2015). Barratt, Ferris, and Lenton (2015) found that purposive sampling is by smaller groups that focus on a set of participant characteristics. Purposive sampling requires the researcher to consider the purpose of the research when seeking out the target group (Apostolopoulos & Liargovas, 2016).

For the study, participants met the following criteria: they were managers who (a) had demonstrated success in reducing absenteeism in the construction industry, (b) managed employees, and (c) did not belong to any protected class. Managers who did not meet the criteria were not eligible. I interviewed participants at a convenient geographical location. I ensured that the six participants were from the construction industry and that all met the eligibility criteria.

I requested a location that was suitable for their requirements. Adesoro et al. (2016) suggested that interviews should take place in a quiet environment without distractions. Personal interviews support the researcher in maintaining a healthy rapport with all interviewees (Farooq & de Villiers, 2017). Face-to-face interviews built trust with all participants. A semistructured interview style was a useful way to conduct open-ended conversations and to identify strategies for leaders to use in reducing absenteeism in small construction companies.

Data saturation occurs when enough data gets collected for a study (Gentles, Charles, Ploeg, & McKibbin, 2015). Data saturation is confirmed when no new

information is available (Marshall & Rossman, 2016). To reach data saturation, I conducted interviews with six participants and reviewed company documentation for absenteeism rates, policies, strategies, and procedures. I continued with the interviews, and I reviewed company documentation until the point of reaching data saturation. I asked open-ended, probing questions, and perform member checking protocols after the interviews.

Ethical Research

Whenever humans are part of the research, the standard practice is for researchers to ensure that participants are free from psychological and physical harm throughout the process. This study involved ethical considerations when researching motivational theories, absenteeism strategies, personal motivation, and routine human resource practices. The main requirements necessary to make this research ethical were to obtain consent from a higher authority in the workplace and to obtain informed consent from participants.

Goldstein et al. (2018) suggested that participant consent forms should identify the risks and benefits of the research and note that participation in the research is voluntary. Biros (2018) suggested informed consent secures the ethical rights of the participants. The consent form for this study introduced the researcher and provided personal contact information (see Appendix B). It explained the reason for the research and how the findings may help businesses through positive social impacts. The consent form discussed the risks and hazards involved in the study, provided the Institutional Review Board (IRB) approval number 02-04-20-0568446, clarified that participation was

voluntary, and outlined how to withdraw from the study. Participants may withdraw from the study by giving written or oral notification. Finally, the consent form explained what happens to the confidential data after the study.

The purpose of informed consent is to protect the rights of participants and satisfy ethical review board requirements (Brear, 2018). Participants received the consent form in time to make their informed decision. Participants may withdraw consent at any time during the study (Bengtsson, 2016). I ensured that participants were aware of the process for withdrawing from the study, which involves contacting the researcher at any time without undue pressure or penalty. The interview protocol form stipulated the language to be used, explain the interview process, discuss the reasons for the study, and state the interview questions. Participation in this study was voluntary; I ensured that all participants received no incentives for participation.

Experts have emphasized the need to improve moral decisions during research by conducting an ethical review process (McClimans, Pressgrove, & Rhea, 2016). The IRB ethical review process supports participants in identifying possible risks (Gelling, 2016). I followed the IRB ethical review process, and Walden University will provide ethical approval for the project. Approval must be confirmed before any participant is contacted (Gelling, 2016). Once IRB approvals obtained, the research may commence. Researchers also have an ethical obligation to ensure justice; they must protect the rights and welfare of every participant (Cugini, 2015). I ensured the respect and dignity of participants were preserved by treating everyone as individuals and by protecting their rights.

Participant confidentiality and the correct storage of personal data is crucial and in line with the new General Data Protection Regulations (GDPR) in the United Kingdom. As the researcher, I ensured that data received from participating organizations is locked in a filing cabinet with electronic data stored on a password-protected cloud server. I ensured compliance with the GDPR regarding stored data is a priority. Documentation will be locked in a fire-retardant safe and stored for a minimum period of 5 years. All electronic files were password protection, and the laptop will have a BIT locker protection. After 5 years, I will shred the paper data and delete the electronic data. I ensured that confidentiality is a priority by protecting participant names using alphanumerical codes for participants (P1–P6) and companies (C1–C3). Once participants understand the possible repercussions of being involved in the study in terms of their privacy, they can make conscious, informed decisions (Noain-Sanchez, 2016). Participant safety comes first in any research, and I ensured that all participants give consent. Participants were encouraged to make formal contact with Walden University to discuss their rights if they have any concerns.

Data Collection Instruments

The goal of this qualitative multiple case study was to explore strategies used by construction industry middle managers to successfully reduce absenteeism in small construction companies. The data collection element of the study explains the role of the researcher as the primary instrument, the data process, and the organization of the data through personal experiences using face-to-face interviews (Levitt et al., 2018). In qualitative research, the researcher is a human instrument and the primary data collection

instrument, which influences the quality of the data collected (Goodell et al., 2016). An experienced researcher can identify their worldview and that the most challenging element in research is for the researcher to understand the viewpoints of others (Fusch & Ness, 2015). Levitt et al. (2018) advised that qualitative researchers should focus on how their assumptions may influence the study. I acted as the data collection instrument in the study. Proper preparation for data collection is required to support case study research (Yin, 2018).

As the primary instrument for the collection of data, I processed data to support the case study. Castleberry and Nolen (2018) noted that qualitative research allows the researcher to explore participant values and beliefs and gain a better understanding of the phenomenon, which results in meaningful analysis. Celestina (2018) noted that the data collection process allows the researcher to build trust in identifying better results.

Interviews in a qualitative case study provide researchers with an opportunity to develop knowledge and obtain meaning from participants. Interviews provide rich, detailed qualitative data from participant experiences (Castillo-Montoya, 2016). Interviews are useful when the phenomenon is complex and produces corroborative evidence (Dasgupta, 2015; Larrinaga, 2017). Interview settings should protect the privacy of participants (Easterling & Johnson, 2015). At the start of the interviews, I informed the participants about the interview process. I recorded the interview using a digital audio recorder. Interview questions develop information about a participant's experience of the phenomenon (Van den Berg & Struwig, 2017). An interview protocol refinement process can create an intense interview protocol that supports the collection of vibrant,

meaningful data. Castillo-Montoya (2016) identified a framework for the refinement process that includes alignment of the interview with research questions and inquiry-based discussion.

The interview protocol was included in the guidance document and checklist to ensure that interviews are the same for each participant. The in-depth interview questions consist of six open-ended questions to provide me with flexibility during the interview process. Interview questions help to answer the research question with a detailed, experienced response (Guest, Namey, & Mitchell., 2017). I ensured that all participants fully understood the questions through verbal confirmation, and I acknowledged the participant replies by taking notes.

Qualitative interviews effectively extract knowledge from participants. In-depth interviews require the interviewer to ask probing questions to recognize participant experiences (Guest et al., 2017). The qualitative method allows for the collection of rich data by exploring different concepts related to the phenomenon and supports the researcher in studying reality (Yates & Leggett, 2016). A qualitative researcher must observe conventional data collection procedures (Sarma, 2015).

Using qualitative methods, researchers sort through the identification of themes and categories from the data (Cleary et al., 2014). Gerring (2017) observed that qualitative methods create a natural language about the phenomenon. Qualitative research requires appropriate software to process complex data (Cleary et al., 2014). I used NVivo 12 software for data analysis, identifying themes through coding data. The NVivo 12 software allows the researcher to store data in numerous formats (Phillips & Lu, 2018).

Benítez, Padilla, Van de Vijver, and Cuevas (2018) noted that data saturation is a point where additional data collected provides no new information.

A transcript review is a process whereby participants review transcripts of their interviews to develop trust and verify the data (Chase, 2017). Such transparency adds to the validity and reliability of the study and mitigates researcher bias (Mohajan, 2018). One technique for achieving credibility in a research project is to conduct member checking to confirm the trustworthiness of interview results (Birt, Scott, Cavers, Campbell, & Walter, 2016). Member checking provides participants with the opportunity to correct any misinterpretations of statements, and to elaborate on interpretations by the researcher, which adds to the integrity between both the participants and researcher (Iivari, 2018). The participants of this study had an opportunity to conduct member checking to support the verification or modification of data.

Data Collection Technique

The purpose of this qualitative multiple case study was to explore strategies used by middle managers to successfully reduce employee absenteeism. The targeted population consisted of six managers from three small construction companies located in South Wales who have experience in reducing employee absenteeism. Preparing for data collection is a complicated process that requires systematic planning (Yin, 2018). The researcher must plan and design the study, prepare for interviews, collect data from multiple sources, and analyze the data.

Once I received the letter of cooperation from senior management, I made personal communication with the six managers with an initial telephone call explaining

the purpose, process, and personnel time required for the study. I sent the Letter of Participation. I sent participants the consent form to review and sign before starting the interview process. Such communications keep all participants informed while they are deciding on participation.

The central research question for this study was: What strategies are used by middle managers to reduce employee absenteeism? Semistructured interviews conducted with six middle managers from three small construction companies in South Wales. According to Silverman (2016), in-depth interviews provide the researcher with an opportunity to research the real-life world, and the interviews reveal real-life evidence related to the phenomenon under investigation. The central research question and conceptual framework must be at the forefront when obtaining data from interviews. I conducted semistructured interviews by following the interview protocol in (see Appendix A), and I took notes in case there is a technical issue with the audio recorder. Haines (2017) noted that the length of interviews is highly dependent on the time participants have available and involves coordination by the researcher.

Transcripts and field notes in qualitative research create enormous amounts of documentary data. Data collection includes reviewing company policies and procedures, absenteeism statistics, and any additional information related to absenteeism strategies. I followed the interview questions form (see Appendix B), which lists the six open-ended interview questions to ensure questions are posed in the same order and in the same way to ensure reliability. An advantage of qualitative research is that data collected through interactions with people allows the researcher to learn through communication with

participants and understand their lived experiences (Malterud et al., 2016). During qualitative data collection, the interviewer plays the role of listener and observer to gain a better understanding of the phenomenon. I ensured that my role was to listen and understand the phenomenon of absenteeism

The use of face-to-face interviews supported the process of collecting data from the lived experiences of participants. Researchers must be careful not to misinterpret the participants. While interviews might be an effective way to collect data in a case study design, poor planning may lead to biased answers (Yin, 2018). Open-ended interview questions in a safe and confidential environment promote conversation, reduce the chances of misinterpretation, and promote trust and validity. The interview protocol informed the participants and acted as a checklist to ensure that interviews are conducted the same way with each participant. The interview procedure included an introduction to the research, an overview of the process, and the purpose of the study.

I recorded the interviews using a voice recording software and took notes of the interview. Upon the interview completion, notes were verified with each participant to ensure accuracy. Despite using software such as NVivo, researchers should take notes and review transcripts to identify themes that support the analysis of raw data (Maher, Hadfield, Hutchings, & de Eyto, 2018). NVivo supports three phases of the research process, namely data collection, data management, and representation of the findings. Software technology is a formidable option for facilitating qualitative research (Chandra & Shang, 2017). Using NVivo allowed me to employ the correct data management strategy for a qualitative research study.

Primary data collection involved reviewing company policies, procedures, absenteeism statistics, employee handbooks, and any additional information related to the effect of absenteeism strategies. In a case study design, researchers should collect data from several sources, including interviews, archived records, and documentation (Yin, 2018). I collected data from semistructured interviews and conducted a formal review of company documentation.

Pilot studies support the researcher in testing interview questions, interview locations, and protocols. Pilot studies can provide insight into participant recruitment strategies and suitability of the interview questions. Miles, Huberman, and Saldana (2014) recommended pilot tests after IRB approval to check interview questions and identify any biases in the questions. I did not conduct a pilot study.

Member checking is a formal technique to explore the credibility of research results and confirm the accuracy and resonance of participant experiences (Birt et al., 2016). I employed member checking to support the accuracy and credibility of the results. I transcribed all interviews so that member checking could take place with participants to build trustworthiness and to amend any words spoken in the interviews so that I have an accurate record. Harvey (2015) described member checking as the final interpretation of the data. Member checking refines what a person said by taking ideas back from the collected data (Welch & Piekkari, 2017). I allowed participants to verify the accuracy of the data by reviewing my analysis of their responses from the interviews.

Data saturation is when there is no new information gained from participants. According to Yin (2018), qualitative researchers require two independent sources for data

collection to support data saturation. Using two sources of information allows the researcher to capture several perspectives of the phenomena and supports the triangulation of the data and findings (Welch & Piekkari, 2017). I used data from the interviews and data from company information relating to absenteeism.

Data Organization Technique

Data organization is critical for a qualitative research study. I organized the data to ensure participant confidentiality is at the forefront of the study. Preparing for data collection is a crucial step in case study research (Yin, 2018). In this qualitative research project, there will be two types of data collection: one from semistructured interviews and another from reviewing data on company policies and procedures, absenteeism statistics, and any additional information related to absenteeism strategies. Qualitative research requires appropriate software (Cleary et al., 2014). I used Microsoft word and NVivo software to organize and analyze the data to identify themes through coding. Once data has is uploaded, I used NVivo 12 software to support data organization to enable retrieval and manipulation. The organization technique includes both electronic and hard copy storage of data.

Case study tools include archived data, interview documentation, journal logs, and research notes (Yin, 2018). The primary strategy for data management is to complete a journal log and utilize a labeling system in electronic folders, allowing participant notes to be collected to add accuracy to the study. Researchers may use a reflective journal to invigorate the critical thinking skills necessary for a research project (Cengiz & Karataş, 2015). Reflective learning encourages a researcher to reflect upon their actions to

increase understanding (Cathro, O’Kane, & Gilbertson, 2017). An audio recording device supports a more accurate rendition of the conversation and note-taking. I used an audio recording app called Otto for audio record interviews, and the data will be downloaded into a Microsoft word document to help with transcribing and the synchronization of audio and notes in an electronic format.

Once participant interviews were completed and company documentation reviewed, data was matched to each participant with a unique alphanumeric code to ensure confidentiality. Data relevant to each participant will be kept in separate folders identified by code to protect their identities (Childs, McLeod, Lomas, & Cook, 2014).

Data in any printed format will be locked in a filing cabinet accessible only by the researcher. Electronic data will be stored and protected using a password-protected cloud server. GDPR is a priority and ensures compliance with the secure storage of electronic data. I will shred hard copy data sources and delete by reformatting the hard drive to erase electronic files and audio recordings after 5 years.

Data Analysis

The objective of this qualitative multiple case study is to explore strategies used by middle managers from the construction industry to successfully reduce employee absenteeism in small construction companies. Qualitative data analysis transforms raw data into common themes (Erlingsson & Brysiewicz, 2017). Semistructured interviews and analysis of company documentation support reaching a point of triangulation and data saturation. Triangulation, in a case study, advances the accuracy of the results, which makes findings more trustworthy (McKinlay et al., 2017). Yazan (2015) suggested

several strategies for supporting triangulation, including data source triangulation, investigator triangulation, theory triangulation, and methodological triangulation. Methodological triangulation uses several data sources to develop rich data from interviews and documentation and to enhance the credibility of the findings (Fusch & Ness, 2015; Varpio, Ajjawi, Monrouxe, O'Brien, & Rees, 2017). For this study, I used methodological triangulation and multiple data sources.

Data analysis is a formal process for making sense of data obtained in research (Yazan, 2015). To complete data analysis, I reviewed the results of open-ended interview questions from a semistructured interview process to obtain participant experiences, and I reviewed company data on absenteeism as per the interview protocol (see Appendix A). Several strategies exist for analyzing data, including relying on theoretical propositions, working with data from the ground up, developing a case description, and examining plausible explanations (Yin, 2018). Qualitative data analysis for multiple case studies involves identifying themes and patterns to review and to develop an understanding of the phenomenon (Lowe, Norris, Farris, & Babbage, 2018). I analyzed the data after completing the semistructured interviews with participants and collecting company documents.

The purpose of data collection and analysis is to identify themes to answer the research question. After completion of the data collection phase, I used the data analysis process suggested by Yin (2018): compile and organize the data, disassemble the data, reassemble the data into themes, interpret the meaning of the data, and report the findings. This process is consistent with the five steps identified by Castleberry and

Nolen (2018) for thematic analysis in qualitative research: compiling, disassembling, reassembling, interpreting, and concluding. I used thematic analysis to complete data analysis.

Qualitative research requires the identification of themes as part of data analysis. I used NVivo 12 software to identify themes through coding data. This software allows researchers to develop, manage, and store accurate analyses and interpretations without research bias (Phillips & Lu, 2018; Zamawe, 2015). Transferring the data into a software program supports analysis and allows the researcher to explore the evidence of *why*, *when*, *where*, and *who* of the research data (Maher et al., 2018). I conducted a thematic analysis of the patterns and themes in the data. I then coded the data in NVivo 12 software to identify words and themes from each interview question to support the organization of data into categories for analysis. In qualitative research, the researcher customizes coding to describe the data. Coding identifies relationships in the conceptual framework (Miles et al., 2014). Several coding methods are available, including open, deductive, and descriptive coding. I used descriptive coding to identify themes in the analysis. Content analysis is a strategy for organizing themes in qualitative data that allows the researcher to identify hidden meanings in the data (Crowe, Inder, & Porter, 2015).

The final element of data collection and analysis was to identify themes from interviews or company documentation. I searched for recent literature on absenteeism and analyzed data collected through the conceptual framework of Maslow's hierarchy of

needs theory. I compiled a list of descriptive codes and keywords from the interviews to support data analysis.

Reliability and Validity

Reliability

Reliability and validity are two essential factors that qualitative researchers need to consider when designing their research. A researcher demonstrates reliability and validity through understanding dependability, credibility transferability, and confirmability (Elo et al., 2014). Validity and reliability can be achieved by completing member checking protocols and monitoring biases in the data (Harvey, 2015). A full transcription of interviews generates dependability by allowing member checking so that participants can check the data for accuracy (Birt et al., 2016). Member checking discloses what a person said and will enable them to take themes and ideas back from the collected data (Welch & Piekkari, 2017). I discussed the interviews with participants after data collection to clarify the information obtained.

Dependability

Dependability allows another researcher to follow the same procedures and obtain the same results (Yin, 2018). I achieved dependability through member checking with all participants. Member checking allows participants to reflect on their interview (Iivari, 2018). During data collection, I continued to check data until there is no new information. I recorded the interviews using an audio recording device. Categorizing and abstracting the data enhances the evidence (Taguchi, 2018). Dependability safeguards the trustworthiness of the findings (Bengtsson, 2016). I adhered to the processes identified

above to support dependability in the results. I ensured dependability by identifying processes and procedures for a case study.

