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Strategies for Reducing Employee Turnover in the Construction Industry

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Walden University

College of Management and Human Potential

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Daniel Brewster

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

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Walden University
2023

Abstract

Strategies for Reducing Employee Turnover in the Construction Industry

by

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MBA, Walden University, 2011

BT, Alfred State College, 2004

Doctoral Study Submitted in Partial Fulfillment

of the Requirements for the Degree of

Doctor of Business Administration

Walden University

December 2023

Abstract

Employee turnover in the construction industry is a challenge for construction professionals. Some construction industry leaders who lack the strategies to successfully lead construction professionals experience high employee turnover and irreversible damage to career trajectories. Grounded in the conservation of resources theory, the purpose of this qualitative multiple-case study was to explore strategies to reduce employee turnover in the construction industry. The participants were four senior executives from the Rochester and Buffalo, New York areas who successfully implemented strategies to reduce employee turnover. Data were collected from semistructured interviews and public documentation from participants' business websites and analyzed using thematic analysis. Four themes emerged: organizational culture and performance; consistent leadership communication, feedback, and collaboration; employee compensation and qualifications; and leadership authenticity. A key recommendation is for construction industry leaders to build teams and foster teamwork with and among employees. Implications for positive social change are to increase job satisfaction, promote safe and positive work environments, and improve employee work-life balance and retention, thus contributing to social harmony in families and communities with a more stable construction workforce that contributes to local economies.

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Dedication

I dedicate this study to Becky Gable, my north star, guiding me through some of the most challenging times of my life and providing the support needed to finish my academic journey.

Acknowledgments

First, I want to honor and thank God for the strength and courage to persevere even when it did not seem possible to finish my doctoral study. Deuteronomy 31:6 states, “Be strong and of good courage, fear not, nor be affrighted at them: for Jehovah thy God, he it is that doth go with thee; he will not fail thee, nor forsake thee.” God has not and will never let me down, as he was there next to me, providing the necessary strength and lessons throughout this academic journey. I want to thank my current committee chair, Dr. Matthew Knight, for his relentless guidance, advice, and support. Finally, I want to thank Becky Gable and my mother, Mary Knowlton, for refusing to give up on me and loving me unconditionally despite the hardships we suffered together and apart. God purposely places and removes people from your life, and our union is not by chance. I am forever grateful to have all of you in my life, now and in the future.

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Section 1: Foundation of the Study

Background of the Problem

Unwanted employee turnover can be detrimental and costly for construction organizations spanning the United States and beyond. Employee turnover in the construction industry can challenge an organization's ability to compete and survive, and the problem is directly related to job satisfaction (Jones et al., 2010). To find satisfaction on the job, employees need a sense of belonging and reassurances of self-worth from their organization and its leaders (Alony et al., 2015; Dutton et al., 1994). A problematic issue that construction leaders face is that construction turnover and unemployment rates are cyclical or recurrent, which means that the construction industry is unpredictable as it relates to its labor force and susceptible to the state of a nation's economy (Bruneel et al., 2014). The state of the economy, lack of resources, and societal changes because of the COVID-19 pandemic created further challenges involving unwanted employee turnover.

However, the state of a nation's economy is not the only driving force causing employee turnover. It continues to be a significant problem for all organizations (Jones et al., 2010; Mowday, 1984; Weisberg & Kirschenbaum, 1991). Mowday (1984) stated organizations should employ means to track historical turnover data during economic downturns and upturns. Mowday suggested organizations may not correctly track or record historical turnover data, implying that leaders are unaware of the exact reason for experiencing unwanted employee turnover and unable to establish strategies to reduce it. Construction leaders must persevere in an ever-changing economy, focus on reducing

employee turnover, achieve sustainability through proven strategies, and be prepared for future challenges as the COVID-19 pandemic continues.

Problem Statement

Employee engagement is essential to achieve organizational commitment, attain corporate sustainability, reduce employee turnover, and increase productivity by establishing sound business strategies (Putri & Setianan, 2019). Between January and June of 2020, 2,826,000 people entered construction jobs in the United States; during the same period, 2,810,000 people left their jobs in the industry (U.S. Department of Labor, Bureau of Labor Statistics, 2020). The general business problem is that high employee turnover in the construction industry has led to significant revenue losses. The specific business problem is that some construction industry leaders lack strategies to reduce unwanted employee turnover.

Purpose Statement

The purpose of this proposed qualitative multiple-case study was to explore strategies that leaders in the construction industry use to reduce unwanted employee turnover. The population was four senior executives in four separate construction companies in the Rochester and Buffalo, New York areas who have successfully coped with and lowered unwanted employee turnover. Findings of this study may contribute to positive social change by increasing job satisfaction, fostering safe and healthy work environments, and improving employee work–life balance, thus contributing to social harmony among families and communities of construction workers who stay employed.

