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Small Construction Business Owners' Strategies to Reduce Voluntary Employee Turnover.

Joel Chagadama
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Walden University

College of Management and Technology

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Joel Chagadama

has been found to be complete and satisfactory in all respects,
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Walden University
2022

Abstract

Small Construction Business Owners' Strategies to Reduce Voluntary Employee

Turnover

by

Joel Chagadama

MS, Strayer University, 2013

BS, Strayer University, 2015

Doctoral Study Submitted in Partial Fulfillment

of the Requirements for the Degree of

Doctor of Business Administration

Walden University

July 2022

Abstract

Voluntary employee turnover has caused considerable damage to small construction businesses, significantly affecting productivity, profitability, and sustainability. Small construction business owners who lack strategies to reduce voluntary employee turnover may lose experience and valuable knowledge among their employees, negatively impacting the team's ability to perform. Grounded in the job embeddedness theory, the purpose of this qualitative multiple case study was to explore strategies small construction business owners use to reduce voluntary employee turnover. Participants were four successful small construction business owners in Virginia who successfully implemented strategies that reduced voluntary employee turnover by 75% over 5 years. Data were collected from company documents and semistructured interviews and analyzed using Yin's five-phase analysis technique. The three themes that emerged were effective human resource management, favorable working conditions, and employee engagement. A key recommendation for small construction business owners is to incorporate a competitive enumeration strategy. The implications for positive social change include the potential to encourage employees to participate in volunteering in local communities' infrastructure development.

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Dedication

I dedicate this doctoral study to God, the Omnipotent, for granting me good health, strength, and patients to navigate through this doctoral journey. To my late father, Standrick Chagadama, finally, we have done it. Thank you for pushing me to make education a priority in life; thank you for inspiring me to take up the challenge. To my mother, Joyce Chagadama, thank you for your love, support, and prayers. Finally, I dedicate this study to my wife, Tsitsi, and my children, Allan, Alvin, and Joyce, for sacrificing our companionship and allowing me the time to pursue this doctoral program. Thank you for all your support and encouragement.

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I would not have achieved this feat but for God's blessings. I thank Him for making it possible for me to undertake this project. I acknowledge my wife, Tsitsi, and children, Allan, Alvin, Joyce, and my mom Joyce Chagadama for being my source of strength, support, and inspiration. Thank you.

I acknowledge my chairperson, Dr. Dina Samora, for her encouragement, support, guidance, and feedback. Thank you, Dr. Samora, for your mentorship. Also, I acknowledge my second committee member, Dr. Shanker Menon, University Research Reviewer Dr. Mohamad S. Hammoud, and Program Director, Dr. Gail Miles. Thank you for your support and guidance.

I am grateful to the study participants for accepting to take their time to share their experiences and expertise and for helping to contribute to the body of knowledge on measures for addressing voluntary employee turnover issues. Also, many thanks to my brother and business partner, Dr. Desire Luamba, for all the support and encouragement. Finally, I wish to thank friends and family members for their support and prayers.

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Section 1: Foundation of the Study

In the United States, small construction business owners contribute positively to economic development. However, many small construction business owners or managers lack strategies to retain their skilled employees, negatively affecting productivity and profitability. According to Al-Mamun and Hasan (2017), voluntary employee turnover negatively affects productivity and profitability in the construction industry. Therefore, small construction business owners should understand the implications of voluntary employee turnover and its direct effects on organizational functionality and sustainability.

Background of the Problem

The construction industry is the backbone of the U.S. economy and a significant contributor to the U.S. gross domestic product (GDP; Small Business Administration [SBA], 2018). In 2018, small construction business owners employed over 7 million employees and contributed over \$1,231 billion to the GDP (Ahmadi & Shahandashti, 2017; Azeez et al., 2019; Gornig et al., 2020). Moreover, small construction companies are the main contributors to the economy and job creators, with at least 66% of new jobs added each year (SBA, 2018). However, small construction business owners need strategies to reduce voluntary employee turnover because of massive competition in the job market and maintain a competitive standing and advantage.

Having a stable workforce is necessary for small construction business owners to operate efficiently and effectively (Alsharif et al., 2020). Hur et al. (2019) stated that voluntary employee turnover in small construction businesses is among the highest of all industries, resulting in revenue loss. Childs et al. (2017) and Moon (2017) echoed that

high voluntary employee turnover adversely impacts the overall business performance. Porter and Rigby (2020) also asserted that retaining a quality employee is more efficient than recruiting, replacing, or training employees. Therefore, reducing voluntary employee turnover remains strategic for small construction owners to maintain skilled, motivated, and devoted employees to increase profits and promote growth (Manoela et al., 2016). It is also imperative that small construction business owners consider adopting strategies to reduce voluntary employee turnover to maintain efficiency and competitiveness in the market (Porter & Rigby, 2020).

Problem Statement

The voluntary turnover rate in small construction businesses is among the highest of all industries, resulting in lost revenues (Ayodele et al., 2020; Nawaz-Khan et al., 2020; Perrenoud, 2020). The construction industry's total turnover rate was 64.8% in 2019, adversely affecting business productivity and performance (U.S. Bureau of Labor Statistics, 2020). The general business problem was that voluntary employee turnover in small construction businesses hinders operations and unit performance. The specific business problem was that some small construction business owners lack strategies to reduce voluntary employee turnover to improve production and sustainability.

Purpose Statement

This qualitative multiple case study aimed to explore strategies small construction business owners use to reduce voluntary employee turnover. The targeted population consisted of four owners from four small construction businesses in Virginia who have successfully implemented strategies that reduced

voluntary employee turnover by 75% over 5 years. This study's results may contribute to positive social change by providing small business owners strategies to reduce voluntary employee turnover, support job stability, increase income from profitable businesses, and improve family relationships. In addition, having a stable job and income may increase individual satisfaction and motivation, encouraging participation in volunteering in local communities' infrastructure development.

Nature of the Study

The three research methods are qualitative, quantitative, and mixed (Yin, 2019). Researchers use the qualitative method to explore phenomena (Ghauri et al., 2020). I chose the qualitative method because I identified and explored practical business strategies from participants who lived or experienced the phenomenon. Researchers use the quantitative method to test hypotheses to characterize and analyze relationships among variables (Annansingh & Howell, 2016). Finally, the mixed method combines qualitative and quantitative methods (J. Park & Park, 2016). The quantitative and mixed methods were inappropriate because I did not test hypotheses to analyze variables' relationships to employee turnover.

The principal qualitative designs include (a) case study, (b) phenomenology, (c) ethnography, and (d) narrative (Yin, 2019). The case study design allows researchers to explore a single phenomenon bound in time (Yin, 2019). I chose a multiple case study design because it provided an in-depth exploration and comparison of strategies to reduce turnover from two or more organizations. Researchers use phenomenology to explore

participants' personal lived experiences (Moustakas, 1994). The phenomenological design was not appropriate because I did not examine the meanings of participants' personal lived experiences. Researchers use ethnographic designs to explore participants' cultures, behavior, or beliefs (Templeton, 2016). Because exploration of the participants' culture was not a goal of this study, ethnography was not appropriate. Narrative design is used to explore individuals' personal life experiences (Saunders et al., 2019). However, this study's purpose was not to focus on narrating participants' life stories, so the narrative design would not have been suitable. I, therefore, used a qualitative multiple case study for this study.

Research Question

What strategies do small construction business owners use to reduce voluntary employee turnover?

Interview Questions

1. How did you develop your strategies to reduce voluntary employee turnover?
2. What strategies have been the most effective in reducing voluntary employee turnover?
3. What strategies have been the least effective in reducing voluntary employee turnover?
4. How did your organization address the critical challenges of implementing strategies to reduce voluntary employee turnover?
5. How did your employees respond to your strategies to reduce voluntary employee turnover?

6. What additional information would you like to share regarding the strategies you use to reduce voluntary employee turnover?

Conceptual Framework

The conceptual framework of this study was the job embeddedness theory. Mitchell et al. (2001) were the first to introduce job embeddedness theory to explain an employee's decision to stay on the job. According to Mitchell et al., the key tenets of job embeddedness theory are (a) links, (b) fits, and (c) sacrifices. Young et al. (2013) further expanded on this theory by arguing that (a) links may be extended to teams or groups, (b) fits may be perceived as the feeling of comfort that employees have within the organization and community, and (c) sacrifices may refer to materials and psychological benefits that an employee may lose upon voluntary termination. Business leaders' strategies to increase fits, links, and perceptions of sacrifice for improved job embeddedness are crucial to aligning followers in their job position, preventing employee turnover (T. W. Lee et al., 2018). I chose the job embeddedness theory because it provided critical tenants to identify and explore strategies small construction business owners need to reduce voluntary employee turnover.

Operational Definitions

The definitions of operational terms presented within the study reference professional and scholarly sources. The purpose of a definition section is to clarify and avoid misinterpretation of the terms used in this study. No unique words were used in this study.

Employee retention: Employee retention is the effort provided by employers to positively encourage their employees to remain in the company for a maximum time (Pattnaik & Panda, 2020).

Employee turnover: Employee turnover is the loss over time of employees caused by resignations, layoffs, retirements, deaths, or terminations (Y. Zhang, 2016).

Job embeddedness: Job embeddedness is an assemblage of social, spiritual, fiscal, and ecological forces that lead to employee retention (Charlier et al., 2016).

Job satisfaction: Job satisfaction is the impact of job quality and nature on employees' personal feelings and lives (Hur et al., 2019; Kurniawaty et al., 2019).

Organizational commitment: Organizational commitment is the degree of loyalty and support that an employee extends toward the organization they belong to (Amdan et al., 2016).

Work environment: Work environment is a professional setting established by an employer that promotes employee retention and job satisfaction (Setiyanto & Natalia, 2017).

Assumptions, Limitations, and Delimitations

Assumptions

Assumptions are factors researchers may not control or verify during the research processes (Foss & Hallberg, 2014). Foss and Hallberg (2014) also argued that researchers need to determine the assumptions of the researcher's proper understanding of the study. This study included two assumptions. The first assumption was that the selected small construction business owners would answer interview questions truthfully. The second

assumption was that participants' responses would relate to strategies that would help reduce voluntary employee turnover.

Limitations

Limitations are potential weaknesses based on obstructive conditions outside the researcher's control (Marshall & Rossman, 2016). Yin (2019) argued that researchers need to limit their research study because research limitations may affect the findings' interpretation and results. The first limitation of the study was that the responses might not reflect the actual views of all small construction business owners in the United States. The second limitation was that some participants might not be honest or have complete information regarding strategies to reduce voluntary employee turnover. As limitations can influence interpretations and results of the study, researchers should keep them in mind when generalizing and transferring results to larger construction companies and other geographical locations (Nagy et al., 2020). Transferring results to large construction companies or other areas might be difficult due to different cultural backgrounds and overall work conditions.

Delimitations

Gutiérrez et al. (2016) defined delimitations as those elements of a study that set restrictions and establish a perimeter of the scope of the research. Yin (2019) added that researchers must describe the circumstances that may affect research methodology and data analysis to prevent any data analysis. The delimitations of this study were (a) using job embeddedness theory to find strategies to reduce voluntary turnover, (b) using open-ended interview questions to collect information from a sample size of four participants

who have more than 5 years of business experience, and (c) including only participants who were small construction business owners of companies located in Virginia. Yin (2019) argued that finding an appropriate research theory and using open interview questions with a sample size of five participants may help reach data saturation and respond to the research question.

Significance of the Study

Contribution to Business Practice

This study's findings may be of value to small construction business owners who encounter business challenges such as labor shortages, cost overruns, and reducing voluntary employee turnover for achieving and maintaining high productivity and profitability (Hunt & Hayward, 2018). Choy and Kamoche (2021) stated that reducing employee turnover may increase employee motivation, self-esteem, and skillsets. This study might help small construction business owners improve effective strategies to reduce voluntary employee turnover, thereby reducing costs and increasing key business processes' performance.

Implications for Social Change

Lueg and Radlach (2016) argued that promoting a positive social change is beneficial to the employees, family members, and local communities. Agbionu et al. (2018) echoed that enabling employee retention may ensure a long career for employees, job protection, and social well-being. This study's results might contribute to positive social change by providing small business owners strategies to reduce voluntary employee turnover, support job stability, increase income from profitable businesses, and

improve family relationships. Motivated construction employees could provide their expertise to volunteer in local communities' programs by improving infrastructures such as schools, hospitals, and roads.

A Review of the Professional and Academic Literature

A review of the professional and academic literature reflects and amalgamates information collected from several pieces of literature or scholarly sources related to the research topic (Filia et al., 2018; Spilker et al., 2020). Given the high rate of employee turnover and the rapid market expansion in the construction industry, small construction business owners need efficient strategies to reduce voluntary employee turnover or promote employee retention to increase productivity (Haque et al., 2019). This qualitative multiple case study aimed to explore strategies small construction business owners use to reduce voluntary employee turnover.

In the following literature review, I explore the conceptual framework of job embeddedness theory and the supporting leadership theory to reduce voluntary employee turnover in the construction industry. I also analyze and explore the concepts of job satisfaction, employee retention, human resources management, the role of the construction industry, employee engagement, job satisfaction, employee turnover, organization commitment, and work environment in the current business context. Ferreira et al. (2017) stated that business managers must promote job satisfaction, and employee engagement, and mitigate employee turnover to sustain their business. Aseervatham (2021) and Mora et al. (2020) echoed that employees in the organization are the primary production source. Mora et al. also asserted that business managers need efficient human

resources management system to promote organizational commitment, work environment, and employee retention. Horvathova and Mokrisova (2020) added that as competition affects business productivity and competitiveness, managers may encourage leadership strategy and human resource management practices by developing hiring or training programs that are attractive to prospective or current employees to reduce voluntary employee turnover.

Literature Review Search and Organization

The sources for the literature were peer-reviewed journal articles, governmental sources, and books. The literature review included scholarly sources from Walden University databases, Pro-Quest Central, Academic Search Complete, Science Direct, and Google Scholar. Maynard et al. (2014) argued that using a searching strategy is critical for academic researchers to retrieve previous published scholarly works related to a research topic. I used specific filter keywords related to the construction industry and small business activities to select and collect my search strategy sources. The primary search keyword strings were *small construction businesses in Virginia, business strategies in the construction industry, employee motivation and engagement, employee turnover and retention, job embeddedness theory, leadership theory, small business strategies, human resources management system, small business success, and growth, and workforce productivity.*

Moreover, I also used the keywords *small construction business annual financial reports, marketing strategy in the construction business, and social responsibility in small organizations* to collect additional relevant sources for the research. The literature

review included 246 references, of which 242 were peer-reviewed, and 98% of the peer-reviewed references were within 5 years of publication from 2017 to 2021. Table 1 depicts the statistics of references for the literature review. To analyze strategies that small construction business owners use to reduce voluntary employee turnover, I explored the following themes: (a) critical analysis and synthesis of job embeddedness theory, (b) supporting theory of leadership, (c) job satisfaction, (d) employee retention, (e) human resources management and practices, (f) employee engagement, (g) employee turnover, (h) construction industry, and (i) retention strategies in the construction industry. The literature review also included small business growth, longevity, and failure articles.

Table 1

Literature Review Sources

Group	Total
No. of references	246
No. of references published within the last 5 years (2018-2022)	226
No. of peer-reviewed references	242
No. of peer-reviewed references within the last 5 years (2018-2022)	237
% of peer-reviewed references published within the last 5 years (2018-2022)	98

Application to the Applied Business Problem

This qualitative multiple case study aimed to explore strategies small successful construction leaders or managers use to reduce voluntary employee turnover in their

organizations. Ferreira et al. (2017) argued that managers who recruit qualified and motivated employees have the chance to reduce voluntary employee turnover and reach the company's goal with success. Rahman (2020) echoed that construction business leaders' capability and efficiency to reduce employee turnover might expand new opportunities to increase production and generate additional profits. This study's findings might provide strategies to reduce voluntary employee turnover by retaining motivated and skilled employees in the construction industry and remaining competitive in the local market. Moreover, small construction business owners need to improve human resource practices to overcome hiring challenges in the construction industry and promote social programs that may reduce voluntary employee turnover. Mölders et al. (2019) stated that managers' ineffectiveness in leading employees might affect employees' retention and company performance. The implications for positive social change included the potential for small construction business owners to promote employees' self-worth and financial stability, benefiting local communities from taxes generated through income revenue.

