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Strategies to Retain Skilled Assistant Project Managers in Construction Industries

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Walden University

College of Management and Technology

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Anastasia Persad

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Walden University
2020

Abstract

Strategies to Retain Skilled Assistant Project Managers in Construction Industries

by

Anastasia Persad

MBA, Colorado Technical University, 2009

BA, City University of New York John Jay College of Criminal Justice, 2008

Doctoral Study Submitted in Partial Fulfillment

of the Requirements for the Degree of

Doctor of Business Administration

Walden University

October 2020

Abstract

Approximately 160,000 assistant project managers in the construction industry willingly left the U.S. labor workforce in 2018. The cost of replacing an employee could amount up to 200% of the departing employee's annual salary for construction companies.

Grounded in Herzberg's two-factor theory, the purpose of this qualitative multiple case study was to investigate effective organizational strategies business leaders used to retain skilled assistant project managers. Six participants were senior project managers from construction companies in Manhattan, New York, with more than 10 years of experience in the commercial construction industry. Data came from semistructured interviews and a review of company documents. Yin's 5-step data analysis approach resulted in 3 themes; intrinsic motivation, performance enhancement, and occupational safety. Business leaders could improve intrinsic motivation through job autonomy, simplifying the process, preventing a monotonous work environment, and fair pay. Identified strategies for performance enhancement includes appraisal, job training, reducing work-related stress, and the use of collaborative technology. Safety schemes, such as providing tangible rewards to encourage safety-related practices among employees, could reduce occupational safety. The implication for social change includes the potential for companies' growth, leading to employment opportunities for local community people, reducing undue financial stress, and improving families' standard of living.

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Dedication

I dedicate this doctoral study to the one who continues to make all things possible for me, my God. I am truly blessed and highly favored. Only God knows the challenges I faced and has given me the strength, courage, and determination to make it to the end of this journey successfully. I worked tirelessly to become Dr. Persad, and every moment leading up to this lifetime achievement has been well worth it. The journey seemed impossible until I got it done, and now, I know that all things are possible through God, who strengthens me. Thank you God for blessing me with your angel Mrs. Earlene White. She continues to watch over me and guide me daily. I love you always Cookie!

I dedicate this doctoral study to a genuine female trailblazer, the late Associate Justice of the Supreme Court of the United States Supreme Court, Justice Ruth Bader Ginsburg. Notorious RBG was only the second woman to serve on the Highest Court of the Land and left a powerful mark over her 27-year tenure. Her lifetime devotion as an advocate of gender equality and women's rights has paved the way for women to be present in all places where decisions are being made. Rest In Power Justice Ginsburg!

I dedicate this doctoral study to my living grandmothers Rukhminee Persaud (Nannie) and Kamal Devi Persad (Mama). Thank you for Nannie and Mama for lifting me up in prayer daily and asking God to give me strength to continue studying. Looking at both of you reminds me that I come from a bloodline of women who are fierce, strong, full of fire, driven, dedicated, and passionate. I've never held myself back, and I burn brighter than all my fears. You are both phenomenal women, and I am proud to be your granddaughter. I love you always, Nannie and Mama.

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Section 1: Foundation of the Study

Background of the Problem

The sustainability of the construction business is important for U.S. economic growth. Though average construction managers make above \$100,000 annually, in early 2018, more than 160,000 assistant project managers in the construction industry willingly left the U.S. labor workforce (U.S. Bureau of Labor Statistics, 2018). Construction projects are complex, and assistant project managers face challenges leading to job dissatisfaction, which could result in employees terminating their employment voluntarily. Job dissatisfaction results in voluntary employee turnover (Leelavati & Chalam, 2017). Employee turnover has a cost implication for business. The cost of replacing an employee could amount up to 200% of an employee's annual salary (Bandura & Lyons, 2014; Cloutier, Felusiak, Hill, & Pemberton-Jones, 2015). The cost associated with recruiting and training of new hires could affect a company's profit. Business leaders in the construction industry need an effective organizational strategy to improve job satisfaction to reduce voluntary employee turnover.

Problem Statement

Approximately 160,000 assistant project managers in the construction industry willingly left the U.S. labor workforce in 2018 (U.S. Bureau of Labor Statistics, 2018). The cost of replacing an employee could amount up to 200% of an employee's annual salary (Cloutier et al., 2015). The general business problem is that employee turnover negatively affects business profitability. The specific business problem is that some

business leaders in the construction industry lack strategies to retain skilled assistant project managers.

Purpose Statement

The purpose of this qualitative multiple case study was to explore effective strategies to retain skilled assistant project managers. In this study, I collected data from senior project managers implementing strategies to retain skilled assistant project managers in construction industries. The study population consisted of six business leaders from six construction companies located in New York. The implication for positive social change is that an increase in financial security and steady employment may enable employees to contribute their time and finances to corporate social responsibilities, which included participating in community service projects that benefit communities' citizens.

Nature of the Study

The three research methods are qualitative, quantitative, and mixed. A qualitative approach is exploratory, in which a researcher asks *how* and *why* questions to understand the phenomenon through participants' perspectives (Yin, 2017). A researcher uses the quantitative method to study the relationships among variables by testing hypotheses (Pearce, Christian, Smith, & Vance, 2014). In this study, the goal was not to examine the relationship variables by testing hypotheses. A quantitative method was not appropriate. The mixed-method combines qualitative and quantitative methods because one method is not sufficient to understand the complexity of the phenomenon under investigation (Venkatesh, Brown, & Bala, 2013). The mixed-method research approach was not

necessary because a qualitative approach was sufficient to develop the answers to the central research question.

The principal designs a researcher uses within the qualitative method are ethnographic, narrative, phenomenological, and case study. Researchers use an ethnographic design to study how individuals, groups, or cultures share beliefs, behaviors, and experiences (Marshall & Rossman, 2016). In a narrative design participants describe their experiences about the phenomenon in a storytelling format. Researchers use narrative research design to explore participants and obtain detailed information, which could lead to issues in collecting and analyzing data (Huber, Caine, Huber, & Steeves, 2013). Both ethnography and narrative design did not apply because the objective of the study was not about exploring the phenomenon from a cultural or personal storytelling format. Researchers use a phenomenological design to understand the participants' lived experiences with the phenomenon (Berglund, 2015). The envisioned doctoral study was about examining participants' strategies for retaining skilled assistant project managers, and not seeking the lived experiences of business leaders. Researchers use multiple case study design to extract and compare rich data in a specific setting across multiple sites to gain a deeper understanding of the phenomenon (Dare, Ellis, & Roehrig, 2018). Considering the nature of the inquiry, the multiple case study design resulted in an in-depth understanding of the study phenomenon.

Research Question

What effective strategies do business leaders in the construction industry use to retain skilled assistant project managers?

Interview Questions

1. What strategies, if any, do you use to increase the level of job satisfaction of skilled assistant project managers?
2. How do you measure or otherwise assess the success of your strategies to increase the level of job satisfaction of those employees?
3. What strategies, if any, do you use to reduce the level of job dissatisfaction of skilled assistant project managers?
4. How do you measure the effectiveness of strategies for reducing the level of job dissatisfaction of those employees?
5. What key challenges have you encountered in implementing strategies to increase job satisfaction and to decrease job dissatisfaction?
6. What strategies your leadership staff implemented to retain skilled assistant project managers?
7. How did you overcome the key challenges you encountered while implementing the strategies for retaining skilled assistant project managers?
8. What additional information can you provide regarding strategies your organizational leaders use to retain skilled assistant project managers?

Conceptual Framework

I used the two-factor theory proposed by Herzberg, Mausner, and Snyderman (1959) as the conceptual framework. Herzberg et al. labeled intrinsic motivation factors as satisfiers, and hygiene or extrinsic factors as dissatisfiers. The motivation factors are advancement, recognition, responsibility, and a possibility for growth, which positively

correlates to job satisfaction (Alshmemri, Shahwan-Akl, & Maude, 2017). Hygiene factors such as interpersonal relationships, company policies and administration, salary, supervision, and working conditions can reduce employees' level of job dissatisfaction (Alshmemri et al., 2017). The two-factor theory was an appropriate conceptual framework for this doctoral study because to retain employees. During data analysis, the Herzberg et al. model provided a lens to identify intrinsic motivations and hygiene factors in participants' responses to enhance job satisfaction, which is essential for employee retention. The conceptual framework was literature-based, and the concept of Herzberg's theory was a comparison base where I related the identified themes to the two-factor theory for reliable data analysis.

Operational Definitions

Behavior-based safety training: Behavior-based safety training is a hands-on exercise for employees and management to focus on daily safety behavior of themselves and others in the workplace (Gravina, King, & Austin, 2019).

Biological needs: Biological need is physical requirements for human survival which if not met, a human body cannot function (Şeker, 2019).

Blue Book Building & Construction Network: The Contractor's Blue Book also known as the Blue Book is a published national database listing architects, engineers, construction companies, subcontractors, and suppliers (Contractors Register, Inc., 2020).

Managerial cognitive bias: Managerial cognitive bias is faulty thinking and irrational, which impedes leaders from making sound decisions that will drive productivity and growth within the organization (Roessler, Velamuri, & Schneckenberg, 2019).

Occupational accidents: Occupational accidents are unexpected or unintentional work-related injuries or illnesses resulting in physical injury or death (Sarkar, Vinay, Raj, Maiti, & Mitra, 2019).

Organizational injustice: Organizational injustice is a voluntary action, behaviors, or decisions, which are morally incorrect and may violate corporate norms and threaten the well-being of an organization (Shapoval, 2019).

Psychological contract: A psychological contract is an unwritten set of expectations between the organization and employees, which included informal arrangements, mutual beliefs, common ground, and perceptions between the two parties (Protsiuk, 2019).

Psychological need: Psychological need is the mental and emotional requirements of a person (Hurly & Walker, 2019).

Psychological state: Psychological state is a mental condition in which the abilities of a condition are relatively unchanging even though the condition itself may be active (Lock, Rees, & Heritage, 2019).

Organizational citizenship: Organizational citizenship is an employee's voluntary commitment within an organization, which displays qualities such as altruism, courtesy, sportsmanship, conscientiousness, and civic virtue (Nosratabadi, Khedry, & Bahrami, 2019).

Assumptions, Limitations, and Delimitations

Researchers set study parameters through assumptions, limitations, and delimitation. According to Leedy and Ormrod (2015), assumptions, delimitations, and

limitations are essential for reliable findings. The study contained various assumptions, limitations, and delimitations to set contextual boundaries.

Assumptions

Assumptions are unsubstantiated facts a researcher believes to be accurate, but cannot verify (Gandy, 2015). The assumption was participants would understand the interview questions and follow up questions. Other assumptions were participants would answer honestly to the interview questions, and the interview data would provide a complete understanding of the study phenomenon.

Limitations

Limitations are conditions out of the researcher's control (Marshall et al., 2016). The limitation is the researcher's possible bias during data collection and interpretation. The participants might withhold sensitive information, which was relevant to study phenomenon despite the confidentiality assurance. The participants might respond to the interview questions consciously and subconsciously in a manner to please the researcher to exhibit socially desirable behaviors. The other limitation was a short time limit of the study.

Delimitations

A researcher sets boundaries in the study to limit its scope (Childers, 2014). The delimitation was selecting senior project managers experienced in retaining skilled assistant project managers. The other delimitations were limiting the sample size to six and using a purposeful sampling technique in participant selection.

Significance of the Study

High employee turnover rate is concerning to managers. Approximately 160,000 managers from the construction industry left the U.S. labor workforce in 2018 (U.S. Bureau of Labor Statistics, 2018). Voluntary turnover can be costly and creates additional challenges in the workplace (Ozcelik, 2015). Employee retention could contribute to business profitability resulting in positive social change.

Contribution to Business Practice

Retaining construction assistant project managers will reduce the turnover rates, which could lower recruiting and training costs of new hires (Bilau, Ajagbe, Sholanke, & Sani, 2015). A reduction of expenses and unexpected staffing changes within the organization may increase performance effectiveness and generate financial cost savings (Delmar, McKelvie, & Wennberg, 2013). Employee turnover affects a company's bottom line, and senior project managers in the construction industry could benefit from the study findings by learning strategies to retain employees.

Implications for Social Change

Organizations with improved financial performance can expand and strive to compensate both new and existing employees with higher wages and increased benefits (Bryant & Allen, 2013). Employees and their families can benefit from increased job stability as employees seek to stay with the company rather than seeking employment with another organization. Reducing employee turnover may have a positive effect on the lives of those who experience the phenomenon. Employees do not voluntarily stay with an organization for the benefits alone; they remain, in part, because of the positive

relationships (Veld & Alfes, 2014) and their belief in the organization's practice of social responsibilities (Bode, Singh, & Rogan, 2015). Employee retention provides financial security, stable employment, and better work-life balance, which reduces stress. An increase in financial security and steady employment may enable employees to contribute their time and finances to local community projects such as building a park or other projects benefiting the communities' citizens.

A Review of the Professional and Academic Literature

The objective of the literature review is to identify and understand the information relating to the study topic. The study topic is strategies to retain assistant project managers in the construction industry. I reviewed journal articles, seminal scholarly books, government websites, conference papers and proceedings, and published dissertations. Most of the literature review information came from peer-reviewed journals. The references found in the published dissertations relating to the study topic helped to identify articles of interest. The Walden Library's website provided access to various databases. The database used included Business Source Complete and ABI/FORM complete. The Business Source Complete is a comprehensive database and contains thousands of peer-reviewed journals related to business and is ideal for academic research. ABI/FORM complete included conference papers and dissertations. Moreover, a Google Scholar search resulted in articles related to employee retention in the construction industry. In some instances, the government website was useful in obtaining numerical data and statistics relating to the study phenomenon.