Validity

Validity indicates the soundness of data collection and represents the truth of the phenomena. In qualitative research, validity allows the researcher to identify the trustworthiness of the study and the accuracy of the procedures (Flood, Minkler, Lavery, Estrada, & Falbe, 2015). Validity in research signifies the accuracy of instruments used by the researcher (Chander, 2018). Validity supports the reliability of the results by using appropriate data collection methods and cross-checking processes (Morse, 2015).

Credibility

The credibility of the findings in a study supports the researcher in presenting participant perspectives (Marshall & Rossman, 2016). I determined credibility through triangulation of company documentation, transcribed interviews, and member checking. Member checking is a formal technique to explore the credibility of research results (Birt et al., 2016). Credibility supports the researcher in making decisions that validate the results (Bengtsson, 2016; Morse, 2015).

Transferability

Transferability is a process by which other researchers follow similar qualitative study processes to assess the relevance of our findings (Connelly, 2016). The strategy for transferability for this study includes the following elements: multiple case study design, choosing a geographical location for sample collection and following the management selection criteria. I provided a background for the data collected and a detailed

description of the research study to provide other researchers with the opportunity to make comparisons. Any person transferring results from another study must assess transferability and generalizability (Marshall & Rossman, 2016). Transferability indicates how well the research content analysis supports similar organizations with similar problems (Nowell, Norris, White, & Moules, 2017). Transferability is another element of validity, which improves the accuracy of the findings (Saravo, Netzel, & Kiesewetter, 2017). I adhered to the analysis and collection methods required by the chosen research design.

Confirmability

Confirmability refers to the accuracy and quality of the findings when the researcher ascertains repeatable findings (Connelly, 2016). The research questions and data need to correlate to provide confirmability (Elo et al., 2014). Lyons, Karkou, Roe, Meekums, and Richards (2018) noted that if researchers avoid bias in the study, confirmability is complete. To achieve confirmability, I used a recording device to support the checking of data and to confirm my interpretations. Participants had the opportunity to correct any errors through the member checking.

Triangulation increases confirmability in qualitative research and corroborates the findings (Forero et al., 2018). I achieved data saturation through the process of methodological triangulation, which is utilizing several data sources from the participants and company literature. Using several data collection techniques and incorporating triangulation facilitates validity in the research (Yates & Leggett, 2016).

Summary and Transition

In Section 2, I reinstated the purpose statement and explained the role of the researcher. I described the participants involved in the study and justified the chosen research method and design, population, and sampling. I explained the ethical design, data collection process, data instruments and techniques, data analysis, reliability, and validity.

In Section 3, I included a complete introduction and overview of the study. I presented my findings and discuss their application to business practices and implications for social change. I presented my recommendations for actions and further research into employee absenteeism. Finally, I reflected on and concluded the study.

Section 3: Application to Professional Practice and Implications for Social Change

Introduction

The purpose of this qualitative, multiple case study was to explore strategies that middle managers use in the construction industry to reduce employee absenteeism. I conducted semistructured interviews with six middle managers from three construction companies in South Wales who had successfully reduced absenteeism. I used OTTA software to transcribe the six interviews, conducted member checking, and then used NVivo 12 software to complete the data analysis, identify relationships, themes, and subthemes. I used triangulation to corroborate all the interview data with the companies' absenteeism policies, newsletters, and human resource management policies. I categorized the results into themes and subthemes related to the literature review and the tenets of Maslow's hierarchy of needs theory (1943). The main themes were employee motivation, employee management, and human resource management. The subthemes were financial, belonging, support, communication, company profit, absenteeism policy, and return-to-work interviews. The findings suggested strategies that middle managers had successfully used in the workplace to reduce employee absenteeism.

In this section, I present the study findings on the research question, the conceptual framework, and the existing literature on employee absenteeism in the construction industry. I discuss their application to professional practice, the implications for social change, the recommendation for further action, and areas for any future research. Finally, I present my reflections on the doctoral journey and the overall conclusion of this study.

Presentation of the Findings

The research question for this study was: What strategies do middle managers in the construction industry use to reduce employee absenteeism? A literature review of peer-reviewed articles and other seminal works connected previous research to the overarching research question and aligned with the research findings. To answer the research question, I interviewed six middle managers from small construction companies based in South Wales who had experiences in implementing strategies to reduce employee absenteeism. To maintain participant confidentiality in presenting the findings, I labeled all participants as P1, P2, P3, P4, P5, and P6; I identified the companies as C1, C2, and C3.

After the application of methodological triangulation techniques, I identified three major themes and seven subthemes related to strategies used by middle managers in the workplace. The first theme identified was employee motivation with two subthemes financial motivation and belonging. The second theme identified was employee management with three subthemes, management support, company profit, and communication. The third theme identified was human resource management with two subthemes, absenteeism policy, and return-to-work interviews.

As noted in Section 2, I used an interview protocol for the semistructured interviews. I used several unique identifiers for each participant (P1 to P6) and similar identifiers for each company (C1 to C3). Throughout Section 3, I referred to participants and companies with their identifier codes. Table 1 identifies the initial codes using NVivo 12 and the number of times each code appeared.

Table 1

Identified Codes and Number of Times Referenced

Codes	Participant reference the code	Times mentioned
Absenteeism	4	6
Belonging	5	14
Communication	6	24
Financial	6	38
Human resources	6	41
Policy	6	22
Return-to-work interviews	6	16
Management	6	51
Motivation	6	29
Profit	6	19
Support	6	32
Teamwork	5	17
Workplace	5	13

After assembling the initial codes, as shown in Table 1, I grouped the codes into major themes with subthemes linked to the research question and the concepts of Maslow's (1943) hierarchy of needs theory. Once I completed grouping themes and subthemes, I integrated the themes and subthemes into similar categories. Table 2 identifies a list of themes with subthemes and the participants with this perception.

Table 2

Significant Themes and Subthemes from the Data Analysis

Major themes	Subthemes	Participant perception	Perception percentage (%)
Employee motivation	Financial motivation	6	100
	Belonging	5	90
Employee management	Management support	6	100
	Communication	6	100
	Company profit	6	100
Human resource management	Absenteeism policy	6	100
	Return-to-work interviews	6	100

During the semistructured interviews, I used the interview protocol to ask all participants the same questions. All interview questions emerged from the central research question and the conceptual framework. The next section contains a discussion of the major themes and subthemes.

Theme 1: Employee Motivation

All the participants in the study identified employee motivation as a significant concern, establishing employee motivation as one of the significant themes, consequently emphasizing the importance of strategies that motivate employees to be at work. Arditi et al. (2018) found that motivated employees increase the performance of construction

companies. All participants mentioned several ways to motivate employees that also create a happier working environment. P1 indicated that “By doing a bit of team bonding outside work, we bring our employees together, so they do not think they are the only ones in the company having a bad day.” P2 also noted that motivating people to be part of a team creates a sustainable future and said, “We try to motivate people by being part of a team; we are all in it together, and all get the rewards of bonuses and a sustained job.” As identified by P2, there is an importance for management to motivate a person to create teamwork and sustainability. Employee motivation is a process of how much energy an employee will use to achieve their needs (Garcia et al., 2019). P3 also observed that money was an excellent motivator to reduce absenteeism and said, “So, overall money and motivation works best for us [in] reducing absenteeism, which means we have enough people in work to support the company and finish the job.” These statements demonstrate the correlation between pay and reducing workplace absenteeism. Management considers absenteeism a severe problem in the workplace, leading to financial losses; humans are an essential asset whose expectations may be challenging (Karimbil, 2019). Employee motivation can satisfy those expectations to achieve organizational goals and foster low absenteeism.

Employee motivation is a critical characteristic of a manager’s role. Several participants mentioned motivating employees by knowing the employees and their families, which kept absenteeism low. P1 stated, “Managing our staff is important; we need to know how they are and if they are having any family problems so we can try and keep them motivated.” Managers have a part to play in knowing and supporting their

staff. P5 also identified that managers needed to be motivated to identify the standard required, and added:

If you're a manager, then you should have the right level of motivation and stay at an excellent high standard for people to follow in terms of wanting to be here and wanting to lower absenteeism, showing the effect on the rest of the business.

This statement demonstrates the importance of ensuring that managers have high motivation. Wang and Farooq (2019) identified that employee emotional attachment to work and management determines productivity and performance. P5 also indicated that "Employees are very loyal to us, you know, they work hard and you know to a certain extent we have got great people, perhaps somebody knowing we are here for them helps [the] situation when they're ill."

P5's comment demonstrates the need to support employees and genuinely create a caring environment. He said, "Employees that are motivated will care about the organization and help to establish a positive attitude towards organizational performance, and always be in work, that's why we have low absence." Griffin, Phillips, and Gully (2017) suggested that the main difference between a successful organizational and a failing organization is the level of employee motivation. The findings from company documents and management training provided correlated with what participants said in the interviews. Table three identifies the participant comments on employee motivation statements.

Table 3

Theme 1: Employee Motivation

Participant	Supporting statements
P1	Managing our staff is important, we need to know how they are and if they are having any family problems so we can try and keep them motivated.
P2	I also would motivate employees to lower absenteeism by using the appraisal by trying to focus on their future and developing up the career ladder with training and maybe a promotion.
P3	Looking at who people work with so the teams will get on and help each other, we all help each other with family problems or even money problems we make people feel they belong to the team.
P4	That's a pretty good motivation for the guys to incentivize them and try to finish off what they have been doing and move on the next job without being away from work.
P5	If we can get people back into the routine, they will become motivated to be at work.
P6	The main motivation is through pay linked to performance, so employees have the opportunity to earn more and don't want to miss out on earning more money.

Subtheme 2: Financial motivation. The participants indicated that employee financial motivation lowered absenteeism when employees received more salary and an employee bonus. Statutory sick pay (SSP), which is a low weekly salary paid by employers for a person who is absent from work. Due to illness, no pay, or the risk of losing their job, it could result from having a high absenteeism rate in the business. According to Oktosatrio (2018), a person's extrinsic motivation increases when receiving a financial reward from a monthly salary or even a bonus. Chin (2018) suggested that a

person's salary is essential to a normal working environment. Employee motivation will decrease if a bonus is lost or when losing an element of employee salary because of absenteeism. This evidence is consistent with Moorthy and Siddique (2017), who suggested that organizations should pay better wages as a motivational technique for reducing absenteeism in the workplace. All six participants noted that money influenced absenteeism rates. P1 noted that,

In the past, I know of attendance bonuses being used to reduce absenteeism. The pay was effective for people who needed to provide for their families, those with children mainly older guys on site. Not paying people if they kept being absent, worked to get someone back into work, they would only get SSP.

P1 also mentioned that piece work motivated people and allowed employees to earn more money:

Where possible, we have given piece work to our regular teams, giving them the ability to earn extra for a little more effort, so those who had lots of absenteeism were given an opportunity to earn more money on piece work, lowering them being off.

P2 also indicated that as a company, they paid SSP for absent employees and said, "Currently, we do sort of statutory sick pay so [it] in itself acts as a deterrent to the guys." P4 suggested, "We also don't pay people when they keep being off so not only do, they lose piece work, but they also are paid statutory sick pay." This evidence identifies the importance of financial reward, which seems to be a significant strategy in lowering absenteeism. P2 also indicated that

People care about earning more money so they will be in work and motivated to stay in work or they lose an opportunity to earn more money, that helps to reduce the employee absenteeism through that scheme and all site staff wanting to earn more money as a circle of supporting a family.

P2 showed how critical money is to support families, which can motivate staff to be present in the workplace.

Several participants stated they paid SSP to employees to keep absenteeism low.

P3 stated,

Absenteeism hasn't been a problem as we control it, I would say in two ways, one is very basic and as much as that people don't get paid if they don't see a sick note, which focuses their mind and secondly it affects their bonus.

Losing salary seems to be a motivating factor in reducing absenteeism. P4 noted that a director supports loyal employees by stating,

But if somebody truly was ill and they were signed off by a doctor, and we knew they were going to be off for a couple of weeks, we give them the security of knowing they will be paid by using the director's discretion.

It is important to pay people if they are genuinely ill to give them the security of an income. According to P6, Well, the first thing to keep employees in work would be financial motivation, pay more to do more, it will then be seen as a reward and the second thing would be making them happy to be on board belong to a team and look after staff with their basic needs.

P5 indicated there is a link between motivation and pay and added, “The main motivation is through pay linked to performance, so employees have the opportunity to earn more and don’t want to miss out on earning more money.” Reviewing company appraisal and profit and loss accounts proved that the link of performance and pay kept absenteeism at a low level. Several participants had a similar viewpoint. P6 suggested, “At the end of the day people look for financial motivation, it is a motivation that gets employees back into work and keeps the absenteeism a lower issue.” This evidence identifies that people will come back into work if they do not get paid for not working.

My review of company financial reports and human resource policies revealed disclosures on SSP, a lower bonus if employees were absent from work, and a disciplinary structure that sanctioned those employees with high absenteeism rates, thereby showing a triangulation to pay, motivation, and performance. All three companies had low absenteeism rates; SSP appeared in every company’s absenteeism policy, and employee rewards were affected when a person was absent from the workplace. At the center of every policy was a concerted process to support employees to be at work.

Subtheme 3: Belonging All participants mentioned employees needed to belong to a team, department, and organization. All three companies tried to support employees with welfare meetings, social gatherings, and giving advice. Alam et al. (2019) suggested that an employee’s motivation is affected by their perception of the treatment they received in the workplace. Al-Bawaia, Kanaan, Bany Mohammed, Obeidat, and Masa'deh (2019) added that there is a positive correlation between employees who are

motivated, their sense of belonging, and the organization's ability to achieve results. All six participants suggested the way to lower absenteeism was to make employees feel they belonged to a team. P1 noted:

I would also speak with the person to try and help to get them to understand the impact of being off work and the stress and hard work it places on others and motivate them [the employee] to be in work for the company, themselves and the other workers.

P5 added, "We've restructured to have smaller teams with clear line managers and supervisors to create belongingness to a team offering support." This statement suggested how small teams supported cohesion and created belongingness. P3 observed that the company tried to create a happy environment and said, "All the company is trying to do, is be sustainable and create a happy environment, but our employees also know if they are absent, they won't earn money, and it affects others."

All participants mentioned how important it was to create a supportive workplace, a happy place to be and to motivate people to belong in a team. P6 stated, "Making the workplace a happy place where everyone has self-worth and respect for each other, people motivate each other to not let each other down if they are happy and in the right team." P6's statement showed the importance of how the workplace as a happy place to be influences employee's attendance. P2 mentioned how managers spent time with employees out of the working environment and said, "We try to spend time out of work, we don't mind going for coffee and spend[ing] time as families out[side] of work at

weekends with our kids. This commitment by management shows employee's support and their [the managers'] caring nature.

P5 suggested that management has to demonstrate to employees that they care. He said, "Taking into account people's values makes it special because I know there is always someone to help." Participants indicated their caring nature as managers, built trust with employees, so there was a place to go with an issue. P3 stated:

It could also be the issue is with those individuals, some of them need to have an opportunity to raise an issue to offer better support and actually that you know they need a bit of time to listen and create an environment to listen as they wouldn't necessarily come forward and raise resource issues directly, but quite often people don't, and they need to be given that time and support.

All participants demonstrated the need to be a good listener and recognized the value of giving employees their time when employees needed something. The company appraisal process identified team working objectives set for employees, and all management staff had personal goals for working in collaboration with employees.

Links to the literature review. All participants identified employee motivation as a significant issue when trying to keep people in work. Makhdoomi and Nika (2017) determined that motivation affects employee performance in the workplace. Personal motivation provides humans with the desire to achieve specific basic tasks in the workplace (Ekundayo & Omodan, 2018). Employee motivation is vital for management to ensure commitment in the workplace (Nabi et al., 2017). A similar view to Bhuyan and Goswami (2017) who suggested that management need accountability for creating

motivation to support organizational performance in a dynamic environment. Khalid et al. (2016), added that employee motivation is a significant concern in present-day management.

Motivating employees will lower absenteeism and support a competitive advantage. High motivation can generate high performance, while low motivation and low job satisfaction can result in higher absenteeism (Kumar, 2017). Several factors affect absenteeism in the workplace, including motivation, personal problems, and long-term health issues (Livanos & Zangelidis, 2013). Sahito and Vaisanen (2018) determined that pay is the most influential factor affecting motivation. Handayani and Yuniawan (2018) agreed that employees' motivation consists of financial and non-financial rewards, and that money is a critical element of human life that allows people to reach different spheres of society. Rezaifar et al. (2017) identified two primary motivators in the construction industry: fairness of pay and on-time salary payments. Low wages and sick pay appear to be fundamental drivers of absenteeism in the construction industry (Kim & Philips, 2014). All participants concurred that good wages, sick pay, and belonging to a team were the most apparent drivers in producing a low absenteeism rate.

Links to the conceptual framework. The findings of the study align with the conceptual framework of Maslow's hierarchy of needs. Maslow (1943) suggested that motivation creates an environment of happiness, which may reduce absenteeism and increase organizational profitability. According to Maslow's theory, humans have needs that stimulate the development of human motivation, a condition that aligns with today's workplace. Piwowarski and Czajkowski (2018) found that a functioning person has basic

needs, and motivation may be affected depending on their needs in the hierarchy. Maslow linked personal motivation to different levels of human needs. All participants related pay and belongingness to motivation, which resulted in all companies having low absenteeism. Maslow argued that a person's necessities determine their levels of motivation in the workplace (Acevedo, 2018). Accordingly, managers can foster employee motivation by focusing on the attainment of basic needs in the working environment.

Maslow provided a motivational model that focuses on individual needs connecting behaviors to help an individual grow and achieve a sense of completeness (Chiniara & Bentein, 2016). The participant's views were consistent; completeness was shown in the form of happiness and wanting to be in the workplace. Maslow (1943) believed that motivation grew when we achieved individual or primary needs and grew again when individuals followed their higher-order needs. Employees with fewer financial concerns can appropriately satisfy their needs (Malahat & Shabahang, 2017). The most crucial factor in motivating an employee is a regular income (Bhuyan & Goswami, 2017). All participating companies paid SSP, which placed pressure on employees to be at work or have the stress of a lower salary. Management was consistent with being focused on motivating employees and knowing the employee's individual needs. Maslow (1943) noted that psychological wellbeing promotes self-esteem and happiness, which affect motivation. Consequently, the findings from the study are consistent with the conceptual framework of Maslow's hierarchy of needs.

Theme 2: Employee Management

All participants mentioned managing employees as a significant way to lower absenteeism. Managers play a vital role in sustaining business and contribute to reducing absenteeism. All participants invoked this theme of proactive management, to manage employees daily with proper administration and early intervention when an employee was absent from work. Managing people relies on the managers' experience in identifying salient factors to motivate individuals (Alajmi & Alasousi, 2018). Participants suggested that absenteeism harmed organizational performance. This view is consistent with Shah et al. (2020), who identified that absenteeism harms organizational productivity. P3 noted,

Then we have to try to manage and review the workloads of all the employees every day; I see what work can be put on hold if some are off it becomes a real organizational nightmare for other employees and our clients.