Critical Analysis and Synthesis of Job Embeddedness Theory

The conceptual framework of this study was the job embeddedness theory. Mitchell et al. (2001) introduced this theory and argued that connection, position, and sacrifice are the primary factors that justify employee retention. Per Mitchell et al., the relations between individuals or ties between individuals and activities, alignment of an individual's perception of an organization, and the sacrifice employees offer to an organization are the foundation of the job embeddedness theory. Young et al. (2013) used a regression analysis to study employee retention among U.S. extension agents in two

states to implement employee retention in an organization. Young et al. found a strong relationship between job embeddedness, intent to stay, discretionary effort, job satisfaction, employee engagement, and organizational commitment. Therefore, job embeddedness theory is one of the managerial tools that business leaders need to understand and apply to promote employee motivation to stay in the organization and eventually lead to employee retention (Mitchell & Lee, 2001).

Job embeddedness theory encompasses internal and external factors that motivate employees to stay in the organization. Using a time-lagged method to analyze the impacts of job embeddedness on ostracism in Chinese workplaces, Lyu and Zhu (2019) found that the workplace may be an external cause of ostracism because it can undermine affective commitment and induce the intention to leave. Therefore, per Lyu and Zhu, business leaders need to safeguard against ostracism, which leads to low organizational performance. Furthermore, Lyu and Zhu highlighted the need for business managers to measure job performance and accurately link to specific employee rewards to promote employee retention. Therefore, small construction business owners might explore the benefits of job embeddedness to implement effective strategies to retain devoted employees for high performance, especially in the current business environment where competition is increasing because of globalization (Lyu & Zhu, 2019).

Job embeddedness theory includes three factors: (a) links, (b) fits, and (c) sacrifices. Mitchell et al. (2001) stated that employee retention results from combining these factors. Per Mitchell et al., links signify the relationships between employees and their organization. Additionally, links may be related to the organization or the

community where an employee belongs and may have developed social, psychological, or financial aspects (Mitchell et al., 2001). On the contrary, failure to promote significant work relationships between employees and employers could lead to higher employee turnover (Zimmerman et al., 2020). Also, Zimmerman et al. (2020) acknowledged that links between individuals in an organization could cause some pressure from family or team members at work.

Mitchell et al. (2001) described fit as reflecting employees' feelings aligned with the organizational culture and environment. Mitchell and Lee (2001) also described fit in an organization as an employee's perception of an organization and its environment where they feel comfortable working. According to Zimmerman et al. (2020), employee personal values, career goals, and plans must fit the organizational culture and job demands. The tangible cases of fit include abilities, skills, and knowledge to do the job effectively. Furthermore, Mitchell and Lee opined that employees quickly assimilate when their skills and abilities match the job demand. Therefore, business leaders need to recruit productive employees and assign them tasks that align with employees' capabilities to minimize voluntary employee turnover (Faisal et al., 2020).

Finally, Zimmerman et al. (2020) described sacrifices as the perception of material costs or psychological benefits that an employee may lose if they quit an organization. Mitchell et al. (2001) added that sacrifices are some materials and benefits or losses an employee would experience once they leave the organization. For example, the more employees would have to give up in terms of perks such as daycare, the company's vehicle, health insurance, or a loss of exciting projects due to job changes, the

less likely they are to decide to leave an organization (Lyu & Zhu, 2019; Vardaman et al., 2020). Furthermore, leaving an attractive, safe community where one is revered or respected can be challenging. Therefore, understanding the tenets of job embeddedness was crucial to minimizing voluntary employee turnover.

Conversely, Faisal et al. (2020) argued that off-the-job embeddedness stemmed from non-work factors that bound an employee to a specific community and made it difficult to leave their present employment. Leaving the current job means relocating to a different location and missing out on the valued community-specific benefits (Faisal et al., 2020). These non-work factors encompass elements aligned with an employee's desired lifestyle within the community (Moshood et al., 2021). Link factors can also be related to an employee's intimate ties to the community (Mitchell et al., 2001). Finally, the sacrifice aspects are related to apparent costs or losses that emanate from an employee's desire to voluntarily terminate his or her employment (Faisal et al., 2020; Moshood et al., 2021).

Some business leaders fail to reach peak performance within their companies because of a lack of strategies to reduce voluntary employee turnover. Using job embeddedness theory can enhance performance and employee retention (Faisal et al., 2020). In an empirical study analyzing the influence of employee satisfaction, motivation, and retention on the performance of small and medium women-owned enterprises, Kiende et al. (2019) argued that business owners might reduce voluntary turnover by improving employee satisfaction. Bilan et al. (2020) echoed that it is paramount to retain skilled employees to minimize employee hiring and training costs, thereby reducing

operational costs to reach organizational goals. However, finding new strategies to retain qualified employees may be challenging (Lyu & Zhu, 2019). Small construction business owners might use job embeddedness theory to promote incentives and strategies necessary to mitigate or reduce voluntary employee turnover.

The job embeddedness theory encompasses various additional aspects supporting business development and employee retention. According to Mitchell et al. (2001), the job embeddedness theory might provide business leaders with tools to reduce voluntary employee turnover, improve business profitability by promoting employee longevity, and enhance productivity. Likewise, Singh et al. (2016) used an empirical study to analyze the impact of skilled employees on business. They found that employee retention and business longevity improve productivity by implementing attractive employee rewards. Chopra (2019) opined that organizations need effective strategies to maintain a satisfied workforce crucial for high productivity. With these strategies in place, business managers may remain competitive in the market. In addition, some researchers have suggested that leaders who retain motivated, passionate, and qualified employees may be more likely to achieve organizational goals and sustain long-term business productivity (Sumbal et al., 2020; Zeffane et al., 2017).

Small business leaders may use many other theories to promote their businesses. However, small construction business owners may utilize the job embeddedness theory as a primary factor to sustain long-term profits (Lloyd & Mertens, 2018). Thus, the job embeddedness theory was a valuable strategic managerial tool that small construction business owners may use to reduce operation costs by reducing voluntary employee

turnover. In addition, using job embeddedness would provide small construction business owners with a set of managerial tools that will be useful in preventing skilled employees from quitting their organizations.

Supporting Theory of Leadership

Managers or leaders of small construction businesses may explore the benefits of leadership theory to increase employee motivation and reduce turnover. Unlike the job embeddedness theory, which focuses more on retention and why employees remain at their present job, leadership theory focuses on how managers can improve their skills to effectively lead employees to reach maximum organizational benefits (Al-Malki & Juan, 2018; Mitchell et al., 2001). In addition, some researchers have used job embeddedness theory to analyze the factors that influence employees' decisions to remain or stay with an organization (Mitchell et al., 2001). As a result, job embeddedness provided a solid theoretical framework for this study, while small business owners may also use leadership theories as a supporting framework for increasing organization benefit (Bass, 1990; Tung, 2016).

Small construction business owners should build a strong, cohesive team and provide direction to achieve organizational objectives. Creating, maintaining, and ensuring a team's success requires effective leadership (Bass, 1990). Furthermore, Arnold (2017) argued that effective leadership is crucial to improving employee motivation and retention. Arnold also asserted that effective leadership is critical to motivating employees to reach organizational goals. For instance, utilizing a suitable leadership style in the construction industry is crucial to improving employee

performance and reducing voluntary employee turnover. Similarly, Bass (1990) opined that using leadership styles such as transactional or transformational leadership increases organizational value. Bass added that transactional leadership should be an alternative to building a strong relationship between employees and employers by establishing substantial mutual benefits and increasing mutual trust, which may be beneficial for reducing voluntary employee turnover.

Similarly, Hansen and Pihl-Thingvad (2019) used transformational and transactional leadership to analyze the implementation of an ambitious innovation strategy in a large Danish municipality. In their analysis, Hansen and Pihl-Thingvad found that innovative behavior is most often displayed when the leader combines transformational leadership with rewards. Building on Hansen and Pihl-Thingvad's findings, Sun and Wang (2017) used structural equation modeling to explore how transformational leadership influences employees' intentions to quit. Their findings indicated that transformational leadership is critical in reducing voluntary turnover and cultivating a collaborative culture. Therefore, construction leaders may use the tenets of transactional leadership theory to reward and motivate employees who desire to remain or stay in the organization.

In addition, transactional leadership is critical for leaders to assess employees' work or production. According to Matthews (2018), business leaders also promote a positive change in employee behaviors and attitudes using transactional leadership theory. Similarly, Tung (2016) analyzed the impact of transactional leadership on 50 electronic companies in China and found that high productivity was relayed on employee

motivation and job satisfaction. For instance, the transactional leadership style could help improve sales and increase profits by offering employees incentives such as bonuses or premiums. Hence, leaders use transformational and transactional leadership to meet organizational goals. In addition, small construction business leaders might use transactional leadership to motivate employees in the workplace and promote a positive mutual exchange between employees and employers.

On the other hand, small business leaders or managers can also use transformational leadership to improve employee motivation and job performance. Transformational leadership's primary purpose is to provide a real vision of the company's mission and goals (Arnold, 2017; Bass, 1990; Matthews, 2018; Rao, 2017). Using a time-lagged research design, Afsar and Masood (2018) collected data from 322 nurses and their supervisors in public sector hospitals. They examined the managers' transformational leadership skills and how they affected innovative work behaviors. Afsor and Masood found that the transformational leadership style had the most substantial positive relationship with innovative work behavior when there was trust between supervisors and followers.

Similarly, Ng and Rivera (2018) claimed that transformational leadership is critical for managers seeking to stimulate employee performance and reach the organization's mission. Leaders who understand the role, nature, and impact of leadership in organizations have a better chance to improve employee engagement and motivation, workforce productivity, and job satisfaction (Matthews, 2018; Ng & Rivera, 2018; Rao, 2017). Small construction business owners could implement the tenets of

transformational leadership to improve employee engagement and workforce productivity which are crucial for reducing voluntary employee turnover.

Additionally, business owners might rely on ethical concepts or moral guidelines to sustain their leadership strategy to reduce voluntary employee turnover. Stanak (2019) defined ethics as standards that employers establish and use in compliance with organizational policies and governmental laws to promote corporate values. Ethical value also relates to a company's culture and help foster a strong relationship between employers and employees. Ethical behavior is essential in promoting positive behaviors that may reduce voluntary employee turnover (Mulki & Lask, 2019). Jobin et al. (2019) agreed that enforcing ethical values builds trust among all stakeholders and increases employees' desire to belong to the organization.

Furthermore, Barnes et al. (2020) opined that a lack of effective leadership leads to unethical behaviors such as excessive absenteeism, significantly impacting productivity. Ho and Oladinrin (2019) conducted semi-structured interviews with employees in different construction companies in Hong Kong to examine organizational practices regarding construction companies' codes of ethics and leadership. Ho and Oladinrin found that ethical leadership in conjunction with unbiased reward schemes, employee training, and responsiveness was crucial to increasing motivation and satisfaction in the workplace. In addition, promoting ethical leadership is essential to mitigating negative attitudes in the workplace and improving employee desire to stay in the organization. Ho and Oladinrin's analysis referred to leadership and ethical value that led to job satisfaction and employee retention.

In short, an effective leadership style is paramount to promoting employee engagement and job satisfaction. Khuwaja et al. (2020) stated that servant leaders must have psychological and emotional attitudes that motivate employees. Huertas-Valdivia et al. (2019) used Structural Equation Modeling (SEM) with data from 340 employees in Spanish hotels to investigate how different leadership styles can maximize hospitality. The researchers found that leadership promotes psychological empowerment and motivation. Similarly, Maurya and Sharma (2017) opined that business leaders might have managerial skills that support employee motivation and job satisfaction. Therefore, it is paramount that small construction business owners recognize and understand the role and impact of leadership on business. Bass (1990) came to a similar conclusion, stating that leadership adds value to any organization by promoting employee self-actualization and well-being. Based on the tenets of job embeddedness, exploring the benefits of leadership theory may increase employee engagement and satisfaction and ultimately reduce voluntary turnover (Huertas-Valdivia et al., 2019).

Employee Retention

Gilani and Cunningham (2017) described employee retention as a strategy employers may use to reduce voluntary turnover. In addition, Vardaman et al. (2020) conducted a study of 207 nurses working in the surgical medical unit of a major U.S. metropolitan hospital and confirmed that there is a correlation between employee retention and turnover. Similarly, Yamin (2020) used structural equation modeling analysis (SEM) to investigate motivational and environmental factors and their effects on employee retention and organizational performance. Per Yamin, there is a positive

relationship between employee retention and organizational performance. Small construction business owners may explore the positive effects of the relationship between employee retention and organizational performance to reduce voluntary employee turnover and ensure organizational success.

According to Gilani and Cunningham (2017), small construction business owners need to utilize employee retention as a business skill to encourage employees to continue contributing to meet organizational goals. Yumnam and Singh (2019) echoed that managers should inspire followers to remain proactive and assume ownership roles in employee retention. In addition, employee retention is imperative because it increases employee confidence and minimizes production costs (Keller et al., 2020; Modau et al., 2018; Rodrigues et al., 2020). Therefore, it is strategic for small construction business owners to mitigate voluntary employee turnover by retaining motivated and devoted employees.

Managers implementing an employee retention strategy to reduce voluntary employee turnover must focus on all organizational structures. Yumnam and Singh (2019) used a survey to analyze the significant retention factors in private life insurance companies in Manipura. Strategies to increase employee retention depend on the company's nature and activity. For example, employee assignments may last for many months or years in the construction industry. Because of this, managers should focus on implementing job satisfaction strategies to retain motivated employees and reduce turnover for a period that will last the project (Coetzer et al., 2017; Hunt & Hayward, 2018; Hur et al., 2019). Yumnam and Singh added that organization leaders should be to

determine the factors that empower employees to execute their duties correctly, create a sense of ownership and belongingness, and influence employees to remain proactive

Similarly, Coetzer et al. (2017) collected data from 549 employees in four major South African businesses using a short form of the original questionnaire to examine the relationship between job embeddedness and turnover intentions. The researchers found that influential business leaders can promote good relationships between employers and employees by recognizing performers, treating all employees equally, and creating an enjoyable work environment. Furthermore, Agusramadani and Amalia (2018) opined that greater employee involvement in every aspect of the organization leads to higher retention. The essential purpose of these strategies is to increase employee satisfaction, boost employee morale, create growth opportunities, and achieve retention (Giri et al., 2019; Hunt & Hayward., 2018). Therefore, small construction business leaders need to know employee retention strategies to plan for long-term success.

Human Resources Role and Mission

Human resource managers play a critical role in employee management. Sumbal et al. (2020) argued that to reach the peak of organizational performance, active human resource managers should analyze the economic, environmental, social, and human factors at all levels of business activities. Santhanam et al. (2021) echoed that active human resource managers should be employees' motivators for reaching a company's mission. Matthews (2018) added that business managers or leaders could evaluate organizational performance by assessing business operations through employee engagement, motivation, and retention. Comparatively, Vorina et al. (2017) used

statistical analysis to examine the results of a survey of 549 respondents and explored the role of human resources in Slovenian organizations. In their conclusion, Vorina et al. found a strong relationship between employee engagement and job satisfaction. They also suggested that real managers may use human resource management to promote a company's performance by assessing factors such as absenteeism, time off, vacation time, or conflict management. Active managers might also enable, for example, ethical standards and knowledge of the company's policies to promote organization values and reduce turnover (Kör et al., 2021).