The strategy for searching the database entailed the use of keywords. Each database has its own set of filtering criteria to narrow down the search result. The searching tips included the use of special characters, lemmatization, and proximity operators. The keywords used to search the database were the *construction industry*, *employee retention*, *project managers*, *turnover intentions*, *Herzberg's (1959) hygiene theory*, and *voluntary termination*. Ulrich's Periodicals was useful to verify the peer-reviewed articles. The database search included articles published in or after 2016 to keep the literature review current and applicable in today's business context (see Table 1).

Table 1

Professional and Academic Literature Sources

	No. of sources outside of 5-year range (2015- and earlier)	No. of sources within 5-year range (2016-2020)	Total No. of sources
Peer reviewed Journal articles	14	134	148 (86%)
Non-peer-reviewed journal articles	5	19	24
Total sources by year	19	153 (89%)	172

Literature Review Organization

The literature review begins with an introduction. The first half of the literature review included a thorough analysis of the first theme, which relates to Herzberg's (1959) two-factor theory. The first theme included a discussion of motivational and hygiene factors and a comparison of findings from various studies whose authors used Herzberg's

two-factor theory. The second theme consists of an overview of the construction industry and included insight on voluntary turnover and its effect on businesses. The third theme is about the factors contributing to employee turnover. The fourth theme included strategies in retaining Millennials as older generations are retiring from the workforce. In the fifth theme, the discussion included leadership styles effective in retaining employees.

The literature review consisted of comparing and contrasting of study phenomenon from the point of view from different authors. The findings from the study could help leaders in retaining construction assistant project managers, thereby reducing the turnover rates, which could lower the recruiting and training cost of new hires. The implication for positive social change is an increase in financial security, and steady employment may enable employees to contribute their time and finances to corporate social responsibilities, which included participating in community service projects to serve the community at large.

Herzberg Motivation-Hygiene Theory

The conceptual framework was literature-based, and the concept of Herzberg's theory was a comparison base where I related the identified themes to the theory for reliable data analysis. The two-factor theory, also known as motivation-hygiene theory, is suitable to reduce unpleasantness in the workplace and, therefore, leads to job satisfaction (Herzberg, 1959). Herzberg studied 200 participants and discovered two kinds of human needs independent of each other. Herzberg presented a set of conditions, which could help business leaders meet those needs. The set of conditions is motivational and hygiene factors. Motivational factors are intrinsic and enable employees for optimal output

through enhanced performance (Herzberg, 1959). The motivational factors include recognition, growth, praise, and achievement, whereas the hygiene factors comprise company policy, supervisors' attitudes, leadership styles, work conditions, and incentives (Alshmemri et al., 2017). The significant distinction between the two factors is motivation is about employees' attitude towards the job and hygiene factor environs toward executing the job. Motivation and hygiene factors affect employee retention. In a study, the motivation factors contributing to employee retention were growth, recognition, sense of achievements, and the work itself (Shaikh, Shaikh, & Shaikh, 2019). In the same study, hygiene factors contributing to retention were job security, relationship, work environment, company policies, and monetary rewards.

The tenants of two-factor theory support the notion that the presence of hygiene factors does not increase motivation, and absence could result in job dissatisfaction (Herzberg, 1959). Factors that increase motivation are growth, recognition, nature of work, responsibility, and achievement (Herzberg, 1959). In a recent study, findings revealed that factors that Herzberg claimed to be hygiene factors such as compensation, work conditions, and company policies were motivation factors. In contrast, factors such as recognition, development, and responsibility appeared less motivating to employees (Ozsoy, 2019).

Undisputed consensus exists among scholars regarding the effect of motivation and hygiene factors on employees. Employees found a sense of achievement as a prominent motivator (Band, Shah, Sriram, & Appliances, 2016). In the same study, employees claimed job security and working environment as essential hygiene factors.

The participants preferred hygiene factors such as work conditions and supervisor influence over job security (Ruiz & Davis, 2017). The amalgamation of motivation and hygiene factors, as dual factors, enable managers to shape employees' attitudes and behaviors to improve job satisfaction (Alshmemri et al., 2017). The proclivity of one factor over others depends on the nature of the business. Business leaders in the construction industry need to identify the hygiene and motivational factors suitable to meet their specific business objectives to improve job satisfaction and to reduce turnover intention.

Both motivational and hygiene factors have benefits. In a study involving pharmaceutical companies revealed that motivating factors led to job satisfaction, and hygiene factors had no effect on job satisfaction (Sanjeev & Surya, 2016). A similar study in the banking sector in Pakistan revealed that hygiene factors were more significant than motivation factors in job satisfaction (Fareed & Jan, 2016). The research outcome revealed hygiene factors contributed to job satisfaction, whereas motivation factors were less significant to job satisfaction (Fareed & Jan, 2016). The hygiene factors contributing to job satisfaction were company policy, work environment, salary, and relationship with managers. A study conducted under the umbrella of the two-factor theory revealed that nurses perceived their work meaningful and essential. Still, the nurses were unclear about their role and were uncertain about career growth (Holmberg, Caro, & Sobis, 2018). Some scholars claimed that the factors affecting employee turnover are the same for construction and non-construction-related companies (Bilau et al., 2015). Contrary, the findings mentioned above revealed that motivation factors and

hygiene factors are industry specific, which stem the need for the study geared toward the construction sector.

Uses of Herzberg's two-factor theory. Lack of compensation, breach of a psychological contract, and organizational injustice could negatively affect employee motivation leading to employee turnover. Gratitude and allowances are compensation, which significantly motivates employees (Salisu, Chinyio, & Suresh, 2016). Employees find salary and pension less motivating because employees perceive salary as a fixed income for the exchange of their work and viewed a pension as a future payment (Salisu et al., 2016). A breach of psychological contract could result in emotional exhaustion among workers, which could result in employee turnover in the construction industry (Chih, Kiazad, Capezio, Zhou, & Restubog, 2016). A psychological contract is an unwritten set of expectations between the organization and employees, which includes informal arrangements, mutual beliefs, common ground, and perceptions between the two parties (Protsiuk, 2019). The psychological contract is distinct from a formal employment contract (Chih et al., 2016). Business leaders in the construction industry could benefit from understanding the strategies to address workers' psychological contract expectations.

The perception of organizational injustice could increase construction workers' psychological strain and could increase employee turnover. Organizational injustice is a voluntary action, behaviors, or decisions that are morally incorrect and may violate corporate norms and threaten the well-being of an organization (Shapoval, 2019). A study involving construction workers, organizational injustice resulted from practices, policies,

and procedures of companies (Chih et al., 2017). Business leaders need to ensure fair business policies and procedures to deter employees' perceptions of organizational injustices. The construction industry also constitutes female workers. Business leaders need to explore other contributing factors specific to female employees besides lack of compensation, breach of a psychological contract, and organizational injustice to deter them from leaving the company.

Role of female construction workers. Commitment from female construction workers is essential because of a shortage of male construction workers. A review of existing literature resulted in discovering that the construction industry is male dominated and less glamorous to female job seekers (Tunji-Olayeni et al., 2017). Job perceptions of female workers relating to construction-related work are changing. In a study involving U.S. female constructor workers, the most significant factors for attracting and retaining female workers were a good working relationship, fair treatment from supervisors, job challenges, recognition, work-life balance, advancement opportunity, and job match (Malone & Issa, 2012). Older male construction workers are retiring, and female workers could fill the gap if the industry leaders adapt approaches to attract female workers (Tunji-Olayeni et al., 2017). Policies and procedures geared towards female workers besides male counterparts could result in the successful recruiting of qualified female construction workers and minimize their turnover intentions.

Herzberg's two-factor theory and its criticism. The critique of the two-factor theory is that the model does not highlight the individual difference. All individuals do not react similarly to hygiene and motivational factors (Abha, 2018). The human need

depends on individual variables and demography factors. Satisfaction and dissatisfaction factors may not be the same for all individuals. The Herzberg model does not consider individual variables such as gender, age, and occupations that affect the level of job satisfaction or dissatisfaction (Ansong, 2018). The two-factor theory enables business leaders to focus on job satisfaction and dissatisfaction, not on individual performers. The focus of this study is to improve job satisfaction to reduce employee turnover, and the focus is not on individual performers or their differences (Osemeke & Adegboyega, 2017). Despite the criticism, the Herzberg model suits this study to explore retention strategies in the construction business.

Comparing theory. The suitability of Maslow's (1943) theory in retaining employees stems from criticism of Herzberg's (1959) two-factor theory. Herzberg implied the biological and psychological needs of human beings operate without interaction (Malik & Naeem, 2013). The biological need is physical requirements for human survival which, if not met, a human body cannot function (Şeker, 2019). The psychological need is the mental and emotional requirements of a person (Hurly & Walker 2019). A criticism of Herzberg's theory stems from the fact that because the mind regulates the human body, the biological and psychological needs of a human interact with each other (Locke, 1976). Meeting the biological and psychological needs is essential for retaining employees. Locke supported the claim with an example that eating, which is a biological need, ends hunger, but also provides bodily pleasure, which is a psychological need (Fisher & Royster, 2016).

Maslow (1943) suggested fulfilling biological needs first and then psychological needs afterward in driving human motivation. Business leaders following Maslow's model need to ensure to meet employees' needs at each stage of hierarchical order to motivate them. Maslow posited human motivation results from the fulfillment of needs in hierarchical order. The order of hierarchy included biological, safety, belongingness, self-esteem, and self-actualization (Maslow, 1943). Maslow stated the importance of each need varies from individuals to individuals. Meeting employees' unsatisfied need is essential in retaining employees (Fisher & Royster, 2016).

Motivation is a contributing factor in employee retention. Researchers found that the Maslow hierarchy of need theory is essential in motivating and retaining employees (Allen et al., 2016). The study involving Maslow's theory resulted in discovering the connectivity between human nature and motivation (Singh & Behera, 2016). In the study, motivation depended on human behaviors, and motivation resulted in desired performance (Singh & Behera, 2016). In a similar study, implementation of the tenets of Maslow's theory enabled business leaders to fulfill the needs employees, which resulted in job satisfaction (Najjar & Fares, 2017). Maslow's theory could be an alternative to Herzberg's (1959) theory as conceptual a framework in studying employees' job satisfaction and turnover.

Despite the popularity, some criticism of Maslow's (1943) theory exists. Maslow's theory undermines cultural characteristics (Masri, Arokiasamy, & Arumugam, 2017). Cultural characteristics influence employees' behaviors and motivation. Researchers debated over Maslow's theory and questioned the theory's validity claim in

the field of psychology (Corning, 2000). Maslow's theory does not empirically support the behaviors of all construction workers, and the theory is not a good fit to guide this study as a conceptual framework.

Contrasting theory. Contrasting motivational theory suitable for studying employee retention is Vroom's (1964) expectancy theory. Scholars used Vroom's expectancy theory in the context of employee turnover (Lloyd & Mertens, 2018). Expectancy theory is about individuals making choices, and those choices depend on potential positive gain employees hope to achieve in work (Lloyd & Mertens, 2018). Managerial cognitive bias could affect an employee's choices, which could be a decision to leave the company. Managerial cognitive bias is faulty thinking and irrational, which impedes leaders from making sound decisions that will drive productivity and growth within the organization (Roessler et al., 2019).

The managerial cognitive bias could result in low pay, poor working conditions, and fewer promotional opportunities. The study of building construction workers in Nepal resulted in discovering that cognitive bias appeared in pay, working conditions, and promotional opportunities (Bhatta, Shrestha, & Mishra, 2018). Despite the popularity of the theory, scholars criticized the theory stating Vroom (1964) overlooked cognitive bias, which could influence individual behaviors and choices, leading to job dissatisfaction and high employee turnover (Lloyd & Mertens, 2018). Vroom's expectancy theory is not a good fit to drive this study as a conceptual framework.

Construction Industry

The construction industry affects a nation's economic growth. The industry provides employment opportunities to skilled and semi-skilled unskilled people. More than 10 million people work in the construction industry in the United States (U.S. Bureau of Labor Statistics, 2018). According to the U.S. Bureau of Labor Statistics (2019), the construction industry has higher projected growth in the coming years. Yet, the unemployment among construction workers remains higher than national average unemployment. In early 2018, approximately 160,000 assistant project managers in the construction industry willingly left the U.S. labor workforce (U.S. Bureau of Labor Statistics, 2018). Though average construction managers make more than \$100,000 annually, the turnover rate is high (U.S. Bureau of Labor Statistics, 2018). The retention of construction workers remains a topic of exploration among scholars (Ayodele, Chang-Richards, & González, 2020).

Employee turnover is a rate at which company leaders replace employees who leave the company with new hires. The employee turnover rate increased in every sector in the past few years (Chiat & Panatik, 2019). The cost associated with employee turnover is separation cost, replacement cost, and retraining cost (Bilau et al., 2015). High employee turnover is an issue of concern for constructional leaders as it negatively hinders business profitability (Bilau et al., 2015). The study topic regarding the retention of skilled construction project managers is essential because employee retention could help business leaders to minimize the replacement cost. Retention of experienced

construction professionals could contribute to housing and infrastructure development and maintenance.

Voluntary turnover. Voluntary turnover intention is an employee's desire to leave the job. Reducing turnover rate remained an ongoing challenge to business leaders over the decades (Chiat et al., 2019). The business leader could decrease the voluntary turnover by reducing turnover intention, which is an employee's desire to leave the company (Liao, Widowati, Hu, & Tasman, 2017). Construction managers need to reduce voluntary employee turnover to minimize organizational costs. The three types of organizational costs are hard cost, soft cost, and opportunity cost (White, 2017). Hard costs included fees associated with recruiting, training, and boarding new hires. Soft costs are managers' time spent on interviewing and training new hires (White, 2017). The opportunity cost results from an employee vacancy because of the loss of talented employee to the competitor (White, 2017). All three types of costs result in a competitive disadvantage and could hinder organizational growth (Ackerson & Stiles, 2018; Lut, 2018; Sarkar, 2018). Construction leaders should not undermine organizational costs and growth. Construction leaders need to identify strategies to minimize employee turnover intentions, and one strategy is to conduct exit interviews. Exit interviews could provide insight into the reasons for employee turnover intentions (Aqil & Memon, 2020). Business leaders could obtain honest feedback from employees during exit interviews if assured confidentiality and conduct interviews through a third party or online.