Nature of the Study

For this study, I used a qualitative multiple-case study design. Qualitative research involves an exploratory search for meaning and understanding regarding a particular topic or phenomenon (Gummesson, 2005). By contrast, researchers employ quantitative studies to identify relationships and differences between variables through testing hypotheses (Hancock & Algozzine, 2011). My intention was not to test any hypotheses to examine variables' relationships or differences. Mixed-methods researchers combine both qualitative and quantitative research techniques (Hesse-Biber, 2015). As mixed-methods research requires a quantitative component, I instead used the qualitative method. I understood that a qualitative collaborative approach (interviews and documentation) to generate findings for this study was the best method. Rauch et al. (2014) stated qualitative case study researchers identify and explore new and under researched topics with small but distinct samples. Researchers employ qualitative case studies to explore and investigate phenomena in their natural settings using multiple evidence sources (Hancock & Algozzine, 2011).

A multiple-case study design is appropriate for this study because I used various forms of evidence to answer the research question. Yin (2018) stated a case study design's strength is its ability to analyze multiple forms of evidence. Case study designs involve using semistructured interviews and documentation as appropriate for various sources of evidence. Phenomenological and ethnographic designs were not suited for this study. Researchers use a phenomenological research design to study multiple individuals who have experienced a common phenomenon (Tomkins & Eatough, 2013). Tomkins

and Eatough (2013) stated phenomenological research is typically based solely on interview data. A phenomenological research design was not appropriate for this study because I did not answer the research question using a single data type. An ethnographic research design is the study of culture, history, cultural beliefs, and practices in personal and professional settings (Draper, 2015). Researchers employ the ethnographic design to study people's behavior in a cultural environment and how that behavior may change when people engage in groups or teams (Draper, 2015). Organizational culture was not the main focus of this proposed study; therefore, ethnography was not an appropriate design choice. It is also necessary for researchers to spend long periods in the field while conducting ethnographic research (Draper, 2015); making it challenging to complete this study by December 2023. A multiple-case study design was a better fit than other designs for this study as it uses multiple sources of evidence to answer the research question. By contrast, a single case study design involves using a single case and is less likely to yield rich data.

Research Question

The research question that guided this study was: What strategies do leaders in the construction industry use to reduce unwanted employee turnover?

Interview Questions

1. What are your organizational strategies for retaining qualified and experienced employees?
2. What were the key barriers to implementing your strategies to reduce employee turnover?

3. How did your organization address the key barriers to implementing your strategies for employee retention?
4. How have you assessed the effectiveness of the strategies you have used to retain your employees?
5. In what ways, if any, do your strategies focus on communicating your organization's vision and goals to your employees?
6. To what extent, if any, do your strategies for retaining employees address employee mentoring and development?
7. What else could you tell me to help me understand your successful strategies for retaining qualified and experienced employees?

Conceptual Framework

I selected Hobfoll's conservation of resources (COR) theory as the conceptual framework for exploring strategies that leaders use to reduce unwanted employee turnover in the construction industry. Hobfoll developed the COR theory in 1989 to establish a framework to eliminate ambiguity and bias to study and attempt to solve the problem of stress and burnout. Hobfoll (2001) stated burnout is due to loss of resources people experience when investing time and energy on work obligations at the expense of a healthy work-life balance. The basic tenet of the COR theory is that people inherently work to increase resources such as employment, economic position, and social status, and under stressful conditions, attempt to maintain them. Losing valued resources generates stress and the need to quickly regain those resources. COR theory is a model for comprehending the stress that may occur when (a) the loss of resources threatens an

individual, (b) those resources are lost, or (c) individuals attempt to invest established resources to gain more but fail.

Using the COR theory as the conceptual framework for this study could lead to a systematic and holistic approach to analyze strategies for reducing unwanted employee turnover. Researchers use the COR theory to address employee turnover, focusing on the role of employee resources in terms of stress, burnout, and failure to establish a work–life balance (Park et al., 2014). Hobfoll categorized resources into four categories: (1) object resources, (2) conditions, (3) personal characteristics, and (4) energies, which helped me later recognize and understand strategies leaders in the construction industry use for reducing unwanted employee turnover.

Operational Definitions

Job satisfaction: State of wellbeing resulting from achievements and how individuals feel about their current and future position within an organization (Locke, 1976; Rajput et al., 2017).

Resources: Tangible or intangible objects, personal characteristics, conditions, or energies that are valuable to an individual and serve as motivation to attain more of the same (Hobfoll, 1989). Anything that helps an individual reach their goals and objectives (Halbesleben et al., 2014).

Social harmony: Mutual support or aid that is established within families, communities, states, and countries, a unifying societal instinct that is critical for survival (Marsh, 2013).

Strategy: A business decision or plan of action that is developed to achieve specific goals and objectives (Shivakumar, 2014).

Unwanted turnover: Undesired exit of employees from their jobs within an organization and replacement of those employees, which generates additional costs for organizations and loss of intangible resources (Allen et al., 2014).