Furthermore, Fabling and Grimes (2014) used a panel of more than 1500 New Zealand firms to analyze the impact of human resource professionals on organizational performance. Fabling and Grimes found that active human resource managers should have a managerial role and strategic mission to meet organizational goals, such as increasing productivity by hiring experienced employees. Likewise, Maier and Brem (2018) concluded that active human resource managers should be innovators and have a creative spirit by establishing programs and activities that meet employee expectations. Many researchers analyzed the role of human resource management and its impact on business performance. They concluded that effective human resource managers need to focus on improving training and social advantages such as paid time off (PTO) to reduce employee turnover (Chiat & Panatik, 2019; Matthews, 2018; Vorina et al., 2017). For instance, Hurrell and Keiser (2020) suggested that human resource managers use competitive remuneration to increase employee retention. To sum up, small construction business owners might improve the effectiveness of human resource practices by

improving training programs, internship practices, and PTO perks to ultimately mitigate employee turnover and increase performance.

Training Practices

Training and internship are convenient practices that increase employee motivation and organizational productivity. Chopra (2019) argued that increasing employee skills and knowledge also increase employee ability to innovate and resolve technical issues related to high production, thereby cultivating a favorable work environment. Likewise, Link and Müller (2015) used a qualitative case study to analyze the retail industry's tensions between employees and employers. In their analysis, Link and Müller found that organization leaders or managers can use training strategies to develop or implement human resource practices, increasing employee motivation and reducing voluntary employee turnover. Likewise, Stewart and Brown (2019) added that promoting employee training leads to building new skills that lead to creativity and efficiency, which may be beneficial for retaining employees.

Human Resource Management

Human resource managers have the mission to implement and develop programs, services, and policies that contribute to achieving business goals (Roscoe et al., 2019). For example, Barrena-Martínez et al. (2019) conducted a conceptual analysis based on a literature review, corporate social responsibility reports, and a global reporting initiative. They found that human resource managers may align the needs of workers with the company's goals. Newman et al. (2020) added that employees who align with the company's goals are likely to be proactive. According to Barrena-Martínez et al.,

employees who accept and believe in the company's goals are more likely to commit their future to the organization. Similarly, Bui et al. (2017) used fit theory to analyze the relationship between transformational leadership and employees' work engagement. Per Bui et al., the fit theory enables human resource managers to effectively align competency and performance activities by recruiting qualified employees through plans that fit their needs.

Ahmad et al. (2015) used a multiple regression analysis to examine the relationship between human resource performance and work engagement in Pakistanian large banks. In their conclusion, Ahmad et al. found that when workers have a good perception and the accessibility of their organizational human resources, they are more engaged and attached to the organization. Similarly, Seifert et al. (2016) conducted a study to determine how workplace fairness affects employee commitment. The researchers concluded that when managers treat their employees fairly, they have a high organizational obligation (Caesens et al., 2017; De Sousa Sabbagha et al., 2018; Eliyana & Ma'arif, 2019). Albrecht and Marty (2020) also examined the influence of job resources, such as training and development, on work engagement and found that job development increased when training resources increased over time. Therefore, a professional value-driven by human resources in the 21st century should have the essential human resource competencies to reduce employee turnover and enhance employee engagement and retention.

Wong and Giessner (2018) added that human resource managers might use job embeddedness and leadership theories to promote positive behaviors and attitudes within

the organization. Besides job effectiveness and knowledge, Bui et al. added that effective human resource managers need to have the ability, authority, and capacity to influence job performance. In addition, some researchers have argued that human resource managers need to possess innovative, technological, entrepreneurial, and employee relation skills to reflect the company's positive image to its stakeholders (Albrecht & Marty, 2020; O. Park et al., 2019; Wang et al., 2020). Furthermore, human resource managers in the construction industry may rely on job embeddedness tenets to promote positive attitudes that will positively affect employees' motivation and reduce voluntary turnover (Huning et al., 2020; K. Pang & Lu, 2018; Scanlan & Still, 2019).

Human Resource and PTO

Human resource managers use PTO to balance employee work-life and improve employee productivity, satisfaction, and retention (Hurrell & Keiser, 2020; N. Li et al., 2019; Toropova et al., 2021). Per Hurrell and Keiser (2020), PTO is significant for managers, especially in the current business context where competition is strife. Moreover, Das (2021) added that benefit such as PTO is also crucial to attracting skilled workers for organizational sustainability. Using signaling theory to analyze the impact of PTO on employee attractiveness, Smith et al. (2019) found that PTO practices significantly enhanced employees' motivation and led to a reduction in voluntary employee turnover. According to Hurrell and Keiser (2020), a generous PTO policy makes employees feel valued and positively enhances their personal views of the organization and its leaders. In support, Cesário and Chambel (2017) conducted an empirical study based on the work engagement scale, commitment scale, and employee

performance to analyze the development of adequate and challenging work conditions in an organization. The authors found that employers who provide benefits such as PTO and promote employee motivation can improve employee retention. For these reasons, O. Park et al. (2019) urge small construction organizations' human resource managers to utilize employees' PTO policies to increase employee motivation and reduce voluntary turnover.

Likewise, having a precise, concise, and generous time off policy allows human resource managers to manage and plan absenteeism to reduce costs associated with unplanned absences (Loan, 2020; Omar et al., 2020; Tarvid, 2015). Johnson et al. (2018) used an empirical study to examine trends, causes, implications, and interventions in burnout and healthcare staff's well-being in mental health services. In their conclusion, Johnson et al. found that the implementation of PTO was critical to building a robust relationship between employers and employees and reducing turnover. Additionally, Breevaart and Bakker (2018) argued that social benefits such as PTO or paid leave might be a significant employment benefit that ultimately leads to high productivity and turnover reduction. Furthermore, employees become more committed to their work when they feel that their managers care for their personal needs (Gopinath, 2020; Hurrell & Keiser, 2020; Sembiring et al., 2020). Based on job embeddedness theory, construction human resource managers might reduce voluntary employee turnover by adopting the PTO program strategy.

Employee Engagement

Employee engagement can influence employee intention to leave (Rahman, 2020). For example, a cross-sectional empirical study conducted by Sandhya and Sulphey (2020) on 392 Indian professional technology companies revealed a positive relationship between employee engagement and voluntary turnover. In addition, a study conducted by Putri and Setianan (2019) confirmed a moderate relationship between employee engagement and organizational commitment, and the intention to quit the job. Putri and Setianan suggested that managers link organizational commitment with employee intention to quit their job (D. Pang & Ruch, 2019; Rai & Maheshwari, 2020; Sembiring et al., 2020; Waller, 2020). In contrast, Bilal et al. (2019) argued that disengaged employees might leave the organization because they are likely to seek employment elsewhere. Therefore, creating a highly engaged workforce is critical to increasing employee retention and reducing turnover (Bilal et al., 2019; Monroe et al., 2020; Paoline III & Gau, 2020).

Similarly, Carleton et al. (2018) used transformational leadership theory to analyze how to create a positive work environment to increase employee engagement and motivation. Carleton et al. found that employee engagement resulted from managers' leadership style that promotes employees' social benefits. Similarly, Gould-Werth et al. (2018) conducted 50 semistructured interviews with a convenience sample of human resources professionals in 14 Arkansas-based employers to analyze the impact of retaining employees with disabilities in the healthcare industry. In their analysis, Gould-Werth et al. found that retaining skilled and motivated employees with a disability was

critical to increasing employee value, enhancing the corporate image, and reducing voluntary employee turnover. Furthermore, small construction business owners might increase social benefits to increase employee engagement and reduce voluntary employee turnover.

Moreover, employers need to offer compensations that meet employees' needs to increase employee retention. Lockwood (2007) conducted a survey of 50,000 workers in 27 countries to analyze the relationship between employee engagement, business achievement, and employee turnover. Per Lockwood, a positive relationship between employee achievement and turnover retention leads to high organizational performance. Kim (2017) and Harris and Ellis (2018) added that engaged workers are positively involved in their jobs, respectful of their coworkers, looking to improve others' work efficacy, improve work-related skills, and committed to highly active exhibit in-extra-role performance. For example, employees who call off or take time off from work with or without notice negatively affect the productivity and morale of other employees (Kurniawaty et al., 2019; Pires, 2018; Williamson & Perumal, 2021).

Similarly, several researchers have revealed that employee engagement is a significant predictor of employee retention (Kim, 2017; Lockwood, 2007; Omari et al., 2019). According to Omari et al., highly engaged employees are loyal and attached to organizations and lower employee turnover. Furthermore, Omari et al. confirmed that greater levels of employee engagement would lead to lower levels of absenteeism that may affect other employees' morale and increase their desire to remain in the organization, which may reduce voluntary turnover intention. Xiong and Wen (2020)

conducted a survey of 227 participants from two central retail banks in China. The results showed that turnover intention and work engagement significantly correlated with organizational citizenship behavior and counterproductive work behavior. Moreover, Xiong and Wen indicated that work engagement is also the place where employers should have strategies to mitigate counterproductive work behaviors. Business managers may promote employee engagement during economically challenging times to reduce voluntary employee turnover (Gould-Werth et al., 2018; Ju & Li, 2019).

In addition, Akhmetshin et al. (2019) stated that employee engagement could help companies withstand, survive, and thrive in turbulent economic times. Dhir and Shukla (2018) analyzed the differences in performance between engaged and disengaged employees and found that managers who used employee engagement strategies have the chance to double their production. Correspondingly, Harter et al. (2002) conducted a meta-analysis of 7,939 business units in 36 companies to analyze employee engagement. They found that companies with motivated and engaged employees improved customer satisfaction and business productivity, affecting employee turnover. In the construction industry, employees sometimes work overtime, so promoting a positive, safe, and vibrant workplace is paramount to enhancing employee satisfaction, employee engagement, and retention (Abdul Azeez, 2017; Ashton, 2018; Harmon et al., 2018).

Employee Turnover

High voluntary employee turnover is undesirable for any organization and a significant business concern for managers (Frederiksen, 2017; T. W. Lee et al., 2018; W. Wu et al., 2017). Furthermore, employee turnover adversely affects production customer

service and increases workloads. Several studies have shown that employee turnover negatively impacts organizational well-being, image, and reputation (Ali Suba'a Al-sadi & Khan, 2018; Hom et al., 2017; Kang & Sung, 2019). Mkamwa (2020) added that employee turnover adversely impacts organizational sustainability and viability. Employees' decisions to voluntarily terminate their employment with an organization vary based on each employee's circumstances. Commonly cited reasons for voluntary turnover include the availability of alternative employment opportunities, job satisfaction levels, interpersonal conflict, a sterile work environment, work-life balance challenges, or other personal reasons (Franklin et al., 2019; Jabbar et al., 2020; T. W. Lee et al., 2018). Thus, a high rate of voluntary employee turnover in any organization leads to many adverse outcomes.

Effective managers should analyze and investigate why they quit when many employees leave an organization. Asimah (2018) used a cross-sectional logic survey to examine factors influencing employee turnover in the hospitality industry. Asimah suggested that effective managers should provide appropriate remuneration policies, better working conditions, good communication between the management team and employees, and training opportunities. Per Asimah, managers may also know how to plan and assess their relationships with employees to retain them in the organization. An (2019) opined that losing employees with unique skillsets is like losing a company's capital. Bilan et al. (2020) echoed that turnover could affect an organization's prosperity and competitiveness regardless of its classification. Dutta and Khatri (2017) and Guest (2017) also added that it takes time to get the replacement hire up to the same

productivity level as the previous employee. Therefore, losing efficient employees might be costly for the organization.

Employee turnover can be voluntary or involuntary (Al-Mamun & Hasan, 2017; An, 2019; Madariaga et al., 2018). The critical distinction between the two types of employee turnover lies in who initiates the process. Shaw et al. (1998) used organization-level data to analyze the effects of employee turnover on organizations. They concluded that good human resource management practices help prevent voluntary employee turnover. Per Shaw et al., voluntary employee turnover is an employee's decision to terminate his employment relationship, whereas involuntary turnover results from an employer's decision to terminate an employee's contract. Scott et al. (2021) added that an employee could leave his job for lack of required skills. Yildiz (2018) echoed that business managers may use their leadership skills to stop the undesirable turnover of employees for business performance, which affects the loss of production capital. It is paramount for small construction business owners to understand the impacts of high voluntary employee turnover on production costs in the small construction industry.

Voluntary Turnover

Voluntary turnover is when employees leave an organization upon their initiatives (Fu et al., 2020; Harris & Ellis, 2018; Toropova et al., 2021). Haar and White (2013) analyzed the effects of strategic entrepreneurship and its impacts on employee turnover and employee retention. They concluded that voluntary turnover might arise from many reasons such as relocation for job opportunities, retirement planning, and family or other social issues. Saks (2019) added that voluntary employee turnover is predictable and may

have many consequences on employees and employers. For instance, an employee who voluntarily leaves a company may suffer if the new job does not offer what he expected and damages his morale (Davies et al., 2018; Saks, 2019). Shepherd et al. (2020) echoed that voluntary employee turnover may negatively affect customer service because it may take time for a new employee to function at the same level as the replaced employee. Harden et al. (2018) found that managers have a crucial mission to implement effective managerial business strategies to predict employee turnover. Small construction business owners might also use their business experience to implement critical strategies to reduce voluntary employee turnover.

Cost of Employee Turnover

Employee turnover may have tremendous consequences on the company and may negatively impact the financial wealth of the organization. Cumming et al. (2016) analyzed countervailing factors that incite more significant investment in the cleantech venture and found that economic, legal, or institutional variables are determinant factors that influence the cost of employee turnover. Per Cumming et al., effective managers should assess and analyze employee turnover costs that could negatively impact the company's financial wealth. According to Hur et al. (2019), turnover can directly impact productivity, affect morale, and undermine the mission and vision of the organization.

Hom et al. (2017) examined seminal publications and practical methods on employee turnover. They found that employee turnover harms business productivity and sustainability as it inflicts high direct and indirect costs. Johnson (2020) found that the cost of replacing an employee can increase by 250%. Hopkins and McKay (2019) added

that improving working conditions may reduce hazards and accidents, impacting production costs. Small construction business owners should be aware of all the potential costs related to voluntary turnover because it may affect the company's financial wealth.

The cost related to employee departure from the company differs depending on each employee's skills and expertise (Ling et al., 2018; Osborne & Hammoud, 2017; Sang et al., 2019). For example, Ernst et al. (2019) analyzed the aging nursing workforce in the government service providers. They argued that the cost of turnover could profoundly affect profits and earnings as production costs might increase due to waste and slow production. Chenoweth and Lapkin (2018) added that organization managers often have challenges finding employee replacements that suitably match their ex-employee qualifications and experience. Therefore, managers should fully understand what it takes to cover the less apparent costs of hiring and training new employees while acclimating (Ramlawati et al., 2021). However, according to Massingham (2018), business owners run into substantial losses of money, loss of productivity, and other intangible resources when high-performing employees leave the organization. That is why small construction business owners need to implement many strategies to retain skilled employees because any increased labor shortage affects productivity (Assaad & El-Adaway, 2020; Ma & Fu, 2020; Matongolo et al., 2018).

Organizational Commitment

Mitchell et al. (2001) used the job embeddedness theory to analyze the relationship between the organization and its employees. According to Mitchell et al., job embeddedness theory highlights a range of on-the-job factors influencing an employee to

stay employed in an organization. Afsar et al. (2018) referred to job embeddedness as an anti-withdrawal construct used to understand why employees remain employed.

Furthermore, Kooij and Boon (2017) confirmed that researchers of job embeddedness theory are always primarily interested in investigating the factors that organizations can control. Moreover, gathered evidence from empirical studies and meta-analytic analysis reveals that job embeddedness effectively forecasts job outcomes (Jehanzeb, & Mohanty, 2018; Jung & Yoon, 2017; Kundu & Lata, 2017), such as task and contextual performance (Mitchell et al., 2001).