Effect of high employee turnover. Employee turnover could have a detrimental impact on construction company productivity. The cost of replacing an employee could

amount up to 200% of an employee's annual salary (Cloutier et al., 2015). Employees view high turnover as a failure of leadership in providing support to workers, and such perception could demoralize the workforce (Schlechter, Syce, & Bussin, 2016), resulting in involuntary termination. Proper selection and recruitment practices could enable managers to retain employees (Miheso, Manyasi, & Wanjere, 2019). The loss of expertise could result in longer turnaround times in recruiting, training and developing staff (Schlechter et al., 2016). The onboarding process for new hires could take a long time, which could slow down production. Recruits require a significant time to reach their full productivity level, which depends on the learning curve of new hires (Mazzei, Flynn, & Haynie, 2016).

A loss of valuable employees could affect customer service. A business not operating at full production level because of the loss of valuable employees could compromise customer satisfaction (Holtom & Burch, 2016). When the employees familiar with customer's needs leave the company, business leaders are unable to meet customer's demands in a timely fashion (Schlechter et al., 2016). A business leader's failure to meet customer's demands or business productivity could result in a loss in competitive strength (Sharma, 2016). The factors contributing to employee retention is an interest to many researchers as high employee turnover could negatively affect construction business sustainability, supporting the need for this study.

Contributing Factors to Employee Retention

Multiple factors contribute to employee retention. Factors contributing to employee retention are organizational culture, career opportunities, work-life balance,

recognition, and incentives (Srivastav, Gopalan, Agarwal, & Agarwal, 2019). In a study, scholars examined various factors affecting employee retention, which included management recruitment practices, incentives, work-life balance, organizational culture, job autonomy, employee empowerment, communication, performance appraisals, career growth, training, company image, and leadership styles (Kulkarni & Kothelkar, 2019). The study finding revealed that all factors were important, but the managers emphasize factors that were suitable to their business context to retain employees. The business leaders could benefit from knowing how leaders from successful construction companies' partner with the human resources, team members, and other stakeholders and exchange knowledge to formulate strategies to tackle employee turnover issues. The subsequent paragraphs contain a discussion on the factors contributing to employee retention in the construction industry identified through the literature review.

Safety. Many factors contribute to the high turnover rate in the construction sector, and one being safety issues. The fatality rate in the construction industry is higher than most other sectors, making construction managers jobs as one of the dangerous jobs of 2018 (Gao, Chan, Utama, & Zahoor, 2016). The fatalities in construction-related activities account for 30% to 40% of total occupational accidents (Okoye, 2016). Occupational accidents are unexpected or unintentional work-related injuries or illnesses resulting in physical injury or death (Sarkar et al., 2019). In the construction industry, more than 100,000 fatalities occur every year across the globe (Gao et al., 2016). Though business leaders focus on behavior-based safety training, the construction industry continually encounters accidents and injuries every year (Okoye, 2016). Behavior-based

safety training is a hands-on exercise for employees and management to focus on daily safety behavior of themselves and others in the workplace (Gravina et al., 2019). The finding of this study could be valuable in identifying strategies to deter accidents, which could result in a turnover of construction workers.

The construction professionals ought to minimize the occurrence of occupational accidents through strategy development to reduce the cost as well as to reduce employee turnover. Occupational accidents occur when a worker fails to interact appropriately to their operating environment (Ahmad, Iraj, Abbas, & Mahdi, 2016). The construction industry is prone to an accident because of the nature of the task involved (Sherratt, 2016). Construction safety issues are specific to each project and site location. Project managers need to identify the safety strategies in isolation within the context of the task and the operating environment to reduce turnover.

Project professionals need to survey the site and familiarize themselves with the working environment during the project design to minimize occupational accidents. An individual's positive psychological state in terms of safety could reduce cynicism, job-related stress, and turnover intentions (Sherratt, 2016). Project leaders need to be proactive and provide safety precaution training to employees to minimize injuries and fatalities. The project manager's active intervention in shaping employees' behaviors in safety-related issues could reduce the rate of accidents, property damage, and near-miss events (Curcuruto, Mearns, & Mariani, 2016). Safety conscious employees experience fewer occupational injuries to self and educate others and exhibit less desire to quit the job knowing the work is less prone to accidents.

Job satisfaction. Construction projects are complex, and assistant project managers face challenges leading to job dissatisfaction. Job dissatisfaction increases turnover intentions. Happy employee exhibits fewer turnover intentions in the workplace (Chiedu, Long, & Ashar, 2017; Potgieter, Coetzee, & Ferreira, 2018). Voluntary turnover is directly related to job satisfaction (Ramalho Luz, Luiz de Paula, & Barbosa de Oliveira, 2017). Reduction in turnover intentions as a result of job satisfaction could increase work commitment from employees and reduce absenteeism (Rezaei, 2016). A satisfied employee continually looks for innovative ways to improve performance (Wilczyska, Batorski, & Sellens, 2016). The fundamental task of business leaders in the construction business is to understand the factors contributing to job satisfaction to retain employees (Rivera & Kashiwagi, 2016) which is the objective of this study.

Job satisfaction is essential to business leaders because an employee could voluntarily leave the company if unhappy at work. Managers use different approaches to improve job satisfaction, so they retain employees (Mamun & Hasan, 2017). In a study involving two-factor hygiene theory as a framework, the factors affecting job satisfaction were wages, working environment, work-related stress, and job security (Akter, Wali, Kamal, Mukul, & Mahmuda, 2017). Data from the individuals in the information technology field in Brazil revealed the effect of job satisfaction on employee turnover (Ramalho et al., 2017). The objective of the study was to identify the relationship between task, salary, and promotion, and employee turnover. The findings revealed that the participants were primarily dissatisfied with pay, job promotion, and the nature of the task, which significantly elevated the risk of negative turnover (Ramalho Luz et al.,

2017). A negative correlation exists between job satisfaction and employee turnover in the construction industry (Hyvari, 2016). Managers in construction companies could use the findings from this study to increase job satisfaction among assistant project managers to minimize voluntary turnover.

Management practices. A behavioral problem from managers could result in high employee turnover in the construction industry. The behavior of a leader could influence the employee's decision to leave the company (Reina, Rogers, Peterson, Byron, & Hom, 2017). A person-oriented leadership approach could help leaders to retain employees successfully. Person-oriented leaders who focus on employee job satisfaction through training and support are successful in completing the projects on time and within budget to meet organizational goals (Mathieu, Fabi, Lacoursiere, & Raymond, 2016). Management style could vary, and business leaders need to develop a sound management strategy to gain employee loyalty and commitment to the betterment of an organization. Business leaders could use organizational support as a branding technique to retain employees (Arasanmi & Krishna, 2019).

A positive relationship with supervisors plays an essential role in gaining commitment from employees in the workplace. Organizational commitment is a reflection of an employee's perceived organizational support (Arasanmi et al., 2019). A healthy relationship between leaders and followers aid positive affiliation with the organization (Khan & Malik, 2017). Supervisor support and relationship with coworkers increase an organization's effectiveness and efficiency resulting in job satisfaction

(Anggraeni, 2018). Besides, a long-term relationship helps business leaders to retain staff because of the high mobility of employees (Mazurkiewicz, 2017).

Managers should conduct routine performance appraisal to build relationships and trust. The performance appraisal practice is a mechanism to build trust (Mulievi & Wanyama, 2019). Trust enhances the positive relationship in the workplace (Lu, Weng, & Le, 2017). A positive correlation exists between trust, relationship, and retention (Lee & Jeong, 2017). A thorough understanding of approaches to enhance both the trust and the working relationship could help leaders in the construction industry to retain employees.

Communication. Communication is an effective medium to influence employees' behaviors so that employee exhibits low turnover intentions. Effective communication is imperative to balance the needs of an employee with organizational objectives (Gan et al., 2018). In two-way communication, each party expresses their interest and come up with comparable solutions and approaches that benefit both parties. Two ways communication allows parties to talk, listen, learn, and maintain a relationship (Cho & Auger, 2017). Effective communication is a strategy that requires active listening, creativity, clarity of expression, and compromise (Kwiakowski, 2017). Prompt and appropriate communication could help employees to align organizational objectives with their personal goals (Ackerson et al., 2018). Fulfillment of individual purposes and the satisfaction from meeting organizational objectives could result in an employee's desire to stay with the company (Kang & Sung, 2017). Many facets of communication strategy exist in the workplace (Cho & Auger, 2017). Identifying proper communication

content and channels could enable construction leaders to deliver the right message to the right audience at the right time, which could reduce employee turnover intention.

Self-efficacy. Self-efficacy positively correlates to job satisfaction. Employee self-efficacy is essential in the workplace because absence could result in a high voluntary turnover (Blackburn, Bunch, & Haynes, 2017). A significant and robust correlation exists between self-efficacy and job satisfaction (Blackburn et al., 2017). Teachers who were efficacious in their jobs seemed satisfied with their work and maintained a healthy work-life balance (Blackburn et al., 2017). Construction leaders could benefit from strategies to improve self-efficacy at work because a strong correlation exists between self-efficacy, job satisfaction, and employee retention.

Organizational commitments. Organizational commitment is essential to reduce turnover intention. The study of service industry employees resulted in finding Job satisfaction has a strong correlation with employee retention (Kumar, Jauhari, Rastogi, & Sivakumar, 2018). In a similar study, scholars found a direct relationship between organizational commitment and job satisfaction (Booth-Kewley, Dell'Acqua, & Thomsen, 2017). Favorable work characteristics are determinants of organizational commitments as it helps employees to enhance self-confidence and reduce work-related stress (Sabella, El-Far, & Eid, 2016). The magnitude of organizational commitment depends on the degree of corporate citizenship (Wombacher & Felfe, 2017). The right mindset of employees is necessary to obtain organizational commitment (Devece, Palacios-Marques, & Alguacil, 2016). Organizational citizenship is an employee's voluntary commitment within an organization, which displays qualities such as altruism,

courtesy, sportsmanship, conscientiousness, and civic virtue (Nosratabadi et al., 2019).

Considering a direct correlation between organizational citizenship, job satisfaction, and employee retention, business leaders in the construction industry could benefit from strategies to commit employees to the organization.

Motivation. The decision employees make whether to stay with the company and leave stems from the universal psychological aspect of human nature regarding motivation. Motivating factors could result in job satisfaction leading to less turnover (Sanjeev et al., 2016). The two types of motivation are intrinsic and extrinsic motivation (Herzberg, 1959). Intrinsic motivation results in personally rewarding behavior, which results from job characteristics, whereas extrinsic motivation leads to behaviors in which employees seek rewards and incentives (Putra et al., 2017). Besides extrinsic and intrinsic benefits, social rewards could improve employee retention (Alhmoud & Rjoub, 2019). Social rewards are recognition, appreciation, praise, and enforcing a sense of belonging and acceptance in the workplace (Alhmoud & Rjoub, 2019; Twenge, Campbell, Hoffman, & Lance, 2010). Social rewards provide a sense of security, which could result in employee retention. Social rewards are effective than financial incentives (Alhmoud & Rjoub, 2019). Understanding strategies to enforce contributing factors leading to intrinsic and extrinsic motivation and social rewards could help construction company leaders to retain employees.

Multiple studies resulted in discovering a connection between motivation, work performance, and retention. Three distinct studies, which included participants from the gas station, finance sector, and medical technology organization located in Norway,

resulted in discovering intrinsic motivation advantageous to both individuals and the organizations resulting in positive outcomes. In contrast, extrinsic motivation was insignificant for positive outcomes in the long term (Kuvaas, Buch, Weibel, Dysvik, & Nerstad, 2017). In a study, findings revealed intrinsic factors affected employees' work performance (Shaikh, Khoso, & Pathan, 2019). Intrinsic motivation also resulted in employee retention (Yamin, 2020). The intrinsic contributing factors were company policies, growth opportunities, sense of achievements, and work quality (Shaikh et al., 2019). A study involving banking sector employees revealed that both intrinsic and extrinsic motivation is equally important in employee retention (Shah & Asad, 2018). Shah and Asad added when business leaders use money as extrinsic motivation, and intrinsic motivation could drop. Factors contributing to employee retention could be industry-specific.

Multiple factors contribute to employee motivation. In a study involving 130 nurses from Malawi in Africa resulted in discovering that training and job promotion motivate employees (Tembo, Tenambergen, & Mwangi, 2018). Data from supervisors, managers, and clerical people in private firms revealed managers were genuinely setting employees for success through engagement, training, and empowerment to motivate employees to reduce turnover intention (Thiriku & Were, 2016). Student surveys resulted in identifying a need for different motivational strategies to respond to concerns of students as they progress through different stages (Rizkallah & Seitz, 2017). The construction industry is unique, and a business leader's understanding of contributing

factors to both intrinsic and extrinsic motivation could help develop strategies suited to fit the business landscape to retain employees.