This statement suggested the need for all managers to provide daily support for employees with their everyday tasks. P5 suggested:

So, I think the first thing we have to do is lead by example, so you need to lead a team and earn respect and never be absent if an employee is off I phone them to see how they are.

All participants provided examples of intrusive management when dealing with absenteeism. P4 identified that managing absenteeism was an easy process if managers acted early and said,

It hasn't really been a problem to control absenteeism, I would say in two ways, one is very basic and as much as that people don't get paid if they don't see a sick note, so having good administration is key as a manager. The other thing is that we use the Bradford factor to measure sickness and hold return-to-work interviews.

P3 added, "As a manager, we keep records of people's absences in line with the Bradford factor and place it [the information] on the HR system." Several participants identified the importance of administrating absenteeism rates using the Bradford factor, which could support managers in keeping track of absences.

P6 identified that employee absences are easy to manage if the organization has proper administration and said,

What you need to recognize is in terms of short-term absence is understanding why a person is off and getting on top of the absence straightaway, so managing the employee straight away, our organization gave us training as managers on how to conduct good return-to-work interviews and to support the employee.

Training on managing absenteeism can support managers in following the correct protocol. P2 noted, "If we fail to manage absenteeism, we have a real issue on-site, meaning we get lots of additional costs from other contractors waiting for us to finish our work." This evidence shows the previously mentioned effects on profitability as the organization has financial sanctions. P1 said, "We have to manage absenteeism at an early stage as most of my larger projects are if a driver or labor goes off sick, we as managers will step in short term meaning we don't do our own job." There is an

additional cost when a manager has to complete the employee's work. Karimbil (2019) agreed with this view that poor attendance affects both workers and managers.

All participants suggested that they supported all employees to ensure they attend work. Chandru and Shalini (2020) determined that proper management is the best form of stress management in an organization. My analysis of the material confirmed by the participants' statements and company literature confirms triangulation. Early intervention by management through personal support can reduce absenteeism. The participant comments on employee management statements are in Table 4.

Table 4

Theme 2: Employee Management

Participant	Supporting statements
P1	Managing our staff, so we know how they are, and if they are having any family problems, so I guess giving people support helped with keeping people in work.
P2	As a manager, we all help each other with family problems or even money problems. We make people feel they belong to the team, and the company is a big family. We all care for each other, and that means we don't let each other down.
P3	We manage absenteeism by caring like if a family member falls ill at very short notice, we are very flexible on that we provide support; this means that we tend to then avoid absenteeism, and it supports our employees.
P4	Management starts with a conversation when someone is ill.
P5	As managers, we decide if a person gets paid when absent, but we communicate with HR and the individual.
P6	Employee management is about motivation within a business; we have to engage and manage every day.

Subtheme 1: Communication All participants mentioned how employee communication is significant when managing absenteeism. Communication is a two-way process between management and the employee that builds trust and a working relationship. Klopotan, Mjeda, and Kurecic's (2018) study indicated that communication improves productivity and is necessary to improve company profits. Ismail, Mohamed, and Rayee (2016) identified that communication changes employees' behaviors in the workplace. The study's participants discussed how they communicated continuously with an employee to understand how they were and to determine if there were any issues or concerns with the employee's welfare. This view is consistent with Saranya (2017), who suggested the two most common reasons for absenteeism are personal illness and personal family issues. P1 noted:

So I guess giving people support helped with keeping people in work, I would also speak with the person to try and help to get them to understand the impact of being off work and the stress and hard work it places on others. I would try to motivate them to be in work for the company, themselves and the other workers.

Management discussing absenteeism with employees highlights the importance to the manager and organization. P2 suggested that when managing absenteeism, an informal meeting was the norm, and said, "I would then informally communicate to explain they could get in more trouble through continued absence." P4 noted the same approach, "We'll have sort of an informal chat to discuss how they are or what caused a person to be off." All participants suggested that an informal approach to communication worked best before conducting a formal process when an employee had been absent. P3 stated,

Communication is key, we notify them in a soft approach really like their line manager we have a chat and explain they've had a lot of absence over a recent period and explain the Bradford factor has been triggered, and the next meeting would be with HR and they won't get paid.

P5 also identified communication as a significant issue when managing absenteeism and said, "I think that's the key thing for us is the communication, and that's the heavy admin bit from an HR perspective needs good admin, but the initial meeting helps us to manage the person." The findings on communication are significant and identify how informal communication will build trust like the results of Sutanto and Kurniawan (2016), the findings identified that building trust between employee and employer improves the working relationship.

All participants mentioned that they conducted return-to-work interviews with all employees, either informally by themselves or formally with the HR department. P4 noted, "You'd engage them with a meeting at first to discuss the days off, so a meeting with ourselves at first or we rely on HR formally or informally to have a chat." P6 added:

I think just communication is a conversation to let any individual know from their manager or from a nominated department that their absence was affecting the rest of the team. I don't think you need to be heavy about that; you just need to let them know.

This statement demonstrates that an informal conversation can be at the correct level to change employee behavior. My review of company newsletters, training programs, and management meetings minutes confirmed that communication was a constant issue, with

training for managers and policies to ensure one-to-one meetings take place. These factors confirmed and triangulated the information gained from participant interviews. HR policies also stated that management should have informal meetings with staff to ensure that trust is built and to create an opportunity for managing problems before a person is absent.

Subtheme 2: Management support. The participants mentioned that managerial support to all employees was significant when managing absenteeism in the workplace. All participants discussed how they managed absenteeism before a person is absent, through support and showing flexibility with family issues, health issues, and financial stress. This viewpoint is consistent with Valaei and Rezaei (2016), who suggested that creating a support network can increase a person's motivation, which improves performance. Randhawa (2017) found that employee performance levels were affected by working relationships. A supportive environment can keep a person in the workplace. P4 noted,

Keeping a happy, hard-working team supported low absenteeism; we all spend time together before starting work in the morning, which helps us to know everyone's problems or issues and if employees are genuinely poorly or have issues at home. Showing a little compassion can get loyalty in return. By caring for our employees and making an environment that people belong to, and they know we are supporting them makes people want to attend work.

The evidence suggests that supporting a person with their problems can reduce absenteeism. P5 added,

If it is a genuine illness, we support that person for a long time as it is the right thing to do; however, where somebody isn't genuine and ultimately is not a hard worker, we would not keep supporting that person.

There is a difference in a genuine absence and a non-genuine absence. The participants each gave examples of employees that, in the past, had the same days absent for several weeks. P3 also suggested that support can help employees and said, "sometimes you need to give a little bit of support, a little bit of care and attention, but it's genuine, and some people just need that little bit of help." Karimbil (2019) agreed that providing support can make the employee feel safe, and there can be numerous reasons a person could be absent.

Participants mentioned that loyalty from employees was a significant issue in lower absenteeism, and they would support with pay a genuine illness. P2 added,

We've got a lot of people who have been with us 10 years plus, and I think, that we would want to say to them if they were ill and they had to have a week or two of recovering from an operation or something like that, we would let them know that they have got the security of knowing that they would get paid for the majority of the company do have a very good relationship with the long-serving team.

This view is consistent with Fordjour, Chan, Amoah, and Fordjour (2020), who recommended that management in the construction industry should support employees to enhance occupational health.

P2 suggested that HR also had a part to play in supporting employees and listening to their needs:

HR support[s] the employees in the return-to-work interview by listening to their needs and our needs as managers and having a fair absenteeism policy, if people are genuinely sick, they get paid for a few weeks but if it keeps happening they get statutory sick pay, which motivates them to get back into work.

A review of the health and wellbeing policies showed a correlation to the interview findings: a theme of supporting individuals through hardship and ensuring that employees are fully aware of the relevant policy. P3 noted, “We also make sure the welfare facilities and offices are good quality so people like coming to work, are safe and warm.” This view is consistent with Randhawa (2017), who identified that employee performance levels were affected by conditions that impact health and safety. Karimbil (2019) determined that if organizations ensured employees felt safe and secure, the employees would be present in the organization. The interview findings validated the company documentation, confirming that management support reduced absenteeism and supporting data triangulation.

Subtheme 3: Company profit. All participants mentioned the effect of absenteeism on company profitability. Every participant agreed that the company loses money when a person is off sick, through project overruns, paying SSP, paying agency staff, and having to pay overtime to employees who cover the missing workload. Yuan et al. (2018) suggested that the productivity of a construction project correlates with the company profits. This view was consistent with Karimbil’s (2019) argument that

absenteeism has a cost to an organization, and profits will decrease as many people will still get some form of payment for being absent. Reducing absenteeism can reduce the overhead cost for an organization. Scheers (2018) determined that finding ways to reduce cost is a growth strategy and will support an organization's sustainability.

P1 noted, "The employee knows we are trying to help them and keep them in work, we would also explain how much money the company loses if the job overruns and [the] pressure it places on others." P2 added a similar theme,

If someone is a trade and they are absent from work the scaffold still has to stay on the job, this cannot come down and could cost a lot of extra money meaning we lose profit for that job and may not get another job with that client as we didn't finish on time.

P2 made a very relevant statement to the study; absenteeism has a cost. This cost results in the company losing profitability.

All participants gave real examples of when absent employees affected company profit. P2 mentioned, "We used to see jobs that had lots of people off as we didn't make much profit. Since we focused on managing people who are off straight away and communicating at an early stage, we have lowered the impact." P3 identified that regular absenteeism has a tangible impact on profitability and said, "So, absenteeism has a real significant impact, particularly if the absence is recurring or certainly regular. We have a knock-on effect too, on the end of the month figures. We let customers down and have to manage the administration." These findings are consistent with the view of Munir et al. (2020) who, determined there is a cost-benefit to business in reducing absenteeism.

All participants identified a financial impact on absenteeism that affected their profitability and customer service. P5 noted,

I mean, obviously, the impact is, financially, profitability, certainly, in the early days of absenteeism depending on the policies of the business, you may be paying for absenteeism early on, things like agency staff, overtime, depending on having a good policy to follow and guide everyone, you know, people are people, and some will be ill.

P5 identified the different factors involved that have an additional cost to the organization. P6 added, “It also impacts our profit as we could lose customers.” P2 concurred with this view and said,

Through absenteeism; we lose money as our project has a timeline for each element; if a few people are absent, we can’t finish the work, meaning we get a financial impact, we are also unable to pay out bonuses or give yearly pay raises. Our profit margin is then affected, meaning we can’t invest in welfare facilities or extra staff.

P6 expressed a similar view,

Massively, absenteeism impacts our ability to deliver on and our ability to finalize things, so firstly, the customers’ needs are affected, meaning we cannot deliver their requirements, which will affect if they come back to use our service lowering our profits.

A review of previous profit and loss accounts identified a correlation between absenteeism and a lower profit margin. The documentation proved that absenteeism affects company profitability.

Links to the literature review. All participants mentioned that a significant way to lower absenteeism was through managers playing a substantial role in understanding their staff. All participants gave numerous examples of how they had to manage their staff to keep absenteeism at low levels. The identified factors were proper administration, offering support, and early intervention when an employee is unwell or had a problem. The findings were consistent with the view of Rezaifar et al. (2017), who noted that the role of management is to use organizational resources to achieve objectives. Karimbil (2019) identified that management could also be the reason why employees stay away from the workplace. Handayani and Yuniawan (2018) added to this view that a manager who neglects employee motivation creates organizational risk. All participants suggested their management style has to be caring and supportive, with everyone knowing their employees from a personal perspective. Managers knew if there were any problems with family, illness, and financial stress.

Employee motivation is a significant issue; every manager needs to motivate their subordinates to create a dynamic business environment (Bhuyan & Goswami, 2017). Concurring with this view, Dainty and Sinclair (2017), suggested that management must develop motivational relationships with employees to increase organizational performance. In a like manner, Randhawa (2017) argued that due to absenteeism, increased workloads might lead to low employee morale among those covering for absent

workers. Company sustainability through employee performance and the reduction of absenteeism by management may increase the company's competitive advantage in the marketplace and contribute to the local economies.

While managers may use disciplinary action to deal with absenteeism, there may be incentives that can lower absenteeism, such as flexible working and management support (Kocakulah et al., 2016). All participants suggested they would support loyal employees with paid time off, which enables employees to care for family members or deal with personal issues without the worry of being marked as absent or having no salary. The frequent occurrence of employee absenteeism can interfere with operational performance, which ultimately lowers company profitability (Randhawa, 2017). All participants identified that reducing absenteeism increased profitability. This view is consistent with the view of Zia-Ud-Din et al. (2017); low absenteeism results in increasing company profitability. The study's findings suggest that management should develop strategies to reduce absenteeism to create an economic benefit to the organization.

Links to the conceptual framework. The findings of this study identify managers' need to implement strategies to offer support daily, with a focus on reducing absenteeism. In the context of business, the application of Maslow's theory can enable managers to address employees' needs. Maslow (1943) identified a hierarchy of human needs, love, and belongingness, which seem to be significant factors in managing employees. The hierarchy of needs theory guides and develops employee behavior in the context of contemporary challenges found in the workplace. Employees need to feel

supported, valued, and respected (Seppala & Cameron, 2015). The Maslow hierarchy of needs section that relates to love and belongingness may include the sense of inclusion, friendship, and belonging in the workplace (Nwankwo et al., 2018). All participants gave a caring account of how they managed their employees; the hierarchy of needs provides management a framework to follow, genuinely supporting human growth. Maslow (1954) noted that healthy adults in Western culture are satisfied when they feel safe. Managers can develop a feeling of safety if employees feel that there are trust and support to help them deal with problems, an outcome that can stop absenteeism.

Maslow (1943) suggested that lack of security created higher levels of stress, which may result in higher absenteeism. Management support can nurture employee security when employees feel safe enough to discuss personal problems with their line management. Ekundayo and Omodan (2018) identified safety as the first stage of Maslow's theory; a condition gained through job security and safe working conditions. All participants provided evidence that an organization attains profitability through low absenteeism. This study's findings are consistent with the theory of the hierarchy of needs, which is the conceptual framework for this study.

Theme 3: Human Resource Management

All participants mentioned the importance of human resource management. Dewia and Wibowo (2020) determined that human resource management represented the most important and controlling issue for organizations. Participants said how the management of human resources (HR) was everyone's responsibilities at all levels. P1 stated, "The HR department help us with the administration and reporting of absenteeism,

so we know how many times a person is off, as it's easy to forget on sites without formal processes." These findings suggest the partnership needed between HR and managers, which supports the contention for HR and managers to work collaboratively. P2 added,

HR support the employees in the return-to-work interview by listening to their needs and our needs as managers and having a fair absenteeism policy. HR are trained, if people are genuinely sick, they get paid for a few weeks, but if it keeps happening, they get statutory sick pay. HR then deals with the procedure.

All participants gave examples of how HR took control of absenteeism administration if an employee keeps being absent, which is critical to ensure the management of absenteeism meets a high standard. If absenteeism lacks management, the administration suffers. P4 noted,

The best example I can give you is not receiving a sick note or reporting someone sick, and not conducting return-to-work interviews, and one of the things today is about how we look to effectively manage that moving forward with being so busy, HR helps us to manage the process and procedure.

This statement represented a consistent participant viewpoint. Karimbil (2019) determined that systematic absenteeism was an alarming problem. HR can provide day-to-day management to support all stakeholders.

All participants mentioned the guidance, support, and mentoring that HR staff gave when dealing with a formal disciplinary. P3 noted,

HR is important. Absenteeism soon escalates up to a formal HR meeting with the lead to a sort of verbal warning, and then it will progress. They give advice to

management and become independent advisors for Directors, and it becomes a more serious issue with regular review and monitoring completed by HR, but legality and the law is a real risk to us as a small business, I think any company our size needs a trained HR person as we could not cope. We noticed the lack of an HR department more when we started to grow; HR has supported us in lowering absenteeism.

Several participants mentioned the times when the company was small, with no HR advisor, meant absenteeism was high. All participants suggested that absenteeism was now processed and administrated by HR and how HR was a partner to middle management. P6 said,

Absenteeism becomes a massive job for the HR department unless we deal with the issues straight away. I use HR as a partner for advice, and to help with disciplinary meetings or calls, they help also help me with mediation and support if someone is struggling with mental health.

Shah et al. (2020) identified that the growth and success of any organization are very dependent on the employees.

The findings from the interviews and company documentation showed a real connection with HR and management when dealing with absenteeism. Company policies identified a joint approach with management, completing informal meetings, and HR offering advice, support, and guidance. The participants discussed HR follow-up meetings, administration, and formal letters in the interviews, information that correlated with company policies. These findings are consistent with those of Unal and Turgut

(2015), who determined that human resource departments can motivate and encourage employees within the workplace to create a sustainable future for the organization.

Human resource management is fundamental in reducing absenteeism in line with middle management and the study findings. The participant comments on human resource management are below in Table 5.

Table 5

Theme 3: Human Resource Management

Participant	Supporting statements
P1	The HR department helps us with the administration and holding the formal meetings, so we know that we are following the correct process, and it also highlights how many times a person is off, as it's easy to forget on sites.
P2	Having that specific department and almost as part of the job description for someone in HR manage absenteeism and have a clear person that they responsible for that because it's something that, if you don't keep on top of a thing can slide quite quickly and cause us on site a lot of money.
P3	HR are really fundamental to keeping the communication for absenteeism and managing the managers who do use that discretion as we are so busy.
P4	We also hold a meeting with HR on returning to work to ascertain if there are any welfare problems, then if need be issue a warning or give support and agree [on] a plan, usually taking pay off the person stops the absenteeism on site.
P5	A good absenteeism policy helps managers when we have an issue; we are lucky to have an HR person who guides us, and knowing our staff helps us as we know their problems and can support them before being absent from work.
P6	Maybe, it's about supporting managers to effectively use occupational health in terms of managing your long-term sickness absence.

Subtheme 1: Absenteeism policy. All the participants referred to their absenteeism policy, a formal document that gives all managers guidance when dealing with absenteeism. Official human resource management policies help organizations manage risk and compliance. Randhawa (2017) identified that absenteeism policies and formal strategies represent a strategic issue for human resources. P1 remarked,

HR absenteeism policy was important to ensure a return-to-work interviews were completed, and guidance was there from HR. I would also say following the policy to guide us in what we need to do. As a business, I would say we don't really have any issues with absenteeism because of that factor; we follow policy and get support from HR.