Assessing organizational commitment is critical to understanding how employees feel about their jobs, organizations, and intentions to stay in the organization. Kennedy and Daim (2010) used survey methods to gauge employees' attitudes and opinions toward their company in the high-tech industry. They found that managers should be proactive and use creativity to promote organizational commitment as it positively affects employee decisions to stay in the organization. In addition, Kennedy and Daim argued that managers might use organizational commitment as a predictive managerial tool to mitigate turnover and promote employee retention. Similarly, Jehanzeb and Mohanty (2018) highlighted the need for small construction business owners to consider using other promotional strategies that enhance organizational commitment as a tool to retain their valuable employees.

Kundu and Lata (2017) argued that committed employees are unlikely to seek employment elsewhere. Therefore, managers may consider analyzing organizational commitment similarly to employee engagement to motivate employees to increase

performance. Many researchers have found that employees who are rigidly attached to their organization are unlikely to leave (Imamoglu et al., 2019; Oyewobi et al., 2019; Van & Nafukho, 2019). Naz et al. (2019) used a stratified sampling technique and partial least square method to investigate the relationship between employees and organizational commitment. According to Naz et al., organizational commitment attracted scholars because of its impact on employees and the functionality of an organization. An empirical study conducted by Ramalho-Luz et al. (2018) further confirmed the relationship between organizational commitment and employee turnover. Ramalho-Luz et al.'s study findings revealed that normative and affective commitment, pay, promotions, and the work nature correlates significantly with turnover intention. Following the same rationale, Aktar and Pangil (2018) examined the mediating role of organizational commitment among banking employees. They also identified organizational commitment as a significant predictor of employee engagement. Per Shibiti (2019), employee engagement is crucial in the construction industry to align all employees in the general organizational plan. Imamoglu et al. (2019) and I. D. Zhang et al. (2020) opined that employees' commitment is crucial for an organization's success. Based on job embeddedness theory, small construction business owners may use organizational commitment to reflect emotional attachment and feeling of their employee obligations to promote positive attitudes, which is crucial for organizational success (Aktar & Pangil, 2018; Ramalho-Luz et al., 2018; Van & Nafukho, 2019)

An organizational commitment must create a strong, mutually beneficial between employees and employers (Al-Jabari & Ghazzawi, 2019; Pattnaik & Panda, 2020;

Sheehan et al., 2019). Mowday et al. (1979) used the organizational commitment questionnaire (OCQ) method to analyze employee commitment to the organization's workplaces. Using a series of studies analyses conducted on 2,563 employees in nine different organizations, Mowday et al. found that organizational commitment strengthens employees' attachment to their organizations. Similarly, Mbhele (2017) and Cooper-Thomas et al. (2018) added that organizational commitment is a psychological force that promotes positive or relevant actions to strengthen employee commitment to organizational goals and values. Dixon-Fowler et al. (2020) echoed that increasing organizational commitment leads to the pursuit of efficient organization activities and employees' willingness to remain actively part of the organization. In addition, employees with high organizational commitment are far less likely to engage in absenteeism and are likely productive, reducing turnover (Al-Sada et al., (2017).

Moreover, Mousa et al. (2019) stated that a positive productivity outcome arises from the organizational commitment of desirable employees who have work experience and like their job. Obedgiu (2017) conducted a general review of human resources' historical evolution and professional development. According to Obedgui et al., human resource managers should focus on transactional work such as improving payroll and social benefits while implementing company consolidation and technology to increase organizational commitment. Company consolidation is crucial for efficiency, supporting quality performance, decreasing absenteeism, and ultimately reducing turnover. Similarly, Van and Nafukho (2019) used a sample of frontier employees to analyze the relationship between job and organization commitment. They found a significant positive

association between employee engagement with organizational commitment. Several scholars have also confirmed that organizational commitment positively impacts voluntary employee turnover (Grego-Planer, 2019; Hutagalung & Adawiyah, 2019; Salminen & Miettinen, 2019). Employees who express a commitment to their organizations may possess an optimistic perspective and may be willing to stay, which is crucial to employee retention and reducing turnover (Eisenberger et al., 2019; Salminen & Miettinen, 2019; Shareef & Atan, 2019).

On the other hand, Michalak and Ashkanasy (2020) posited that the reward system, effective leadership, and organization's capability to conjure commitment might be challenging to reduce voluntary employee turnover. Webster and Smith (2019) used self-determination theory to analyze personality and psychological traits that mitigate negative behaviors. Based on a sample of 97 workgroups comprised of 298 employees, Webster and Smith found that organizational commitment is an attitudinal matter that enables employees to cultivate and establish a psychological bond with the organization. Furthermore, Webster and Smith argued that committed employees are devoted and involved in attaining organizational mission and goals. Ahmad et al. (2019) added that employees leave their jobs because they lack organizational commitment. Similarly, Shareef and Atan (2019) opined that organizational commitment contributes to the influence of a stable workforce and improvement of employee motivation. Therefore, small construction managers might use organizational commitment as a managerial tool to influence an employee's motivation and reduce voluntary employee turnover.

Furthermore, an organization's success or failure is closely related to its ability to retain its valued employees and keep them committed to its vision. Murray and Holmes (2021) suggested using an empowerment strategy to encourage retention to increase employee commitment. Shao and Ariss (2020) investigated knowledge transfer between self-initiated expatriates (SIEs) and their employers. Based on the existing literature on expatriation and knowledge transfer, Shao and Ariss found that employees' motivation is often the product of their commitment to their jobs or careers. Per Shao and Ariss, engaged employees are highly committed to their organizations and would be crucial to the overall organizational performance by giving the firm an essential competitive advantage.

Similarly, Stoyanova and Iliev (2017) analyzed employee engagement and company performance in Bulgarian business organizations. They found that the level of employee engagement with the organization's goal, mission, and commitment is specific to an employee's career or profession and can significantly reduce turnover and impact its success. C. M. Wu and Chen (2018) added that managers might use their leadership skills to promote organizational commitment and reduce turnover. For this reason, Van and Nafukho (2019) opined that in small construction companies where unemployment is deficient and managers face tremendous challenges in retaining skilled employees, construction leaders need to develop effective strategies to reduce voluntary employee turnover.

Work Environment

Improving the work environment is crucial for reducing voluntary employee turnover. Setiyanto and Natalia (2017) argued that the work environment is vital in reducing turnover because of its effect on employees' decisions or desire to leave or stay in the organization. Hopkins and McKay (2019) used an explorative study to examine employees' working arrangements and commuting habits from Melbourne's largest city-based firms in Australia. Based on their analysis, Hopkins and McKay found that managers may use organizational policies, attitudes, transportation, and benefits to improve the employee work environment, performance, recognition, and retention. Setiyanto and Natalia (2017) added that the work environment might be physical or nonphysical. They described the workplace's physical environment that can affect employees directly or indirectly, such as lighting, air temperature, space for movement, security, cleanliness, and music.

Heryanto (2019) described a nonphysical work environment as everything related to work relations, such as superiors, coworkers, or subordinates. When an organization provides a good working environment that fosters supervisor and coworker cooperation, employees will feel that the organization and its members care about them and feel morally obligated to return the care by increasing their emotional attachment. Norman and Sjetne (2017) added that the working environment is essential in determining how employees perceive their organizations. Therefore, based on job embeddedness theory, small construction managers might improve the work environment to promote retention and reduce voluntary employee turnover (Van & Nafukho, 2019).

Moreover, the determination and creation of the right work environment are critical to promoting employee retention. Fallatah et al. (2017) used the structural equation modeling to examine authentic leadership's influence on the turnover rate among new nurses. In their analysis, Fallatah et al. found that an excellent organizational identification and work environment allow employees to be performant, productive, and committed to the organization. Tian and Robertson (2019) added that the work environment affects employee behaviors, especially short or long-term goals. Employers who improve their work environment enhance how employees view their jobs, which, in turn, significantly impact productivity and willingness to stay in the organization. Per Kianto et al., the work environment has a massive impact on employee recognition, happiness, productivity, and retention. A comfortable work environment for employees could increase morale and encourage better performance, ultimately reducing voluntary employee turnover (Naz et al., 2020).

Employee perception of their working environment significantly impacts their attitudes, behaviors, and physical and psychological health. Santosa and Mubarok (2020) used a descriptive methodology of the t-test to analyze the effect of organizational factors, compensation, and work environment on BMT Salam employees' performance. Santosa and Mubarok found that worker's compensation significantly affects employee performance. Santosa and Mubarok also argued that the work environment comprises all aspects that act upon and respond to an employee's body and mind. Al-Maaitah et al. (2018) argued that business managers need to establish the right working environment that supports employees to carry out their duties effectively and adequately to implement

jobs effectively and efficiently. Numerous researchers confirmed that improving the work environment led to higher employee retention (Pires, 2018), reduced voluntary employee turnover (Al-Maaitah et al., 2018; Wan et al., 2018), and higher organizational commitment (Jufri et al., 2018). Creating favorable working conditions that could motivate employees to work will influence the spirit of responsibility in the workplace.

A better working environment is a prerequisite for employees to do their job. A safe, clean, comfortable, favorable, and comfortable working environment can comfort and relax employees (Mariam, 2019; Nursaid et al., 2020; Ramli, 2019). Syamsudirman et al. (2019) used the questionnaire to collect from 162 respondents staff operating in the Fire Department and Rescue of Sungai Penuh City to examine the effect of compensation and work culture on organizational performance. In their analysis, Syamsudirman et al. found that the work environment can affect employee motivation and job satisfaction, reducing voluntary turnover. In the same token, Agbozo et al. (2017) opined that construction employees need a conducive work environment to utilize their knowledge and skills to perform their duties more effectively. Similarly, M. C. Nguyen et al. (2020) added that the right work environment significantly influences employees' attitudes and builds affective commitment. Per Pérez-Rodríguez et al. (2019), the work environment strengthens employees' emotional connection with the organization.

An exemplary work environment significantly influences employee performance (Kurniawan & Heryanto, 2019; Putra et al., 2020; Santosa & Mubarok, 2020). Badrianto and Ekhsan (2020) conducted an empirical study to analyze the relationship between the work environment and job satisfaction in Pakistan's banking, telecommunication, and

universities. Badrianto and Ekhsan found a positive relationship between work environment and job satisfaction. Likewise, Kurdi et al. (2020) echoed that physical and nonphysical work environment significantly affect employee satisfaction and retention. Putra et al. (2020) pointed out that a work environment can positively enhance perceptions, ultimately helping recruit and reduce employee desire to seek employment elsewhere. Therefore, small construction business owners have the mission to provide a safe and comfortable working environment to retain employees and reduce turnover.

Moreover, the physical environment's quality greatly influences an employer's ability to recruit and retain talented people (Onuko & Onyango, 2020). Agbozo et al. (2017) used a questionnaire to examine the work environment's effect on job satisfaction and employee retention in a Ghanaian merchant bank. In their findings, Agbozo et al. attested that the work environment significantly affects employee satisfaction. Per Hammer (2021), managers Managers need to recognize employee recognition by improving working conditions, which may positively impact productivity. Santosa and Mubarok (2020) added that work environments have numerous aspects that influence physical and mental well-being. Likewise, Firmansyah et al. (2020) and Baek et al. (2020) pointed out that uncomfortable work conditions might lead to low performance, high absenteeism, and elevated turnover rates.

In pleasant work environments with competitive wages, a trusting relationship between employees and the owners, equity and fairness, and a sensible workload may lead to achieving the company's goals with success. A composite of all these conditions improves the work environment and promotes high satisfaction (M. C. Nguyen et al.,

2020). Therefore, based on job embeddedness theory, small construction business owners may improve the work environment to increase employee motivation and job satisfaction and reduce voluntary employee turnover.

Construction Industry

Construction activities are primary sources of the development of any country (Hossain & Poon, 2018). Per Hossain and Poon, construction services that include hospitals, schools, offices, townships, roads, bridges, residences, and warehouses generate job opportunities for millions of job seekers. In the United States, construction activities are actively growing each year, making the country the first economic power globally (US Census Bureau, 2018). However, the success of small construction companies depends on the performance of their employees. Employees in the construction industry need to develop skills, motivation to perform their job at a higher level, and effective leadership to induce confidence. Loyal employees are likely to buy into the firm's strategic plans and pledge alliance to the organization for the long term.

The construction industry is a significant contributor to the U.S. economy, providing more than 680,000 employers with over 7 million employees and creating nearly \$1.3 trillion worth of structures each year. Many researchers argued that the retention of skilled employees and increased motivation to belong to the company are fundamental ingredients that lead to profitability (Koontz, 2021; Shaikh et al., 2020). According to Famiyeh et al. (2017), the construction industry provides development, employment, and socioeconomic development opportunities. Pakurár et al. (2019) agreed that construction business activities are continually evolving and increasing each year;

business owners should find an appropriate strategy to increase employee retention to remain viable.

According to Xu et al. (2019), construction companies create employment and generate income for the government through taxes. Using the grey forecasting model to predict managers' vision on potential development, N. T. Nguyen (2020) found that construction services generate income through foreign exchange earnings from the trade of construction materials and engineering services. Despite the construction industry's economic importance, small construction owners found some challenges in meeting job satisfaction, employee motivation, and customers' expectations to reduce employee turnover due to rapid technological advances and globalization impacts (Al Ahbabi et al., 2019; Ali Suba'a Al-sadi, & Khan, 2018). Abyad (2017) used an empirical study to analyze the effect of globalization on small business competition and found that globalization increased managerial challenges among business leaders to compete effectively and sustain their businesses. Per Abyad, business leaders need appropriate business skills and strategies to remain competitive in the market.

Therefore, finding a strategic competitive advantage plan was crucial to promoting business sustainability. Business leaders may consider using the competitive advantage to find and apply a strategic price to attract more customers and increase productivity (Baltzan & Phillips, 2017). Rothman et al. (2017) discussed the mechanism and moderator factors that lead to positive outcomes. They found that flexibility is one of the positive aspects that managers may use to produce high job quality effectively and satisfy customers' needs. Rothman et al. (2017) also argued that the lack of effective

business strategies could lead to business collapse or failure. In Addition, Luo et al. (2015) used resource-based view theories to create and develop more omnichannel innovations. They found that managers' roles and implications in business activities are crucial because they should master all business constraints to produce a desirable outcome. According to Luo et al., improving business processes could promote sustainability and profitability. In compliance with job embeddedness theory, Luo et al.'s arguments are critical for small construction leaders to consider employees as the primary factors of production and strive to enhance their well-being and success.

Gender and age discriminations in the construction industry also have a tangible impact on employee turnover. Moreno (2016) used semistructured interviews to analyze female entrepreneurship's characterization in Usme-Bogota and found that women's productivity was closely related to their roles in organizations or communities. According to Moreno, business leaders who treat employees equally and fairly without gender distinction are likely to increase employee retention and reduce turnover. To echo the finds, Shuang et al. (2019) used the ANOVA test and location tracking technology combined with Building Information Modeling (IBM) to identify and record intrusion behaviors of 147 construction workers over four months. In their analysis, Shuang et al. found that age and gender significantly affect intrusion frequency and duration. Also, Shuang et al. indicated that male workers were more intrusive-prone than females, and middle-aged workers had significantly higher intrusion frequency than younger and older workers. Thus, per Shuang et al., gender and age may influence turnover or reduce voluntary turnover as older workers always want to preserve and secure their work. In

contrast, young workers actively seek new opportunities (Shuang et al., 2019). Therefore, for the success of small construction businesses, it is paramount for business owners or managers to be aware of gender discrimination and comply with job embeddedness and leadership theories to promote employee retention and reduce voluntary employee turnover.

Likewise, work or employment discrimination can also arise from other factors such as race, religion, or national origin. Employment discrimination negatively affects business productivity and longevity. Aqqad et al. (2019) used a regression analysis to analyze the impacts of employment discrimination on job performance. They found that using a strategy such as mediation during an employment conflict is critical for reaching an amicable solution and preventing job discrimination. Similarly, Lamare and Lipsky (2019) used an empirical study to examine the effects of arbitration in discrimination claims. They found that employment discrimination claims differ from arbitration, which is appropriate for resolving anti-discrimination statutes at work. According to Lamare and Lipsky, construction leaders must be aware of mitigating employment conflicts based on religion, race, age, or physical disabilities to create a conducive work environment. Employers or small construction business owners may use job embeddedness theory for mediation, arbitration, or direct negotiation in their daily managerial activities to promote employee retention strategies and reduce voluntary employee turnover.