Assumptions, Limitations, and Delimitations

Assumptions

Assumptions are beliefs a researcher holds at the start of a study that are not necessarily valid or proven for a particular subject matter (Hancock & Algozzine, 2011; Martin & Parmar, 2012). Martin and Parmar (2012) stated making assumptions can help researchers better understand scope and limitations of research. I assumed each participant provided truthful and honest answers to questions during interviews. I also assumed that the COR theory was appropriate for the research problem. My final assumption was that participants accurately articulated their ideas, thoughts, and strategies.

Limitations

Hancock and Algozzine (2011) stated limitations are typically beyond the researcher's control and can distort a study's results. Additionally, limitations can be gaps or weaknesses in literature pertaining to a study's topic (Brutus & Duniewicz, 2012). Brutus and Duniewicz (2012) stated researchers rely on literature limitations to capture current gaps or trends that other researchers have presented regarding a topic. A potential limitation was lack of knowledge or understanding from construction leaders that an

industry problem exists and any personal bias on the part of leaders that could impede judgments regarding fostering organizational change. Such a limitation could skew data if participants were unwilling to cooperate in interviews. The final limitation was that literature about construction industry turnover was either dated or scarce. Therefore, I chose literature outside of the construction industry and related it with this study.

Delimitations

Delimitations are boundaries established by the researcher that confine the research (Hancock & Algozzine, 2011). Participants were in the construction industry, located in Rochester and Buffalo, New York, and worked for companies that experienced significant unwanted employee turnover.

Significance of the Study

Findings may be valuable to construction industry leaders who wish to reduce employee turnover's negative impact on organizational sustainability and profits. Organizations must understand ramifications of employee turnover costs and benefits to develop an effective plan or strategy to reduce turnover (Allen et al., 2010). Moreover, if leaders fail to listen proactively and invest in their employees' success, they may lose their most valuable assets (Lloyd et al., 2014). Retaining employees with multifaceted skills is essential for organizational success. Rojas (2013) stated that employees having specialized construction knowledge educated in business with field experiences are rare, especially entry-level construction managers. Findings may contribute to positive social change by improving job satisfaction, safety of work environments, and employees'

work–life balance, thus advancing social harmony in local construction communities among construction workers who stay employed.

A Review of the Professional and Academic Literature

The purpose of this study was to explore strategies leaders in the construction industry use to reduce unwanted employee turnover. The literature review is organized per the following outline to guide the reader, provide clarity, and implement structure to the process:

1. Search strategies
2. Conservation of resources theory
 - a. History and development of COR theory
 - b. Psychological contract breach
 - c. Authentic leadership theory
 - d. COR theory critiques
3. Maslow’s hierarchy of needs
 - a. Contrasting theory
 - b. Workplace anxiety
4. Identifiable causes of unwanted employee turnover
 - a. Quality of work life in the construction industry
 - b. Destructive leadership
5. Strategies for reducing employee turnover in the construction industry.

Search Strategies

This literature review comprises books, government publications, articles, and doctoral studies. The Walden University Library and Google Scholar functioned as search engines, and ABI/INFORM Complete, Business Source Complete, ProQuest Central, PsycINFO, and SAGE Journals served as journal databases. Search terms for this review were: *construction turnover, employee turnover, turnover strategies, COR theory, retention strategies, motivating employees, mentoring employees, employee burnout, work–life balance, employee resources, and retention challenges in the construction industry.*

Conservation of Resources Theory

History and Development of the COR Theory

The COR theory was the ideal conceptual framework for this study. The COR theory evolved from Freud, Maslow, and Pearlin's theories regarding motivation and stress (Hobfoll, 1989). Researchers find COR theory diverse and eccentric (Halbesleben et al., 2014). Its basic tenet is that people make every effort to obtain, retain, protect, and foster resources that are cherished above all others (Hobfoll, 1989). Loss of resources, both potential and actual, is a threat to people, causing them to take swift corrective action to alleviate the threat (Hobfoll, 1989). COR theory began as a prediction of people's behaviors when exposed to stressors compared to when not exposed to stressors (Hobfoll, 1989). Hobfoll (1989) found that when people are exposed to stressors, the result is the consumption of resources, causing a reaction in their environment. Possible environmental reactions are (a) a threat of losing more resources, (b) actual loss of more

resources, and (c) lack of resource gain immediately following resource loss (Hobfoll, 1989). Conversely, when people are not exposed to stressors, the goal is to conserve resources or gain more, thus generating a sense of pleasure and success.

Hobfoll (1989) presented four primary resource categories: object resources (house, vehicle, electronics), conditional resources (job title, social status, love, good marriage), personal characteristics (confidence, self-esteem, intelligence), and energies (time, money, knowledge). Hobfoll and Lilly (1993) defined object resources as either survival needs or tangible items that are challenging to procure and maintain. Hobfoll and Lilly described conditional resources as intangible yet critical elements for survival that generate further resources, resulting in stability. Personal characteristics refer to how people view themselves and what is essential (for example, aptitude, intelligence, skill, health, and confidence). Finally, energies are resources that enhance access to the other three primary resources.