Compensation. Leaders use money as an incentive to improve employees' job satisfaction and organizational commitment. Compensation comprises of both salary or company benefits. The pay needs to be comparable to education, experience, and job performance of employees. Rewards need to match with employees' personal needs and based on fairness to obtain employees' dedication and loyalty towards work (Gade, 2020). Rewards and benefits could be both monetary and non-monetary rewards such as bonuses, flexible work schedules, and company profit sharing (Bibi, Pangil, Johari, & Ahmad, 2017). The company's rewards system and employee retention have a significant positive relationship (Yeswa & Ombui, 2019). A well-designed compensation policy may improve job satisfaction leading to an increase in retention (Miheso et al., 2019). The benefits and rewards must be fair and appealing (Green, 2016). Business leaders need to develop competitive compensation strategies, which are fair and equitable (Kamalahmadi & Parast, 2017). Creating a decent wage structure in the workforce is necessary (Murray, Elliot, Simmonds, Madeley, & Taller, 2017). Scholars found a correlation between compensation and job satisfaction (Mabaso & Dlamini, 2018; Sarkar, 2018). Fair wages based on performance could result in job satisfaction, which could be a driving force to reduce turnover intentions.

Employees often compare company benefits with competitors. Uncompetitive benefits could result in employees leaving the company for better benefits (Sitzmann & Weinhardt, 2018). The company's benefits system affects employee retention (Gade,

2020). A direct correlation exists between retention and company benefits (Bennett & Levinthal, 2017). Business leaders may use company benefits as a motivation tool to retain employees. Company benefits as an investment will yield the retention of qualified employees (Vidal-Salazar, Cordon-Pozo, & De la Torre-Ruiz, 2016). Business leaders need to be cautious about how they utilize the compensation structure within their organization.

Performance-based compensation could improve job satisfaction and retention. Performance-based compensation results in the overall success of an organization (Ronen & Zuroff, 2017). Managers need to focus on performance-based compensation as oppose to standardized wage structures to attain skilled talents (Kundu & Gahlawat, 2016). Scholars cautioned stating that performance-based compensation needs to be fair from an employee's perspective to deter employee turnover problems (Dhanpat, Madou, Lugisani, MaboJane, & Phiri, 2018). Some employees look beyond compensation for job satisfaction (Lee & Yang, 2017). Fair pay could keep employee dissatisfaction neutral, but the pay is not the primary driver of job satisfaction (Kotni & Karumuri, 2018). Adding a bonus to pay is another strategy to enhance employees' job satisfaction (Bennett et al., 2017). Benefits such as life insurance, pensions, and retirement plan besides pay and bonus could increase employee job satisfaction (Johennesse & Chou, 2017). Overuse of compensation could increase cost and business leaders in the construction industry need to know the adequate compensation package. A thorough understanding of how successful leaders from construction companies design their

compensation package and disperse the benefits could provide some insights into the border population in retaining employees.

Job embeddedness. Job embeddedness included a board range of variables that influence employees to remain in the job. In a study constituting 290 employees in the U.S., professional and personal activities and events affected an employee's decision to leave (Tews, Stafford, & Michel, 2014). Job embeddedness factors such as work burnout could indirectly interfere with employees' personal and private events (Holston-Oka, 2018). For instance, work burnout could negatively affect an employee's professional activities at work and outside work. Business leaders need to provide psychological resources to mediate employee burnout to reduce employee turnover (Arnoux-Nicolas, Sovet, Lhotellier, Di Fabio, & Bernaud, 2016).

The objective of this study is to identify strategies to retain employees. Construction leaders could benefit from the understanding of the type of psychological resources and the approach in improving employees' perceptions regarding staying in the job. An employee may not leave the company if the cost of leaving is high (Robinson, Kralj, Solnet, Goh, & Callan, 2014). Leaders in the construction companies could benefit from the strategies that help them build a perception of the high cost of leaving the company among employees to minimize turnover.

Training. Employee training is essential to attain organizational success. Training is about capitalizing employees' expertise by improving skills and knowledge to optimize work performance. Organizational success results from an increase in productivity (Lee, 2018). Poor organizational performance could result in high employee turnover (Moon,

2017). Employees prefer to work for a business that provides training and advancement opportunities. A study of employees working in the private sector in Western Europe resulted in discovering a significant relationship between career development and retention (Martin, 2018). Training has a substantial and positive effect on retaining employees (Sarker & Ashrafi, 2018).

Business leaders could benefit from the training in an area where employees are competent so that employees could maximize work performance. Training can be online, webinars, mentoring, and cross-training. Online training is cost-effectiveness (Trout, 2016). During cross-training, employees rotate jobs or conduct job shadowing for a short duration. Ongoing job training enables business leaders to create new knowledge relevant to business requirements (Roshchin & Travkin, 2017). Training also included mentoring, professional, and personal development of employees.

Mentoring and career planning are forms of training. Mentoring could help employees grow successfully in their careers (Chrysoula, Georgios, Miltiadis, Stamatios, & Grigorios, 2018). Career planning is a way of showing organizational support for talent development (Wong, Rasdi, Samah, & Wahat, 2017). Training and career planning could help build confidence and empowerment in employees, tempting them to stay with the organization (Yelamanchili, 2018). Assisting with career planning could result in employee retention (Yeswa et al., 2019). Understating of training approach specific to the construction industry could help business leaders to strengthen their internal training policies or implement new policies so that employees achieve organizational success and reduce turnover intentions.

Stress. Employee retention strategy also included improvement in a project-related task, so that employee experience less job stress. A study finding revealed that job satisfaction positively influenced employee turnover intention followed by work-related stress, and degree of work commitment (Yukongdi & Shrestha, 2020). Projects leaders need to be aware of conflicting work schedules, budget constraints, and limited resources result in high anxiety and job stress among construction professionals (Cattell, Bowen, & Edwards, 2016). The excessive work-related stress and anxiety in construction professionals are detrimental to their psychological state, which could result in high employee turnover (Sunindijo & Kamardeen, 2017). A psychological state is a mental condition in which the abilities of a condition are relatively unchanging even though the condition itself may be active (Lock et al., 2019). Work-related stress could affect work-life balance. Job-related stress stems from work overload, relationships with coworkers, work environment, and work-life imbalance (Dulgeroglu & Basol, 2017).

Work-life balance is an essential issue in the construction industry because employees are working long hours and conflicts could result in a loss in absenteeism, high turnover, and could affect their overall wellbeing. A work-life imbalance could affect employee wellbeing leading to high turnover intention (Leelavati et al., 2017). Wellbeing is about improving an employee's positive mental and physical health (Baciu & Virga, 2018). Scholars noted that some employees opt-out of a pay increase for a flexible work schedule (Adisa, Osabutey, & Gbadamosi, 2016; Gharib, Kahwaji, & Elrasheed, 2017). Leaders that promote work-life balance are successful in recruiting talents (Pink-Harper & Rauhaus, 2017). Business leaders in the construction industry

could benefit from knowing the contributing factors to stress and integrate business policies to reduce employee turnover.

Company culture. The values embedded in the organizational culture could stem from employee commitment. Employee commitment has a significant and positive correlation with company culture (Hamidi, Mohammadibakhsh, Soltanian, & Behzadifar, 2017). Employee commitment could increase when the company culture supports employee empowerment. Involving employees in the decision-making process through employee empowerment allows them to share their ideas and make them valued to warrant engagement (Rana & Malik, 2017; Rao, 2017). Committed employees exhibit fewer turnover intentions (Majeed, Jamshed, & Mustamil, 2018). Leaders in construction companies encounter numerous problems because of complicated operations resulting in high turnover. The accountability of meeting employees' needs rests on leaders, and construction managers could minimize turnover through the implementation of strategies that successful business leaders use in developing employee-centered company culture.

Work engagement. Managerial involvement and support could result in employee job satisfaction in any industry. Data from nurses in Belgium hospitals exhibited the effect of emotional support from supervisors at the group level (Pohl & Galletta, 2017). The perception of supervisory involvement in a group is often shared by employees resulting in a high level of job satisfaction and engagement on an individual level (Pohl et al., 2017). Data from project managers resulted in discovering that management involvement was significant for sustainable project accomplishments (Tabassi, Argyropoulou, Roufechaei, & Argyropoulou, 2016). Supervisorial support at

group level impacted work engagement and job satisfaction at an individual level (Tabassi et al., 2016) Employee engagement through job satisfaction could reduce employee turnover (Naidu, 2016; Yeswa et al., 2019). Leaders from construction companies could benefit from the strategies relating to engaging both employees and managers in work to attain their commitment. Work commitment could reduce absenteeism and turnover intentions (Rezaei, 2016).

Millennials

Most employees in the workplace, including construction companies, are Millennials because of the aging of Baby Boomers., understanding their needs and requirements could help construction leaders to retain Millennials. Though past researchers explored retention strategies, limited information is available in the literature regarding strategies to retain millennials (Hee & Rhung, 2019). Millennials included people born between 1977 and 2004 (Giambatista, Hoover, & Tribble, 2017). The millennials make up 35% of the U.S. labor force, and a high turnover of Millennials could cost a business up to \$20,000 per turnover (Hertzman, Moreo, & Wiener, 2015). Retention of qualified Millennials could result in business profitability and growth. Millennials are confident, familiar with technology and social media platforms, opinionated, highly educated, possess high self-esteem, assertive, and flexible (Frey & Tatum, 2016). Retaining Millennials could be challenging as they maintain high levels of narcissism, easily depressed, require a lower need for social approval, and dislike micromanagement (Giambatista et al., 2017).

Millennials view work differently compared to older generations. Millennials may leave organizations in the absence of motivating factors compared to Generation X or Baby Boomers (Lub, Bal, Blomme, & Schalk, 2016). Work-life balance could be a prominent business strategy to retain Millennials in the workplace. Millennials prefer work-life balance and growth opportunities in the workplace (Ruiz et al., 2017). In the construction industry, Millennials might leave the job if unhappy at work (Chih et al., 2017). Business leaders in the construction industry need to emphasize strategies to address the needs of Millennials; otherwise, they could leave an organization if dissatisfied with the work. Understanding of successful strategies that construction business leaders use to retain millennials could provide some insight to other leaders from the border construction companies' population.

Leadership Style

A practical leadership approach could enable business leaders to develop a strategy to deter the factors that contribute to employee turnover. Strategy developments require innovative capability from the project leaders (Ukko et al., 2016). Knowledge exchange is a useful attribute of a leader during strategy formulation (Lukichev & Romanovich, 2016). Transformational leaders are innovative and effective in strategy formulation. Transformational leadership style boosts employee commitment, improve organizational performances, and retain employee (Yamin, 2020).

Leadership style could influence an employee's decision to stay in the job. Employee retention depends on the business leader's ability to make employees feel that their presence is making a difference at work (Srivastav et al., 2019). Leadership is about

adapting and adjusting one's behavior to manage the workforce (Jerome, 2018). Counterproductive work-related behaviors of employees hinder engagement, and leadership style could shape such behaviors by enforcing organizational citizenship (Xiong & Wen, 2020). Scholars found a positive and significant relationship between leadership style and employee job satisfaction (Al-Sada, Al-Esmael, & Faisal, 2017).

Manager's work behaviors also affect employee engagement. Construction managers influence the behaviors of employees and project outcomes (Tabassi et al., 2016). Some scholars claimed that transformational leaders exhibit an effective leadership style in retaining employees (Shabane, Schultz, & Van Hoek, 2017). Others posited that both transformational and transactional leadership style is effective in reducing turnover intentions (Ali, Jan, Ali, & Tarig, 2014). Leaders from construction companies could benefit from understanding the type of leadership styles effective in minimizing turnover intentions.

Transition

Section 1 included the problem statement, research purpose, a brief description of the data collection method and design. The section contains the study's assumptions, limitations, and delimitations. The section included justification on how the study findings could contribute to positive business practices and positive social change. The literature review consists of an overview of the conceptual framework, which is Herzberg's (1959) hygiene theory. Finally, the literature review subsection contains information relating to the study phenomenon. Section 2 included research methodology, population and sampling, data collection, and analysis approach. I listed the measures to

ensure study validity and reliability. Section 3 included the presentation of findings and state how the results will apply to professional practices and contribute to social change. Section 3 concludes with recommendations for future research to address the study limitations.

Section 2: The Project

The focus of this qualitative multiple case study was to identify the strategies that senior project managers in the construction industry use to retain skilled assistant project managers. Section 2 is about study methodology and techniques. This section includes information relating to my role in the study, criteria on deciding the and sample size, and participants selection. Additional topics of discussion are the research method and design approach, data collection and analysis techniques, ethical consideration, and validity and reliability measures.

Purpose Statement

The purpose of this qualitative multiple case study was to explore effective strategies to retain skilled assistant project managers. The target population consisted of six business leaders from six construction companies located in New York. The implication for positive social change is that an increase in financial security and steady employment may enable employees to contribute their time and finances to corporate social responsibilities, which included participating in community service projects that benefit communities' citizens.

Role of the Researcher

A researcher plays an essential role in the successful completion of doctoral studies. The researcher's role is to identify participants, collect data, analyze data, and present the findings (Collins, & Cooper, 2014). Additional responsibilities included identifying and recruiting participants, collecting data, recording interviews, and requesting documents from the participants relevant to the study phenomenon. The

selection consisted of six participants who fit the study criteria. The data collection process included interviewing the selected participants in a private and neutral setting, using semistructured interview questions. The recorded data require data organization for coding purposes. Coding aids a researcher in labeling, compiling, and analyzing the data (Maher, Hadfield, Hutchings, & de Eyton, 2018).

The participant selection followed an ethical process that included qualifying participants and following ethical Belmont Report protocol. Researchers use the guidelines in the Belmont Report to protect human subjects (Friesen, Kearns, Redman, & Caplan, 2017). The guidelines included treating participants as independent and anonymous, respecting their opinions, and administering the research in a reasonable, fair, and structured manner. The informed consent form (see Appendix A) provided the participants with the information needed to determine if they would like to participate in the study. The consent form disclosed potential foreseeable risks and benefits of the study to the participants.

A researcher's point of view and prior experiences may inject potential bias during data collection. A bracketing technique minimized personal bias. Bracketing is becoming aware of any preconceived notions on the study topic, which may affect study credibility (Chan, Fung & Chen, 2013). The interview protocol helps a researcher to follow a set of procedures to maintain consistency and to minimize bias during interviews (Fusch, & Ness, 2015). The interview protocol (see Appendix B) included an opening statement, discussing materials in the consent form, asking semistructured interview

questions and follow up questions, and a closing statement. The interview protocol was same for all research participants.