Retention Strategies in Construction Industry

In small construction business activities, where there is enormous competition, high job demands, and a high rate of voluntary employee turnover, managers should seek

effective strategies to retain devoted and skilled employees. In general, researchers agree that increasing job satisfaction, improving the work environment, creating an employee-centered climate, developing a positive relationship between employees and employers, and increasing compensation were significant in promoting employee retention (Karman, 2020; Rahman, 2020; Salas-Vallina et al., 2021). Finding effective strategies to reduce voluntary employee turnover is critical in the small construction industry, yet few researchers have taken action to find those strategies best suited to the construction industry; therefore, this study is needed.

For instance, adapting to change and technological innovation may be strategic to increase retention and mitigate turnover in small construction businesses. However, the small construction business leaders or owners may not know how to adopt change and technology innovation to improve work conditions and reduce voluntary employee turnover. For example, Duong et al. (2021) used the event study method to analyze the relationship between transformational innovation sustainability and stock market reactions for construction companies. In their conclusion, Duong et al. found that the benefits of sustainability innovations in the construction industry may integrate environmental sustainability into strategies for efficient resource allocation, which may also positively impact construction employee retention. Moreover, the researchers found that investing in innovation was crucial for small construction business owners to improve the work environment and business sustainability conditions, which was essential for reducing voluntary employee turnover.

Some researchers who focused their research on construction management indicated that effective strategies for reducing voluntary employee turnover might also be critical to promoting an organization's credibility (Holston-Okae, & Mushi, 2018; Meharunisa, 2019; Tews & Stafford, 2020). Organizational credibility is about how most hiring managers recruit into the workplace (Santosa & Mubarak, 2020). M. T. Nguyen and Khoa (2020) argued that small construction business owners who can maintain high organizational credibility and performance with well-motivated and devoted employees have many chances to succeed. Likewise, Ghasempour-Ganji et al. (2021) added that the effectiveness and efficiency of any organization, including small construction businesses, depend on the empowerment of its human resources, presence of an ethical climate, and use of organizational support to reduce turnover because an employee's decision to remain in the organization relies on corporate credibility to stimulate employee feelings of considerations and respects in the organization.

Specific to small construction business owners, they may create and maintain value in their company by implementing strategies that reduce voluntary employee turnover. In the research conducted by Persad (2020), the author analyzed strategies to retain skilled assistant project managers in the construction companies in New York and found that intrinsic motivation, performance enhancement, and occupational safety were among effective business strategies construction managers should use for reducing voluntary employee turnover. Iqbal et al. (2020) and C. J. Park et al. (2021) echoed that construction business owners should have effective strategies to mitigate voluntary employee turnover because employee turnover leads to substantial economic and

nonmonetary losses such as expertise and experience or knowledge. Furthermore, according to Kryscynski (2021), practical strategies to reduce voluntary employee turnover can help small construction business owners improve productivity and, ultimately, their company's bottom line. Improved profits enable the small construction business owners to contribute to their local communities and the economy by donating time, resources, money, and skills to keep employees productive in their local communities (Holston-Okae & Mushi, 2018).

Furthermore, Kasmuri et al. (2020) conducted a systematic literature review of research articles to offer an overview of the present state of turnover antecedents in the construction industry. In their review of 29 construction-related research studies, Kasmuri et al. found that demographic factors, such as age, position, year of services, employee type, personal status, and gender, generated inequality in practice within the construction industry due to claims of the industry as being male-dominated, irregular working hours, and workplace outside and far from home. According to Rastogi et al. (2018) and Meharunisa (2019), high voluntary employee turnover results from a deficiency in voluntary employee turnover reduction strategies. Therefore, small construction business owners should execute a routine evaluation of their business retention strategies, improving their competencies in line with the needs of their employees to improve retention and reduce voluntary employee turnover.

In the literature review, I summarized, compared, and contrasted several sources related to my research topic. Strategies that emerged from the literature review were (a) Leadership styles, (b) job embeddedness, (c) employee retention, (d) human resource

roles and mission, (e) organizational commitment, and (f) work environment (Arnold, 2017; Naz et al., 2020; Rodrigues et al., 2020; Sumbal et al., 2020). This study included exploring similarities between strategies used by small construction business owners in Virginia and the strategies listed above. The results of this study might provide actual successful strategies for small construction business owners in Virginia and provide other small construction business owners with strategies to reduce voluntary employee turnover.

Transition

In Section 1, I introduced the background of the research study, problem statement, purpose statement, nature of the study, research question, and interview questions. I also presented the conceptual framework of job embeddedness theory, operational definitions, assumptions, limitations, delimitations of the study, contribution to business practice, implications for social change, and the professional and academic literature review. The literature review provided critical information regarding the conceptual framework of job embeddedness and crucial elements sustaining the role and impact of reducing voluntary employee turnover.

Section 2: The Project

This qualitative multiple case study aimed to explore strategies some small construction business owners use to reduce their employees' voluntary turnover. Reducing voluntary employee turnover has become challenging because of the rapid development of construction business activities (SBA, 2016). As the primary researcher and data collection instrument of this study, I used face-to-face interviews to collect data from four small construction business owners who have successfully implemented strategies to reduce voluntary employee turnover in their organizations. I also presented a description of material related to the study population. Furthermore, I used methodological triangulation to analyze data, refer to reliability and validity strategies to mitigate bias and comply with ethical standards to protect my data during my research.

Purpose Statement

This qualitative multiple case study aimed to explore strategies small construction business owners use to reduce voluntary employee turnover. The targeted population consisted of four owners from four small construction businesses in Virginia who have successfully implemented strategies that reduced voluntary employee turnover by 75% over 5 years. This study's results might contribute to positive social change by providing small business owners strategies to reduce voluntary employee turnover, support job stability, increase income from profitable businesses, and improve family relationships. In addition, a stable job and income might increase individual satisfaction and motivation, encouraging participation in volunteering activities in local communities' infrastructure development.

Role of the Researcher

The researcher's qualitative research role is to plan, prepare, design, collect, arrange, analyze, and report the study's findings (Sant, 2019). Williams and Moser (2019) added that qualitative researchers must explore participants' experiences and gather and analyze collected data in an unbiased way to reach their goals. I was the primary researcher responsible for recruiting participants, managing, and presenting the research findings accurately by mitigating research biases. According to Farrugia (2019), qualitative researchers must comply with ethical standards. Researchers must ensure that all participants are safeguarded from undue harm and treated fairly and respectfully. Thurairajah (2019) opined that qualitative researchers are often sensitive to their social identities. Understanding and recognizing personal beliefs and biases would help alleviate biases during and after data collection. I complied with the *Belmont Report* principles to ensure respect, justice, and the benevolence of participants. Complying with *Belmont Report* principles is crucial for research credibility (McDermott & Hatemi, 2020). As I openly communicated with participants, I sought voluntary consent free of undue influence or coercion from all my participants. I unequivocally enlightened all participants of any risks and participant rights in the study. I also used member checking to confirm my study's credibility and ensure my data's reliability.

According to Yin (2019), qualitative researchers minimize biases and avoid viewing information through a personal lens. As a small business owner and with knowledge of business principles, my business experience helped me understand the concepts of voluntary employee turnover in the current business context. I am also

familiar with employee retention, having been a chief financial officer for 10 years in the retail industry. For my research credibility, I relied solely on participants' answers. In addition, I used an interview protocol to ensure consistency in my questioning. Billups (2019) defined interview protocol as written guidelines that researchers follow when conducting personal interviews. The interview protocol eliminated my opinions from participants' responses to the interview questions. I crafted the questionnaire using impartial wording to counteract the manipulation of participants' answers. The interview questions (see Appendix A) were relevant to the critical strategies for reducing voluntary employee turnover of small construction companies.

Participants

In qualitative analysis, selecting appropriate participants and collecting data through interview questions are crucial to answering the research question (Johnson et al., 2018). Cooper and Meterko (2019) suggested that participants meet the researcher's criteria to provide essential information and perspectives related to the phenomenon under study. I used the purposive sampling method to identify and select participants for this multiple case study. I used the internet to search Google, companies, and governmental websites for a sample of four small construction business owners located in Virginia who have successfully implemented strategies to reduce voluntary employee turnover by 75% over 5 years. A purposive sampling method is a tool used by researchers to identify the population that meets the eligibility criteria (Ames et al., 2019). I selected my participants based on their (a) lived experiences of reducing voluntary employee

turnover, (b) business skills, (c) managerial expertise, and (d) strategies to reduce employee turnover.

Eligibility criteria helped determine appropriate participants for the study (Chondrogiannis et al., 2017). The participants selected for this study were small construction business owners in Virginia who have successfully implemented strategies that reduced voluntary employee turnover by 75% over 5 years. My initial sample included four small construction business owners located in Virginia. I used the internet and Google search engine to gain insight into the companies and the SBA database and official government sources for potential participants. Before reaching out or interacting with participants, I waited until Walden University Institutional Review Board (IRB) approved my project.

Thurairajah (2019) argued that researchers must take deliberate actions to cultivate good working relationships with participants. Kalu (2019) echoed that a good relationship with participants or interviewees can foster trust and create mutual respect, which is crucial for collecting reliable information. Stanton et al. (2020) added that obtaining participants' consent before the interview and adhering strictly to the research process is essential to building an effective relationship between the researcher and the participants. I used the informed consent form to highlight the relationship between the researcher and participants by communicating the study's significance, participants' confidentiality, and rights during the research process. I was open and honest regarding the study's research question to establish trust with participants. I was also humble and respectful to all participants without regard to race, gender, ethnicity, or social class. I

sought to interview my participants in their chosen setting and location for their safety and comfort.

Research Method and Design

Research method refers to the strategy or technique that researchers use to conduct their studies (Sileyew, 2019). The research design will provide an appropriate framework for the analysis (Bloomfield & Fisher, 2019). The research method and design provide a blueprint for gathering, analyzing, and interpreting data to respond to the research question. Yin (2019) argued that choosing an appropriate method and design in academic research is strategic to successfully reaching the research goal.

Research Method

For this study, I used a qualitative research method to explore strategies small construction business owners use to reduce voluntary employee turnover. Yin (2019) stated that it is paramount that researchers select the correct applicable research method when conducting the study to meet the research goal. Researchers use one of three essential research methods: qualitative, quantitative, and mixed methods (Yin, 2019). A qualitative method allows researchers to analyze the phenomenon's human experience using interviews and observations (Annansingh & Howell, 2016; Ghauri et al., 2020; Yin, 2019). For this study, I conducted interviews using semistructured, open-ended interview questions to analyze and review companies' documentation and official sources regarding small business activities. Wilson et al. (2016) opined that using an effective qualitative research method may collect credible data from real individuals who experienced the phenomenon through interviews or observations. According to Hesse-Biber (2016), the

qualitative research method is not based on statistical data but rather on words, images, and text; thus, a qualitative method was appropriate for this study.

The quantitative and mixed methods are also valuable research methods. Researchers use a quantitative method or approach to test hypotheses based on numeric data (Apuke, 2017; DeBlaere & Hesson-McInnis, 2016; Fassinger & Morrow, 2013). According to Doody and Bailey (2016), quantitative methods help answer research questions that compare, relate, or describe objective measurements and statistical data about a population sample. Furthermore, researchers utilize the quantitative method to examine hypotheses and apply numerical data to determine the relationship between variables (Allen, 2015; J. Park & Park, 2016). My research question was not comparative, relational, or descriptive; thus, the quantitative method was inappropriate for this study because I did not test hypotheses to analyze voluntary employee turnover.

The mixed method combines qualitative and quantitative methods in the same study (Hansen et al., 2016; J. Park & Park, 2016). Kay and Kucera (2018) stated that a mixed method is a research approach applied when only one quantitative or qualitative approach is not adequate. The mixed method helps measure and determine the relationship or variances among independent and dependent variables (Molina-Arizona, 2016; J. Park & Park, 2016) and explores the human experience in collecting verbal or non-numerical data (Hansen et al., 2016). I did not test the hypothesis or determine correlations or relationships between variables; therefore, the mixed method was unsuitable for my study.

Research Design

The most used designs in a qualitative study are (a) case study, (b) phenomenology, (c) ethnography, and (d) narrative (Yin, 2019). Researchers use the case study design to explore a single phenomenon bound in time (Yin, 2019). I used a multiple case study design because it was appropriate to provide an in-depth exploration of strategies through individuals who lived or experienced voluntary employee turnover and reduced their business activities risks. According to Yin (2019), a multiple case study is appropriate to collect data from two or more participants. Collatto et al. (2018) added that a case study design enables the researcher to comprehend the phenomenon better and is ideal for empirical research studies. My sample consisted of four owners of small construction businesses; therefore, using a multiple case study was the most appropriate option for my study.

The phenomenological research design is another design that researchers use to explore a single phenomenon bound in time (Yin, 2019). This design provides information narrating what is perceived, sensed, and known from people's experiences (Heotis, 2020). Snelgrove (2014) argued that researchers use phenomenology to explore participants' lived experiences' central meaning. Bliss (2016) added that various academic researchers prefer using the phenomenological research design for its convenience. However, the phenomenological design was inappropriate for my study because I did not explore participants' lived experiences or gather information from many participants.

Researchers use the ethnographic design to explore participants' culture, behavior, or beliefs (Templeton, 2016). Ethnographic design requires researchers to focus on the culture within a group's associated environment for an extended period (Draper, 2015). Ethnographic researchers engage themselves in the study to view life through the lens of a business or a social group (Kim, 2017). The primary sources of data collection in the ethnographic design are detailed observations and interviews. According to Bamkin et al. (2016), ethnographic researchers collect data by observing people's environment or socializing to understand the phenomenon analyzed. My study did not explore participants' cultures, behaviors, or beliefs; therefore, the ethnographic design was unsuitable for my research.

A narrative research design is all about collecting and telling participants' stories. Researchers describe individuals' lives in narrative design, collect and tell stories about people's lives, and write narratives of individual experiences (McAlpine, 2016; Mueller, 2019; Poole, 2020). Jeong et al. (2020) stated that narrative design relies on gathering, analyzing, and representing people's stories as told by themselves. Narrative design helps exploratory research projects seek to engage with diverse individuals or groups' experiences and meaning-making processes (McAlpine, 2016). Thus, the researcher interprets the individual's stories instead of a community (Poole, 2020). The narrative design is about collecting and telling a story or stories of participants; thus, the narrative design was unsuitable for this study.

Data saturation was another consideration in choosing a multiple case study design. Data saturation is when no new information or new themes emerges from the

collected data (Saunders et al., 2019; Varpio et al., 2017; Yin, 2019). I conducted semistructured interviews face to face or via the Zoom teleconferencing platform (<https://zoom.us/>) to ensure data saturation, and no new information or themes emerged. When participant information becomes repetitive and member checking reveals no further information, data saturation must be attained (Fusch et al., 2018). Furthermore, Squires and Dorsen (2018) opined that saturation in qualitative case studies could be achieved with between two and 10 participants. Therefore, a multiple case study design was appropriate in exploring strategies through individuals who lived or experienced voluntary employee turnover and reduced their business activities risks.

Population and Sampling

The population is the broader group of individuals to generalize the study results (Carlsen et al., 2020). According to the SBA (2018), Virginia had 78,513 small construction firms in 2015. This multiple case study population consisted of small construction companies in Virginia, which have been in business for over 5 years. The construction business owners must have demonstrated and implemented effective strategies that reduce voluntary employee turnover. Measurements on the entire population of Virginian small construction companies were complicated, so I used a purposive sampling method to select a representative sample of my total population. The participant's selection should reflect all the whole population's characteristics. However, a well-chosen subset provides most of the information to allow accurate inferences from the population (Jäger et al., 2017).