Hobfoll and Lilly (1993) stated the COR theory was practicable and viable in the scientific community. Hobfoll and Lilly generated a list of 74 resources derived from the four main resource categories of COR theory. Hobfoll and Lilly invited 329 undergraduates to participate in the study and asked them to review each of the 74 resources, indicate what resources may have been lost or gained over a specified period, and rate those resources using a Likert-type scale from 1 to 7 (1 = little loss/gain, 7 = significant loss/gain). Hobfoll and Lilly found participants experiencing significant resource loss also experienced psychological distress. Participants experiencing significant gains in resources experienced a reduction in psychological distress.

Participants experiencing resource loss or resource gain show signs of distress or signs of euphoria—two completely different feelings on either side of the Likert-type scale.

To fully understand the COR theory, researchers should analyze two basic principles and their corollaries. Hobfoll and Lilly (1993) stated resource loss produces psychological distress and a person must invest accumulated resources to gain additional resources. Ultimately, Hobfoll and Lilly found it is harder to maintain current resources than achieve more resources. Maintaining a balance of resource loss and gain depends entirely on a person's social group, company, organization, and nation of residence. The following subprinciples, or corollaries, further explain the basic principles of COR (Hobfoll et al., 2018; Hobfoll & Lilly, 1993):

- *Corollary 1.* People with greater resources are less likely to experience resource loss. For example, if a person has very little cash, the available opportunities are limited, and the bills still have to be paid. However, if a person has an abundance of money, the options increase, but the person can continue to grow their cash value by either investing or using the resource as leverage toward more resources. *Primary of loss principle.*
- *Corollary 2.* People who lack resources are at risk of further resource loss. *Resource investment principle.*
- *Corollary 3.* People with greater resources have a high probability of gaining further resources. *Gain paradox principle.*
- *Corollary 4.* People with lower levels of resources are likely to be overly protective of their current resources. *Desperation principle.*

Hobfoll and Lilly (1993) presented Corollary 1 to indicate that individuals with greater resources are less likely to experience resource loss. Corollary 2 shows a loss cycle that generates momentum with each resource loss, creating difficulties for people coping with everyday stressors (Hobfoll & Lilly, 1993). Hobfoll and Lilly described losses in Corollary 2 as extreme, unavoidable, and unpredictable (for example, death, illness, and natural disasters). People with greater resources are more likely to invest resources and gain momentum toward further resource gains (Corollary 3). Finally, Hobfoll and Lilly described Corollary 4 as a conservation of resources in the event of unavoidable loss, a protective action that reduces the likelihood of resource gain. Those with weak resources tend to use their resources wisely and less often.

Hobfoll (2001) stated the COR theory is evolving as researchers continue to expand upon literature and better understand the process of stress and burnout. Burnout is a process brought about by stressors at work that reduces resources, causes emotional exhaustion, and reduces job satisfaction (Hobfoll, 2001; Wright & Hobfoll, 2004). Hobfoll (2001) found to minimize burnout, people need to adapt and learn from positive and negative events throughout their lifetime. Hobfoll indicated that people should proactively and strategically forecast resources to come, placing themselves in an advantageous position by predicting risk versus reward. The COR theory has evolved as researchers identify alternative ways to test it and employ its principles and corollaries.

Hobfoll (1989) put the COR theory forth as a means of measuring stress. Still, the theory has evolved into a theory of motivation, with measures for examining burnout during periods of extreme stress and emotional exhaustion (Wright & Hobfoll, 2004).

Shirom (1989) quickly recognized the many facets of COR theory in 1989 and expanded upon it, introducing a clear and concise understanding of the relationship between stress and burnout. Shirom (1989) stated stress leads to emotional exhaustion, which directly relates to depletion of resources. It is important how employees obtain resources that are necessary to meet job demands and safeguard against further resource loss or depletion (Wright & Hobfoll, 2004). Wright and Hobfoll (2004) later found that people viewed acquiring and spending resources as survival tactics and posited that this mindset attempts to avoid stress, burnout, and emotional exhaustion. Nevertheless, Hobfoll (1989), Shirom, and later Wright (2014) played a prominent role in the initial development of COR theory to include its focus on motivation, burnout, and stress, making the theory highly diverse and innovative for its time.