This approach demonstrates the importance of utilizing HR and policy to support reduced absenteeism. P2 gave an account of factors that would be affected if an employee were absent and said,

If we are planning for a job and an absence continued, we would explain that we're not satisfied; as per the policy, HR would get involved, and we had justifiable reasons to go to the next level, so then a meeting with HR in our office. And usually, the outcome of that would be a verbal warning unless there was some type of support needed.

The absenteeism policy seemed to drive employee and manager behaviors with a focus on reducing absenteeism. This approach seemed to be like the view of Oktosatrio (2018), who determined that human behavior is an essential element of motivation, which links to all personnel focusing on being at work and not breaching the policy. P4 noted,

So, I think the way that we manage it today is to have a quite a broad-based on policy and use the Bradford factory, which leaves a lot of discretion, and it gives you some sort of key milestones; it's quite simple to follow. It's easy for people to understand, and it can be flexible, so all are motivated to keep within the parameters.

P2 said,

HR support the employees in the return-to-work interview by listening to their needs and our needs as managers and having a fair absenteeism policy if people are genuinely sick they get paid for a few weeks but if it keeps happening they get statutory sick pay, which motivates them to get back into work.

This evidence defines a joint approach to managing absenteeism with adherence to the absenteeism policy, HR support, and completing the return-to-work interviews. P2 added,

A good absenteeism policy helps us, managers, when we have an issue, we are lucky to have an HR person who guides us and knowing our staff helps us as we know their problems and can support them before being absent from work.

All company documentation supported the findings that managers had a consistent approach to enforcing the absenteeism policy. Ford, Willey, White, and Domagalski's (2015) work supported this finding and determined that management must enforce policies and make employees aware and be consistent with any sanctions in company policies. All participants mentioned their espousal of the absenteeism policy, which supported their needs to reduce absenteeism. P6 added, "A good absenteeism policy is for everyone to follow with regular training for all levels with a focus on health and

wellbeing.” The absenteeism policy review identified the need for management training and a link to the health of employees.

I reviewed all three absenteeism policies for C1, C2, and C3. All policies concurred with participant views and gave an easy to follow guide for the management of absenteeism. The policies provided triangulation with the interviews. The policies seemed to drive performance and procedure as soon as an employee was absent from the workplace. Managers referred to how the process flow of the absenteeism policy helped managers and HR personnel to make progressive decisions in reducing absenteeism.

Subtheme 2: Return-to-work interviews. All participants mentioned conducting a return-to-work interview with every employee who has been absent from the workplace. P1 stated, “We would also do return-to-work interviews with everyone so people knew that we measured their sickness and if it carried on, there may be a disciplinary hearing with HR.” Mandatory return-to-work interviews focused on the management and employees on absence rates. P5 also mentioned giving direct feedback to employees during return-to-work interviews, and said,

We would do things like back to work interviews. You would give and have direct feedback, which would ideally be either informal or formal. The point is, we would act as soon as possible, when you know there’s an issue with absenteeism, not doing back to work interviews, and actually, there boss opting for a softer approach rather than dealing with absenteeism.

Not conducting return-to-work interviews can allow the problem to escalate, resulting in higher absenteeism rates.

Several participants discussed that an odd day of absence caused many issues, but they still conducted return-to-work interviews with single absences. P4 said,

We regularly do return-to-work and explain to people that absenteeism causes an awful lot of problems in terms of odd day's absence more than anything else. We do return-to-work interviews in which we make it clear, their incidents of absenteeism are increasing, and this will mean a more formal approach.

Return-to-work interviews seem to be an opportunity to communicate with employees to show the seriousness of absenteeism. P5 noted, "You'd engage them with a meeting at first to discuss the days off so a meeting with ourselves at first rather than." P5 also noted,

We also hold a formal meeting with HR on returning to work to ascertain if there are any welfare problems; then, if need be issued a warning or give support and agree on a plan, usually taking pay off the person stops the absenteeism on-site if it keeps happening.

All participants mentioned the link with HR either during the meetings or afterward. P6 said,

HR support the employees in the return-to-work interview by listening to their needs and our needs as managers and having a fair absenteeism policy to follow. If people are genuinely sick, they get paid for a few weeks, but if it keeps happening, they get statutory sick pay, which motivates them to get back into work.

P3 added,

If you need any help, we get HR involved to mediate and signpost to welfare organizations during the return-to-work interview. This is key to discussing the problems with the absenteeism and recording it in case we need to take further; people know they are being monitored.

Each participant's view aligned with my review of the return-to-work interview policies. All absences will have a return-to-work on the first day of returning, and HR will give supporting advice. The findings identify a need for all managers to complete return-to-work interviews for all incidences of absence, a process which seems to reduce absenteeism. The results from the interviews and return-to-work interview policies confirmed triangulation.

Links to the literature review. All participants mentioned the importance of the HR department as a partner to them when dealing with absenteeism. Boon et al. (2018) found that human resource management is essential for implementing business strategies and performance outcomes. This view was consistent with Zolghadr and Asgari (2016), who suggested that human resource management is critical for achieving goals. If an employee is not present, then the team, site, and company will not be able to meet their targets. Managers discussed the financial penalty that occurs when sites have overruns due to absenteeism.

All participants discussed the link of HR with absenteeism in the workplace. This view was the same as Srour et al. (2017), who identified a correlation between human resource management strategies and levels of absenteeism in the construction industry. Management seemed to use the policy as a tool to motivate employees to come into work.

Employee motivation is vital for management to ensure commitment and engagement in the workplace (Nabi et al., 2017). This view echoed with Bhuyan and Goswami (2017), who found that employee motivation is directly related to the standard of strategic human resource policies in the workplace. This study's findings showed that management and small construction companies should have HR advice and formal absenteeism policies to guide management in how to handle absenteeism.

Links to the conceptual framework. The findings of this study confirm the role of human resource management in reducing absenteeism and supporting employee motivation. Human resource management practices can create a workforce that supports the achievement of organizational goals and personal desires (Maslow, 1943). The quality of human resource management determines the success of organizations of any size (Nanjundeswaraswamy & Sandhya, 2016). To motivate a person to do the right thing—coming to work—was highlighted several times. For each absence, managers completed a return-to-work interview to ensure absenteeism is measured. There is a link with absenteeism management and HR policies; Bhuyan and Goswami (2017) agreed that employee motivation is directly related to the high standard of strategic human resource policies in the workplace.

The human resource department plays an essential role in developing strategic partnerships between employees in the workplace (Saranya, 2017). Furthermore, HR has a responsibility to implement the company's core values, mission statement, and company strategy. Management and their human resource departments must create an environment that allows employees to prosper; Maslow's (1943) theory establishes a

framework to guide this process. Maslow's theory stressed primary goals instead of superficial goals. Maslow recognized that humans need to pursue lower-level needs before moving to higher-level needs; once the lower needs are satisfied, the higher needs emerge (Maslow, 1943). All participants in this study suggested that employees need support through HR management by having the right policies in place and supporting employee needs. This view is consistent with Baumeister (2016), who indicated that motivation manifests as repetitive patterns of behavioral desires to perform in a particular way on a specific occasion.

HR creates a safe working environment for employees through the correct policies and support mechanisms. Maslow (1954) noted that healthy adults in western culture are satisfied when they feel safe. This study's participants also mentioned that a person feels safe and secure during informal return-to-work interviews; Ekundayo and Omodan (2018) identified safety as a lower stage of Maslow's theory, as being linked to job security. Employees worry about formal processes and disciplinary action when they have been absent from work. This study's findings align with Maslow's hierarchy of needs theory and confirms the role of HR in the motivation of the employees at work and lower absenteeism.

Applications to Professional Practice

Kocakulah et al. (2016) cited statistics indicating that some organizations lose between 15-20% of their payroll costs to absenteeism. Absenteeism is considered a severe problem in the workplace, one that leads to financial losses (Karimbil, 2019). Arditi et al. (2018) found that motivated employees increased construction companies'

performance. Srour et al. (2017) added that reduced productivity from absenteeism in the construction industry has a real effect on construction projects. Managing people relies on the understanding that several factors motivate people (Alajmi & Alasousi, 2018).

The purpose of this study was to determine successful strategies to reduce employee absenteeism. The study's findings identified strategies of supportive management practices. These practices included a productive partnership between managers, employees, and HR departments, enforcement, and management of absenteeism policies, implementing financial sanctions for absenteeism, and completing a return-to-work interview for all absences. The study findings could be used by small construction companies to refine existing policies and procedures. Construction managers could use the strategies identified in the major themes to reduce absenteeism and increase organizational profitability.

As evidenced in the study, good management practices in a supportive manner help develop communication between the managers and employees early in their relationships. This behavior builds trust and shows employees that the organization is caring and supportive of personal needs. Advice from human resources is vital to supporting the manager's and employee's needs. Boon et al. (2018) found that human resource management is essential for performance outcomes. Managing absenteeism with fair policies that guide management and employees supports a consistent approach to this expensive problem. Employee absenteeism takes a toll on worker morale and affects productivity in the workplace (Kocakulah et al., 2016).

Employee motivation is a process of how much energy an employee needs to complete a task (Garcia et al., 2019). A manager's role is to motivate employees; this study's findings identify a real need for managers to focus on strategies to motivate people to be in the workplace. These findings were consistent with the view of Bhuyan and Goswami (2017) who, determined that management is accountable for creating motivation. All managers can motivate employees through communication, by offering support, and setting the standards for others to follow. Handayani and Yuniawan (2018) agreed that employees' motivation is affected by financial and non-financial rewards, and that money is a critical element of human life that allows people to reach different spheres of society. A consistent approach to monetary compensation in an organization will enable employees to understand the implications of being absent from the workplace as there could be a financial sanction.

My goal in conducting a multiple case study was to identify strategies that the construction industry middle managers use to reduce employee absenteeism. The findings from the study provide construction managers with evidence of how implementing strategies can reduce employee absenteeism and sustain company profitability. The results could also apply to other small companies in several industries.

Implications for Social Change

The findings from this multiple case study on employee absenteeism may contribute to a positive social change because the findings provide insights on how middle managers in the construction industry reduce absenteeism through implementing the effective strategies identified in the study. The findings indicated that other managers

at all levels and in different sectors could use these strategies to reduce absenteeism in their organizations, thereby encouraging social change by affecting the qualities of lives in the local community. The range of strategies that management can use to reduce absenteeism includes management support and a focus on implementing a policy to motivate the workforce, improve communication with employees and HR departments, create a team environment where employees feel they belong to an entity, implement a policy for absenteeism pay conditions, partner with HR departments, and finally implement a formal absenteeism policy that requires a return-to-work interview for all absences.

Employee absenteeism affects not only the organization but also the community where the company operates. Employee absenteeism affects organizational profits, as suggested by Karimbil (2019), who noted that absenteeism has a cost to an organization, consequently reducing profits. Losing profit creates a redundancy risk for employees; this condition has real implications for social change. Unsustainable employment conditions decrease local economic stimuli, which could affect the local economy. Accordingly, reduced absenteeism supports favorable local economic conditions, an instance where implementing the identified strategies can lead to positive social change.

Insights from this study may allow middle managers to implement organizational strategies that will reduce employee absenteeism and promote profitability. These insights mean that local companies can invest in employing local people and creating local economic stimuli, which benefit local communities. Reducing employee absenteeism will improve an individual's and team's productivity; as a result, increasing

profitability for the organization. Increased profitability leads to more jobs and sustained employment, granting every employee financial stability.

Recommendations for Action

Managers can use the insights from this multiple case study to implement strategies that will reduce absenteeism and increase profitability for small companies in the construction industry. Absenteeism is one of the most challenging workplace problems in today's business environment (Karimbil, 2019). Forward-thinking managers look for strategies to lower absenteeism and increase profitability. Managing people relies on management experience in motivating individuals (Alajmi & Alasousi, 2018). Without the correct policies and procedures, an organization can lose money and not have a sustainable future. Shah et al. (2020) identified that absenteeism harms organizational productivity and profitability. Based on the result of this study to reduce employee absenteeism, I recommend the following actions:

- Organizations should implement training for managers on how to manage employees, motivate employees, create teamwork, manage absenteeism, and how to create a happier environment.
- Organizations should implement a policy for motivating the workforce.
- Organizations should implement HR policies for absenteeism, health, and wellbeing. In parallel, managers should complete return-to-work interviews for all absences.
- Managers should focus every day on improving communication to understand how the staff is feeling, and if the staff have any problems or concerns.

- Managers should focus on creating a team ethos, so employees belong to a team, department, and the organization.
- Organizations should invest in HR advice or train managers on human resource management topics.
- Managers and HR should form a partnership to create support for the daily management of absenteeism and to develop policy improvement processes.
- Organizations should have a workplace policy on pay when the employee is absent, so the employee will be aware of financial sanctions while absent from work.

Organizations, leaders, HR, and managers in varying organizations may discover the findings beneficial in designing strategies to reduce employee absenteeism. Shah et al. (2020) determined that the growth and success of an organization were dependent on the employees. The strategies identified from the results of this study will reduce absenteeism and support the growth of employees, management, and the organization. I will communicate the findings from this study through several forums, including chambers of commerce, small business conferences, HRM CIPD conferences, and training sessions for smaller businesses. In the training sessions, I will focus on strategies for reducing absenteeism and disseminate the study results through formal publication in relevant scholarly business journals.

Recommendations for Further Research

The purpose of this qualitative multiple case study was to explore strategies that middle managers use in the construction industry to reduce employee absenteeism. I

performed methodological triangulation by conducting six interviews with middle managers and reviewing the associated company documentation. The interviews and documentation review revealed three absenteeism strategy themes small construction companies used to reduce employee absenteeism. The significant themes were employee motivation, employee management, and human resource management. The focus of my study was to explore absenteeism reduction strategies used in small construction companies based in the United Kingdom.

The first limitation of this multiple case study was that the sample size of middle managers with experience in the management of absenteeism was relatively small ($n = 6$). That is to say; the sample size may not represent all management views. I recommend that future researchers increase participant numbers to improve the transferability of findings to the whole construction industry. The second limitation was gaining access to archived confidential documentation. Future researchers may find gaining access to confidential information difficult, especially during the interview process. I recommend that future researchers work with human resource associations to publish more policies and procedures on absenteeism and to publish statistical reports, so the disclosure of this additional information will support the methodological triangulation.

The final limitation was that only six construction companies located in South Wales consented to participate in the multiple case study. These study findings may not be generalizable to medium- to large-sized construction companies or construction companies in other geographic regions. For these reasons, I recommend that future researchers include construction companies from a broader area to support the

transferability and to use small- to medium-sized companies to increase the gained experiences resulting in different findings. The findings from this study identified the importance of management motivating and managing employees. The findings also identified a need for HR and management to work in partnership and for small organizations to implement the following policies, an absenteeism policy, a health and wellbeing policy, a motivation policy, a policy for return-to-work interviews, and finally, a sickness pay policy. The users of the study findings should be cautious in generalizing the study material. Future researchers should focus on exploring absenteeism reduction in the broader construction industry, with a focus on the supply chain, and on the subcontractors. Research is needed for the impact of SSP versus full pay on long-term sickness in the construction industry.

Reflections

The significant insight from the doctoral study program was my maturation into an independent scholar. Through the Doctor of Business Administration (DBA) process, I became a more reliable individual, able to accept feedback during a time spent facing the loss of a loved one. The study was challenging through the sacrifice needed, but also a sense of fulfillment emerged as I developed my skills in time management, planning, self-supervision, academic writing, patience with the process, and the editing process. While in my day-to-day role, I do receive feedback, the DBA journey exposed me to giving and receiving constructive feedback from the faculty and my peers. Despite all the time to complete the program—away from family, friends, and colleagues—the process is worth the sacrifice.

My vision for starting the DBA with a specialism of human resource management was to become a better Group Human Resource Director. I had previous experience in managing absenteeism but quickly found new ways to manage absenteeism in today's world. I developed an understanding of my choices by observing my views and beliefs; in the future, this reflection will help to ensure that I do not reject new ideas or theories linked to absenteeism.

The DBA process exposed me to the latest articles, resources, and views of human resource management. This exposure has developed my knowledge about the management of absenteeism and the critical nature of motivating employees. On several occasions, I had numerous doubts about completing the journey. Supported by an encouraging chair, colleagues, and family, I took breaks and took one step at a time. Before starting the interviews, I believed that small construction companies would not have many strategies to reduce absenteeism. The study findings showed that several small companies have innovative strategies to reduce employee absenteeism; likewise, they have a broader view of how to motivate employees and make a happier workplace. I feel honored to have chosen a research topic that will assist small businesses, managers, HR advisors, and employees in reducing absenteeism and enhancing the local community and helping to stimulate local economies.

Conclusion

The purpose of this qualitative multiple case study was to explore strategies that middle managers use in the construction industry to reduce employee absenteeism. The study adds to a growing portfolio of scholarly articles, which focus on employee

absenteeism for the construction industry. I interviewed six managers from small construction companies in South Wales who had successfully reduced absenteeism. I also reviewed company documentation about absenteeism, appraisal policies, and profit and loss accounts to develop methodological triangulation. Absenteeism is one of the most challenging workplace problems in today's business environment (Karimbil, 2019). Shah et al. (2020) determined the importance of employees meeting the number of work hours agreed on by their organization. Managers look for strategies to lower absenteeism and increase profitability in uncertain times. The findings highlight the need for managers to handle absenteeism with a focus on motivating employees proactively. Chandru and Shalini (2020) identified that when organizations take corrective action about absenteeism, both staff and the organization benefit. Managers need to support employees with more than work problems; managers need to assess a person's welfare, family status, health, and wellbeing.

Excellent communication between management, HR, and employees will support the management of absenteeism. Yuan et al. (2018) identified that communication in the construction industry improves operational profitability. My study findings identified pay as an influencing factor in absenteeism rates. Sahito and Vaisanen (2018), concurred that pay is the most influential factor affecting motivation.

Management needs access to skilled HR partners, either with a member of staff trained in HR or with an external advisor. Organizations need to have the right formal policies on absenteeism, health and wellbeing policy, motivation, return-to-work interviews, and finally, a sickness pay policy. Organizations need to focus on

management training and guidance, partnering with HR advisors to implement and enforce the policies successfully. Modern management should consider implementing these strategies to support the reduction of absenteeism, which will help to increase profitability.