Participants

Potential study participants must meet specific criteria established within the purpose of my study. Participants' experiences must be representative of real-world problems and solutions (Yin, 2017). Participants' responses to the interview questions could enable a researcher to understand the study phenomenon (Tran, Porcher, Tran, & Ravaud, 2017).

A purposeful sampling includes identifying participants knowledgeable in the study phenomenon (Kazadi, Lievens, & Mahr, 2016). Purposeful sampling in qualitative research enables a researcher to identify participants with selection criteria to maximize study validity (Palinkas et al., 2015). I selected six business leaders using purposeful sampling from mid-sized commercial construction firms located in Manhattan, New York. The purposeful sampling criteria included participants who have more than 10 years of experience in the commercial construction industry as a senior project manager and have led or managed skilled commercial assistant project managers for no less than 5 years. Participants were familiar with strategies to mitigate the turnover of skilled assistant project managers in the commercial construction industry.

Building respondent-interviewer rapport is essential for increasing the respondent's cooperation during the interview process (Maddox, 2018). The preinterview included a discussion of a consent form to establish trust. Lack of respondent-interviewer rapport could create a barrier between the parties. Watching the participant's body

language, asking relevant questions, and acting professionally was a part of the interview protocol in the study.

The Blue Book Building & Construction directory helped the researcher to gain access to study participants. The publicly available directory for senior project managers included 309 commercial general contracting companies' names, goods or services sold, contact names, addresses, telephone numbers, websites, and email addresses of the businesses in the commercial construction industry. The participant contact process included sending emails to the owners and managers, introducing the study purpose, and participating criteria. Also, the use of publicly available telephone numbers of prospective participants ensured that the participants receive the invitations (see Appendix C) and helped to answer their questions.

Research Method and Design

A researcher selects a research method based on study purpose. The research methods available to a researcher are quantitative, qualitative, and a combination of both known as a mixed method (Ma, 2015). Under each research methodologies, a researcher must choose the design options suitable to the nature of the inquiry.

Research Method

A qualitative researcher explores the phenomenon from the participants' point of view (Barnham, 2015). In a qualitative method, a researcher uses the open-ended question in semistructured interview settings to extract rich data from the participants (Marshall et al., 2016). In contrast, a quantitative researcher uses numerical data to test the hypothesis by comparing a relationship between variables (Park & Park, 2016). In a

mixed-method, a researcher uses both qualitative and quantitative approach because a single method is not enough for an in-depth understanding of the study topic (Johnson, 2015). A decision to use a mixed-method must align with the research purpose and overreaching the central research question (Cairney & St. Denny, 2015).

The objective of this study was to seek effective strategies business leaders use to retain skilled assistant project managers. A quantitative approach did not apply because testing the hypothesis was not part of the study process. The mixed-method did not align with the study purpose because no quantitative aspect of the research methodology needed to understand the phenomenon. The qualitative method applied to the study because asking open-ended interview questions in semistructured interview settings provided insights on participants' perspectives on retention strategies.

Research Design

Multiple designs option exists under a qualitative methodology. Possible design options are ethnography, narrative, phenomenological, and case study (Marshall et al., 2016). A qualitative researcher uses ethnography design if the focus of the research is to explore the individual's culture. In a narrative design, a researcher collects data on participants' experiences in a storytelling format (Mathias & Smith, 2016). Both ethnography and narrative design did not apply to this study because of study did not included exploring individuals' culture nor telling chronological stories of a participant's experience.

In phenomenological design, a researcher explores the participants' lived experiences to understand the meaning they assign to the specific phenomenon (Tight,

2016). The purpose of this study was not to explore the meaning the participants assign to real-life experiences, and therefore, a phenomenological design was not appropriate. In comparison to other designs, a case study design provides flexibility to extract rich data in a specific setting from multiple sources (Yilmaz, Karakus, & Cagiltay, 2016). The case study design was appropriate to find the answer to the central research question in an interview setting by asking open-ended questions and further reviewing company documents provided by the participants.

A researcher's goal is to reach data saturation point. During the interview, a researcher reaches the data saturation point when the participants' responses become repetitive, and new themes emerge (Fusch et al., 2015). According to Fusch and Ness (2015), a qualitative researcher can reach the data saturation point in a case study with a small sample size considering study participants are knowledgeable and experienced on the research phenomenon. In the study, I set the participant's selection criteria to ensure participants were knowledgeable about the research phenomenon and provide information to reach data saturation.

Population and Sampling

The population is a collection of individuals from where a researcher may draw a research sample to perform a study (Marandel et al., 2018). The target population for this study consisted of senior project managers from construction companies located in New York. The sampling techniques available to a researcher are convenience sampling, snowball sampling, and purposeful sampling. Convenience sampling is a nonprobability sampling technique in which a study sample is easily accessible to a researcher within

geographical proximity (Mukhtar, 2015). The convenience sampling is cost effective (Etikan, Musa, & Alkassim, 2016). In a snowballing sampling approach, a researcher relies on acquaintances for participant referral (Waters, 2016). The snowballing sampling approach is appropriate when participants are easily accessible (Etikan et al., 2016).

The convenience sampling and snowballing sampling were not a good fit for this study because these techniques might not lead to qualified participants. In the purposeful sampling technique, a researcher set criteria for participants' eligibility to participate in the research (Palinkas et al., 2015). Ishak and Bkar (2014) suggested using purposeful sampling for a qualitative case study. In this case study, I set eligibility criteria for participants to extract rich data for in-depth analysis. The eligibility criteria included participants who have more than 10 years of experience in the commercial construction industry as a senior project manager and have led or managed skilled commercial assistant project managers for no less than 5 years. The participants were familiar with strategies to mitigate the turnover of skilled assistant project managers in the commercial construction industry.

Ethical Research

Upon IRB approval, a researcher needs to present a consent form to a participant before collecting data (U.S. Department of Health and Human Services, 2014). An email was the primary medium to deliver the consent form (see Appendix A). The consent form contained information about the purpose of the study, the nature of voluntary participation, the potential benefits of the study, and the potential risks of the study. The

consent form contained information about participant withdrawal right from the study without penalty at any given time.

Researchers must take caution that such incentives do not compromise the quality and reliability of the data (Bouter, 2015). I did not offer incentives besides a two-page summary of study findings to participants for participating in the study. The steps to ensure the ethical protection of participants included following the rules outlined in the IRB application during data collection. My IRB approval number is 04-01-20-0612355. Obtaining a certificate issued by the National Institutes of Health Office of Extramural Research (NIH) validated my competency to maintain an ethical standard during the research (see Appendix D).

The use of pseudonyms and storing electronic data in a secure, electronic password-protected folder and hard copies of information in a locked safe would help to ensure the participants' confidentiality. Yin (2017) recommended destroying data after 5 years of study completion. I will shred the paper documents and erase electronic data 5 years after the study completion date.

Data Collection Instruments

A researcher acts as the primary data gathering instrument in qualitative research. (Hyers, 2018). As the primary instrument, a researcher in a case study conduct research to collect a variety of data through open-ended interview questions, real-life observations, and document analysis (Houghton, Casey, & Smyth, 2017). As the primary data collection instrument, I conducted semistructured interviews with purposefully selected construction project managers from three commercial construction companies located in

New York. The interview consisted of eight open-ended questions centered on the research inquiry within the umbrella of my conceptual framework. The interview questions aligned with the purpose of the study, which was to explore the strategies senior commercial project managers in the construction industry use to retain skilled assistant project managers.

The interview protocol provided procedural steps during the interviews (see Appendix B). Interview protocol enables a researcher to maintain uniformity and consistency during the interview process (Marshall et al., 2016). The interview protocol included opening scripts, going over the consent form, tape recording consent, asking interview questions and follow up questions, and closing scripts. The interview protocol was same for all participants.

The use of a digital recorder, transcribing all recorded data, rechecking the recorded data against the transcribed data, and conducting member checking with all of the participants reduced the threats to reliability. Additional sources of data can provide insight into the strategic intent of the organization (Russell & Lamme, 2016). Methodological triangulation is collecting data from multiple sources to study a single phenomenon (Fischer & Van de Bovenkamp, 2019). The interview responses and company documents such as graphs, charts, and figures from participants helped with the methodological triangulation. Methodological triangulation resulted in identifying the effective strategies that some senior commercial project managers in the construction industry use to retain skilled assistant project managers through detailed descriptions of the phenomenon. A researcher performs member checking to validate the interpretations

of the data analysis (Varpio, Ajjawi, Monrouxe, O'Brien, & Rees, 2016). After data analysis, participants verified the accuracy of data interpretations and added new information relating to the study phenomenon.

Data Collection Technique

The data collection process began by identifying the construction professional through publicly available construction blue book. Using purposeful sampling techniques and a review of the participant's profile in LinkedIn resulted in identifying participants that met study criteria. In the purposeful sampling technique, a researcher set criteria for participant eligibility to participate in the research (Palinkas et al., 2015). The eligible participants received an invitation (see Appendix C) with a consent form attached via LinkedIn email. The objective of attaching the consent form was to provide research guidelines, and the participants' rights in the study. I sent out research invitations to 17 potential participants, of which six showed interest. I selected the first five participants that responded, and the one not chosen for the research received an email stating I have met the participant requirement. Preinterview and the actual interview took place at the participants' offices. The participants were senior-level managers who did not require permission to use their office for the interviews.

Pre interviews activities included reviewing the consent form, signing of the consent form, interview guidelines, request for company documents. and member checking guidelines. Company documents included policy brochures, figures, charts, and graphs relating to the study topic. During the preinterview, I scheduled the date and time for the actual interview. Researchers must take caution that incentives do not compromise

the quality and reliability of the data (Bouter, 2015). The consent form had a provision that states no monetary incentives for participating, but participants received two to three pages summary of study findings. Philips Voice Tracer Recorder (DVT2710) captured audio data during the interviews. The voice recorder has built-in Dragon Voice Recognition software, which allowed me to transcribe audio data to the text.

Researchers use semistructured interviews with predefined questions in the interview process to collect data from participants (Kallio, Pietilä, Johnson, & Kangasniemi, 2016). According to Yin (2017), a semistructured interview is suitable to comprehend the participants' experiences better and adjust the research questions where necessary to ensure participants provide rich data. The data collection process included semistructured, open-ended questions, and follow-up questions. The company documents supported participants' responses and provided additional information about the study phenomenon, which resulted in methodological triangulation. The company document presented by participants included diversity brochure, bidding and tendering brochure, sales charts, performance management process template, corrective action process checklist, profit and loss figures, and companies' safety scheme related information. According to Rosenthal (2016), researchers record interviews to ensure the full and accurate capture of participants' responses. I protected the participants' identities by removing information from the recordings that revealed their identities. Participants responded to eight open-ended questions. The interview protocol listed in Appendix B contained the interview procedure, including the recording participants' responses, posing follow up questions, and wrapping up the interview.

Member checking is about participants reviewing the researcher's data interpretation to enhance study trustworthiness (Marshall & Rossman, 2016). Member checking helps minimize bias and ensure the accuracy of the findings (Birt, Scott, Cavers, Campbell, & Walter, 2016). In a member checking process after data analysis, I met with participants in their office to review the themes to ensure the accuracy of data interpretations. The participants agreed upon my data interpretation and provided no additional information.

Data Organization Technique

The researcher's responsibility is to organize data during the collection and analysis process. The data organization process begun by organizing the references in the literature in an Excel Spreadsheet under *Literature Review Matrix* naming convention. The use of Microsoft Word helped to list feedback on student's work under the *Change Matrix* naming convention. The desktop folders contained interview transcripts and tape-recording data under *Interview Transcripts and Recorded Data* naming convention for easy access and recognition.

Researchers use the NVivo 11 software to organize the codes and patterns in a qualitative study (Zamawe, 2015). I used the NVivo software to organize data for analyzing and organizing data. To maintain privacy, participants' names and their corresponding company names contained pseudonyms. I labeled interview transcript as *PIAI*, where *PI* stands for participants identity and *AI* is corresponding company.

The research process was overwhelming. I used a reflective journal that helped to keep track of the process and the procedures completed during multiple phases of the research. Each entry in the reflection journal has a time stamp.

Keeping a reflective journal in a qualitative case study helps a researcher to capture research activities (Applebaum, 2014). The IRB requires a researcher to organize data for a future audit (Wiles & Boddy, 2013). I kept a journal throughout the research. The journal consisted of my opinions, experiences, challenges, and thoughts to illustrate transparency to the research process and help find relevant information during the audit in this study. Additional data organization technique included organizing all electronic data in the desktop computer under the correct folder name and safeguarding the paper-based data in a locked cabinet for 5 years after the study completion and destroying both paper data and electronic data after 5 years.

Data Analysis Technique

The credible study findings depend upon the data analysis approach (Marshall & Rossman, 2016). A multiple case study involving methodological triangulation could result in a volume of data, which requires a researcher to utilize the appropriate data analysis approach (Yin, 2017). The five-step data analysis recommended by Yin (2017) was the basis for data analysis. The steps included compiling of primary and secondary data, disassembling data to a smaller chunk of information for clarity, reassembling data into similar groups, interpreting the grouped data to develop themes, and concluding the findings.

The data compiling process included collecting data from multiple sources, which are interview and company documents (Newman, Chang, Walters, & Wills, 2018). The interview data consisted of voice recordings, which I converted to MS Word text using Dragon Voice Recognition software. The transcript of voice recording dictation required editing in MS Word to insert punctuations and other characters. The company document presented by participants included diversity brochure, bidding and tendering brochure, sales charts, performance management process template, corrective action process checklist, profit and loss figures, and companies' safety scheme related information. Some of the company documents supported participants' responses and provided additional information related to the study phenomenon, which assisted in methodological triangulation.