Many researchers, such as Halbesleben et al. (2014), became intrigued by COR theory and its principles. The COR theory has become a commonly cited theory for studying human motivation and workplace behavior (Halbesleben et al., 2014). In a literature review and critique of COR theory, Halbesleben et al. explained that Hobfoll first introduced the theory as a means of measuring stress; however, Halbesleben et al. found this to be inaccurate and indicated that COR theory was first introduced as a theory of motivation, the basic tenet being that people are motivated to collect, maintain, and protect specific resources of value. Halbesleben et al. (2014) stated that with most motivation theories, goals are present in the equation, and autonomy is the key to achieving goals and objectives and determining the value of resources. Halbesleben et al. argued that people are intrinsically motivated to conserve autonomy-based resources,

significantly impacting emotional wellbeing. Halbesleben's critique helped Hobfoll fine-tune COR theory as both later teamed up to publish an article.

There is a relationship between Hobfoll's (1989) COR theory and employee turnover in the construction industry. Resource depletion leads to emotional fatigue, which may result in employees leaving the job in an attempt to replenish desired resources (Reina et al., 2018; Shirom, 1989; Wright & Cropanzano, 1998). Construction industry personnel continually expend emotional and material resources to build infrastructure. Replenishment of spent resources is critical to keeping up with the demand for finishing projects and retaining an organization's most valuable resource, which are their employees. This applies to construction professionals. Individual resources fluctuate significantly in the construction industry, and that uncertainty makes the profession extremely stressful yet somewhat gratifying. Loosemore and Lim (2015) stated vendors, contractors, clients, and owners should share overall construction risk exposure, eliminate personal interests, and properly allocate and share resources, improving fairness in the construction industry.

Finding a healthy work–life balance is necessary for employees to become successful in their roles and environment. Ragsdale and Beehr (2016) stressed the importance of replenishing resources during nonworking hours. Ragsdale and Beehr empirically tested a model for employees improving their resources (Hobfoll's *effort recovery model*) after a weekend of nonwork activities and rest. The model explains the relationships among activities engaged during nonworking hours, the recovery process, recovery experiences, replenished resources, and employee outcomes. The participants

completed an online survey on a Friday and again on a Monday. The survey results positively linked an increase in work engagement and lower levels of burnout to participants that had the opportunity to replenish resources over a weekend. Hobfoll (1989) argued that people are motivated to gain resources or invest them for the right reasons, depending on their goals and objectives. Maintaining a balance can be difficult but vital to a person's physical and psychological wellbeing (Ragsdale & Beehr, 2016). It behooves organizational leaders to host team-building exercises or gather to build camaraderie and allow employees to replenish their resources on occasion.

It is difficult for construction industry leaders to determine a good person-organization (P-O) fit when hiring new employees. Given recent developments in COR theory and its diverse application, Jin et al. (2018) deemed P-O fit as a resource, just as Hobfoll did in 1989. P-O fit originated from interactive psychology, derived from the person-environment fit theory (Mi et al., 2020). Jin et al. (2018) posited employees who are determined to achieve P-O fit are motivated to engage with other employees. In doing so, employees engage in camaraderie, teamwork, long-lasting relationships, services to their organization, and resource gain. Hobfoll (1989) stated employees with high P-O are more likely than those without to expend resources with the hope of retaining, protecting, and growing their P-O fit. Camaraderie and positive social interactions may lead to growth and development experiences that increase job satisfaction and reduce turnover intention (Jin et al., 2018). Jin et al. (2018) claimed employees must have values and goals that are compatible with those of the organization. They must participate successfully in their personal and professional roles to retain,

protect, and grow their P–O fit. Failure to grow and have compatible values and goals may result in employee turnover.

This study aims to educate leaders on mechanisms that link turnover to P–O fit. To better understand P–O fit, Jin et al. (2018) tested their hypothesis by administering an online survey to 692 participating faculty members recruited by a university's provost office. Jin et al. measured six items: whether the participant (a) goes above and beyond their job description, (b) shows consistent success in tasks important to the supervisor, (c) champions new ideas focusing on the organization's goals and objectives, (d) thinks outside of the box or merely does as told, (e) prioritizes organizational goals over their purposes, and (f) takes the initiative rather than waits for a directive from the supervisor. The survey's findings, consistent with COR theory principles, were that members with high P–O fit perceptions are more likely to engage in developing relationships, solidarity, and comradeship in the workplace, thus reducing the likelihood of employee turnover. Jin et al. found that COR theory can help research P–O fit and its relationship to reducing unwanted employee turnover. Job satisfaction and P–O fit are similar in that both require gaining resources and are a mindset requiring employees to seek favorable outcomes instead of adverse effects.

Teaming up with others to gain resources is beneficial to all. Hobfoll et al. (2018) discovered a new facet of COR theory called *resource caravans*, resources occurring in groups, individually, and in organizations concurrently. Hobfoll et al. theorized that resource caravans arise when individual and organizational resources converge, forming a symbiotic relationship between gathering and traveling together in groups or caravans.

Additionally, with resource caravans, teams can develop passageways through stress-related experiences, building resources, and developing motivation (directly or indirectly) in parallel with organizational culture. For example, Hobfoll et al. theorized that teams and groups continually develop social and environmental conditions by promoting resilience, social skills, adaptation, and flexibility. The symbiotic relationship between employees and organizations may increase resource gain opportunities as employees share resources, interact socially, and engage in the organization's culture; these actions can open the flow of resource passageways, given certain organizational conditions.