References

- Aanstoos, C. M. (2016). "Maslow's hierarchy of needs." Salem Press Encyclopedia of Health. Retrieved from <http://eds.a.ebscohost.com>
- Abulof, U. (2017). Introduction: Why we need Maslow in the twenty-first century. *Society*, 54, 508-509. doi:10.1007/s12115-017-0198-6
- Acevedo, A. (2018). A personalistic appraisal of Maslow's needs theory of motivation: From "humanistic" psychology to integral humanism. *Journal of Business Ethics*, 148, 741-763. doi:10.1007/s10551-015-2970-0
- Achen, R. M. (2017). Measuring social media marketing: Moving towards a relationship-marketing approach. *Managing Sport & Leisure*, 22(1), 33-53. doi:10.1080/23750472.2017.1379883
- Adecco, M. (2017) *Motivating employees in the workplace*. Kaduna: Yaliam Press.
- Adesoro, O., Shumba, C., Kamor, J., Achan, J., Kivumbi, H., Dada, J., & Baba, E. (2016). Health worker perspectives on the possible use of intramuscular artesunate for the treatment of severe malaria at lower-level health facilities in settings with poor access to referral facilities in Nigeria: A qualitative study. *BMC Health Services Research*, 16, 1-11. doi:10.1186/s12913-016-1811-x
- Adom, A. Y. (2018). The role of commission-based pay on employee retention in the Ghanaian banking industry: The case of GCB Bank Limited. *Africa's Public Service Delivery & Performance Review*, 6(1), 1-5. doi:10.4102/apsdpr.v6i1.228

- Ahmed, S., & Khan, T. (2016). Does motivation lead to organizational citizenship behavior? A theoretical review. *Global Journal of Management and Business Research, 16*, 42-49. Retrieved from <https://globaljournals.org>
- Akazeze, N., & Akazeze, C. (2017). Skills required by consultants for success within the competitive auto sales business environments. *Journal of Business Theory and Practice, 5*, 42-63. doi:10.22158/jbtp.v5n1p42
- Akintola, O., & Chikoko, G. (2016). Factors influencing motivation and job satisfaction among supervisors of community health workers in marginalized communities in South Africa. *Human Resources for Health, 14*, 1-15. doi:10.1186/s12960-016-0151-6
- Alajmi, B., & Alasousi, H. (2018). Understanding and motivating academic library employees: Theoretical implications. *Library Management, 40*, 203-214. doi: 10.1108/LM-10-2017-0111
- Alam, M., Alias, R., & Hassan, M. (2019). Impact of social compliance on employee motivation: An empirical study. *International Journal of Advanced Science and Technology, 28*, 42-50. Retrieved from www.researchgate.net
- Alase, A. (2017). The interpretative phenomenological analysis (IPA): A guide to a good qualitative research approach. *International Journal of Education and Literacy Studies, 5*(2), 9-19. doi:10.7575/aiac.ijels.v.5n.2p.9

- Alavi, M., Archibald, M., McMaster, R., Lopez, V., & Cleary, M. (2018). Aligning theory and methodology in mixed methods research: Before design theoretical placement. *International Journal of Social Research Methodology*, *21*, 527-540. doi:10.1080/13645579.2018.1435016
- Al-Bawaia, E., Kanaan, R., Bany Mohammed, A., Obeidat, B., & Masa'deh, R. (2019). Reviewing the literature of corporate culture, employee motivation, and their effect on organization effectiveness. *Education Excellence and Innovation Management through Vision 2020*, 9483-9498. Retrieved from www.publons.com/journal
- Alderfer, P. (1969). An empirical test of a new theory of human needs. *Organizational Behavior and Human Performance*, *4*, 142-175. doi:10.1016/0030-073(69)90004-X
- Alexander, V., Havercome, C., & Mujtaba, B. (2015). Effectively managing employees to get results in a diverse workplace such as American Express. *Journal of Business Studies Quarterly*, *7*(1), 13-26. http://jbsq.org/wp-content/uploads/2015/09/September_2015_2.pdf
- Aliyu, O., & Nyadzayo, M. (2016). Reducing employee turnover intention: a customer relationship management perspective. *Journal of Strategic Marketing*, *1*, 1-17. doi:10.1080/0965254X.2016.1195864.
- Aliyu, O. A., & Nyadzayo, M. W. (2018). Reducing employee turnover intention: a customer relationship management perspective. *Journal of Strategic Marketing*, *26*, 241-257. doi:10.1080/0965254X.2016.1195864

- Alshmemri, M., Shahwan-Akl, L., & Maude, P. (2017). Herzberg's two-factor theory. *Life Science Journal*, 14(5), 12-16. doi:10.7537/marslsj140517.03
- Al-Tamimi, K. A. M. (2018). Impact of financial incentives on performance of employees in Jordanian commercial banks and its reflections on Jordanian economy: A field study. *International Journal of Management Sciences and Business Research*, 7(1), 39-48. Retrieved from <http://ijmsbr.com/publications-of-ijmsbr/article/184/>
- Andreassi, J. K., Lawter, L., Brockerhoff, M., & Rutigliano, P. J. (2014). Cultural impact of human resource practices on job satisfaction. *Cross-Cultural Management*, 21, 55-77. doi:10.1108/CCM-05-2012-0044
- Anjum, A., Ming, X., Siddiqi, A. F., & Rasool, S. F. (2018). An empirical study analyzing job productivity in toxic workplace environments. *International Journal of Environmental Research and Public Health*, 15(5), 1035. doi:10.3390/ijerph15051035
- Apostolopoulos, N., & Liargovas, P. (2016). Regional parameters and solar energy enterprises: Purposive sampling and group AHP approach. *International Journal of Energy Sector Management*, 10, 19-37. doi:10.1108/IJESM-11-2014-0009
- Arditi, D., Damci, A., & Polat, G. (2018). Motivating architects: The effect of personal characteristics. *The Engineering Project Organization Journal*, 8, 87-99. doi:10.25219/epoj.2018.00104

- Armstrong, A., Flood, P., Guthrie, J., Liu, W., MacCurtain, S., & Mkamwa, T. (2010). The impact of diversity and equality management on firm performance: Beyond high-performance work systems. *Human Resource Management, 49*, 977-998. doi:10.1002/hrm.20391
- Atan, J., Raghavan, S., & Mahmood, N. (2015). Impact of training on employees' job performance: A case study of Malaysian small-medium enterprise. *Review of Management, 5*, 40-50. Retrieved from <https://ijmsbr.academia.edu/IJMSBR>
- Bakker, A. B. (2017). Strategic and proactive approaches to work engagement. *Organizational Dynamics, 46*, 67-75. doi:10.1016/j.organ.2017.04.002
- Banerjee, A., Duflo, E., Glennerster, R., & Kinnan, C. (2015). The miracle of microfinance? Evidence from a randomized evaluation. *American Economic Journal: Applied Economics, 7*, 22-53. doi:10.1257/app.20130533
- Bankert, B., Coberley, C., Pope, J. E., & Wells, A. (2015). Regional economic activity and absenteeism: A new approach to estimating the indirect costs of employee productivity loss. *Population Health Management, 18*, 47-53. doi:10.1089/pop.2014.0025
- Barratt, M. J., Ferris, J. A., & Lenton, S. (2015). Hidden populations, online purposive sampling, and external validity: Taking off the blindfold. *Field Methods, 27*, 3-21. doi:10.1177/1525822X14526838
- Baumeister, R. F. (2016). Toward a general theory of motivation: Problems, challenges, opportunities, and the big picture. *Motivation and Emotion, 40*, 1-10. doi:10.1007/s11031-015-9521-y

- Bawa, M. A. (2017). Employee motivation and productivity: A review of literature and implications for management practice. *International Journal of Economics, Commerce, and Management*, 45, 662-673. Retrieved from <http://ijecm.co.uk/wp-content/uploads/2017/12/51239.pdf>
- Bear, J.B. (2019). The caregiving ambition framework. *Academy of Management Review*, 44(1), 99-125. doi:10.5465/amr.2016.0424
- Belita, A., Mbindyo, P., & English, M. (2013). Absenteeism amongst health workers – developing a typology to support empiric work in low-income countries and characterizing reported associations. *Journal of Human Resources for Health*, 11(1), 1-10. doi:10.1186/1478-4491-11-34
- Beneito-Montagut, R., Begueria, A., & Cassin, N. (2017). Doing digital team ethnography: Being there together and digital social data. *Qualitative Research*, 17, 664-682. doi:10.1177/1468794117724500
- Bengtsson, M. (2016). How to plan and perform a qualitative study using content analysis. *NursingPlus Open*, 2, 8-14. doi:10.1016/j.npls.2016.01.001
- Benítez, I., Padilla, J. L., Van de Vijver, F., & Cuevas, A. (2018). What cognitive interviews tell us about bias in cross-cultural research: An illustration using quality-of-life items. *Field Methods*, 30, 277-294. doi:10.1177/1525822x18783961
- Bersin, J., Flynn, J., Mazor, A., Melián, V., & Deloitte, M. (2017). The employee experience: Culture, engagement, and beyond. Retrieved from <https://www2.deloitte.com>

- Bhuyan, S., & Goswami, M. (2017). Determinants of employee motivation in Assam carbon products limited: A case study. *Sumedha Journal of Management*, 6(1), 47-53. Retrieved from <http://www.indianjournals.com>
- Birkinshaw, J., Manktelow, J., d'Amato, V, Tosca, E., & Macchi, F (2019) *Older and wiser? How management style varies with age. MIT Sloan Management Review*, 60, 75-83. Retrieved from <https://sloanreview.mit.edu/>
- Biros, M. (2018). Capacity, vulnerability, and informed consent for research. *The Journal of Law, Medicine & Ethics*, 46, 72-78. doi:10.1177/1073110518766021
- Birt, L., Scott, S., Cavers, D., Campbell, C., & Walter, F. (2016). Member checking: A tool to enhance trustworthiness or merely a nod to validation. *Qualitative Health Research*, 26, 1802-1811. doi:10.1177/1049732316654870
- Blancero, D. M., Mouriño-Ruiz, E., & Padilla, A. M. (2018). Latino Millennials-the new diverse workforce: Challenges and opportunities. *Hispanic Journal of Behavioral Sciences*, 40, 3-21. doi:10.1177/0739986317754080
- Blau, P. M. (1964). *Exchange and power in social life*. New York: John Wiley & Sons.
- Boon, C., Eckardt, R., Lepak, D. P., & Boselie, P. (2018). Integrating strategic human capital and strategic human resource management. *The International Journal of Human Resource Management*, 29, 34-67. doi:10.1080/09585192.2017.1380063
- Boyar, S. L., Wagner, T. A., Petzinger, A., & McKinley, R. B. (2016). The impact of family roles on employee's attitudes and behaviors. *Journal of Management Development*, 35, 623-635. doi:10.1108/JMD-07-2015-0096

- Bradshaw, C., Atkinson, S., & Doody, O. (2017). Employing a qualitative description approach in health care research. *Global Qualitative Nursing Research, 4*, 1-8. doi:10.1177/2333393617742282
- Brdulak, J., Senkus, P., & Senkus, A. (2017). The concept of employee motivation and leadership related lifestyles. *Filosofija, Sociologija, 28*(2). 109-118. Retrieved from <http://www.Imaleidykla.lt/ojs/index.php/filosofija-sociologija>
- Breiar, M. (2018). Ethical research practice or undue influence? Symbolic power in community- and individual-level informed consent processes in community-based participatory research in Swaziland. *Journal of Empirical Research on Human Research Ethics, 13*, 311-322. doi:10.1177/1556264618761268
- Brick, M., & Tourangeau, R. (2017). Responsive survey designs for reducing nonresponse bias. *Journal of Official Statistics, 33*, 735-752. Retrieved from <https://ideas.repec.org/a/vrs/offsta/v33y2017i3p735-752n8.html>
- Bridgman, T., Cummings, S., & Ballard, J. (2019). Who built Maslow's pyramid? A history of the creation of management studies' most famous symbol and Its implications for management education. *Academy of Management Learning & Education, 18*(1), 81-98. doi:10.5465/amle.2017.0351
- Broman, K. W., & Woo, K. H. (2018). Data organization in spreadsheets. *American Statistician, 72*, 2-10. doi:10.1080/00031305.2017.1375989
- Broomé, R. E. (2017). Review of Transformation beyond greed: Native self-actualization. *The Humanistic Psychologist, 45*(4), 397-407. doi:10.1037/hum0000073

- Brown, G., Strickland-Munro, J., Kobryn, H., & Moore, S. (2017). Mixed methods participatory GIS: An evaluation of the validity of qualitative and quantitative mapping methods. *Applied Geography*, 79, 153-166.
doi:10.1016/j.apgeo.2016.12.015
- Buzeti, J. (2020). Association between field of work, years of service, and sickness absenteeism in public administration. *Journal of Management, Information Systems and Human Resources*, 1, 53-67. doi:10.2478/orga-2020-0004
- Campbell, L., Smith, P., & Martin, K. (2019). Defining 'reasonable compensation' under the tax code: A subjective concept and perennial debate. *The CPA Journal*, 89(10), 16-21. Retrieved from: <https://www.cpajournal.com>
- Castillo-Montoya, M. (2016). Preparing for interview research: The interview protocol refinement framework. *The Qualitative Report*, 21, 811-831. Retrieved from <http://nsuworks.nova.edu/cgi/viewcontent.cgi?article=2337&context=tqr>
- Castleberry, A., & Nolen, A. (2018) Thematic analysis of qualitative research data: Is it as easy as it sounds? *Currents in Pharmacy Teaching and Learning*, 10, 807-815.
doi:10.1016/j.cptl.2018.03.019
- Cathro, V., O'Kane, P., & Gilbertson, D. (2017). Assessing reflection: Understanding skill development through reflective learning journals. *Education + Training*, 59, 427-442. doi:10.1108/et-01-2017-0008
- Celestina, M. (2018). Between trust and distrust in research with participants in conflict context. *International Journal of Social Research Methodology*, 21, 373-383.
doi:10.1080/13645579.2018.1427603

- Cengiz, C., & Karataş, F. O. (2015). Examining the effects of reflective journals on preservice science teachers' general chemistry laboratory achievement. *The Australian Journal of Teacher Education*, *40*, 125-146.
doi:10.14221/ajte.2015v40n10.8
- Chander, N. (2018). Study validity. *Journal of Indian Prosthodontic Society*, *18*, 1-2.
doi:10.4103/jips.jips_322_17
- Chandra, Y., & Shang, L. (2017). An RQDA-based constructivist methodology for qualitative research. *Qualitative Market Research*, *20*, 90-112. doi:10.1108/QMR-02-2016-0014
- Chandru, D., & Shalini, M. (2020). A study on work stress in organizations. *Studies in Indian Place Names*, *40*, 346-357. Retrieved from www.archives.tpnsindia.org/
- Chartered Institute of Personnel Development. (2017a). *Absence management report*. (Annual Survey Report, 1, 1-54). Retrieved from <https://www.cipd.co.uk>
- Chartered Institute of Personnel Development. (2017b). *Absence measurement and management*. Retrieved from <https://www.cipd.co.uk>
- Chase, E. (2017). Enhanced member checks: Reflections and insights from a participant-researcher collaboration. *The Qualitative Report*, *22*, 2689-2703. Retrieved from <https://nsuworks.nova.edu/tqr/vol22/iss10/11/>
- Cheese, P., & Hills, J. (2016). Understanding the human at work – how neurosciences are influencing HR practices. *Strategic HR Review*, *15*(4), 150-156.
doi:10.1108/SHR-06-2016-0048

- Cherry, K. (2018) The five levels of Maslow's hierarchy of needs. Retrieved from <https://www.verywellmind.com/what-is-maslows-hierarchy-of-needs-4136760>
- Chetty, L. (2016). An evaluation of the health and well-being needs of employees: *Journal of Occupational Health*, 59, 88-90. doi:10.1539/joh.16-0197-BR
- Chia-Hao, C., & Ting-Ya, H. (2018). The study of employee's job stress, happiness, and job performance – Taiwan construction industry company for example. *International Journal of Organizational Innovation*, 10, 126-143. Retrieved from <http://www.ijoi-online.org/>
- Childs, S., McLeod, J., Lomas, E., & Cook, G. (2014). Opening research data: Issues and opportunities. *Records Management Journal*, 24, 142-162. doi:10.1108/RMJ-01-2014-0005
- Chin, C. L. (2018). The influence of job satisfaction on employee turnover intention in the manufacturing industry of Malaysia. *Journal of Arts & Social Sciences*, 1(2), 53-63. Retrieved from <http://ruijass.com>
- Chiniara, M., & Bentein, K. (2016). Linking servant leadership to individual performance: Differentiating the mediating role of autonomy, competence, and relatedness need satisfaction. *The Leadership Quarterly*, 27, 124-141. doi:10.1016/j.leaqua.2015.08.004
- Chirico, F. (2016). Job stress models for predicting burnout syndrome: A review. *Ann Ist Super Sanità*, 52, 443-456. doi:10.4415/ANN_16_03_17

- Cleary, M., Horsfall, J., & Hayter, M. (2014). Data collection and sampling in qualitative research: Does size matter? *Journal of the American Medical Association*, *70*, 473-475. doi:10.1111/jan.12163
- Commuzzi, M., & Parhizkar, M. (2017). A methodology for enterprise systems post implementation change management. *Industrial Management and Data Systems*, *117*, 2241-2262. doi:10.1108/IMDS-11-2016-0506
- Connelly, L. M. (2016). Trustworthiness in qualitative research. *MEDSURG Nursing* *25*(6), 435-436. Available from <http://www.medsurnursing.net/cgi-bin/WebObjects/MSNJournal.woa>
- Contacos-Sawyer, J., Smolcic, N., & Thomas, B. (2014, July). The advantages and affordability of human resource information system's (HRIS) implementation in the small business sector. *Competition Forum*, *12*, 8-15. doi:10.4236/jhrss.2014.22004
- Cope, D. G. (2015). Case study research methodology in nursing research. *Oncology Nursing Forum*, *42*, 681-682. doi:10.1188/15.onf
- Creswell, J. W., & Poth, C. N. (2018). *Qualitative inquiry & research design. Choosing among five approaches* (6th ed). Thousand Oaks, CA: Sage.
- Crowe, M., Inder, M., & Porter, R. (2015). Conducting qualitative research in mental health: Thematic and content analyses. *Australian & New Zealand Journal of Psychiatry*, *49*, 616-623. doi:10.1177/0004867415582053