The data disassembling process involved breaking down the collected data to code into smaller pieces by importing the interview data and company document transcripts to NVivo11. I used the NVivo 11 software for analyzing qualitative data as recommended by Zamawe (2015). The coding process using NVivo included the researcher looking for distinct categories and concepts in the data. In this step, the goal was to reassemble data, which was the grouping of codes to develop patterns. The thematic analysis includes grouping patterns into themes for data interpretation (Vaismoradi, Jones, Turunen, & Snelgrove, 2016).

The correct interpretation of themes is necessary to draw study conclusions (Morgan, 2018). During data analysis, the Hertzberg et al. model provided a lens to identify intrinsic motivations and hygiene factors in participants' responses to enhance

job satisfaction, essential for employee retention. I revisited the literature and searched for recent journal articles during data analysis to ensure the study findings are current to employee retention. Finally, considering the findings from recent publications, I concluded data interpretation and wrote study findings.

Reliability and Validity

A researcher maintains study reliability and validity. The reliability aspect of the study is about collecting dependable data (Leedy & Ormrod, 2015). Dependable data should result in similar study findings if repeated under comparable conditions (Cope, 2014). The study validity refers to study credibility, confirmability, and transferability to different groups or settings (Houghton, Casey, Shaw, & Murphy, 2013).

Reliability. Study reliability depends on the quality of data, and a researcher needs to be mindful in choosing the right sample size and focus on data saturation (Marshall & Rossman, 2016). In this study, a six-member sample size and following the interview protocol resulted in data saturation. According to Lam and Shankar (2014), interview protocol improves study reliability. Following the interview protocol will assist a researcher in ensuring consistency in data collection and enable a researcher to follow a similar procedure if there is a need to repeat the study (Houghton et al., 2013). A researcher can ensure study reliability through documentation (Gross et al., 2015). Subsequently, I kept a journal throughout the research. The journal consisted of my opinions, experiences, challenges, and thoughts to illustrate transparency to the research process and assisted in mitigating personal biases during data analysis and interpretation.

Validity. The first step in ensuring the study's validity is by selecting appropriate participants (Barry, Chaney, Piazza-Gardner, & Chavarria, 2014). The research included using a purposeful sampling technique to select the participants that meet the study criteria. Ensuring study validity refers to making findings are credible, free of the researcher's bias, and transformable to the population outside of this study (Marshall et al., 2016).

Credibility. Methodological triangulation and member checking help a researcher to ensure credibility (Noble & Smith, 2015). I collected data through interviews and documents such as figures, charts, and graphs, which require interpretation from the researcher. Methodological triangulation is collecting rich data from multiple sources for in-depth analysis (Houghton et al., 2013). Member checking, which takes place after data analysis enables a researcher to review study findings with participants to ensure the accuracy of data interpretation (Marshall et al., 2016). In this study, the participants validated their responses and added new information relevant to this study during member checking to ensure credibility.

Confirmability. Confirmability relates the study findings free from the researcher's bias (Garside, 2014). A researcher's bias could influence participants' responses and could interject personal viewpoints during data analysis, thereby threatening study validity (Cope, 2014). Bracketing is about being aware of the preconceived notion about the topic and phenomenon and not letting personal viewpoints contaminate data during the collection and analysis phase (Chanet al., 2013). Keeping a journal of research activities throughout the study could leave an audit trail to ensure

conformability (Hallberg, 2013). I maintained the study conformability through bracketing techniques and reflexive journaling.

Transferability. Transferability refers to what extent a researcher could generalize the study findings to different groups or settings (Elo et al., 2014). The avenue to ensure transferability included selecting knowledgeable and experienced participants (Leedy et al., 2015) and carefully designing interview questions and avoid asking probing questions overly specific to point, where generalizing to other groups is not feasible (Hallberg, 2013). In this study, I ensured transferability by choosing knowledgeable and experienced participants that meet specific criteria through purposeful sampling and articulated interview questions to extract rich data to present finding that apply to other businesses outside of the study.

Data Saturation. Data saturation occurs when no new information emerges during the data collection phase (O'Reilly & Parker, 2013). The methods to reach data saturation included choosing the right sample size and qualified participants (Houghton et al., 2013). Purves, Niblock, and Sloan (2015) reached data saturation with four sample sizes. In this study, I reached data saturation through purposeful sampling and limiting a sample size to six participants who are experienced and knowledgeable in the study phenomenon.

Transition and Summary

Section 2 included information on research methodology and design. I provided an overview of the role of a researcher, consideration relating to sample size, participant eligibility criteria, and ethical standards. Further discussion topics included techniques to

collect data, organization data, and to interpret data. Section 2 contained information about the process to ensure reliability and validity.

Section 3 included detail explaining of study findings, the application of findings to business practices and finding an impact in bringing social change. Section 3 also included recommendations for actions and suggestions for further research on employee retention. The section concludes with a summary of the study findings.

Section 3: Application to Professional Practice and Implications for Change

Introduction

The objective of this qualitative multiple case study was to explore effective strategies to retain skilled assistant project managers. Six participants responded to semistructured interview questions. Besides interviews, I collected data from the company documents provided by the participants. Yin's five-step data analysis process resulted in three major themes, which were (a) intrinsic motivation, (b) performance enhancement, and (c) occupational safety. The identified themes included strategies to reduce turnover through job satisfaction, which is the proposition proposed by Herzberg (1959), in the two-factor theory. The strategies discussed under the first theme were the nature of the work, pay and benefits, job autonomy and embeddedness, gender bias implications, and claim management. The second themes included appraisal, job performance, work boredom, workload, project constraints, and use of collaborative technologies. Under the third theme, the strategies discussed included safety-related behaviors, safety training, and safety schemes.

Presentation of Findings

The overarching research question was: What effective strategies do business leaders in the construction industry use to retain skilled assistant project managers? NVivo 11 qualitative software assisted in identifying the themes. During data analysis, I assigned codes to participants' responses. Grouping of codes into categories resulted in three major themes.

Theme 1: Intrinsic Motivation

All participants stated a lack of intrinsic motivation elevates job dissatisfaction, which could result in high employee turnover. P1 stated that multiple intrinsic motivational factors affect employees' job satisfaction. A leader's job is to identify out of many which motivational factors are more significant and focus on enforcing those motivational factors.

P2 said that the external factors relate to outside environments such as competitors, economy, and job markets. P2 said, "People with higher education and experience exhibit temptation to leave when external environments are favorable." Therefore, leaders internally enhance their competitive strength by focusing on factors affecting employees' job satisfaction. Reducing turnover rate remained an ongoing challenge to business leaders through the decades (Chiat et al., 2019). P4 noted that leaders face challenges in developing and implementing job satisfaction strategies to reduce turnover because of what works in other stable sectors may not apply in the construction industry because of dynamism and complexity of the industry itself.

According to P3, workers often move from one project to another, undertake multiple projects resulting in longer working days, and travel to site areas that affect their work-life balance. P3 presented a copy of the project outlines that included the project process from initiation to closure. The blueprint illustrated the complexity of the process, site, travel, and logistics involved. Upon review, a project rigor required considerable commitment and motivation from the parties involved. P3 said, "We provide considerable commitment to keep employees motivated, so our HR professional is constantly ensuring

that our employees have the safe working conditions, good benefits, and can manage work-life balance.” P3 company human resource personnel have identified several motivational factors according to their effectiveness. The intrinsic factors that participants discussed in job satisfaction are job embeddedness and work environment. The extrinsic factor participants discussed were company policies and procedures relating to gender equality, managing stakeholders’ claims, and supervision style.

P2 said the job embeddedness has a significant effect on employees’ job satisfaction. According to P2, job embeddedness is an employee’s perception of job compatibility. P4 said, “Job embeddedness is about connecting with organizational stakeholders.” P1 noted job embeddedness is the sacrifice employee is willing to make based on the perceived convenience of staying in the job. All participants noted a direct correlation between job embeddedness and job satisfaction and a reduction in employee turnover. P3 noted the effectiveness of job embeddedness begins with the hiring process. P3 company leaders are careful in our hiring practices. According to P3, “Often hiring overqualified employees could result in losing these employees to competitors.” P3 added that qualified employees take their expertise as a competitive advantage over employees with lesser credentials and if opportunities present, eligible employees leave the business for perceived better opportunities.

The participants noted that during hiring the leaders should look into skill variety of potential hire because the construction business job constitutes a variety of activities in doing the job. P2’s company leaders ensure that the new hire is capable of completing the task without conflicting demands. Moreover, participants stated that their corresponding

companies provide job autonomy in carrying out job responsibilities. P2 contested that the leaders do not assign employees to unwanted locations and always provide justification for tasks assigned. P5 said, “In most construction businesses, employees do not have the right to choose the project. However, in our company, qualified project managers can choose among projects.”

Participants noted monotonous work environment results in an increase in turnover intentions. Participants stated that unlike large business; their organization does not have the union to watch out for their employees and therefore, responsibilities to improve the working environment is human recourse (HR) responsibility. The HR responsibility is to organize companywide activities during the festive time to reduce mundane work environment. The participants stated that such activities brought cohesiveness, bonding, and team spirit, which resulted in a decline in turnover intentions. P5 presented the company activities agenda calendar for the year. The agenda included the social committee group, contact information, meeting schedule, and list of activities for each month. P5 said, “Employees preferred extra facilities such as gym, internet lounges, and designated smoking areas.” In 2015, P5 company leaders built a facility that allows employees to relax in between works.

Participants stated task load could affect employee turnover. For example, according to P1, “We lost a few assistant construction managers in the past because they were frustrated with the high workload.” P1 added that the extra workload as a result of turnover affected assistant managers’ workload. P1 said, “We found it difficult to motivate employees when their colleagues are leaving the company.” Participants noted

that pay dissatisfaction and workplace gossip could increase turnover intention. P5 said, “When employees conduct similar tasks and have the same responsibilities, the company pay grade will be similar regardless of experience.” P5 added that despite the company policy not to discuss pay with coworkers, the locker room talk could result in employees revealing their salaries, which could create management problems. P5 said this sort of gossips about pay discrepancies could spread among other employees resulting in people doubting the fairness in pay and ultimately quitting the job. P1 said, “Coworkers’ negative perception of work, supervisors’ attitude, and the company’s operating climate could affect employees’ work motivation, which could reduce job engagement.” Such employees routinely explore competitors for job opportunities.

Construction businesses require long working hours, so all participants said they are careful that work does not result in a high level of stress in employees. Job-related stress stems from work overload and work environment (Dulgeroglu et al., 2017). All participants stated the nature of the work itself contributes to employees’ stress and their decision to stay or quit their jobs. P1 said, “Job design is essential to ensure a clear goal without conflicting ideologies among project managers, contractors, and consultants to reduce stress.” P2 noted the assigned job role requires a diversity of expertise to avoid boredom. P2 added that employees could use their judgment in carrying out the task. P3 noted that equipping employees with task-specific training to provide them with skills to carry out their duties without stress. P6 stated that the leaders group staff into junior or senior staff based on their level of expertise and experience. P6 added that generally speaking, junior staff has less than 5 years of experience in the construction-related

business. P6 said that the supervisor assign tasks such as site inspection, administrative type of work, and warehouse management to junior staff. P6 noted that junior staff conducts different work simultaneously that do not require much information. According to P6, “All our project managers are senior staff, and we do not micromanage them, and they have an authority to propose and come up with alternatives to speed up the project.”

P1, P3, P4 said that they had changed their business mindsets when it comes to gender bias in the construction arena. For instance, gender bias in the workplace could be an extrinsic factor that could result in employee dissatisfaction, especially among female employees. According to P3, “Historically, and still today, the nature of work involved in the construction arena has labeled the construction job as *men’s work*.” P3 noted such mentality could result in hiring bias, and such practices could discourage the entry of women and could result in female employees departing from work prematurely. P1 said, “Female worker leaves the construction business because leader’s mindset of *macho work* deters them from understanding the fact that construction business demands long working hours and female employees, actually, all employees, require work-life balance.” P1 presented the company diversity brochure that illustrated demographic and gender make up for the company. The document revealed the company culture embrace diversity.

P2 said that some of the company assistant project managers work as contractors. In the past, the P2 company lost a few experienced project managers because the company leaders did not manage the contract-related claims. The proposition proposed in

Herzberg's (1959) model highlights company policy, such as meeting contractual obligations as extrinsic factors that contribute to job satisfaction. P2 said,

In 2019, a project manager believed that the company failed to meet contractual obligations. The project manager filed the claim and our delay in responding to the claim result that manager leaving the company. We not only have to pay to that individual; we also lost the talent to the competitors.

Therefore, P2 noted the company had developed a methodology to handle future claims. When asked to expand upon the method, P2 said, "The methodology included timely identification of a claim, claim acknowledgment, examine the claim from a legal standpoint, claim negotiation, and timely processing of the claim for payment, if any."

Connecting theme 1 to the literature. Theme 1 is about intrinsic motivation, which results from job satisfaction. Happy employee exhibits fewer turnover intentions in the workplace (Chiedu et al., 2017; Potgieter et al., 2018). Participants noted a direct correlation between job embeddedness, job satisfaction, and employee retention. The factors affecting intrinsic motivations are job embeddedness, workplace gossips, stress, work environment, and contractual obligation. In a study constituting 290 employees in the United States, professional activities and events affected employees' job embeddedness triggering their intention to leave (Tews et al., 2014). Participants posited that negative workplace gossips could demoralize employees triggering their intention to leave. Workplace gossips could lower the psychological well-being of employees resulting in job dissatisfaction because employees have emotional ties with their coworkers (Tan, Yam, Zhang, & Brown, 2020).