According to Saunders et al. (2019), there is no predetermined sample size in qualitative studies. Sim et al. (2018) suggested that researchers select a sample size that allows data saturation. Data saturation is when participants can no longer offer new information or themes to the interview questions (Dikko, 2016; Hancock et al., 2016; Tran et al., 2017). As Tran et al. (2017) highlighted, determining data saturation can be problematic as researchers only work with their findings. I recruited four participants; however, adjustments to the sample size may change until I reach data saturation. Once I had collected enough information to reach data saturation, I determined the number of participants. Data saturation is achieved when the responses from new participants start becoming redundant to the data I have already collected (Tran et al., 2017). I knew data saturation was achieved when I repeatedly heard the same answers from participants, and the participants could share no new information.

Moreover, researchers use sampling strategies to select a population sample because, in most cases, it will be costly and time-consuming to study an entire population (Jäger et al., 2017; Mujere, 2016). The sampling strategy is essential to ensure that the selected participants are reliable and reflective of the target population's characteristics (Taherdoost, 2016). I used purposeful sampling to select my participants. Purposeful sampling is crucial to choosing participants who are likely to provide the most valuable information to respond to the research question (Taherdoost, 2016). Elo et al. (2014) suggested that purposeful sampling is suitable for qualitative research because it enables the researcher to gain detailed knowledge about a specific phenomenon. I ensured that all

my participants met the eligibility criteria for this study before any data collection process.

After receiving approval from Walden's IRB (Approval no. 02-11-22-0628049), I contacted the preselected participants via email or phone to verify that they have owned a construction business in Virginia and successfully managed it for over 5 years. I also confirmed that each owner had a proven record of retention of employees and experience avoiding or managing turnover before conducting separate interviews in person or via Zoom. I suggested that participants set the interviews at a quiet and discrete place. I also emailed or sent a hard copy of the invitation letter to those who agreed to participate in the study. I also sent follow-up emails to participants who agreed to participate in the study. Upon participant confirmation, I asked them to sign the informed consent form agreement and return it to recordkeeping. The scheduled interviews were 45 to 60 minutes for each participant. Furthermore, I employed an audio recorder or automatic recording with Zoom to record interviews. Finally, I maintained a journal to record participants' observations and verbal and nonverbal body language.

Ethical Research

Researchers may encounter some challenges during the research process while dealing or interacting with participants (Alase, 2017). Researchers need to comply with the ethical standard for confidentiality and data protection. As stated by Watson et al. (2016), researchers and participants must agree and adhere to the research policies to ensure credibility. As a primary research instrument, I complied with the IRB policies and protected participants' identities by providing secured codes such as P1, P2, P3, and

P4 for each participant. I also prepared the Informed Consent Form to explain each participant's rights and obligations during the research process. Participants signed the Informed Consent Form before conducting the interviews to acknowledge their rights and ensure each participant understood their rights and responsibilities.

I informed all participants that participation is voluntary and is not obligatory. I also explained to participants that there are no incentives to attract them to be part of this study, and they could decide at any time to withdraw from the study without penalty. Moreover, participants who choose to withdraw from the study can notify the researcher via phone, email, or mail. It is not required to provide the reasons for their choices. According to Alase (2017), participants can excuse themselves or refuse to answer questions they deem inappropriate or uncomfortable answering. Any information collected before their withdrawal will be archived and secured on my passworded and secured computer for 5 years. For a potential research audit, documents, memos, notes, reports, and audiotapes collected will be stored in a secure, fireproof safe in my office for 5 years. I informed participants that I might need access to the companies' internal documentation and reports, such as administrative reports and financial statements.

Moreover, I notified participants that their participation in this study was voluntary and that there would not be any participation incentives. Watson et al. (2016) added that participants' motivations might disorient the research and lead to the results' inefficiency. Finally, I informed participants about the benefits of their participation in this study and how they might help drive a positive social change for small construction business owners to sustain jobs and increase performance. The local community members

would also benefit from employees' experience to improve their social life during their long careers.

Data Collection Instruments

Interviews and observations are primary instruments for qualitative data collection (Fletcher et al., 2016; Levitt, 2018). I was the primary data collection instrument for this study and collected data through semistructured six open-ended interview questions. According to Kallio et al. (2016), using semistructured interviews enables the researcher to obtain reliable information and better understand participants' perspectives of the research topic. I referred to the interview protocol (Appendix C) to guide my interview process to collect data. I notified the participant that I would record the interview, which lasted 30 to 45 minutes. After the interview, I followed up with additional questions for clarification and member-checked participants for validation and research credibility. I also analyzed companies' internal documentation and administrative and financial reports to examine the research question, including payrolls and monthly employee turnover reports, employee hiring and training costs, strategic recruitment planning, state and federal employee taxes, and the SBA reports. I also used archival records to harvest data that helped analyze the case study and explore other social issues related to the research topic. Mills (2018) and Mohajan (2018) argued that using various sources and extending the research view is crucial to analyze the research topic better. Vindrola-Padros and Johnson (2020) added that analyzing in-depth administrative, financial, or managerial reports may help explore other hidden causes of firms' sustainability or productivity. For example, a critical review of an organization's

record may provide reliable information regarding short, middle, or long-term employee turnover planning (Yu et al., 2014).

As the primary research instrument, I strictly followed the interview protocols to help mitigate the potential of any personal biases. Jørgensen et al. (2016) acknowledged that interview protocols serve as helpful tools scholars use to keep the interview process organized and focused on the topic (Castillo-Montoya, 2016). Following the interview protocol, I started interview sessions by asking open-ended questions to engage participants, establish a rapport, and help participants feel comfortable and relaxed. I also summarized the final transcripts for member checking to ensure the accuracy, validity, credibility, and transferability of data and study.

Data Collection Technique

The central research question that guides this study was what strategies small construction business owners use to reduce voluntary employee turnover? Tu (2018) asserted that qualitative research aims to gather an in-depth understanding of the fundamental business problem and data richness of the exchange and relationship between researchers and respondents. Therefore, I collected detailed employee information from interviews with small construction business owners who have implemented strategies to reduce voluntary employee turnover. In addition, I explored and analyzed in-depth data from archived company records and semistructured interview questions (Appendix A).

DeJonckheere and Vaughn (2019) posited that in qualitative research, semistructured interview questions are an effective way to collect qualitative data as it

enables researchers to modify and tailor questions to address specific issues. Castillo-Montoya (2016) noted that semistructured questions would allow researchers to ask open-ended questions supplemented by follow-up and probing questions to give participants the freedom to respond as they wish. According to Castillo-Montoya, the semistructured interview process's effectiveness in harvesting data hinges on the researcher's interpersonal and communication skills. The interviewer must build rapport by listening attentively and respectfully to the information shared and engaging participants in a dialogue. I listened attentively and responded with follow-up questions to allow participants to share valuable information and avoid misunderstanding or misinterpretation of the interview questions. Misunderstanding and misconceptions of the interview questions might affect data credibility and reliability. The disadvantage of conducting semistructured interviews could be the time required for participants to engage in the interview process. According to Adams (2015), semistructured interviews are arduous, demanding, and require interviewer sophistication. Another disadvantage can be finding participants with the expertise to answer the research question.

As Moon (2019) pointed out, researchers may improve their research credibility by using multiple sources to corroborate the findings. In addition to collecting data via semistructured interviews, I collected data from archived and current companies' records. Qualitative researchers may also use archived record analysis and observations to collect data (DeJonckheere & Vaughn, 2019; Yin, 2019). I reviewed recruitment material, retention activities, policy manuals, and comprehensive voluntary termination reports to ensure in-depth interviews and encourage participants to respond freely. This practice

helped increase research credibility and avoid biases in data collection processes.

However, company documents might contain sensitive information such as salaries and wages, cost of health care, and PTO information that participants may be reluctant to share. In addition, it may be challenging to determine which document would render the best data.

After completing the initial data collection phase through the voice-recorded device and interview transcripts, I meticulously reviewed the digital transcription to ensure it matched the transcripts and what I recorded. After the transcripts' transcription, I sent the copies of the interview transcripts to the participants for review, correction errors, and confirmation. I also used member checking for participants' validation to improve the validity, accuracy, credibility, and transparency. In addition, member checking will help with the transcript summary review, ensure participant voices and declarations are accurate and improve my study's credibility, validity, and transferability (Birt et al., 2016; Candela, 2019; Moon, 2017). Finally, I confirmed that the synthesis represents participants' responses and any additional information obtained or added through member checking. I also repeated the process until I attained the data saturation point.

Data Organization Technique

Data organization techniques refer to the techniques used to classify, sort, and organize data to make them more useful. Robust data organization techniques are an essential part of the research process as they provide an effective, efficient support system for data analysis. According to Yadav et al. (2021), data organization techniques

provide platforms to store and extract meaningful information to apply in practice. Any data I gathered was securely stored electronically and physically during this research process. I used NVivo to facilitate data management from multiple sources and help with the analysis. I labeled, coded, and categorized data collected from each participant's account. I created a secured code for each participant's file to include transcripts, signed consent forms, and audio files to ensure my data. I securely safeguarded all the handwritten notes and hard copies of information, correspondence, or other sensitive materials that have been part of this research for 5 years. I also used encryption and passwords to safeguard electronic data files. Finally, I would permanently destroy stored files, shred all documents, and wipe clean electronic files after 5 years.

Data Analysis

Qualitative data analysis converts raw data into a message that conveys the researcher's conclusion, interpretation, or understanding of a topic (Lewis, 2015). As highlighted by Yin (2019), data analysis consists of five distinct processes, which are as follows: (a) data compiling, (b) disassembling of data into subsets, (c) reassembling data into patterns/themes, (d) interpreting of the data, and (e) developing of conclusions. In addition, researchers conduct qualitative data analysis to glean for patterns and make sense of collected the collected information (Casett et al., 2017). I followed the five-step process and employed methodological triangulation to analyze data.

In methodological triangulation, researchers use multiple external sources to validate, challenge, or better unravel the study's processes (Natow, 2020). Candela (2019) agreed and stated that methodological triangulation might help mitigate bias and

the likelihood of misinterpretation of the data. Researchers use multiple sources to explore the various levels and dimensions of a phenomenon (Fusch et al., 2018). I triangulated data from interviews, companies' internal documentation, and official sources. I also used computer software to help manage each of these steps in the process. Additionally, I linked information from the literature review, themes from the interview data, and data collected from company documentation to demonstrate methodological triangulation.

According to Lemon and Hayes (2020), computer software is a valuable tool researchers utilize to improve data analysis quality in qualitative research. One of the commonly used software in qualitative research is NVivo. NVivo is also used to code and categorize data according to emerging themes and data similarities. I used NVivo (Version 12) to sort, code, organize and analyze data. Coding consists of creating data categories and listing keywords before cataloging collected information into themes (Vaismoradi & Snelgrove, 2019). Researchers use deductive coding to represent the participants and organizations with predefined codes such as letters and numbers (Davidson & Case, 2018). Deductive or concept-driven coding allows one to take information from various sources and conclude logically (Pearse, 2019). I used NVivo to create codes based on the research question and conceptual framework phrases.

In this study, I performed the following actions: (a) store data on a thumb drive for easy access; (b) devise a distinctive coding scheme; (c) focus on critical themes; (d) connect key themes with my literature review and conceptual framework. I utilized the data-coding feature of NVivo to identify patterns and themes. Reassembling is a data

analysis process used by the researcher to organize and reorganize collected information until themes emerge to answer the overarching research question (Yin, 2019). The study's conceptual framework acts as the bridge linking literature review to study results (Yin, 2019). I used reassembling as a data analysis tool to collect, arrange, and rearrange information until I had themes to answer the overarching research question for this study.

Reliability and Validity

The concepts for establishing reliability and validity differ between qualitative and quantitative research (Queirós et al., 2017). Yin (2019) explained that researchers should maintain a chain of evidence to increase the data's reliability and validity. The terms used in qualitative studies for measuring reliability and validity are dependability, credibility, and transferability (Hayashi et al., 2019; Laumann, 2020). According to Birt et al. (2016), quality and trustworthiness might be accomplished using methodological triangulation, transcript review, and member checking. The data examination process included the focus group session findings, individual interviews, and company documents such as published policies.

Reliability

Reliability means the availability of enough data to replicate the research using the same data collection techniques to produce consistent results (Dikko, 2016; Karasakaloglu, 2018; Noble & Smith, 2015). Houghton et al. (2013) argued that researchers judge research's soundness to assess the finding's reliability. Researchers use the interview protocol to achieve commonality in executing data collection and enhancing the research study (Platt & Skowron, 2013; Yeong et al., 2018; Yin, 2019). I

used the interview protocol to ask participants the same interview questions, ensuring consistency in the data collection.

Qualitative researchers incorporate methodological strategies, such as member checking, to improve the research findings' trustworthiness (FitzPatrick, 2019; Fusch et al., 2018). Varpio et al. (2017) revealed that member checking might increase the research finding's dependability because participants authenticate the data interpretations. Caretta (2015) noted that member checking validates the data analysis and strengthens the study's results. By addressing dependability in the research, researchers maintain the study's reliability (Harvey, 2015). I clarified the interview questions ensuring the participants understood each question to minimize confusion. I transcribed the participants' responses to the interview questions, gave participants my interpretations of their responses to the interview questions, and asked them to verify my interpretations' accuracy.

Researchers establish dependability through accurate data recordings (Lewis, 2015). Amirpour-Harehdasht et al. (2018) asserted that audio recordings produce a verbatim account of the research phenomenon free from error, bias, and false assumptions. Guest et al. (2017) noted that researchers record interview data to interpret, transcribe, member check, and analyze the data collection. Therefore, I used audio recording devices to produce a reliable account of the participants' responses, reducing bias in this study's data interpretation and analysis.

Validity

Validity refers to data interpretation accuracy, the accuracy of the analysis, and the study findings' generalizability to other situations (Rose & Johnson, 2020; Saunders et al., 2019). Hayashi et al. (2019) stated that validity involves crafting a theoretical justification of research findings to corroborate the data. According to Guest et al. (2017), credibility, transferability, and confirmability are the three validity criteria. Furthermore, Morse (2015) and Yin (2019) argued that these criteria improve qualitative research rigor, trustworthiness, appropriateness, and transparency. Thus, validity is the transparency and soundness of the study and helps to avoid data quality issues. Back et al. (2015) described validity as an assessment or test that accurately measures the researcher's purports to measure.

The use of more than one data source and data collection method confirms the validity, creditability, and authenticity of the data (Saunders et al., 2019). Triangulation increases the research's authenticity, and member checking promotes credibility (Joslin & Müller, 2016). Saunders et al. (2019) stated that researchers ensure data integrity by guaranteeing that the audio recorder works appropriately for each meeting, maintaining accurate records, translating the interview discussion verbatim without incorporating interviewer judgment, and following a proper interview protocol. Saunders et al. (2019) explained that a researcher's fundamental obligation is to ensure data integrity by verifying the research's soundness, accuracy, and truthfulness by analyzing multiple data sources. As the primary researcher, I analyzed the data, verified the discoveries, and made recommendations. Each participant received a copy of the transcribed interpretation

to confirm what they said and meant. Follow-up, transcript review, and triangulation validate the discoveries. Saunders et al. (2019) stated that data saturation contributes to the study's validity by exploring the difficulties of the concept and its underlying assumptions. To reach data saturation, I continued the investigation until there was no new information to obtain.

Transition and Summary

Section 2 included an overview and restatement of the purpose statement, an explanation of my role as the researcher, and the justification of the selected research method and design. Section 2 also included information to address ethical considerations, participant selection methods, and a data analysis discussion to address the study's reliability and validity. I used methodological triangulation to enhance the research findings' reliability and validity through semistructured interviews, member checking and reviewing company documents. Finally, in Section 3, I presented my findings, which included a description of the study's application to professional practice and implications for social change. Section 3 also contains recommendations for future action and further research and reflections.