Post-traumatic stress disorder (PTSD) occurs when a person's survival or well-being is threatened. Hobfoll et al. (2020) argued that loss of resources and the failure to maintain resource caravans and passageways are predictors of trauma and PTSD. According to Hobfoll et al., PTSD occurs when trauma or loss of personal, social, or material in nature is critical to self, survival, and social attachments such as resource caravans. Traumatic events and circumstances challenge the individual and influence personal, familial, and institutional decisions (Hobfoll et al., 2020). Traumatic events in a person's life instill fear and remorse based on certain stimuli, which eventually become linked to PTSD followed by a reaction to the traumatic circumstances (Thompson & Cooper, 2001). Therefore, based on this information, if an employee loses resources and cannot maintain resource caravans, there is a high probability that the employee will face a traumatic event resulting in negative behaviors toward an organization or even result in the employee leaving the organization entirely.

The COR theory has evolved since its introduction in 1989; its principles and corollaries help guide researchers in a wide array of specific and testable applications (Hobfoll et al., 2018). Hobfoll et al. (2018) found that researchers are currently emphasizing COR theory's actual practice and testing critical resources that effectively improve quality of life inside and outside the workplace. Hobfoll et al. found that researchers closely examine psychological contract breach (PCB) resources and how PCB affects innovation, job satisfaction, and organizational fit.

Psychological Contract Breach

PCB is expected in the construction industry as values, ethical behavior, and positive personal morals are fluid in many cases. Defined as an organization's failure to uphold mutual agreements or obligations between employer and employee, PCB is on the rise in many cultures worldwide (Bal et al., 2017; Morrison & Robinson, 1997). Bal et al. (2017) used COR theory as a mechanism for explaining supervisors' behaviors and relationships with employees in the face of PCB by examining the link between job demands and resources. On the premise of COR theory, Bal et al. found that high job demand depletes employees' resources and can cause them to feel like a PCB victim. Bal et al. also found that giving employees autonomy motivates and empowers them, mitigating the demands of the job and potentially lowering the effects of PCB. Besides, giving employees the ability to control how resources are spent without fear of repercussion or micromanagement can effectively minimize PCB (Bal et al., 2017). A PCB encounter produces a feeling of betrayal, which leads to the employee losing trust in leadership and the organization.

Autonomy, otherwise known as acting alone when making business decisions, is a sign of trust and mutual support between the employee and employer. Bal et al. (2017) found that employees with high autonomy exhibited a negative relationship to PCB, which means that employees with high autonomy are not as likely to experience feelings of PCB. Bal et al. found that autonomy sanctions the employee to control their daily roles and responsibilities, which fosters an employee's ability to minimize the potential for resource loss generated by high job demands (Bal et al., 2017; Hobfoll, 2002). Bal et al. also found the converse true: Employees experiencing low autonomy showed a positive relationship to PCB or a higher probability that an employee will perceive feelings of PCB. Bal et al. discerned that employees with high demands and low resources might perceive benign events at work as PCB. During times of insufficient resources, social support can help employees reduce negative feelings during times of high job demand and prevent the perception of PCB (Bal et al., 2017). Additionally, when PCB is evident, it is essential to decrease an employee's job demands (Bal et al., 2017). PCB brings various adverse outcomes, such as low performance, turnover intention, and high turnover, suggesting that leaders and managers should pay close attention to the consequences of PCB.

Issues related to PCB in the workplace span cultures. Li and Chen (2018) conducted an empirical study with 484 participants from northern China to determine whether PCB results in negative attitudes and counterproductive work behavior (CWB) in the workplace. Counterproductive work behavior is a crucial ingredient in workplace inefficiency and can cause severe financial turmoil for organizations (Li & Chen, 2018).

Li and Chen found a positive relationship between PCB and negative attitudes such as organizational cynicism and workplace alienation; such attitudes often lead to CWB and compound the problem. Li and Chen argued that organizations, leaders, and managers must beware of PCB and CWB and avoid false promises during the recruitment process and employment duration. Sometimes PCB is unavoidable as the employee and employer may not effectively communicate expectations, roles, and responsibilities.

When a PCB event occurs, leaders must act swiftly or face the consequences. An organization that promotes employee resource gain following a PCB event has a high probability of healing the breach between the organization and the employee (Costantini et al., 2017; Li & Chen, 2018; Morrison & Robinson, 1997). Leaders can acknowledge the reason(s) for the PCB and provide adequate avenues to compensate the employee and assist in resource gain (Costantini et al., 2017; Li & Chen, 2018; Morrison & Robinson, 1997). Even though Li and Chen (2018) briefly cited Hobfoll (1989), it is clear that Li and Chen included facets of COR theory and its principles in their study. For example, Li and Chen presented a hypothesis indicating that PCB will be positively related to work alienation and that employees cannot obtain or gain the necessary resources under these circumstances. Many professionals in the construction industry do not have the luxury of resource gain after a PCB event, which typically results in negative feelings and eventually employee turnover.