According to participants, job-related stress could elevate turnover intention. The excessive work-related stress and anxiety in construction professionals are detrimental to their psychological state, resulting in high employee turnover (Sunindijo et al., 2017). Project leaders need to be aware of job design, job assignments, and job autonomy to reduce anxiety and job stress among construction professionals (Cattell et al., 2016).

All participants stated that the construction industry is prone to macho type environmental. Male-dominated culture could result in considerable challenges to female workers because leaders in such cultures often fail to create an accommodating working atmosphere (Dainty, Bagilhole, & Neale, 2000). Byrne, Clarke, and Van Der Meer (2005) stated that in the construction industry, leader's inability to accommodate family needs created entry barriers and open passage for exiting for female workers. According to participants, the construction industry leader's failure to accurately fulfill contractual obligations and timely fashion results in employees leaving the company. Wang, Wu, Wang, and Shou (2017) said that the construction industry faces a problem regarding fulfilling contractual obligations relating to payments.

Connecting theme 1 to the Herzberg model. According to Herzberg (1959) model, intrinsic motivational factors result in job satisfaction leading to improvement in employee retention. Theme 1 included discussion on the effect of job embeddedness in job satisfaction and employee retention. The tenets of Herzberg model support the notion of job embeddedness and job autonomy to improve job satisfaction (Afolabi, Ibem, Aduwo, Tunji-Olayeni, & Oluwunmi., 2019). Participants noted workplace stress and job dissatisfaction result from the work environment. In a study involving two-factor hygiene

theory as a framework, one of the factors affecting job satisfaction was the working environment (Akter et al.2017).

Participants posited pay dissatisfaction as a result of failure to meet contractual obligations could result in employee turnover. Two-factor hygiene theory as a framework, the authors found that the pay dissatisfaction elevated the risk of negative turnover among employees in Brazil (Ramalho Luz et al., 2017). All participants said they had changed their business policy regarding gender bias in the construction arena to retain female employees. Herzberg's (1959) model labeled company policy as a motivational factor. Company policy supporting gender equality as means fair pay, equal hire, and supportive work culture could encourage female employees to apply and remain in the job.

Theme 2: Performance Enhancement

Participants stated a direct correlation between performance enhancement, job satisfaction, and employee retention. According to P2, poor job performance by employee decrease productivity, which results in corrective action and performance management. If the corrective action and performance management is not to employees' liking, the turnover intention could alleviate. P3 said, "Poor performance results in the poor appraisal, meaning less pay raise or bonus to employees."

All participants emphasized the performance enhancement of the firm to avoid turnover. According to P1, the firm's performance has a direct tie with individual employees' performance because successful firms have adequate processes and procedures intact, which could help employees to complete their tasks without stress and

with ease. P3 said, “The firm’s performance on job analysis, job description, job design, and job specification have a direct impact on an employee’s work performance.”

P4 said, “Factors that affect individual job performance are accepting responsibility for own behaviors, skills planning, rules, obedience, willingness to accomplish tasks, accountability of work, quality of work, completion of work on schedule, technical competency, and adaptability.” P4 added that the company leaders evaluate organizational performance by measuring how well they manage factors that contribute to employees’ work performance. According to P4, employees’ adherence to these factors is an indicator of employees’ willingness to stay in their jobs. P5 posited, “Personal gratification as a result of improved performance decrease in turnover intention among employees.”

When asked to expand upon how the company leaders enhance job performance, P5 said, “The leader ensures job description is clear, good person-job fit, routine employee performance evaluation, and evaluation of supervisor performance.” P6 contended that to enhance employees’ performance, the leaders and employees take proper training and seek certification. Most of the project managers from P6 company hold the U.S Green Building Council’s Leadership in Energy and Environmental Design (LEED) training. Participants noted that task-specific training enables employees to experience a sense of achievement.

P1 said, “We had high turnover in the past because our highly educated and talented workforce lacked discipline, which resulted in occasional insubordinate.” P1 noted highly educated employees lacked discipline because they often consider

themselves overqualified for the job. P2 stated Lack of discipline could result in less work engagement resulting in job boredom and quitting the job. P2 added, “Talent utilization is the backbone to our business. If we cannot allocate the right talent to the project, we encounter multiple issues from cost increase to delay in project completion date.” P2 said that each organization has distinctive characteristics. When bringing people in, leaders look at employees’ credentials, and personality to determine how well they will adapt to the work challenge.

All participants noted that the construction project included a series of activities and challenges. In the construction business, ever changing workplace activities make it difficult to assume the task on hand. (Hillebrandt & Canon, 1990). According to P3, “After competitive tendering, the construction business involves projects in short notice, and planning is often limited.” P3 added that after successful bidding, the leaders have to mobilize the project time comprising required talents and skills. P3 continued stating that in some instances, few projects managers who are already working in the different project gets additional responsibility with the new projects. P3 presented the blueprints of past projects that illustrated the complexity of construction projects from initiation to closure. The documents included bidding and tendering process, contractors and subcontractors’ responsibilities, project map, hours worked, site travel, process checklist, and performance indicators. All participants agreed that a sudden increase in workload could result in frustrations, job dissatisfaction, and an increase in turnover intention, which is apparent in the proposition proposed in Herzberg (1959) two-factor theory.

All participants stated project constraints hinder performance and retention. P6 said, “In our industry, the source of constraints that trigger turnover intentions are internal constraints.” P3 said constraints are an integral part of all projects and how leaders address constraints determine their ability to minimize work-related stress among employees, which is one of the contributing factors for employee turnover.

The project’s internal constraints relate to the cost, time, and scope of the project (Irfan, Thaheem, Gabriel, Malik, & Nasir, 2019). P6 added, “Discussing the scope of all internal constraints is beyond this interview scope.” All participants stated that time constraints add cost and employee frustration, and all of which could affect work performance and trigger a rise in turnover intentions. P5 said that to resolve time constraints, the leaders carefully conduct project cost estimation and set realistic project completion time frame. P5 noted that the leaders take courses in construction cost estimation, and as a result, empowered leaders were making informed decisions as to direct and indirect costs, overheads, and risk factors. In a study involving Herzberg (1959) as a framework, Thiriku and Were (2016) found that empowered employees exhibited reduced turnover intentions. P2 noted that the project scope constraints are about factors hindering project adaptability and project execution. P5 added, “Adaptation of collaborative technology had helped project leaders to improve their ability to communicate with various departments, contractors, and sub-contractors to minimize scope related constraints.”

P1 and P4 said that the adaptation of collaborative technology had helped them to improve their retention rate. P1 stated adaptation of collaborative technology is

integrating business intelligence tools in project operation. According to P4, “Collaborative technologies enable employees to access, create process, distribute, and retrieve information to facilitate construction projects.” Participants claimed that the implementation of adaptive technology improved employee performance triggering many positive outcomes such as good appraisal, pay raise, leading to job satisfaction and retention.

Connecting theme 2 to the literature. Theme 2 is about performance enhancement. Identified factors that affect performance enhancement included disciplinary action, training, person-job fit, work boredom, workload, and collaborative technology. According to Armstrong (2004), an individual’s satisfactory job performance is necessary to minimize turnover intentions. Performance evaluation skewed negatively towards employees could result in employee frustrations (Cleveland et al., 2003). Poor organizational performance could result in high employee turnover (Moon, 2017). Participants noted that self-gratification from a job well-done affects employees’ morale and job satisfaction. Al-Ali, Ameen, Isaac, Khalifa, and Shibami (2019) noted satisfactory job performance results in psychological well-being knowing a job well done, leading to retention. According to participants, poor-performing employees are subject to disciplinary action, and such employees seek an exit strategy. Martin, Price, & Mueller (1981) found that employees who performed poorly left their jobs. According to Kulkarni and Kothelkar (2019), the outcome of performance appraisals affects employee retention.

Participants noted job-related training could enhance employees' skills and improve performance. Training has a substantial and positive effect on retaining employees (Sarker et al., 2018). Participants posited work boredom affects job performance. Work boredom is a lack of interest in work resulting in an array of negative consequences, including poor job performance (Loukidou, Loan-Clarke, & Daniels, 2009). Participants suggested a person-job fit to avoid job boredom. Pires (2006) stated person job fits illustrates compatibility, which is essential to reduce turnover intentions. The organization and people's compatibility determine whether the person will commit to an organization or eventually quit (Ramli, 2019).

According to participants, in the construction business, employees often experience extra workload because of everchanging work demands. Work overload triggers stress, and work-related stress elevates employees' intention to quit (Pearce & Mawsons, 2009). The excessive work-related stress in construction professionals is detrimental to their psychological state, resulting in high employee turnover (Sunindijo et al., 2017). Participants noted the use of collaborative technology could assist construction workers in managing work-related activities. Collaboration technology could help project managers facilitate construction projects in real-time, and streamlining the project process (Anumba & Ruikar, 2002).

Connecting theme 2 to the Herzberg model. Herzberg's theory supports the notion that improved performance results in output optimization leading to job satisfaction and retention (Herzberg, 1959). Participants contended that performance enhancement heightens self-worth, leading to job satisfaction and diminishing the

company's desire to leave. According to the proposition proposed by Herzberg (1959), employees could find a sense of achievement as a prominent motivator when they excel in their job (Band et al., 2016). Participants noted that training, person-job fit, and collaborative technology empower employees. Herzberg (1959) posited empowered employees exhibit job satisfaction leading to few turnover intentions.

All participants agreed that a sudden increase in workload could result in frustrations, job dissatisfaction, and an increase in turnover intention, which is apparent in the proposition proposed in Herzberg (1959) two-factor theory. Participants noted a direct correlation with work-related stress, organizational commitment, and employees' decision to stay with the company. In a study involving two-factor hygiene theory as a framework, one of the factors affecting job satisfaction and employee performance was work-related stress (Akter et al., 2017).

Theme 3: Occupational Safety

Participants contended that the risk management approach to deter employee turnover stems from the concept of threat and vulnerability. According to P6, the threat is something that affects employee turnover, and vulnerability could result in threats. Participants noted that the construction business is risk-prone. All participated stated that the threat that affects high employee turnover is work-related accidents. According to the U.S. Bureau of Labor Statistics (2017), the construction industry ranks fifth out of 19 industries for accidents. P1 added, "Construction workers seek job opportunities with different companies because of poor working conditions and safety issues."

Participants contended that the construction projects involve a high number of variables, and an individual approach to risk avoidance is essential. P6 said, “An individual’s approach to risk depends on risk perception, educational background, experiences, available resources, and supervisors’ influences.” P6 added that behavior-based safety training enables employees to exhibit safety-related behaviors, and employees complete prescribed online safety-related training modules as mandated by NYC local law in a timely fashion. According to the New York City Department of Buildings (2020) local law, the construction workers need a minimum of 40 hours of safety-related training if the job site requires the *Site Safety Plan*.

Participating companies’ business leaders were aware of the nature of accidents that could occur in the construction site. According to participants, the nature of accidents is trip and fall, electrocution, and getting hit by objects. P1 said that company leaders have invested in personal protective equipment. P1 stated about installing protective equipment such as handrails and toe rail around the working area. P2 said employees need to wear protective gear such as hard hats, safety gloves, and harnesses at work sites. According to P5, “The construction site is noisy, and workers could fail to recognize the running of power tools, objects could drop from a height, debris flies all over, and these could result in severe accidents.” P5 added “We ensure employees wear protective gear and be vigilant of surrounding at all times.” P3 said that most project work happens during the day, and often night work is necessary. P3 posited people are less alert during the night because of the fatigue and visibility. P4 said during the day workers wear company assigned clothes to avoid getting caught in the equipment. P4 contended

providing frequent breaks, practicing defensive driving in the construction sites, regular exercise, and eating a healthy diet as part of the safety training module. During the interview, P1 presented the safety brochure. P1 noted that the HR publish safety brochure annually and updated safety-related tips.

All participating companies have safety awareness programs to heighten safety commitment. P2 said, “The company had implemented a safety management system that has a safety scheme to reduce safety-related accidents.” The goal of a safety scheme is zero occupational accidents during task completion. When asked to expand upon how company leaders enforce the scheme, P2 said, “The HR provides tangible rewards when employees and contractors exhibit improved safety behaviors.” The safety scheme included awarding tangible benefits based on outcome and safety-related behaviors. The tangible rewards included gift cards, ticket games and shows, and meal vouchers.

The participants noted that the safety scheme starts with drafting safety plans and implementing safety-related training. The safety committee oversees safety training, participation in safety promotion campaign, safety talk, and designating safety officers. A construction job in New York City that requires the *Site Safety Plan* need designated safety officers such as safety coordinator or site safety manager (Department of Buildings, 2020). The participant said that since the establishment of the safety committee, safety training participation, safety-related communication, has increased, resulting in reduced accident rates. P2 present the document relating to safety scheme, which included the contact information of safety officers, Occupational Safety and Health Administration guidelines, emergency, and accident response team. Participants noted

that the implementation of safety schemes and an increase in training frequencies had decreased fatal accidents. All participants sated in fast three years; no deadly accidents occurred at work. P2 said, “We knew that when employees leave our company, it has little to do with safety-related issues. We know this because, in the exit survey, employees did not mention issues with the working conditions and safety-related issues in the survey, suggesting we are doing good when it comes to safety.”

Connecting theme 3 to the literature. Theme 3 is about occupational safety. Both risks of fatal and non-fatal accidents in the job could result in employees leaving the companies (U.S. Bureau of Labor Statistics, 2017c). The factors that improve occupational safety are behavior-based safety training and tangible rewards. All participants mentioned occupational safety hazards result in employee dissatisfaction and could prompt them to leave the construction company. Various authors found a direct correlation between job dissatisfaction and employee turnover (Chiedu et al., 2017; Potgieter et al., 2018; Ramalho Luz et al., 2017). An individual’s negative psychological state in terms of safety could increase cynicism and turnover intentions (Sherratt, 2016). If employees find the working environment safe and suitable, they will remain in the job for several years (Handelman, 2009).