Section 3: Application to Professional Practice and Implications for Change

Introduction

This qualitative multiple case study aimed to explore the strategies owners of small construction businesses use to reduce voluntary employee turnover. Scholars have explored and analyzed the issue of voluntary employee turnover in other industries (Bebe, 2016; Carreno, 2016). To build on those initial efforts, the purpose of this study was to explore strategies exclusively for small construction companies. Reducing voluntary employee turnover is crucial for business productivity and longevity (Porter & Rigby, 2020). Small construction business owners should understand the impacts of voluntary employee turnover in the construction industry and have the capacity to prevent it for long-term business sustainability. The interview data from the current study showed that reducing voluntary employee turnover was not an easy task because of the intensity and high physical demands of the construction industry. The analysis of the findings resulted in three major themes: effective human resource management, working conditions, and employee engagement.

Section 3 includes the presentation of findings, a description of the sample, and detailed explanations for why the analysis led to the three thematic findings. The section also includes a discussion of the significant thematic findings related to the conceptual framework for this study. Finally, in Section 3, I compare the three thematic findings to relevant previous published studies.

Presentation of the Findings

The overarching research question for this qualitative multiple case study was: What strategies do small construction business owners use to reduce voluntary employee turnover? After collecting data from field notes, semistructured interviews, and companies' sources, I confirmed that data saturation had occurred after interviewing the fourth participant. Morse (2015) and Yin (2019) noted that data saturation provides enough information to confirm the study's validity. Using NVivo (Version 12), I identified three major themes during data analysis: (a) effective human resource management, (b) working conditions, and (c) organizational commitment. The subthemes that emerged were (a) effective recruitment and selection techniques, (b) competitive remuneration, (c) employee benefits, (d) safe work environment, (e) job description, (f) workplace culture, (g) employee empowerment, and (h) employee recognition.

Theme 1: Effective Human Resource Management

The first theme that emerged from data analysis was effective human resource management. This theme includes four subthemes: recruitment and selection of employees, competitive remuneration, employee benefits, and job description. Table 2 includes the subthemes, the number of participants who agree to the subthemes, and the percentage of the agreement to the subtheme compared to the total number of four participants.

Table 2*Subthemes for Theme 1: Effective Human Resource Management*

Nodes/Subthemes	No. of participants	% of participant agreement
Recruitment and selection of employees	4	100
Competitive remuneration	4	100
Employee benefits	3	75
Job description	3	75

Human resource management is crucial to describing how employees work within an organization. The primary responsibilities of human resource managers are managing staffing, employee compensation and benefits, and defining each post of work (Santhanam et al., 2021). Eckardt et al. (2018) argued that small construction companies' sustainability should depend on the knowledge and expertise of their employees to create and increase economic value for their clients or customers. Suseno and Pinnington (2017) added that human resources management is crucial to improving employee engagement and motivation, creating a desire to remain in the organization for a long time.

Human resource managers play a critical role in sustaining a strong relationship between employers and employees (Santhanam et al., 2021). Small construction business owners can improve their strategy through human resource management to offer social advantages that reduce employee turnover. Responses for human resources management came from Questions 2 and 6, which focused on the most effective strategies to reduce

voluntary turnover. All participants' responses attested that human resource managers should be proactive and creative to increase organization performance by promoting organization values and mitigating turnover. For example, P3 stated, "Our human resources strategy to offer full insurance coverage to all employees and family members motivated employees to be productive, which increased values to our organization." P4 echoed that "Human resource managers used matching 401K premium payment strategy. The 401K match strategy was crucial to retain employees because they should work until retirement to get all full benefits." P1 added that "The role of human resources managers is to implement organizational policies and improve work safety and engagement."

The results of the data analysis indicated that participants experienced voluntary turnover for a lack of efficient strategies to promote employee satisfaction and motivation. In addition, P1 and P3 agreed that employee turnover impacted productivity and profitability. All four participants recommended selecting and recruiting devoted employees and offering good employee benefits to improve retention. Competitive remuneration is crucial for human resource managers to improve success and effectively reduce voluntary employee turnover in all the departments and divisions of the organization. To collaborate on the information shared, all the participants provided documents such as their company application forms used by prospective employees, pay structures, a list of benefits offered and participation rates, and employee handbooks.

Recruitment and Selection of Employees

Recruiting and selecting devoted or motivated employees is critical for human resource managers (Rawashdeh, 2018). De Winne et al. (2018) argued that small

construction business owners face unique challenges regarding voluntary employee turnover that impact their organizational sustainability. Therefore, they should be aware of hiring qualified and competent employees to be technically proficient. Newman et al. (2020) added that recruiting and selecting employees must comply with laws and regulations to avoid any potential conflict between employers and employees. P1 described the changes in their company recruitment practices from kneejerk hiring practices to more thoughtful and well-structured processes that have taken place since the firm's inception 33 years ago. P1 categorized the process as going from a strategy of

Just pick up a person from the street for an immediate position need. However, over the years, we changed our recruitment strategy to a methodological fill open positions to improve retention. The process starts by carefully planning, identifying the job's requirements and the skills to look for when interviewing, and selecting the candidate who fits the position.

P3 and P4 explained their process and how they use artificial intelligence software to screen resumes to select a qualified candidate, interview the candidate, and determine if they will fit the corporate culture. P2 added, "During the interview process, the human resource managers ensure that all candidates are assessed on their technical skills and personalities before evaluation. This strategy helped us keep the same agents until now."

P2 observed that their general approach to recruitment and hiring had not changed significantly but emphasized the need to use personal judgment and all available tools in recruiting employees that fit into the established corporate culture. P3 and P4 further reiterated the critical roles of human resource managers in an ongoing process of

ensuring that employees' continued commitment to the company by addressing issues such as disciplinary actions, employee grievances are addressed, employee evaluations are done promptly, and any other human resource management issues that may arise. As a result, happy employees remain employed and become brand advocates to other potential recruits. P2 agreed and added, "We always make it a point to regularly scheduled meetings with recruits to help acclimatize and create that personal connection. Our job is to make you feel welcome and help with the transition." Based on job embeddedness theory, selection and recruiting practices are factors that human resource managers should utilize to prevent voluntary employee turnover (Peltokorpi et al., 2022).

All participants recognized that using and finding effective strategies to reduce voluntary employee turnover was crucial for their business sustainability and longevity. In addition, the four participants admitted that a good selection of new employees in the recruitment and promotion processes was beneficial to hiring and promoting devoted and engaged employees who will remain proactive during their entire careers. All four participants confirmed that reducing employee turnover was critical to building a solid relationship with customers. Moreover, based on information collected from interviews, public sources, and companies' documents, it becomes clear that promoting an efficient human resources practice was necessary to prevent and reduce voluntary employee turnover in all the departments and divisions.

Competitive remuneration

In human resources, a competitive salary or remuneration may vary depending on a company's pay philosophy. Hurrell and Keiser (2020) argued that managers, especially

in the current business context where competition is rampant, should use competitive remuneration to attract and retain employees for organizational sustainability. Syahreza et al. (2017) added that employees are likely demotivated and looking for new job opportunities if their basic salary requirements are not met. The findings from interviews attest that a competitive remuneration strategy increases retention and reduces voluntary employee turnover when applied. P1 noted, "Offering very competitive and fair remuneration helped enhance employees' morale and make them give out the best in them for the company." P3 reported, "one way to reduce employee turnover is by offering fair pay or wages that commensurate workers' experience contribution." P2 and P4 suggested that a paying employee slightly above the industry-going rate is an effective strategy for reducing voluntary employee turnover. P3 and P4 added that to find skilled employees to compete in this complex and ever-changing market environment, offering competitive wages to employees allowed them to remain competitive and offer the best quality of services to clients.

Messersmith et al. (2018) stated that business owners, especially in the construction industry, need effective management strategies to increase employees' welfare to reduce voluntary employee turnover. P2 and P3 also agreed that paying employees at or above the market rate is catalytic to minimize employee turnover effectively. P2 stated, "We created and empowered our human resources management to use all the tools at their disposal to fairly compensated employees. Effective human resource management's role is to establish an employee remuneration package that can motivate and influence employee decisions to stay in the organization (Ali & Anwar,

2021). The human resource managers should also ensure salaries and wages are comparable to market wage rates and promptly address any employee concerns (Messersmith et al., 2018).

All participants also admitted that an attractive pay and salary package was beneficial to hiring and promoting devoted and engaged employees who will remain proactive during their entire careers. Participants also attested that giving employees timely job evaluations and raises was strategic to increase job satisfaction and reduce voluntary turnover. P3 and P4 added that human resource practices to periodical review remuneration packages and recommending modest wage increases were vital in keeping a skilled workforce. Furthermore, all participants indicated how reducing voluntary turnover or increasing employee retention led to their organizations' sustainment and increased profits. For example, P2 attested that when employees feel well compensated, they feel respected and satisfied being in the organization. Their testimonies encourage other employees to join the organization. Finally, all participants indicated that combining the tenets of job embeddedness, leadership theory, and managerial experience of employee retention was critical to reducing voluntary employee turnover in the small construction industry.

Employee Benefits

Choy and Kamoche (2021) identified employee benefits as an interrupting authority for voluntary employee turnover. According to Das (2021), voluntary employee turnover links with the employee benefits strategy. The findings from participants' interviews attested that benefits such as health insurance, flexible spending accounts, life

and disability insurance, retirement savings, PTO, childcare, and eldercare were some of the social benefits that contributed to reducing employee turnover voluntarily. P1 said, “As a small construction company, we have limited resources; we cannot out-compete some of the established competition in terms of higher wages. So, we offer, for instance, retirement benefits such as 401K and match up to 6% of employee salary, which means that an employee puts in 6% of his salary and the company matches with 6%.” P3 and P4 echoed that they offered a 401K retirement plan with a 3% match, and they are planning to increase because of market competition. P1, P2, and P3 added that they also offer tuition reimbursement programs to employees willing to improve their education. P2 said, “We currently have people attending community college doing electricity and mechanical maintenance programs. The company supports tuition and provides all school’s needs to increase retention and reduce turnover.” P3 mentioned that having well-defined employee benefits significantly affects employee decision to seek employment elsewhere.

Thibault et al. (2017) posited that offering robust employee benefits can be a powerful tool that small construction business owners may use to retain talented employees. F. Li et al. (2018) found that a comprehensive benefits system would motivate employees to develop more creative solutions for the organization. P3 revealed that his company included a tax-deferred annuity, saving programs, long-term disability, life insurance, free parking, and paid holidays in its benefits package to increase employee satisfaction and reduce turnover. P2 indicated that his construction company offers employees a liberal fringe benefit package such as PTO, health, life, disability,

dental, and vision insurance. P1 and P4 indicated that they offered an extension of tuition assistance to children under 18 years old and spouses of employees who completed at least 5 years of continuous service.

Participants also indicated that offering fair and competitive social benefits packages was paramount to increasing employee retention or reducing voluntary turnover. Moreover, participants added that increasing social benefits such as health insurance, retirement plans, or annual bonuses helped increase adherence to the organization's culture and prevent voluntary turnover. P2 and P4 stated that paying a recognition bonus to an employee of the month or the year increased employee motivation and desire to perform more than others. P1, P2, and P3 added that their strategies to observe significant holidays gave employees a break from work and a sense of pride critical to hiring competent and honest employees who will remain loyal to the organization. Islam et al. (2021) stated that managers should recruit dedicated and conscientious individuals to increase a company's reputation and customer satisfaction, which may be beneficial in reducing voluntary employee turnover.

Job Description

Scott et al. (2021) asserted that employees resign when skills and knowledge are not commensurate with the job requirements. Some organizations do not consider job descriptions a priority, even though a mismatch of talent and capabilities leads to unnecessary absenteeism and low morale (Ju & Li, 2019). All four participants highlighted the need to evaluate the job requirements and skills required to do the job successfully. According to P1, "It is imperative that you look for the right candidate with

the correct skillset when you hire.” A strategy that has worked for P3 is reviewing employees’ job descriptions versus what tasks to be performed to make sure employees are not overloaded.

P3 and P4 added that understanding the job requirements enables the company to help employees by providing the proper training for the job. A study conducted by Schwarzmüller et al. (2018) found that job design offers a high level of employee control and provides increased opportunities for the development and exercise of skills. It is essential to recognize that effective selection is not sustained if employees are placed in positions that match their skills to improve employee retention. According to P2, “Selecting and placing employees begins with accurate and thorough job analysis to establish the available position’s tasks, duties, and responsibilities and the skills required for successful performance.” P2 further added that the selection of the potential candidate needs to be based upon job-related criteria found in the job description to improve the probability of a successful pick and minimize the probability of mismatch that may lead to voluntary turnover. A realistic job description should improve the probability that the candidate’s on-the-job experience will match the expectations developed during the selection process to improve employee retention and reduce voluntary turnover.

Links to the Literature

The findings from the interviews and review of publicly available company documents align with the human resource role and organizational commitment section of my professional and academic literature review, where I discussed how small construction business owners could utilize human resource management, remuneration,

and employee benefits to improve employee motivation and reduce voluntary employee turnover. Human resource management may provide small construction business owners with practical strategies to improve training and social advantages such as PTO to reduce voluntary employee turnover (Chiat & Panatik, 2019). All participants interviewed reflected that they use effective recruitment and selection techniques, competitive remuneration, and employee benefits to improve retention and reduce voluntary employee turnover.

Links to the Conceptual Framework

The findings from the interviews align with the sacrifice element of the job embeddedness conceptual framework. Afsar et al. (2018) argued that the fairer the reward and benefits, the more the employee sacrifices if they leave the organization. A significant loss could mean that the employee would have to sacrifice something, which is an element of the job embeddedness. Small construction business owners must understand what motivates people to retain valued employees. Some employees prefer a simple thank you and a pat on the back, while others prefer financial rewards or bonuses. Therefore, the alignment between the conceptual framework concerning sacrifice job embeddedness by Mitchell et al. (2001), the interviews, and analysis of the publicly available company documents, suggests that employees may remain at an organization because of positive social benefits and rewards recognition that they receive from their employers.

Theme 2: Working Conditions

The second theme that emerged was the working conditions. This theme includes two subthemes: workforce safety and culture. Table 3 includes the two subthemes, the number of adherences to the sub-themes, and the percentage compared to the total number of four participants.

Table 3

Working Conditions

Nodes/Themes	No. of participants	% of participant agreement
Workforce safety	4	100
Workforce culture	3	75

Good working conditions create an environment that promotes employee safety and an organizational culture necessary to achieve organizational goals. Based on job embeddedness theory, favorable working conditions are critical to reducing voluntary employee turnover. The findings from participants' interviews attested that good working conditions are paramount to motivating employees to perform their jobs to their highest ability. Therefore, managers who promote favorable working conditions could increase productivity (Hopkins & McKay, 2019). Parmer and Dillard (2018) argued that managers could achieve good working conditions by focusing on their overall organizational culture that supports employee growth and make their employees feel safe and comfortable. P1 and P4 stated that improving safety and promoting favorable working conditions increased employees' sense of belongingness. For example, P4 said, "Making

employee voices heard by holding a regular staff meeting and allowing employees to share ideas and concerns freely, offer strong encouragement, and personalized employee work areas help increase confidence and strengthen the employer-employee relationship.” P2 and P3 agreed that providing food and snacks every morning was strategic, promoting favorable working conditions, and ensuring healthy eating among employees. Based on job embeddedness theory, a good working condition is crucial for motivating employees to become proactively productive and remarkably reduce voluntary turnover. During the interviews, all four participants acknowledged the importance of promoting favorable working conditions as an effective strategy to reduce voluntary turnover.

Workplace Safety

Federal law requires organizations to implement a safe workplace to prevent health and safety hazards. Kelly et al. (2021) argued that employers should improve the work environment to increase retention and productivity. Silviana (2021) added that improving safety hazards in the workplace may decrease stress and enhance employee loyalty, which is critical to reducing voluntary employee turnover. P2 and P4 indicated that a safe workplace creates a competitive atmosphere without stress. P1 and P3 added that they ensured their workplace safety by conducting unannounced worksite walk-thru visits and inviting all employees to be daily and weekly safety meetings. For example, P1 stated: “I participate in the safety field meeting with my employees to emphasize avoiding accidents and inviting all participants to share their thoughts to prevent hazards. This was very productive, and all employees liked the idea.”