Employees who do not leave the organization after a PCB event may exhibit destructive behavior toward the organization. Li and Chen (2018) defined organizational cynicism as negative feelings toward an employing organization. Lin and Chen saw such

cynicism as in three separate dimensions: (a) perception that an organization lacks integrity, (b) negative attitude and behavior toward the employing organization, and (c) vindictive actions toward the employing organization. Li and Chen found that PCB is the main predictor of organizational cynicism resulting in CWB. Consequently, Li and Chen presented the following behaviors stemming from PCB and contributing to CWB: aggression, antisocial behavior, verbal abuse, rudeness, and withholding vital information. Further, Li and Chen identified more egregious CWB, such as theft, sabotage, absenteeism, and violation of safety procedures as the ladder to involuntary turnover. The idea is to prevent PCB events and destructive behavior through effective leadership traits.

Authentic Leadership Theory

Employees search for leaders they can depend on and trust. Authentic leadership theory is an increasingly popular approach to leadership development, designed to increase societal hope, confidence, trust, and enthusiasm in today's workplace worldwide (Avolio et al., 2004). Walumbwa et al. (2008) defined authentic leadership as leadership behavior that promotes positive ethical environments, heightened self-awareness, unwavering moral compass, systematic balance in processing information, and transparency when developing trust with subordinates. In 2004, Avolio et al. (2004) created a basic model for authentic leadership to help engender authentic leaders to influence attitudes, behavior, and performance in the workplace. Avolio et al. found that authentic leaders know who they are, live by their beliefs and values, and are transparent with whomever they work with. Avolio et al. and Sachin (2020) determined that

authentic leaders' primary objective is to develop authentic organizations, trust in followership, and generate successful impacts of authenticity, allowing employees to grow and become successful authentic leaders themselves. Authentic leadership and establishing trust amongst employees are critical to a construction project's overall dynamic environment and success (Sachin, 2020). Linking and implementing authentic leadership to COR theory principles correlates to developing a healthy work–life balance and job satisfaction.

Researchers continue to study the relationship between authentic leadership and job satisfaction using COR theory as a conceptual framework. Braun and Peus (2018) conducted a correlational field study ($n = 121$) followed by an experimental study ($n = 154$). In both studies, Braun and Peus employed a model derived from COR theory that linked authentic leadership to job satisfaction through leaders' promotion of healthy work–life balance. Braun and Peus found that authentic leadership was positively related to both leaders' and followers' work–life balance, with job satisfaction as an outcome. Braun and Peus pointed out that existing research links authentic leadership to employee well-being in organizations. Additionally, Braun and Peus argued that leadership, by definition, is a resource.

Employees seek self-worth and security. Authentic leadership can be represented by six dimensions of well-being (Braun & Peus, 2018; see also Ilies et al., 2005):

- Autonomy (self-motivation and self-regulation)
- Environmental mastery (manipulation or shaping of the environment to achieve goals or objectives)

- Personal growth
- Positive relations with others (established and trusting relationships)
- Purpose in life (the pursuit of personal and professional goals)
- Self-acceptance (knowledge of themselves and their limitations)

With authentic leadership employees may perceive leaders through a positive lens. Braun and Peus (2018) found that authentic leadership is linked to job satisfaction in three ways: It has (a) a direct effect on job satisfaction, (b) an indirect effect through leaders' work-life balance, and (c) an effect on followers' work-life balance. In their initial study, Braun and Peus noted a significant indirect relationship between authentic leadership and job satisfaction through followers' perceptions of their leaders and work-life balance (Braun & Peus, 2018). In their second study, Braun and Peus found that authentic leadership directly affected followers' job satisfaction. Braun and Peus found that participants with high authentic leadership traits had better job satisfaction and a more positive perception of work-life balance than those with low authentic leadership traits. In light of the COVID-19 pandemic, individuals search for companies that promote positive work-life balance initiatives.

Freedom to work from home may reduce stress, strain, and save precious time during the workweek. Braun and Peus (2018) also discussed a crossover process that affects work-life balance. Crossover is the interindividual transmission of stress and strain from one person to another operating in the same social environment (Braun & Peus, 2018). Research concerning crossover and authentic leadership has indicated that leaders set an emotional climate for followers' behavior. The influence leaders wield

highlights the importance of the original leadership style, given the inevitable crossover.

Braun and Peus mentioned that future research should use the crossover model to investigate leaders, followers, and work–life balance.