Participants suggested behavior-based safety training to minimize work-related accidents. Behavior-based safety training is a hands-on exercise for employees and management to focus on daily safety behavior of themselves and others in the workplace. (Gravina et al., 2019). When safety precaution is in place within an organization, employee turnover intention will reduce (Jamal, Naji, & Leclerc, 2017). Participant

posited the safety scheme included providing tangible rewards to employees that participate in behavior-based safety training. Various authors supported the notion that tangible rewards correlate to work safety (Simonet & Wilde, 2004).

Connect theme 3 to the Herzberg model. The construction industry ranks fifth out of 19 sectors for accidents (U.S. Bureau of Labor Statistics, 2017e). Participants noted unsafe work environment and risk-prone employees' behavior could result in accidents leading to job dissatisfaction. The tenet of Herzberg's (1959) theory supports the notion that the absence of hygiene factors such as workplace safety could result in job dissatisfaction and high job turnover. Participants stated having a safety scheme at work, which included behavioral-based training and providing tangible rewards. According to Hinze and Wilson (2000), a safety scheme is an effective means to reduce workplace hazards. The implementation of a safety scheme depends on company policy. According to Herzberg (1959), company policy is a hygiene factor that affects employee job satisfaction and their decision to stay with the company.

Contribution to Business Practice

The study findings resulted in three themes. The first theme, intrinsic motivation, included strategies supported by Herzberg's (1959) two factor theory. Though the intrinsic motivation for each individual could vary, the participants' responses based on what has worked in their business. According to Herzberg (1959), intrinsic motivation results in job satisfaction, which reduces employee turnover intention. Business leaders could use the strategies from the study findings to avoid high turnover. Strategies included job autonomy, simplifying the process, preventing a monotonous work

environment, fair pay, workplace discipline, stress reduction, task-specific training, and avoiding hidden bias. Each of these strategies has positive ramifications to business. The favorable implication rests on the premise that reducing voluntary turnover could reduce hiring-related costs and foster business operation continuity without the shortage of talent (Gonzalez, 2016).

The second theme included strategies for job satisfaction through performance enhancement to reduce employee turnover. The participants mentioned business leaders could use appraisal, job training, and reduction in work-related stress to improve employee retention. According to Kulkarni and Kothelkar (2019), the outcome of performance appraisals affects employee retention. Sarker and Ashrafi (2018) gave credit to job training for employee retention, and Yukongdi and Shrestha (2020) said that work-related stress elevates employees' intention to quit. Participants mentioned managing project-related constraints and implementation of collaborative technology could reduce employee turnover. Project constraints are stress contributors, and according to Sunindijo & Kamardeen (2017), excessive work-related stress is detrimental to employees' psychological state and could cause high employee turnover. Anumba and Ruikar (2002) posited that collaborative technology enhances job performance resulting in job satisfaction, which, in return, affects employees' decision to stay with the company. Therefore, study findings have practicality in the business arena as employee retention could result in cost savings, and continuation of job productivity because of the availability of human capital.

The third theme is occupational safety. According to Gao et al. (2016), over 100,000 fatalities occur every year across the globe in the construction industry. According to the U.S. Bureau of Labor Statistics (2017), the risk of fatal and non-fatal accidents in jobs could result in employees leaving the companies. Risk prone business environments elevate job dissatisfaction, triggering employees to seek exit strategy (Ramalho Luz et al., 2017). Participant stated safety schemes included providing incentives for practicing safety at work. Gambatese (2004) supported the notion of offering tangible rewards to encourage safety-related practices among employees. An individual's positive psychological state in terms of safety could reduce cynicism, job-related stress, and turnover intentions (Sherratt, 2016). Business leaders need to pay attention to safety schemes because, according to Cloutier et al. (2015), replacing an employee could amount up to 200% of an employee's annual salary.

Implication for Social Change

The study findings resulted in strategies to reduce employee turnover in the construction industry. High employee turnover has negative financial implications for the business and heightens psychological consequences to employees (Harhara, Singh, & Hussain, 2015). Reducing employee turnover could result in cost-saving associated with recruiting and training, and profitability rise because of employee availability to do the task without a gap (Qazi, Khalid, & Shafique, 2015). Profitable companies are likely to commit to corporate social responsibility (Steiner & Atterton, 2014). The corporate social responsibility could include a financial contribution to social cause and an increase in volunteerism, which could benefit the community. Business profitability could also result

in business growth leading to employment opportunities. Employment opportunities could reduce undue financial stress and improve the standard of living in families.

Recommendation for Action

The study finding resulted in strategies to reduce employee turnover. The approach to reducing turnover relies on the concept of job satisfaction. The findings revealed that improvement in intrinsic motivation, performance enhancement, and occupational safety results in job satisfaction. Job satisfaction is a prominent driver of employee retention. The study findings could be valuable to business leaders in the construction industry, human resource professionals, and academic scholars. The results are useful to business leaders and academic scholars because, according to Grzenda and Buezynski (2015), employees' turnover affects the organization of all sizes in all industries. Business leaders in the construction industry could utilize the study findings to reduce employee turnover. Human resource professionals could use the study findings in recruiting and training purposes. Academic scholars could use study findings to understand to what extent the results cover the literature gap and decide on the research needed to provide additional insight into employee retention.

The applicability of study findings is possible if the researcher disseminates the results to interested parties. After completion of the study, I will provide a 2-page summary of the study findings to research participants. To reach a wider audience, I will publish the study finding to journals, databases for dissertations and thesis, and professional and trade magazines. I intend to share the results in forums, seminars, and

conferences. Moreover, I am planning to present the study findings to the SHRM annual conference and expo, which will take place in June 2021 in Chicago.

Recommendation for Further Research

The study limitation included participants withholding sensitive information, which is relevant to study phenomenon despite the confidentiality assurance. The future researcher could do similar research in using quantitative methodology using secondary data. Various factors affect employee turnover. In this study, I used the Herzberg model as a conceptual lens and viewed employee turnover from job satisfaction perspectives. Within the Herzberg model, multiple intrinsic factors, extrinsic factors, and hygiene factors affect job satisfaction leading to employee turnover. Exploring strategies to address all factors relevant to employee turnover is beyond the scope of this study. The future researchers could do additional research on factors not examined in the research but are within the realm of Herzberg (1959) model. Another recommendation would be to use a different theoretical framework to explore strategies to reduce turnover in the construction industry. A different conceptual framework could help the researcher to generalize the results. The additional recommendation includes interviewing construction superintendents or concrete safety managers familiar with local safety law to provide additional insights on occupational safety approach to retain employees.

Reflections

The doctoral research process has been a challenging but rewarding experience. Many instances, study rigor, financial implications, time constraints, and life challenges provoked the thought of giving up my study. However, perseverance, family support, and

support from my committee member encouraged me to continue my doctoral research. I am grateful that I reached this milestone in my doctoral journey. The study findings provided me additional insights into the field. As a result, I am a confident and competent person now. I learned the effect of leadership roles and employees' job satisfaction on turnover intention.

Throughout the research, I was mindful of personal bias. I articulated my follow up questions to extract rich data about the study phenomenon. The participants were insightful and cooperative. Considering the doctoral study rigor and time commitment, I now realized the importance of selecting a research topic of interest to avoid boredom and keep motivated.

Conclusions

The purpose of this qualitative case study was to explore strategies to reduce voluntary employee turnover. The six participants provided answers to semistructured interview questions, and the study findings resulted in three themes: intrinsic motivation, performance enhancement, and occupational safety. The identified themes included various strategies business leaders could use to increase job satisfaction to reduce employee turnover. Employee turnover remains a challenge to business leaders as high turnover could affect business profitability (Pieters, 2017). Therefore, business leaders in the construction industry could use study findings to formulate appropriate strategies to improve job satisfaction for long term retention of assistant project managers. Lower turnover could enhance business profitability through a reduction in recruiting and training costs. The study findings have social change implications, as well. Profitable

companies are likely to commit to corporate social responsibility (Steiner et al., 2014). The corporate social responsibility could include a financial contribution to social cause an increase in volunteerism in the community, which could benefit the community at large. The study methodology was qualitative and conceptual lens was Herzberg two factor theory. Future researchers could use different methodologies and theoretical frameworks to explore strategies to reduce turnover in the construction industry to generalize the results.

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Appendix A: Consent Form

You are invited to take part in a research study to explore strategies senior property and project managers use to retain skilled assistant project managers in construction industries. The researcher is inviting 6 senior property or project managers who are successful in implementing strategies to retain skilled assistant project managers in construction industries. This form is part of a process called “informed consent” to allow you to understand this study before deciding whether to take part.

This study is conducted by a researcher named Anastasia Persad who is a doctoral student at Walden University.

Background Information: The purpose of this study is to explore strategies senior property and project managers use to retain skilled assistant project managers in construction industries.

Procedures: If you agree to participate in this study, I will ask you to:

- Willingly participate in the study.
- Make yourself available by telephone at the appointed time.
- Read and sign an informed consent form which permits the use of your information in the study.
- Keep a copy of the signed consent form for your personal records.
- Advise at any point if you wish to opt out the study.

- Participate in a semi structured telephone interview for 45-60 minutes due to social distancing restrictions in response to COVID-19.
- Provide any additional information like charts, sketches, and diagrams that might inform my study.
- Consent to an audio recording of the interviews with a digital audio recorder.
- Allow me to take notes during the interview process to help me better understand your words.
- Review a summary of your interview responses and meet with me later to discuss any revisions or updates you would like to make.
- Volunteer to be contacted for a follow up telephone meeting in the future for member checking to make sure that my analysis and interpretation of the data corresponds to your interview responses. This may be done on the telephone due to social distancing restrictions in response to COVID-19. The estimated time for member checking may take 30-45 minutes.

Voluntary Nature of the Study: This study is voluntary. If there is a restriction in providing information to interview questions or for any other reasons, you have a right to withdraw from the research participation. If you decide to remove yourself from participation in the study, any data collected from your previous participation will not be used. You also have the right to stop the interview process at any time. You may skip any questions that you feel are too personal or inappropriate. There is no penalty for withdrawing from this study or not participating in the study. No one at your place of

employment will treat you differently if you decide not to be in the study. There is no penalty for withdrawing from this study or not participating in the study. If you decide to join the study now, you can still change your mind during or after the study. You may stop at any time.

Risks and Benefits of Being in the Study: I do not expect any discomfort since we are not discussing a sensitive topic. However, I do expect minimal stress and fatigue not more than that of normal life during the interview. This could be a result of the interview length, follow up questions, and your energy level on the day of the interview. Being in this study would not pose any risk to your safety or well-being.

There are benefits to you and others from participation. The knowledge gained from the insights you provide will help other companies to implement human resource management strategies to decrease business failure. The benefits to you from participation are: (a) you get a copy of the study; (b) a good feeling that your contribution will add value to the literature, educational intuitions, and society; (c) you can understand how other business leaders tackle changes and; (d) you may use or share the finding of this study to strengthen your internal human resource management strategies.

Payment: No payment will be made by the researcher to participants for completing the interview. However, you will receive a copy of the study once published.

Privacy: Any research information you provide including your personal information,

company information, documents, and interview responses will be kept confidential. The researcher will not use your personal information for any purposes outside of this research project. Also, the researcher will not include your name or anything else that could identify you in the study reports. Due to privacy concerns, the interview will occur in a private setting, preferable in your office with only the researcher and participant. Data will be kept secure by being placed in a locked file cabinet. Data will be kept for a period of at least 5 years, as required by the university.

Legal Rights: You will not be asked to waive your legal rights.

Contacts and Questions: You may ask any questions you have now. If you have any questions in regard to this study later, you may contact the researcher via email at anastasia.persad@waldenu.edu or (917) 605-2330. If you have any questions about your rights as participants, you may contact Walden University IRB through this email: IRB@mail.waldenu.edu. Walden University's approval number for this study is xxxxxxxxxxxxxxxx and it expires on xxxxxx

The researcher will give you a copy of this form to keep or you may print and keep a copy.

Statement of Consent: I have read the above information and I feel I understand the study well enough to make a decision about my involvement. By signing below, I

understand that I am agreeing to the terms described above.

Printed Name of Participant _____

Date of Consent _____

Participant's Signature _____

Researcher's Signature _____

Appendix B: Interview Protocol

The following interview methodology and guidelines will be the same for all participants.

1. Arrange the interview in participants' office.
2. Approximately 45-60 minutes for uninterrupted time for the interview.
3. Show genuine care, concern, and interest in participants throughout the interview process.
4. Hand out a signed consent form.
5. Keep it focused throughout the interview process.
6. Take notes.
7. Hand out a signed copy of consent form.
8. Utilize a scripted opening statement, which will be the same for all participants.
9. Ask for tape recording permission.
10. Ask predetermined semi structured questions.
11. Ask follow-up probing questions to extract in-depth data to reach data saturation.
12. After the interview is complete, set up a time for member checking.
13. Assure study's privacy and confidentiality.
14. Collect company documents.
15. Wrap up the interview session using scripted closing statement.

Appendix C: Invitation Email

Dear (Potential Participant),

My name is Anastasia Persad. I am a doctoral student at Walden University. I am currently conducting a research study exploring strategies senior project manager in the construction industry use to retain skilled assistant project managers. Upon review of your profile in LinkedIn, I found you meet the research participation eligibility criteria. The eligibility criteria include participants are (a) knowledgeable in the study phenomenon, (b) senior level managers in their organizations, and (c) successful in retaining skill project managers. I have attached the consent form for you to review. If you want to participate in this study, please reply to this email stating your availability for 15-20 minutes pre-interview. During the pre-interview, I will provide you more information regarding the research.

Thank you for your time. I look forward to work with you.

Sincerely,

Anastasia Persad

C: XXX-XXX-XXXX

Appendix D: NIH Certification