- Cugini, M. (2015). Successfully navigating the human subject's approval process. *Journal of Dental Hygiene (Online)*, 89, 54-56. Retrieved from http://jdh.adha.org/content/89/suppl_1/54.abstract
- Dabrh, M. A., Gorty, A., Jenkins, S. M., Murad, M. H., & Hensrud, D. D. (2016). Health habits of employees in a large medical center: Time trends and impact of a worksite wellness facility. *Scientific Reports*, 6, 1-7. doi:10.1038/srep20804
- Dainty, K. N., & Sinclair, D. (2017). A critical qualitative study of the position of middle managers in health care quality improvement. *Journal of Nursing Care Quality*, 32, 172-179. doi:10.1097/ncq.0000000000000224
- Dasgupta, M. (2015). Exploring the relevance of case study research. *Vision: The Journal of Business Perspective*, 19, 147-160. doi:10.1177/0972262915575661
- Da Silva, L. A. G. P., & Das Merces, N. N. A. (2018). Multiple case study applied in nursing research: A case report. *Revista Brasileira de Enfermagem*, 71, 1194-1197. doi:10.1590/0034-7167-2017-0066
- Davenport, T. O. (2015). How HR plays its role in leadership development. *Strategic HR Review*, 14, 89-93. doi:10.1108/SHR-04-2015-0033
- De Paola, M., Scoppa, V., & Pupo, V. (2014). Absenteeism in the Italian public sector: The effects of changes in sick leave policy. *Journal of Labor Economics*, 32, 337-360. doi:10.1086/674986
- Department for Business, Energy, and Industrial Strategy. (2018). *The UK's industrial strategy*. Retrieved from <https://www.gov.uk/government/organisations/department-for-business-energy-and-industrial-strategy>

- Dewia, N. N., & Wibowo, R. (2020). The effect of leadership style, organizational culture, and motivation on employee performance. *Management Science Letters, 10*, 1-8. doi:10.5267/j.msl.2020.2.008.
- Dhamija, P., Gupta, S., & Bag, S. (2018). Measuring of job satisfaction: The use of quality of work-life factors. *Benchmarking: An International Journal, 26*, 871-892. doi:10.1108/BIJ-06-2018-0155
- Dhiman, S. (2017). Self-motivation: Motivating the whole person. *Holistic Leadership, 17-42*. doi:10.1057/978-1-137-55571-7_2
- Dong, Y., Bartol, K. M., Zhang, Z. X., & Li, C. (2017). Enhancing employee creativity via individual skill development and team knowledge sharing: Influences of dual-focused transformational leadership. *Journal of Organizational Behavior, 38*, 439-458. doi:10.1002/job.2134
- Draper, J. (2015). Ethnography: Principles, practice, and potential. *Nursing Standard 29(36)*, 1-36. doi:10.7748/ns.29.36.36.e8937
- Dyer, J. H., Godfrey, P., Jensen, R., & Bryce, D. (2016). *Strategic management: Concepts and tools for creating real-world strategy*. Hoboken, NJ: John Wiley & Sons.
- Easterling, B. A., & Johnson, E. I. (2015). Conducting qualitative research on parental incarceration: Personal reflections on challenges and contributions. *The Qualitative Report, 20*, 1568-1575. Retrieved from <http://nsuworks.nova.edu/tqr/vol20/iss10/1>

- Ekundayo, H. T., & Omodan, B. I. (2018). Managing human capital for better productivity in Nigerian universities. *Educational Development in Africa*, 131-142. Retrieved from www.academia.edu
- Elo, S., Kääriäinen, M., Kanste, O., Pölkki, T., Utriainen, K., & Kyngäs, H. (2014). Qualitative content analysis: A focus on trustworthiness. *SAGE Open*, 1, 1-10. doi:10.1177/2158244014522633
- Enright, E., Alfrey, L., & Rynne, S. (2017) Being and becoming an academic in the neoliberal university: a necessary conversation. *Sport, Education, and Society*, 22, 1-4. doi:10.1080/13573322.2016.1259999
- Erlingsson, C., & Brysiewicz, P. (2017). A hands-on guide to doing content analysis. *African Journal of Emergency Medicine*, 7, 93-99. doi:10.1016/j.afjem.2017.08.001
- Farooq, M. B., & de Villiers, C. (2017). Telephonic qualitative research interviews: When to consider them and how to do them. *Meditari Accountancy Research*, 25, 291-316. doi:10.1108/medar-10-2016-0083
- Feeney, M. K., & Stritch, J. (2017). Family-friendly policies and work-life balance in the public sector. *Review of Public Personnel Administration*, 1, 1-37. doi:10.1177/0734371X17733789
- Feigenbaum, K. D., & Smith, R. A. (2019, June 24). Historical narrative: Abraham Maslow and Blackfoot interpretations [Online First]. *The Humanistic Psychologist*, 1-13. doi:10.1037/hum0000145

- Flood, J., Minkler, M., Lavery, S. H., Estrada, J., & Falbe, J. (2015). The collective impact model and its potential for health promotion overview and a case study of a healthy retail initiative in San Francisco. *Health Education & Behavior*, *42*, 654-687. doi:1090198115577372
- Ford, J., Willey, L., White, B. J., & Domagalski, T. (2015). New concerns in electronic employee monitoring: Have you checked your policies lately? *Journal of Legal, Ethical, and Regulatory Issues*, *18*(1), 51-70. Retrieved from <https://www.abacademies.org/journals/journal-of-legal-ethical-and-regulatoryissues-home.html>
- Fordjour, G. A., Chan, A. P. C., Amoah, P., & Fordjour, A. A. (2020). Exploring the effects of occupational psychological disorders on construction employees and the construction industry. *Occupational Diseases and Environmental Medicine*, *8*, 1-25. doi:10.4236/odem.2020.81001
- Forero, R., Nahidi, S., De Costa, J., Mohsin, M., Fitzgerald, G., Gibson, N., & Aboagye-Sarfo, P. (2018). Application of four-dimension criteria to assess rigour of qualitative research in emergency medicine. *BMC Health Services Research*, *18*(1), 1-11. doi:10.1186/s12913-018-2915-2
- Freeman, M., Gergen, K. J., & Josselson, R. (2015). The promises of qualitative inquiry. *American Psychologist*, *70*, 1-9. Retrieved from <http://www.apa.org/pubs/journals/amp/>
- Fusch, P., & Ness, L. (2015). Are we there yet? Data saturation in qualitative research. *The Qualitative Report*, *20*, 1408-1416. Retrieved from <http://tqr.nova.edu>

- Gangai, K. N. (2014). Absenteeism at the workplace: What are the factors influencing it? *International Journal of Organizational Behaviour & Management Perspectives*, 3, 1258-1265. Retrieved from <http://pezzottaitejournals.net/pezzottaite/>
- Garcia, I. R., Ramon, S. D. C., & Herrera, A. F. (2019). The role of work motivation based on values in employee's retention in the 21st century. *Management*, 7(2), 149-156. doi:10.17265/2328-2185/2019.02.007
- Gelling, L. (2016). Applying for ethical approval for research: The main issues. *Nursing Standard*, 30(20), 1-5. doi:10.7748/ns.30.20.40.s46
- Gentles, S. J., Charles, C., Ploeg, J., & McKibbin, K. A. (2015). Sampling in qualitative research: Insights from an overview of the methods literature. *The Qualitative Report*, 20, 1772-1789. Retrieved from <http://nsuworks.nova.edu/tqr/vol20/iss11/5>
- George, R., Chiba, M., & Scheepers, C. B. (2017). An investigation into the effect of leadership style on stress-related presenteeism in South African knowledge workers. *SA Journal of Human Resource Management*, 15, 1-14. doi:10.4102/sajhrm.v15i0.754
- Geraghty, S. S., & Oliver, K. (2018). In the shadow of the ivory tower: Experiences of midwives and nurses undertaking PhDs. *Nurse Education Today*, 65, 36-40. doi:10.1016/j.nedt.2018.02.017
- Gerring, J. (2017). Qualitative methods. *Annual Review of Political Science*, 20, 15-36. doi:10.1146/annurev-polisci-092415-024158

- Goldman, R. E., Parker, D. R., Brown, J., Walker, J., Eaton, C. B., & Borkan, J. M. (2015). Recommendations for a mixed-methods approach to evaluating the patient-centered medical home. *Annals of Family Medicine, 13*, 168-175. doi:10.1370/afm.1765
- Goldstein, C. E., Weijer, C., Brehaut, J. C., Fergusson, D. A., Grimshaw, J. M., Horn, A. R., . . . Taljaard, M. (2018). Ethical issues in pragmatic randomized controlled trials: A review of the recent literature identifies gaps in ethical argumentation. *BMC Medical Ethics, 19*(14), 4-10. doi:10.1186/s12910-018-0253-x
- Goodell, L. S., Stage, V. C., & Cooke, N. K. (2016). Practical qualitative research strategies: Training interviewers and coders. *Journal of Nutrition Education and Behavior, 48*, 578-585. doi:10.1016/j.jneb.2016.06.001
- Gordon, V., Culp, M., & Wolinetz, C. (2017). Final NIH policy on the use of a single institutional review board for multisite research. *CTS: Clinical & Translational Science, 10*, 130-132. doi:10.1111/cts.12447
- Gosselin, E., Lemyre, L., & Corneil, W. (2013). Presenteeism and absenteeism: Differentiated understanding of related phenomena. *Journal of Occupational Health Psychology, 18*, 75-86. doi:10.1037/a0030932
- Greenberg, J. (2016). Diversity in the workplace: Benefits, challenges, and solutions. Retrieved from <http://www.multiculturaladvantage.com/recruit/diversity/diversity-in-the-workplace-benefits-challenges-solutions.asp>
- Griffin, R., Phillips, J., & Gully, S. (2017). *Organizational behavior: Managing people and organizations* (12th ed.). Boston, MA: Cengage Learning.

- Guest, G., Namey, E. E., & Mitchell, M. L. (2017). *Collecting qualitative data: A field manual for applied research*. Thousand Oaks, CA: Sage.
doi:10.4135/9781506374680
- Hadjisolomou, A. (2015). Managing attendance at work: The role of line managers in the UK grocery retail sector. *Employee Relations*, 37, 442-458. doi:10.1108/ER-06-2014-0058
- Haines, D. (2017). Ethical considerations in qualitative case study research recruiting participants with profound intellectual disabilities. *Research Ethics*, 13, 219-231.
doi:10.1177/1747016117711971
- Halbesleben, J. R., Whitman, M. V., & Crawford, W. S. (2014). A dialectical theory of the decision to go to work: Bringing together absenteeism and presenteeism. *Human Resource Management Review*, 24, 177-192. doi:10.1016/j.hrmr.2013.09.001
- Halkovic, A. (2018). Being undone by research: An ethical obligation to togetherness. *Qualitative Research in Psychology*, 15, 192-195.
doi:10.1080/14780887.2018.1429854
- Handayani, U., & Yuniawan, A. (2018). Does money motivate people: A summary of issues and discussion points. *Journal of Engineering Applied Sciences*, 13, 1-4.
Retrieved from <https://www.medwelljournals.com>

- Hanna, E. S., & Markham, S. (2019) Constructing better health and well-being. Understanding structural constraints on promoting health and well-being in the UK construction Industry. *International Journal of Workplace Health Management, 12*, 146-159. doi:10.1108/IJWHM-03-2018-0031
- Harvey, L. (2015). Beyond member-checking: A dialogic approach to the research Interview. *International Journal of Research & Method in Education, 38*, 23-38. doi:10.1080/1743727X.2014.914487
- Health and Safety Executive. (2018a). *Health and safety at work: Summary statistics for Great Britain 2017*. Retrieved from <http://www.hse.gov.uk/statistics/overall/hssh1617.pdf>
- Health and Safety Executive. (2017). *Work-related, depression, or anxiety statistics Great Britain 2017*. Retrieved from <http://www.hse.gov.uk/statistics/causdis/stress/stress.pdf>
- Health and Safety Executive. (2018). *Construction statistics in Great Britain 2018*. Retrieved from <http://www.hse.gov.uk/statistics/industry/construction.pdf>
- Hee, O., Hui Yan, L., Mohd Rizal, A., Owee Kowang, T., & Chin Fei, G. (2018). Factors influencing employee job satisfaction: A conceptual analysis. *International Journal of Academic Research in Business and Social Sciences, 8*, 331-340. Retrieved from www.ideas.repec.org/a/hur/ijarbs/v8y2018i6p331-340.html
- Henderson, A. K. (2016). Jesus didn't teach us to juggle: Religious involvement, work-family conflict, and life satisfaction among African Americans. *Journal of Family Issues, 37*, 1551-1584. doi:10.1177/0192513X14561520

- Hershcovis, M. S., Ogunfowora, B., Reich, T. C., & Christie, A. M. (2017). Targeted workplace incivility: The roles of belongingness, embarrassment, and power. *Journal of Organizational Behavior, 38*(7), 1057-1075. doi:10.1002/job.2183
- Herzberg, F. (1966). *Work and the nature of man*. Cleveland, OH: World.
- Herzberg, F., Mausner, B., & Snyderman, B. (1959). *The motivation to work*. New York, NY: John Wiley & Sons.
- Hickman, L., & Akdere, M. (2018). Effective leadership development in information technology: Building transformational and emergent leaders. *Industrial & Commercial Training, 50*, 1-9. doi:10.1108/ICT-06-2017-0039
- Hom, P. W., Lee, T. W., Shaw, J. D., & Hausknecht, J. P. (2017). One hundred years of employee turnover theory and research. *Journal of Applied Psychology, 102*, 530-545. doi:10.1037/apl0000103
- Hoover, S. M., Strapp, C. M., Ito, A., Foster, K., & Roth, K. (2018). Teaching qualitative research interviewer skills: A developmental framework for social justice psychological research teams. *Qualitative Psychology, 5*, 300-318. doi:10.1037/qup0000101
- Ibrahim, N. A. F. (2017). The relationship between corporate social responsibility and employer attractiveness in Egypt: The moderating effect of the individual's income. *Contemporary Management Research, 13*, 81-105. doi:10.7903/cmr.17430

- Iivari, N. (2018). Using member checking in interpretive research practice: A hermeneutic analysis of informants' interpretation of their organizational realities. *Information Technology & People, 31*, 111-133. doi:10.1108/ITP-07-2016-0168
- Islam, A. R., Miah, S. J., Kamal, A. R., & Burmeister, O. (2019). A design construct of developing approaches to measure mental health conditions. *Australasian Journal of Information Systems, 23*, 1-22. doi:10.3127/ajis.v23i0.1829
- Ismail, A., Mohamed, N. A. K., & Rayee, M. R. (2016). Relationship between performance appraisal communication, procedural justice, and job satisfaction. *Malaysian Journal of Society and Space, 12*(2), 15-26. Retrieved from www.ejournal.ukm.my/gmjss/article/view/17723/5461
- Itma, M. (2018). High-rise apartment buildings in Palestine, in response to human needs. *Journal of Engineering and Architecture, 6*, 60-66. doi:10.15640/jea.v6n1a6
- Jacka, J. M. (2016). Getting more from interviews. *Internal Auditor, 73*(2), 38-44. Retrieved from <https://iaonline.theiia.org/2016/Pages/Getting-More-From-Interviews.aspx>
- Jackson, J. C., Santoro, M. J., Ely, T. M., Boehm, L., Kiehl, A. L., Anderson, L. S., & Ely, E. (2014). Improving patient care through the prism of psychology: Application of Maslow's hierarchy to sedation, delirium, and early mobility in the intensive care unit. *Journal of Critical Care, 29*, 438-444. doi:10.1016/j.jcrc.2014.01.009

- Jae Min, L., & Hanna, S. D. (2015). Savings goals and saving behavior from a perspective of Maslow's hierarchy of needs. *Journal of Financial Counseling & Planning*, 26, 129-147. Retrieved from <http://www.afajof.org>
- Jaiswal, N. K., & Dhar, R. L. (2017). The influence of servant leadership, trust in leader and thriving on employee creativity. *Leadership & Organization Development Journal*, 38(1), 2-21. doi:10.1108/LODJ-02-2015-0017
- Jang, Y. J., Zheng, T., & Bosselman, R. (2017). Top managers' environmental values, leadership, and stakeholder engagement in promoting environmental sustainability in the restaurant industry. *International Journal of Hospitality Management*, 63, 101-111. doi:10.1016/j.ijhm.2017.03.005
- Jansen, A. (2015). Positioning and subjectivation in research interviews: Why bother talking to a researcher. *International Journal of Social Research Methodology*, 18, 27-39. doi:10.1080/13645579.2013.845711
- Jensen, O., Baygi, F., Charalambous, G., Flores, A., Laursen, L. H., Lucas, D., & Andrioti, D. (2019). Mental health promotion program in the workplace with focus on transport. *Archives of Psychiatry and Mental Health*. 3, 1-11. doi:10.29328/journal.apmh.1001004
- Jha, N., Sareen, P., & Potnuru, R. K. G. (2019). Employee engagement for millennials: Considering technology as an enabler. *Development and Learning in Organization*, 33(1), 9-11. doi:10.1108/DLO-05-2018-0057

- Jovanovic, G. D., & Bozilovic, S. (2017). The influence of management of human resources on motivation and job satisfaction. *Ekonomika*, 63(1), 97-110.
doi:10.5937/ekonomika1701097j
- Jung, H. W. H., & Subramanian, A. (2017). CEO talent, CEO compensation, and product market competition. *Journal of Financial Economics*, 125(1), 48-71.
doi:10.1016/j.jfineco.2017.04.005
- Kalhor, M., Jhatial, A. A., & Khokhar, S. (2017). Investigating the influence of extrinsic and intrinsic motivation on work performance: Study of bank officers. *Global Management Journal for Academic & Corporate Studies*, 7(1), 121-129.
Retrieved from <http://gmjacs.bahria.edu.pk/>
- Kalita, J. P., & Mazumdar, V. (2019). A study of factors affecting employee motivation and its impact on employee performance in higher education institutes in Assam. *Journal of The Gujarat Research Society*, 21, 1007-1018. Retrieved from www.Gujaratresearchsociety.in
- Karimbil, M. (2019). A study on employee absenteeism in today's workplace. *The Journal of the Gurarat Research Society*, 21, 273-297. Retrieved from <http://gujaratresearchsociety.in/index.php/JGRS/article/view/2698>
- Karnatovskaia, V., Gajic, O., Bienvenu, J., Stevenson, J., & Needham, D. (2015). A holistic approach to the critically ill and Maslow's hierarchy. *Journal of Critical Care*, 30, 210-211. doi:10.1016/j.jcrc.2014.09.003
- Khalid, K., & Nawab, S. (2018). Employee participation and employee retention in view of compensation. *SAGE Open*, 8, 1-17. doi:10.1177/2158244018810067