Moreover, Yusliza et al.'s (2020) study led to a positive relationship between a safe work environment and employee retention. A safe work environment is critical to building a positive relationship between employee job satisfaction and productivity and minimizing accidents or hazards on the job site. All four participants indicated that creating a safe work environment for employees in the construction industry was strategic to maintain a high level of production and sales. The interviews indicated that all participants believed that improving the work environment was crucial for increasing employees' desire to belong to the company and reducing turnover. For instance, the response to question 4 from P4 supported the notion that a safety management strategy entails ensuring employees take periodic breaks away from their tasks and comply with the proper Personal Protective Equipment (PPE) policy. P3 added that supervisors enforced the procedure of taking 15 minutes breaks after every 3 hours of nonstop work to decrease stress and potential hazards or accidents during work. P1 and P2 echoed that providing appropriate PPE and training all employees on using equipment safely was paramount to avoid incidents and protect employees from any hazards. All four participants provided proof of their publicly available safety records, such as Osha 300 and employee safety training records. Analyzing work environment safety, Silviana (2021) found that employees who work in a safe environment appear to be much happier and more productive.

Workplace Culture

Workplace culture is a compendium of employees' attitudes, beliefs, and behaviors that create a positive atmosphere in a work environment. Bourgault and

Goforth (2021) argued that a positive workplace culture aligns employee behaviors and company policies with reaching the organization's goals. Per Rio et al. (2021), a sound work culture should determine a positive professional relationship between employee attitude, work-life balance, growth opportunities, and job satisfaction. All four participants agreed on maintaining an organizational culture that promotes flexibility and trust in small construction businesses. Participants also attested that increasing employee trust leads to high employee retention. Fowler and Birdsall (2020) stated that managers should be more flexible to promote a positive workplace culture and increase employees' intrinsic motivation to remain in the organization. P1 said, "Promoting a workplace culture helped create a brotherhood environment that reduced turnover." P3 added, "I used to spend most of my time at work to experiment and develop a workplace culture based on trust for all employees at all levels of business activities. This is because I just wanted to show my employees that I trust them, give them room to do their jobs, which is crucial for reducing turnover." According to Almaaitah et al. (2017) and Riyanto et al. (2021), work cultures foster teamwork through flexible scheduling and provide a positive work-life balance while promoting job satisfaction. All four participants attested to creating an identifiable work culture that employees can relate to.

Links to the Literature

The findings from the interviews also align with the work environment and organizational commitment sections found in the literature review of the professional and academic literature. The work environment is crucial in establishing a positive employee-organization relationship. When business leadership shares critical information with

employees, whether the message is good or bad, it is known as accountability and transparency (Y. Lee & Li, 2020). P3 reiterated the importance of building a solid relationship based on trust and respect. Small construction business owners can help reduce voluntary turnover by promoting a safe working environment with strong work culture and well-defined tasks. When team members struggle, they might find it more challenging to effectively exchange ideas and information (Eisenberg et al., 2019).

The findings from the interviews also align with the management and leadership section of my review of professional and academic literature, precisely where I discussed transformational leadership. Leaders who implement transformational leadership can considerably influence employee job satisfaction and commitment to the organization (Virgiawan et al., 2021). The success of a transformational leader relies on the leader's ability to offer inspirational motivation, idealized influence, intellectual stimulation, and individualized consideration (Eisenberg et al., 2019). Based on the findings from the interviews, all participants appeared to display transformational leadership characteristics based on their techniques to effectively communicate with their team to strengthen the employee-organization relationship.

Links to the Conceptual Framework

The findings from the interviews align with the fit and link elements of the job embeddedness conceptual framework. When a small construction business owner provides a safe and conducive work environment, employees feel a sense of pride and ownership of the organization (Men & Yue, 2019). Additionally, the more the employees feel connected to their community or organization, the more likely they perform at

optimal levels and surpass management, and their fellow employees' expectations increase (Susomrith & Amankwaa, 2019). Therefore, small construction business owners can positively influence employee fit and link embeddedness by creating a safe work environment, establishing a solid work culture, and a well-defined job description to reduce voluntary employee turnover.

Theme 3: Employee Engagement

The third theme that emerged was employee engagement. This theme includes two subthemes: employee empowerment and recognition. Table 4 includes the two subthemes, the number of participants' adherence to the sub-themes, and the percentage compared to the total number of four participants.

Table 4

Employee Engagement

Nodes/Themes	No. of participants	% of participant agreement with subthemes
Employee empowerment	3	75
Employee recognition	4	100

Employee engagement is the emotional attachment that employees have toward their organizations and goals, which results in the voluntary use of discretionary effort (Mackay et al., 2017). Engaged employees experience pride and loyalty toward their organizations and usually perform above standards (Adnan-Bataineh, 2019). According to job embeddedness theory, managers should have the ability to increase employee

engagement to increase motivation and satisfaction (Shibiti, 2019). The results of the data analysis indicated that participants used employee empowerment and recognition to increase engagement. The theme of employee engagement emerged from interview questions 2, 4, and 5, in which participants presented their efficient strategies to increase employee desire to belong to the organization. The theme of employee engagement aligns with job embeddedness theory because it leads to satisfaction, which is crucial to improving employee retention and reducing voluntary turnover. For example, P4 argued that high-performing employees were self-motivated. P3 stated, “As the owner, I have to know who my best performers are and reward them accordingly. If one puts an extra effort and produces at a premium, showing a blind eye will be demotivating.” P1 and P2 added that recognizing and rewarding good workers inspires other employees to positively replicate their behaviors or attitudes. According to Putri and Adnyani (2021), incentives encourage employees to perform at a premium. All participants agreed that encouraging employees to think about where they would like to be in the long term was essential to foster teamwork, create a positive work environment, and reduce turnover.

Employee empowerment

Participants agreed that empowering all staff to provide their best service possible leads to a strong comfort level that promotes engagement. Murray and Holmes (2021) argued that employee empowerment strengthens an organization’s operations and encourages employee retention. P1, P2, and P4 noted that their strategy to empower employees individually and collectively was critical to mitigating turnover and increasing productivity. P3 shared, “Our staff is empowered to make things right on the spot. We

provide extensive training and options for our staff to change the service or remain in the same department.” P3 statement aligned with the conclusion of Murray and Holmes (2021). Carter et al. (2018) also argued that employees seek appointments for personal fulfillment by achieving goals and recognition of success. Pellegrini et al. (2018) stated that empowered employees are more motivated to strengthen their performance by gaining a sense of authority.

Employee Recognition

Recognizing employee accomplishments in the workplace and the family or social lives reduces concerns associated with work-life conflicts and potential voluntary turnover (Eversole & Crowder, 2020; Hammer, 2021). All participants agreed that their strategy to make employee recognition part of the organizational culture increased engagement and reduced voluntary turnover. Also, participants recognized that employee recognition, including incentives, holiday and milestone celebrations, and bonuses, led to high employee satisfaction. P4 added that celebrating successes and tiny victories strengthens the team and makes employees feel valued. P3 claimed, “We try and give everybody New Year’s Day off to have that time with their families.” All participants attested that organizing holiday parties and events, including families, helped reinforce the family-centric management approach, positively impacting employee engagement and turnover.

All business owners agreed that recognizing employee effort while doing their job effectively increased engagement and reduced voluntary employee turnover. Within the conceptual framework, organizational support is tied to increasing job embeddedness

through the employee perception of fit within the team and the organization. Moreover, the excellent perception of administrative support for management practices increases positive fit job embeddedness and reduces voluntary turnover (Bapuji et al., 2020; Suifan et al., 2018). Specifically, flexibility with scheduling and recognition programs improve employee perception of the organization as a workplace, increasing job embeddedness and reducing potential turnover (Archimi et al., 2018; Suifan et al., 2018).

Links to the Literature

The findings from the interviews align with employee engagement and the review of the professional and academic literature. Employees who participate and engage in corporate governance in their organization can influence positive outcomes by having a voice in the organizational processes (Bapuji et al., 2020). Therefore, construction managers who effectively engage their employees and encourage them to participate inside and outside the organization can positively influence job satisfaction and thus reduce voluntary nurse turnover.

Links to the Conceptual Framework

The findings from the interviews align with the fit and link elements of the job embeddedness conceptual framework. Organizational leaders who understand job embeddedness can improve employee retention by offering opportunities for growth and rewards and displaying fairness among employees (Susomrith & Amankwaa, 2019). In addition, small construction business owners who can effectively engage their employees and inspire participation may help them feel a greater sense of fit and link with their job and organization, ultimately reducing voluntary turnover.

Applications to Professional Practice

The findings of this study highlighted how owners of small construction businesses successfully managed voluntary employee turnover. Successful managers of small companies should rely on promoting the effectiveness of human resources management, a positive work environment, and employee engagement to sustain their business. Moreover, small business managers should consider applying an effective recruitment and selection technique, competitive remuneration, and employee benefits. Managers should also consider improving the work environment and organizational culture to sustain positive work conditions. Increasing employee empowerment and recognition is also crucial to maintaining corporate productivity engagement. Small construction managers can use the findings of this study to prevent and reduce voluntary turnover. The results are also practical solutions to meet employees' expectations by offering the same social benefits such as PTO, promoting organizational culture, and providing high-quality professional services. This study illuminated how owners of small construction businesses reduced voluntary employee turnover in their companies by addressing recruitment and hiring practices, competitive compensation, and healthy corporate culture. Small construction business owners may reduce voluntary employee turnover in their companies by improving recruitment and hiring practices, competitive salaries, and healthy corporate culture.

Implications for Social Change

The implications for a positive social change of this study include the potential of small construction business managers to develop strategies to reduce voluntary employee

turnover, which may support job stability, increase income from profitable businesses, and improve family relationships. Small construction businesses are professional services providers that rely on their human capital assets for profitability and viability. Then, motivated construction employees could provide their expertise to volunteer in local communities' programs by improving infrastructures such as schools, hospitals, and roads. Moreover, Business owners who recruit and hire skilled and motivated employees may provide individual growth and development opportunities and improve the overall talent in the local community. One of the ways that small construction managers can attract and retain talent is to create organizational cultures that foster high levels of communication and employee engagement, both of which add to overall employee satisfaction and stability for organizations and their families. The findings of this study on strategies for reducing voluntary employee turnover may contribute to ensuring a long career opportunity and providing additional retirement benefits.

Recommendations for Action

Small construction business owners may use the results of this study to tailor strategies to reduce voluntary employee turnover. Managers in small construction businesses should promote organizational structures to maintain scheduling flexibility, recognition programs, formal hiring, and onboarding processes. Through personal interactions strengthening fittings within the team, and fitting with the organizational structure, small construction business owners can facilitate environments where employees feel valued for their contributions and ideas. Small construction business owners should promote employee advancement by providing cross-training opportunities.

Furthermore, emphasizing on development and nurturing of those employee management links could help tip employee perceptions of the organization and opt to remain with the company. Small construction business owners should also build and maintain a positive working relationship with their employees, set clear boundaries, and openly communicate responsibilities and expectations to foster conducive working conditions. Good working conditions help keep an engaged workforce essential in reducing voluntary employee turnover.

After the publication of my study in the ProQuest database, I will provide an executive summary of 1-to-2 pages to each participant, in which I will present the findings and conclusion of the study. In addition, I will present the findings in leadership conferences, professional forums, or training workshops upon request. The complete study/ dissertation will be available in ProQuest/entire dissertation database searches for academic reference and dissemination. I will also use social media platforms to disseminate my study with other entrepreneurs, business owners, and scholars.

Recommendations for Further Research

The study's findings shed light on some of the participants' measures to prevent voluntary employee turnover issues. Varying reasons may lead to voluntary employee turnover, and small construction business owners need specific strategies to reduce voluntary employee turnover rates. Small construction business owners are only one subset of leadership in the construction industry, just as small construction is only a subset of the more significant US economy. Researchers should consider the perspectives of other industry leaders such as line supervisors, peer leaders, or senior-level strategists

to increase the understanding of strategies they use to provide a variety of perspectives. Such research may help unravel strategies to reduce voluntary employee turnover that this project did not reveal. Some participants might not be honest or have complete information regarding strategies to reduce voluntary employee turnover. I recommend that researchers replicate this study but employ a more extensive study population to help improve the understanding of voluntary employee turnover reduction strategies from a more diverse and broad number of participants. I recommend that further studies include small construction business owners in other construction industries, such as new construction, addition, or renovations, whose managers have increased productivity and profitability by addressing voluntary employee turnover issues.

Reflections

My experience in the Doctor of Business Administration (DBA) was extremely challenging while being exceptionally rewarding. The greatest challenge was the time required while my professional and family life continued. I enrolled in the DBA program without having prior scholarly work in business administration. While it took some time to learn how to be clear, concise, and precise, my business writing and presentation style enhanced my professional communication.

I gained a deeper insight into voluntary employee turnover, which is very important in my professional career. This study helped me explore ways other small construction business owners reduce voluntary employee turnover, which might help many organizations. I had some preconceptions about small construction business owners' strategies to reduce voluntary employee turnover. I thought wages and benefits

would have a more substantial impact on retention than the participants indicated. I had often observed construction employees' work and had a general idea of the workload, types of work, and management practices. I knew the average wage for construction employees was meager. Before starting this line of research, I did not understand how a friendly atmosphere and favorable working conditions could outweigh the financial aspect of a job.

Completing the DBA program enhanced my critical and creative thinking, helped me develop a holistic problem-solving approach to challenges, and taught me the true meaning of perseverance. As a result, I now understand how different research methods support and inform each other, the essential elements of research design with appropriate measures of performance and effectiveness, and how to package findings and results with an emphasis on feasibility and time for business practice.

Conclusion

Construction business owners play a critical role in promoting positive social change and economic development in the local communities. However, the increasing voluntary employee turnover rate affects organization productivity and profitability. For small construction business sustainability, managers need efficient strategies to reduce voluntary turnover at all business levels of activities. The main goal of this study was to identify and explore practical strategies small construction business owners in the construction industry use to reduce voluntary turnover. Exploring the benefits of reducing voluntary turnover was paramount to preventing employee burnout, ensuring success, and

increasing productivity and profitability. Also, reducing voluntary turnover led to improving employee motivation and confidence.

Voluntary employee turnover in the construction industry has become frequent because of the attractiveness and competitiveness of construction business activities. The conceptual framework provided insight into the internal organizational factors influencing employee decisions to stay at a job and the external influences that affect employee decisions. With the use of methodological triangulation, three themes emerged to include (a) effective human resource management, (b) working conditions, and (c) organizational commitment. The findings of this study indicated the need for small construction business owners to empower their human resources to recruit and offer competitive remuneration and benefits while promoting a safe workplace to reduce voluntary employee turnover. Furthermore, current small construction business owners affected by the high rate of voluntary turnover can use the findings of this study to return employees at a higher rate, thereby avoiding becoming statistics of failed companies through improved productivity and profitability.

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Appendix A: Interview Questions

1. How did you develop your strategies to reduce voluntary employee turnover?
2. What strategies have been the most effective in reducing voluntary employee turnover?
3. What strategies have been the least effective in reducing voluntary employee turnover?
4. How did your organization address the key challenges encountered with implementing strategies to reduce voluntary employee turnover?
5. How did your employees respond to your strategies to reduce voluntary employee turnover?
6. What additional information would you like to share regarding the strategies you use to reduce voluntary employee turnover?

Appendix B: Interview Protocol

1. I will contact participants by email or phone to ensure they participate in the study.
2. I will contact participants by email or phone to set the time and place of the interviews.
3. I will recap the purpose of the study, answer any questions, and provide the consent form to be signed.
4. I will record the interview with an audio recorder.
5. I will transcribe the interview (Verbatim).
6. I will create a summary of each interview and provide it to the participants to confirm the accuracy.