- Khalid, O., Uzma, B., Arif, A., & Sulaiman, H. (2016). Employee motivation: An Islamic perspective. *Humanomics*, 32, 1-15. doi:10.1108/H-10-2015-0066
- Khuong, M. N., & Dung, D. T. T. (2015). The effect of ethical leadership and organizational justice on employee engagement: The mediating role of employee trust. *International Journal of Trade, Economics, and Finance*, 6, 235-240. doi:10.7763/ijtef.2015.v6.475
- Kim, J. (2015). What increases public employee's turnover intention? *Public Personnel Management*, 44, 496-503. doi:10.1177/0091026015604447
- Kim, J., & Philips, P. (2014). Remuneration and absenteeism on a large construction site. *Construction Management and Economics*, 32, 983-999. doi:10.1080/01446193.014.944550
- Klopotan, I., Mjeda, T., & Kurecic, P. (2018). Exploring the motivation of employees in a firm: A case study. *Business System Research*, 9(1), 151-160. doi:10.2478/bsrj-2018-0012
- Knepp, M. M. (2018). Using questions to improve informed consent form reading behavior in students. *Ethics & Behavior*, 28, 560-577. doi:10.1080/10508422.2017.1320665
- Kocakulah, M. C., Kelley, A. G., Mitchell, K. M., & Ruggieri, M. P. (2016). Absenteeism problems and costs: Causes, effects, and cures. *International Business & Economics Research Journal (IBER)*, 15, 89-96. doi:10.19030/iber.v15i3.9673

- Koistinen, K., & Järvinen, R. (2016). Comparing perceived insecurity among customers and retail staff during service encounters. *Journal of Retailing and Consumer Services, 31*, 80-92. doi:10.1016/j.jretconser.2016.03.014
- Krems, J. A., Kenrick, D. T., & Neel, R. (2017). Individual perceptions of self-actualization: What functional motives are linked to fulfilling one's full potential? *Personality and Social Psychology Bulletin, 43*(9), 1337-1352. doi:10.1177%2f0146167217713191
- Kryscynski, D., & Ulrich, D. (2015). Making strategic human capital relevant: A time-sensitive opportunity. *Academy of Management Perspectives, 29*, 357-369. doi:10.5465/amp.2014.0127
- Kumar, A. (2017). Employee absenteeism of manufacturing sector in Hyderabad city: An empirical study. *International Journal of Business and Administration Research Review, 1*, 123-127. Retrieved from <http://www.ijbarr.com>
- Kumar, D. K. (2017). Employee retention strategies-An empirical research. *Global Journal of Management and Business Research: E-Marketing, 14*(1), 87-91. Retrieved from <https://globaljournals.org/journals/management>
- Larrinaga, O. V. (2017). Is it desirable, necessary, and possible to perform research using case studies? *Cuadernos de Gestión, 17*, 147-172. doi:10.5295/cdg.140516ov
- Laschinger, H. K. S., Wong, C. A., Cummings, G. G., & Grau, A. L. (2014). Resonant leadership and workplace empowerment: The value of positive organizational cultures in reducing workplace incivility. *Nursing Economics, 32*, 5-15. Retrieved from <http://www.nursingeconomics.net/cgi-bin/WebObjects/NECJournal.woa>

- Lazauskaite-Zabielske, J., Urbanaviciute, I., & Bagdziuniene, D. (2015). The role of prosocial and intrinsic motivation in employees' citizenship behavior. *Baltic Journal of Management, 10*, 345-365. doi:10.1108/BJM-05-2014-0085
- Leão, E. R., Fabbro, D. R., Oliveira, R. B., Santos, I. R., Victor, E. D., Aquarone, R. L., & Ferreira, D. S. (2017). Stress, self-esteem, and well-being among female health professionals: A randomized clinical trial on the impact of a self-care intervention mediated by the senses. *PLoS One, 12*(2), 1-20. doi:10.1371/journal.pone.0172455
- Le Breton-Miller, I., & Miller, D. (2018). Looking back at and forward from: "Family governance and firm performance: Agency, stewardship, and capabilities." *Family Business Review, 31*, 229-237. doi:10.1177/0894486518773850
- Lee, B., Wang, J., & Weststar, J. (2015) Work hour congruence: The effect on job satisfaction and absenteeism. *The International Journal of Human Resource Management, 26*, 657-675, doi: 10.1080/09585192.2014.922601
- Leedy, P., & Omrod, J. E. (2015). *Practical research: Planning and design* (11th ed.). Upper Saddle River, NJ: Pearson Education Limited.
- Levitt, H. M., Bamberg, M., Creswell, J. W., Frost, D. M., Josselson, R., & Suárez-Orozco, C. (2018). Journal article reporting standards for qualitative primary, qualitative meta-analytic, and mixed methods research in psychology: The APA publications and communications board task force report. *American Psychologist, 73*(1), 26-46. doi:10.1037/amp0000151

- Levitt, H. M., Motulsky, S. L., Wertz, F. J., Morrow, S. L., & Ponterotto, J. G. (2017). Recommendations for designing and reviewing qualitative research in psychology: Promoting methodological integrity. *Qualitative Psychology*, 4(1), 2-22. doi:10.1037/qup0000082
- Li, Y., Deng, S., & Zhang, Y. (2019). Research on the motivation to contribution and influencing factors of university students-a semi-structured interview based on qualitative research. *IOP Conference Series: Materials Science and Engineering*, 563, 1-5. doi:10.1088/1757-899x/563/5/052095
- Liu, J. T. (2016). The study of total quality management and job satisfaction in land authority from north Taiwan. *International Journal of Organizational Innovation*, 8, 43-63. Retrieved from <http://ijoi-online.org/>
- Livanos, I., & Zangelidis, A. (2013). Unemployment, labor market flexibility, and absenteeism: A Pan-European study. *Industrial Relations: A Journal of Economy and Society*, 52, 492-515. doi:10.1111/irel.12021
- Lloyd, R., & Mertens, D. (2018). Expecting more out of expectancy theory: History urges inclusion of the social context. *International Management Review*, 14, 28-43. Retrieved from <http://www.imrjournal.org>
- Lowe, A., Norris, A. C., Farris, A. J., & Babbage, D. R. (2018). Quantifying thematic saturation in qualitative data analysis. *Field Methods*, 30(3), 191-207. doi:10.1177/1525822X17749386

- Lusnakova, Z., Sajbidorova, M., & Jurickova, Z. (2018). Development trends in motivation factors applied by business managers in corporation. *In Management of Organizations: Systematic Research*, 79, 71-84. doi:10.1515/MOSR/2018-0005
- Lyons, S., Karkou, V., Roe, B., Meekums, B., & Richards, M. (2018). Research article: What research evidence is there that dance movement therapy improves the health and wellbeing of older adults with dementia? A systematic review and descriptive narrative summary. *The Arts in Psychotherapy*, 60, 32-40.
doi:10.1016/j.aip.2018.03.006
- Magee, C. A., Caputi, P., & Lee, J. K. (2016). Distinct longitudinal patterns of absenteeism and their antecedents in full-time Australian employees. *Journal of Occupational Health Psychology*, 21, 24-36. doi:10.1037/a0039138
- Maher, C., Hadfield, M., Hutchings, M., & de Eyto, A. (2018). Ensuring rigor in qualitative data analysis: A design research approach to coding combining NVivo with traditional material methods. *International Journal of Qualitative Methods*, 17(1), 1-13. doi:10.1177/1609406918786362
- Mahy, B., Rycx, F., & Volral, M. (2016). Are workers less absent when wage dispersion is small? *International Journal of Manpower*, 37, 197-209. doi:10.1108/IJM-01-2015-0004
- Makhdoomi, U. M., & Nika, A. (2017). Workforce diversity and employee performance: An empirical study of telecom organizations. *Amity Global Business Review*, 12, 107-115. Retrieved from http://www.amity.edu/aibs/aibs_journals.asp

- Malahat, A., & Shabahang, M. (2017). The relationship of self-efficacy and money attitudes with mental health: Mediation through Maslow's hierarchy of needs. *International Journal of Culture and Mental Health, 10*, 310-319.
doi:10.1080/17542863.2017.1314517
- Malterud, K., Siersma, V. D., & Guassora, A. D. (2016). Sample size in qualitative interview studies: Guided by information power. *Qualitative Health Research, 26*, 1753-1760. doi:10.1177/1049732315617444
- Marshall, C., & Rossman, G. G. (2016). *Designing qualitative research* (5th ed.). Thousand Oaks, CA: Sage.
- Marzec, M., Scibelli, A., & Edington, D. (2015). Impact of changes in medical condition burden index and stress on absenteeism among employees of a US utility company. *International Journal of Workplace Health Management, 8*, 15-33.
doi:10.1108/IJWHM-09-2013-0035
- Maslow, A. H. (1943). A theory of human motivation. *Psychological Review, 50*, 370-96.
Retrieved from <http://psychclassics.yorku.ca/>
- Maslow, A. H. (1954). *Motivation and personality*. New York, NY: Harper & Row.
- Maslow, A. H. (1971). *The farther reaches of human nature*. New York, NY: Viking Press.
- Maslow, A. H. (1987). *Motivation and personality: Unmotivated behavior*. New York, NY: Addison-Wesley Educational Publishers, Inc.

- McClimans, L., Pressgrove, G., & Rhea, J. (2016). A qualitative study of US clinical ethics services: Objectives and outcomes. *Narrative Inquiry in Bioethics*, 6, 127-142. doi:10.1353/nib.2016.0019
- McCusker, K., & Gunaydin, S. (2015). Research using qualitative, quantitative, or mixed methods and choice based on the research. *Perfusion*, 30, 537-542. doi:10.1177/0267659114559116
- McKinlay, E., Morgan, S., Gray, B., Macdonald, L., & Pullon, S. (2017). Exploring interprofessional, interagency multimorbidity care: A case study based observational research. *Journal of Comorbidity*, 7, 64-78. doi:10.15256/joc.2017.7.103
- Mead, E. L., Cohen, J. E., Kennedy, C. E., Gallo, J., & Latkin, C. A. (2015). The role of theory-driven graphic warning labels in motivation to quit: A qualitative study on perceptions from low-income, urban smokers. *BMC Public Health*, 15, 92. doi:10.1186/s12889-015-1438-6
- Merekoulias, G., & Alexopoulos, E. (2015). Prediction tools for sickness absenteeism. *International Journal of Workplace Health Management*, 8, 142-151. doi:10.1108/IJWHM-05-2014-0017
- Merriam, S. B., & Tisdell, E. J. (2015). *Qualitative research: A guide to design and implementation*. Hoboken, NJ: John Wiley & Sons.
- Miles, M. B., Huberman, A. M., & Saldana, J. (2014). *Qualitative data analysis*, Thousand Oaks, CA: Sage.

- Miraglia, M., & Johns, G. (2016). Going to work ill: A meta-analysis of the correlates of presenteeism and a dual-path model. *Journal of Occupational Health Psychology, 21*, 261-283. doi:10.1037/ocp0000015
- Mitchell, G. E., & Calabrese, T. D. (2018). Proverbs of nonprofit financial management. *The American Review of Public Administration. doi:10.1177/0275074018770458*
- Mohajan, H. K. (2018). Qualitative research methodology in social sciences and related subjects. *Journal of Economic Development, Environment, and People, 7*, 23-48. doi:10.26458/jedep.v7i1.571
- Moorthy, K. G., & Siddique, R. M. A. (2017). A study on employee absenteeism in match industry in Sivakasi. *Paripex Indian Journal of Research, 6*, 693-695. Retrieved from <https://www.worldwodejournals.com>
- Moosa, S., & Koopman-Boyden, P. (2015). A method for recruiting participants from isolated islands of small island developing states (SIDS) for survey research. *Field Methods, 28*, 50-63. doi:10.1177/1525822X15579010
- Morgan, D. L. (2018). Living within blurry boundaries: The value of distinguishing between qualitative and quantitative research. *Journal of Mixed Methods Research, 12*, 268-279. doi:10.1177/1558689816686433
- Morse, J. M. (2015). Critical analysis of strategies for determining rigor in qualitative inquiry. *Qualitative Health Research, 25*, 1212-1222. doi:10.1177/1049732315588501

- Mumford, M. D. (2018). Psychology of the informed consent process: A commentary on three recent articles. *Ethics & Behavior, 28*, 513-516.
doi:10.1080/10508422.2018.1493383
- Munir, F., Miller, P., Biddle, S., Davies, M., Dunstan, D., Esliger, D, ... Edwardson, C. (2020). A cost and cost-benefit analysis of the stand more at work (SMARTWork) intervention. *Public Health, 17*, 1-9. doi:10.3390/ijerph17041214
- Murtagh, N., Achkar, L., & Roberts, A. (2018). The role of building control surveyors and their power in promoting sustainable construction. *Construction Management & Economics, 36*, 363-374. doi:10.1080/01446193.2017.1397721
- Nabi, N., Islam, M., Dip, T. M., & Hossain, A. (2017). Impact of motivation on employee performances: A case study of Karmasangsthan Bank Limited, Bangladesh. *Arabian Journal of Business and Management Review, 7*, 1-8. doi:10.4172/2223-5833.1000293
- Najjar, D., & Pascale Fares, P. (2017). Managerial motivational practices and motivational differences between blue- and white-collar employees: application of Maslow's theory. *International Journal of Innovation, Management, and Technology, 8*, 81-84. doi:10.18178/ijimt.2017.8.2.707
- Nanjundeswaraswamy, T., & Sandhya, M. (2016). Quality of work life components: A literature review. *The International Journal of Indian Psychology, 4*, 1-25.
Retrieved from <http://www.ijip.in>

- Neal Kimball, C., & Turner, S. (2018). Nurturing the apprentice: An immersion training in qualitative research. *Qualitative Psychology, 5*, 290-299.
doi:10.1037/qup0000105
- Nelson, L., Groom, R., & Potrac, P. (2016). *Learning in sports coaching: Theory and application*. Abingdon-on-Thames, UK: Routledge.
- Nikyema, G. A., & Blouin, V. Y. (2020). Barriers to the adoption of green building materials and technologies in developing countries: The case of Burkina Faso. *IOP Conference Series: Earth and Environmental Science, 1*, 1-11.
doi:10.1088/1755-1315/410/1/012079
- Nithya, J. (2016). A study on quality of work-life and linkage between human well-being. *International Journal for Science and Advance Research in Technology, 2*, 1-4.
Retrieved from <http://ijsart.com/Content/PDFDocuments/IJSARTV2I115998.pdf>
- Noain-Sanchez, A. (2016). Privacy by default and active informed consent by layers: Essential measures to protect ICT users' privacy. *Journal of Information, Communication, and Ethics in Society, 14*, 124-138. doi:10.1108/JICES-10-20140040
- Nowell, L. S., Norris, J. M., White, D. E., & Moules, N. J. (2017). Thematic analysis: Striving to meet the trustworthiness criteria. *International Journal of Qualitative Methods, 16*, 1-13. doi:10.1177/1609406917733847
- Nwankwo, C., Okeke, C. P., & Okeke, O. J. (2018). Impact of motivation on the psychological well-being of nurses in Enugu metropolis. *International Journal of Academic Research in Psychology, 5*(1), 1-14. doi:10.6007/IJARP/v5-i1/4756

- O' Boyle, E., & Harter, J. (2018). Why the onboarding experience is key for retention.
Retrieved from <https://www.gallup.com/workplace/235121/why-onboarding-experience-key-retention.aspx>
- Office for National Statistics. (2017). *Full Report: Sickness absence in the labour market*.
Retrieved from www.ons.gov.uk/
- Office for National Statistics. (2018). *Full Report: Sickness absence in the labour market*.
Retrieved from <https://www.ons.gov.uk/>
- Ogbonnaya, C., & Valizade, D. (2018) High-performance work practices, employee outcomes, and organizational performance: A 2-1-2 multilevel mediation analysis. *The International Journal of Human Resource Management*, 29, 239-259.
doi:10.1080/09585192.2016.1146320
- Okasida-Imocho, M., Nzulwa, J., & Kwena, R. (2017). Influence of human resource management practices on employee satisfaction in manufacturing firms based in Nairobi city-county, Kenya. *The Strategic Journal of Management*, 4, 221-240.
Retrieved from www.strategicjournals.com
- Oktosatrio, S. (2018). *Investigating the relationship between work-life-balance and motivation of the employees: Evidence from the local government of Jakarta*. 8, 205-221. Retrieved from <https://mpa.ub.uni-muenchen.de/85084/>

- Osemeke, M., & Adegboyega, S. (2017). Critical review and comparison between Maslow, Herzberg, and McClelland's theory of needs. *FUNAI Journal of Accounting, Business, and Finance*, *1*, 161-173. Retrieved from www.fujabf.org/wp-content/uploads/2018/01/Critical-Review-and-Comparison-between-Maslow-Herzberg-and-McClellands-Theory-of-Needs.pdf
- Pal, A. (2018). Motivations of individuals participating in social media: A cultural perspective. *Journal of Modern Accounting and Auditing*, *14*(6), 315-332. doi:10.17265/1548-6583/2018.06.003
- Parsonage, M., & Saini, G. (2017). Mental health at work: The cost to business ten years on. *Centre for Mental Health*, *2*, 1-11. Retrieved from <https://www.centreformentalhealth.org.uk>
- Peretz, H., Levi, A., & Fried, Y. (2015). Organizational diversity programs across cultures: Effects on absenteeism, turnover, performance, and innovation. *The International Journal of Human Resource Management*, *26*, 875-903. doi:10.1080/09585192.2014.991344
- Phillips, M., & Lu, J. (2018). A quick look at NVivo. *Journal of Electronic Resources Librarianship*, *30*, 104-106. doi:10.1080/1941126X.2018.1465535
- Piwowarski, P., & Czajkowski, W. (2018). Behavioral and motivational factors of individual's behavior in emergency situations. *International Conference Knowledge-Based Organization* *24*, 362-372. doi:10.1515/kbo-2018-0116

- Podsakoff, P. M., & Podsakoff, N. P. (2019). Experimental designs in management and leadership research: Strengths, limitations, and recommendations for improving publish ability. *The Leadership Quarterly*, 30(1), 11-33.
doi:10.1016/j.leaqua.2018.11.002
- Public Health England. (2019). *Department of health and social care annual report and accounts*. Retrieved from www.gov.uk/government/organisations/public-health-england
- Punyawansa, M. W. G., & Rathnaweera, R. R. N. T. (2018). Impact of work-life conflict on turnover intention. *Global Scientific Journals*, 6, 495-502. Retrieved from <http://www.globalscientificjournal.com>
- Purdon, E. (2018). Employee benefits: Thinking beyond the paycheck. *Journal of Financial Service Professionals*, 72(3), 11-15. Retrieved from <http://www.financialpro.org>
- Queiros, A., Faria, D., & Almeida, F. (2017). Strengths and limitations of qualitative and quantitative research methods. *European Journal of Education Studies*, 3, 369-386. doi:10.5281/zenodo.887089
- Rahbi, D., Khalid, K., & Dhabi, A. (2017). The effects of leadership styles on team motivation. *Academy of Strategic Management Journal*, 16, 1-14. Retrieved from <https://www.abacademies.org/>
- Rahi, S. (2017). Research designs and methods: A systematic review of research paradigms, sampling issues, and instruments development. *International Journal of Economics & Management Sciences*, 6, 1-5. doi:10.4172/2162-6359.10000403

- Rahman, H., & Nurullah, S. M. (2014). Motivational need hierarchy of employees in public and private commercial banks. *Central European Business Review*, 3, 44-53. doi:10.18267/j.cebr.84
- Randhawa, N. (2017). Employee absenteeism - Indian industry perspective. *Imperial Journal of Interdisciplinary Research*, 3, 35-42. Retrieved from <http://www.onlinejournal.in/>
- Ravindranadh, K., & Kaladhar, C. (2017). A study on impact of the stressful work in organization. *International Journal of Advance Research in Computer Science and Management Studies*. 5, 7-14. Retrieved from <http://www.ijarcsms.com>
- Rezaifar, O., Yazdanparst, A., & Kheyroddin, A. (2017). Decision making for motivation of construction site personnel. *Journal of Engineering and Applied Sciences*, 12, 1846-1852. doi:10.3923/jeasci.2017.1846.1852
- Rich, K. A., & Misener, L. (2017). Insiders, outsiders, and agents of change: First person action inquiry in community sport management. *Sport Management Review (Elsevier Science)*, 20, 8-19. doi:10.1016/j.smr.2016.08.004
- Ridder, H. (2017). The theory contribution of case study research designs. *Business Research*, 10, 281-305. doi:10.1007/s40685-017-0045-z
- Riggs, B. S., & Porter, C. O. L. H. (2017). Are there advantages to seeing leadership the same? A test of the mediating effects of LMX on the relationship between ILT congruence and employees' development. *The Leadership Quarterly*, 28, 285-299. doi:10.1016/j.leaqua.2016.10.009

- Ritesh, J. (2014). The study of better compensation management in the successful organization in improvement of higher productivity and profitability. *International Journal of Research*, 1, 524-529. Retrieved from <https://internationaljournalofresearch.com>
- Robertson, I. (2017). Stress avoidance. *Occupational Health & Well-being*, 69, 16-17. Retrieved from <https://search-proquest-com>
- Ross, M. W., Iguchi, M. Y., & Panicker, S. (2018). Ethical aspects of data sharing and research participant protections. *American Psychologist*, 73, 138-145. doi:10.1037/amp0000240
- Ross, M. W., Iguchi, M. Y., & Panicker, S. (2018). Ethical aspects of data sharing and research participant protections. *American Psychologist*, 73, 138-145. doi:10.1037/amp0000240
- Sahito, Z., & Vaisanen, P. (2018). Perception and experience of teacher educators about their motivation: A case study approach. *Journal of Language Teaching and Research*, 9, 480-490. doi:10.17507/jltr.0903.05
- Salleh, S. (2018). A comparative analysis on Maslow's hierarchy of needs from an Islamic perspective. *Civilisation studies*, 1, 554-565. doi:10.978-967-2122-53-1
- Sanderson, M. P. (2015). Evolving the firm: Meeting the needs of a 21st-century economy and workforce. *Institute of Transportation Engineers. ITE Journal*, 85(1), 38-43. Retrieved from <http://www.ite.org/itejournal/>

- Saranya, S. (2017). Organizational conflict and its impact on employee absenteeism: A study among women employees working in IT sector, Chennai. *International Journal of Advanced Research in Computer Science and Management Studies*, 5, 92-97. Retrieved from <http://www.ijarcsms.com>
- Saravo, B., Netzel, J., & Kiesewetter, J. (2017). The need for strong clinical leaders - transformational and transactional leadership as a framework for resident leadership training. *PLoS ONE*, 12(8), 1-13. doi:10.1371/journal.pone.0183019
- Sarma, S. K. (2015). Qualitative research: Examining the misconceptions. *South Asian Journal of Management*, 22, 176-191. Retrieved from <http://www.sajm-amdisa.org/>
- Saunders, B., Sim, J., Kingstone, T., Sim, J., Baker, S., Waterfield, J., ... Jinks, C. (2018). Saturation in qualitative research: exploring its conceptualization and operationalization. *Qual Quant*, 52, 1803-1907. doi:10.1007/s11135-017-0574-8
- Schaltegger, S., & Burritt, R. (2018). Business cases and corporate engagement with sustainability: Differentiating ethical motivations. *Journal of Business Ethics*, 14, 241-259. doi:10.1007/s10551-015-2938-0
- Scheers, L. Van. (2018). Strategies of global recession for small business enterprises in emerging markets: Case of South Africa. *Journal of Business & Retail Management Research*, 12(2), 163-172. doi:10.24052/jbrmr/v12is02/sogrfbsbeiemcosa

- Schoenung, B., & Dikova, D. (2016). Reflections on organizational team diversity research: In search of a logical support to an assumption. *Equality, Diversity, and Inclusion: An International Journal*, 35, 221-231. doi:10.1108/EDI-11-2015-0095
- Senyamator, F., Gyimah, E., & Minadzi, V. (2018). Factors affecting pupils' absenteeism at Felicormfort junior high school (JHS) in Cape Coast, Ghana. *Journal of Education and Learning*, 7, 138-149. doi:10.5539/jel.v7n6p138
- Seppala, E., & Cameron, K. (2015). Proof that positive work cultures are productive [Web article]. Retrieved from <https://hbr.org/proof-that-positive-work-cultures-are-more-productive>
- Sguera, F., Bagozzi, R. P., Huy, Q. N., Boss, R. W., & Boss, D. S. (2018). The more you care, the worthier I feel, the better I behave: How and when supervisor support influences (un)ethical employee behavior. *Journal of Business Ethics*, 153, 615-628.
- Shah, S. (2019). 7 Biases to avoid in qualitative research. *Edtage Insights*. Retrieved from <https://www.editage.com/>
- Shah, S., Uddin, I., Aziz, F., Ahmad, S., Al-Khasawneh, M., & Saraf, M. (2020). An enhanced deep neural network for predicting workplace absenteeism. *Complexity, Hindawi*, 2020, 1-12. doi:10.1155/2020/5843932
- Shekhar, P., Prince, M., Finelli, C., Demonbrun, M., & Waters, C. (2018). Integrating quantitative and qualitative research methods to examine student resistance to active learning. *European Journal of Engineering Education*, 43, 1-13, doi:10.1080/03043797.2018.1438988

- Shet, V. S., Patil, V. S., & Chandawarkar, R. M. (2019). Competency base superior performance and organizational effectiveness. *International Journal of Productivity and Performance Management*, 68(4), 753-773. doi:10.1108/IJPPM-03-2018-0128
- Silverman, D. (2016). *Qualitative research* (4th ed.). Thousand Oaks, CA: Sage.
- Sparks, W. L., & Repede, J. F. (2016). Human motivation and leadership: Assessing the validity and reliability of the actualized leader profile. *Academy of Educational Leadership Journal*, 20(3), 23-43. Retrieved from <http://alliedacademies.org/public/default.aspx>
- Srouf, F., Srouf, I., & Lattouf, G. (2017). A survey of absenteeism on construction sites. *International Journal of Manpower*, 38, 533-547. doi:10.1108/IJM-08-2015-0135
- Sulamuthu, M., & Yusof, H. D. (2018). *Leadership style and employee turnover intention*. [Case study]. Retrieved from <https://ieomsociety.org>
- Susser, P., & Ziebarth, N. R. (2016). Profiling the US sick leave landscape: Presenteeism among females. *Health Services Research*, 51, 2305-2317. doi:10.1111/1475.6773.12471
- Sutanto, E. M., & Kurniawan, M. (2016). The impact of recruitment, employee retention and labor relations to employee performance in batik industry in Solo City, Indonesia. *International Journal of Business and Society*, 17, 375-390. Retrieved from <http://www.ijbs.umimas.my>

- Sutton, J., & Austin, Z. (2015). Qualitative research: Data collection, analysis, and management. *The Canadian Journal of Hospital Pharmacy*, 68, 226-231.
Retrieved from <https://www.ncbi.nlm.nih.gov/pmc/articles/PMC4485510/>
- Taguchi, N. (2018). Description and explanation of pragmatic development: Quantitative, qualitative, and mixed methods research. *System*, 75, 23-32.
doi:10.1016/j.system.2018.03.010
- Taylor, W. C., Suminski, R. R., Das, B. M., Paxton, R. J., & Craig, D. W. (2018). Organizational culture and implications for workplace interventions to reduce sitting time among office-based workers: A systematic review. *Frontiers in Public Health*, 6, 1-14. doi:10.3389/fpubh.2018.00263
- Thurgill, J. (2017). Book review. *Emotion, Space and Society*, 23, 52-53.
doi:10.1016/j.emospa.2017.04.002
- Ting, H. I., & Huang, P. K. (2018). CEOs' power and perks: Evidence from Chinese banks. *Journal of Economics and Business*, 97, 19-27.
doi:10.1016/j.jeconbus.2018.02.003
- Tiwari, M. (2017). Work-life balance of female employees in private institutions, Gwalior: An investigation. *ISOR Journal of Business and Management*, 19, 35-38. doi:10.9790/487X-1905053538
- Tung, V. W. S., Chen, P. J., & Schuckert, M. (2017). Managing customer citizenship behaviour: The moderating roles of employee responsiveness and organizational reassurance. *Tourism Management*, 59, 23-35. doi:10.1016/j.tourman.2016.07.010

- Turabik, T., & Baskan, G. A. (2015). The importance of motivation theories in terms of education systems. *Social and Behavioral Sciences, 186*, 1055-1063.
doi:10.1016/j.sbspro.2015.04.006
- Unal, Z. M., & Turgut, T. (2015). The buzzword: Employee engagement. Does person-organization fit contribute to employee engagement? *Iranian Journal of Management Studies, 8*, 157-179. Retrieved from <https://ijms.ut.ac.ir/>
- Uriesi, S. (2016). Motivational effects of pay dispersion in pay for performance programs implemented in Romanian companies. *Management & Marketing, 11*, 431-448.
doi:10.1515/mmcks-2016-0007
- Uzonwanne, F., & Ijide, W. (2017). Dimensions of work-life balance as predictors of anxiety among a sample of Nigerian bankers. *Ife Psychologia, 25*, 148-168.
Retrieved from <https://www.ajol.info>
- Valaei, N., & Rezaei, S. (2016). Job satisfaction and organizational commitment: An empirical investigation among ICT-SMEs. *Management Research Review, 39*, 1663-1694. doi:10.1108/MRR-09-2015-0216
- Van den Berg, A., & Struwig, M. (2017). Guidelines for researchers using an adapted consensual qualitative research approach in management research. *Electronic Journal of Business Research Methods, 15*, 109-119. Retrieved from <http://ejbrm.com/>
- Van Manen, M. (2017). But is it phenomenology? *Qualitative Health Research, 27*, 775-779. doi:10.1177/1049732317699570

- Varpio, L., Ajjawi, R., Monrouxe, L. V., O'Brien, B. C., & Rees, C. E. (2017). Shedding the cobra effect: Problematizing thematic emergence, triangulation, saturation, and member checking. *Medical Education, 51*(1), 40-50.
doi:10.1111/medu.13124
- Vass, C., Rigby, D., & Payne, K. (2017). The role of qualitative research methods in discrete choice experiments: A systematic review and survey of authors. *Medical Decision Making, 37*, 298-313. doi:10.1177/0272989X16683934
- Viswanath, V., Brown, S. A., & Sullivan, Y. W. (2016). Guidelines for conducting mixed-methods research: An extension and illustration. *Journal of the Association for Information Systems, 17*, 435-494. doi:10.17705/1jais.00433
- Wang, J., & Reid, F. (2015). The impact of work hour's discrepancy on employee absence. *International Journal of Manpower, 36*, 668-693. doi:10.1108/IJM-05-2013-0120
- Wang, Y., & Farooq, M. (2019). Conceptual framework development for job satisfaction in Fujian banking industry, China. *The International Journal of Human Resource Management, 9*, 253-265. doi:10.5296/ijhrs.v9il.14356
- Waribugo, S., & Dan-Jumbo, C. T. (2017). Ethical culture, employee intention to stay and employee productivity in the Rivers State Civil Service. *Journal of International Business Research and Marketing, 2*, 7-13.
doi:10.18775/jibrm.1849-8558.2015.25.3001
- Watkins, D. C. (2017). Rapid and rigorous qualitative data analysis. *International Journal of Qualitative Methods, 16*(1), 1-9. doi:10.1177/1609406917712131

- Welch, C., & Piekkari, R. (2017). How should we (not) judge the “quality” of qualitative research? A re-assessment of current evaluative criteria in international business. *Journal of World Business, 52*, 714-725. doi:10.1016/j.jwb.2017.05.007
- Wen, L., Yang, H., Bu, D., Diers, L., & Wang, H. (2018). Public accounting vs private accounting, career choice of accounting students in China. *Journal of Accounting in Emerging Economies 8(1)*, 124-140. doi:10.1108/JAEE-09-2016-0080
- Whelpley, C., & McDaniel, M. (2016). Self-esteem and counterproductive work behaviors: a systematic review. *Journal of Managerial Psychology, 31*, 850-863. doi:10.1108/JMP-01-2014-0008
- Wong, Y. W., & Wong, Y. (2017). The effects of perceived organizational support and affective commitment on turnover intention. *Journal of Chinese Human Resources Management, 8(1)*, 2-21. doi:10.1108/jchrm-01-2017-0001
- Yang, Z., Zhang, H., Kwan, H.K., & Chen, S. (2018). Crossover Effects of Servant Leadership and Job Social Support on Employee Spouses: The Mediating Role of Employee Organization-Based Self-Esteem. *Journal of Business Ethics 147*, 595-604. doi:10.1007/s10551-015-2943-3
- Yates, J., & Leggett, T. (2016). Qualitative research: An introduction. *Radiologic Technology, 88*, 225-231. Retrieved from <http://www.radiologictechnology.org>
- Yazan, B. (2015). Three approaches to case study methods in education: Yin, Merriam, and Stake. *The Qualitative Report, 20*, 134-152. Retrieved from <http://nsuworks.nova.edu/tqr/vol20/iss2/12>

- Yin, R. K. (2018). *Case study research and applications: Design and methods* (6th ed.). Thousand Oaks, CA: Sage.
- Yuan, J., Wen, J., Miao, M., & Zhang, L. (2018). Evaluating the impacts of health, social network, and capital on craft efficiency and productivity: A case study of construction workers in China. *International Journal of Environmental Research and Public Health*, *15*(2), 1-25. doi:10.3390/ijerph15020345
- Zakaria, M., & Malek, N. A. (2014). Effects of human needs based on the integration of needs as stipulated in Maqasid Syariah and Maslow's Hierarchy of Needs on Zakah Distribution. Efficiency of asnaf assistance business program. *Journal Pengurusan UKM Journal of Management*, *40*, 41-52. doi:10.17576/pengurusan-2014-40-04
- Zamawe, F. C. (2015). The implication of using NVivo Software in qualitative data analysis: Evidence-based reflections. *Malawi Medical Journal*, *27*, 13-15. doi:10.4314/mmj.v27i1.4
- Zheng, C., Molineux, J., Mirshekary, S., & Scarparo, S. (2015). Developing individual and organizational work-life balance strategies to improve employee health and well-being. *Employee Relations*, *37*, 354-379. doi:10.1108/ER-10-2013-0142
- Zia-Ud-Din, M., Arif, A., & Shabbir, M. A. (2017). The impact of workplace incivility on employee absenteeism and organization commitment. *International Journal of Academic Research in Business and Social Sciences*, *7*, 205-221. doi:10.6007/IJARBSS/v7-i5/2893

Zimmerman, R. D., Swider, B. W., Sang Eun, W., & Allen, D. G. (2016). Who withdraws? Psychological individual differences and employee withdrawal behaviors. *Journal of Applied Psychology, 101*, 498-519.
doi:10.1037/apl0000068.supp

Zolghadr, M., & Asgari, F. (2016). Creating a climate and culture for sustainable organizational change. *Management Science Letters, 6*, 681-690.
doi:10.5267/j.msl.2016.10.002

Appendix A: Interview Protocol

Interview Title: “Management Strategies Used by Construction Managers to Reduce Employee Absenteeism.” The purpose of the study is to explore what strategies middle managers use to reduce absenteeism in the construction industry.

What I will do in the interview	The script of what I will say
<ul style="list-style-type: none"> • Introduce myself and offer a drink 	<p>Script: Hello [Participant name] I am Kevin Ruane. Nice to meet you. I am a doctoral student at Walden University. I wish to thank you for agreeing to support the study focusing on employee absenteeism</p>
<ul style="list-style-type: none"> • Consent form 	<p>Script: I will now give you a copy of the signed consent form and ask if there are any questions. I want to take this opportunity to remind you that the interview is voluntary, and you will not receive payment for participation. I would personally like to thank you for your support.</p>

- Background of the study **Script:** I would like to provide you with a brief background to the study on how small companies in the construction industry dealing with employee absenteeism, my aim is to identify successful strategies that may be valuable to help others in reducing absenteeism levels. I have assigned a code to ensure your name is kept confidential; your code is []. If there are no further questions, I will start the interview.

- Ask for permission to record the interview **Script:** To support reviewing what is said, I would now like to start recording the interview, and if you consent, I will start the recorder.

What I will do in the interview The script of what I will say

- | | |
|---|---|
| <ul style="list-style-type: none"> • Ask interview questions giving enough time for the participants to answer | <ol style="list-style-type: none"> 1. What strategies have you used to reduce employee absenteeism that were successful? |
| <ul style="list-style-type: none"> • Continue to ask questions to support a deep understanding | <ol style="list-style-type: none"> 2. How do you measure the effectiveness of absenteeism strategies? 3. What strategies have you used to reduce absenteeism that were not effective? |

-
- Summarize to ensure a full understanding of the answers

4. How have you motivated employees to lower absenteeism?
5. How do you engage employees with high absenteeism records?
6. How does employee absenteeism impact your organization?
7. What other information would you like to add regarding strategies for reducing employee absenteeism in the workplace?

- Explain the member checking review and finish the interview.

Script: Now, I have finished asking the interview questions. Later, I will complete a summary from the recording of the interview onto a word document. As previously mentioned, I will send a summary of the interview to allow you to member check the interpretation of the interview. I will then phone you to discuss any changes or additions. I will conduct a summary of the final study findings and send to you via email and the community partners.

Thank you for your time and support with the interview. I will now finish the interview and turn off the recorder.

Appendix B: Interview Questions

Research Question

What strategies do middle managers use to reduce employee absenteeism?

Interview Questions

1. What strategies have you used to reduce employee absenteeism?
2. What strategies have you used to reduce absenteeism that were not effective?
3. How have you motivated employees to lower absenteeism?
4. How do you engage employees with high absenteeism records?
5. How is your organization impacted by employee absenteeism?
6. What other information would you like to add that might support strategies for reducing employee absenteeism in the workplace?
7. What other information would you like to add regarding strategies for reducing employee absenteeism in the workplace?