Trending unethical business practices in the construction industry is no secret. The construction industry has a history of unfairness and corrupt business practices (Loosemore & Lim, 2015). Loosemore and Lim (2015) found that injustice and lack of integrity in the construction industry are recurring problems that may impact industry relationships between clients, teams, and those in project roles. Loosemore and Lim described fairness as closely relating to ethics and justice and including (a) treating people unswervingly without favoritism; (b) refusing to take unfair advantage of people; and (c) taking people’s legal rights, interests, and perspectives into account when making decisions that may affect them directly or indirectly. Much of what Loosemore and Lim discussed in their study pertains to the construction industry and how ethical behavior is a global problem in the industry. Having spent a large portion of my life in construction, I can relate to what the authors are relaying as their message.

Lyubovnikova et al. (2017) stated that authentic leadership is connected to many positive outcomes at the singular or employee level. Some researchers argued that authentic leadership theory is closely related to transformational leadership theory; however, scholars are now looking past traditional leadership theories and considering more recent theories of leadership, such as authentic leadership, that promote positive change (Lyubovnikova et al., 2017; Walumbwa et al., 2008). As the generational

paradigm shifts, authentic leadership will be necessary to cultivate and mentor the next generation of construction professionals.

Lyubovnikova et al. (2017) conducted an empirical study in the United Kingdom and Greece to examine how authentic leadership influences team performance.

Lyubovnikova et al. conducted a survey, collecting data from 53 teams within three organizations. Lyubovnikova et al. found that authentic leadership positively relates to reflexivity (a team regulatory process) and team productivity outcomes. According to Lyubovnikova et al., authentic leaders can effectively guide team behavior and clarify intent when making difficult decisions, generating strategies, developing processes, and setting goals. Lyubovnikova et al. also found that authentic leadership has practical implications critical to creating high-performing teams. Authentic leaders become influential instead of just positional, an essential quality for shaping an organization's success.

Authentic leadership is a modern approach to organizational behavior and a resource for a positive work–life balance (Braun & Peus, 2018). Authentic leaders influence their subordinates' attitudes and behavior, reduce burnout, and deflect negative emotions (Braun & Peus, 2018). Authentic leaders who exhibit positive behaviors and exceptional values (positive moral compass) effectively increase employee engagement and trust (Walumbwa et al., 2008; D. S. Wang & Hsieh, 2013). Finally, authentic leaders generate trust and job satisfaction, which reduces turnover intention (Avolio et al., 2004; Bandura et al., 2019; Braun & Peus, 2018; H. Wang et al., 2014).

Conservation of Resources Theory Critique

Accepting a critique as valid produces motivation to develop a theory further. A critique of the COR theory literature is that resources are not clearly defined (Halbesleben et al., 2014; Thompson & Cooper, 2001). COR researchers have not studied the value of resources, their fluctuation, how resources are acquired, or how resources are measured (Halbesleben et al., 2014). Halbesleben et al. (2014) presented another critique of COR theory: Whereas Hobfoll (1989) emphasized using the term *value* for individual resources, that term may misrepresent a person's perspective as a consistently positive outcome. Realistically, any resource's value may change and should be termed a *goal* or *objective* (Halbesleben et al., 2014). Hobfoll categorized resources into broad groups: objects, states, conditions, and others. To further address their critique, Halbesleben et al. (2014) defined a resource as anything that motivates people to attain their goals and objectives. Defining resources in this way is a revised approach to explaining COR theory. However, the explanation remains broad; it provides the researcher with an alternative perspective of the theory and how to apply it actively to research (Halbesleben et al., 2014). People inherently set attainable goals and objectives seeking to better themselves and others systemically in their environment.

Gaps in literature are expected, which is why researchers piece together their work by filling in the gaps using newly published literature. A gap in COR literature is how people determine a resource's value (Halbesleben et al., 2014). Hobfoll (1989) termed the valuing of internal and external resources as normative (standard), suggesting that people may internalize resource loss and begin to assess themselves and their

environment during periods of stress. The resources most valuable to a person are those that hold significant societal and personal value. People may prioritize, internalize, and assess their resources based on their personal and professional environments. This idea indicates a considerable gap in the literature. It is unknown what the human motivator is and how people prioritize their most intimate resources, which may be interdependent with their environment and change continually given their needs and wants (Halbesleben et al., 2014). This idea leads to a contrasting theory that is world-renowned and focuses on individual needs and wants.

Contrasting Theories

Maslow's Hierarchy of Needs

Maslow's hierarchy of needs theory closely resembles COR theory as Hobfoll looked to Maslow's work to develop COR theory. Maslow (1954, 1970) first published their theory of human motivation in 1943 and then published an expanded revision in 1954 and 1970. Maslow stated that human beings are continually wanting and require uninterrupted satisfaction. Maslow illustrated the concept using a triangle with five layers depicting one satisfied state built upon another. Maslow categorized their hierarchy of needs through five primary motivators: physiological, safety, social (love and belonging), esteem, and self-actualization needs. Curiosity and the search for meaning may develop if any one of the above motivators or needs is in danger of elimination (Maslow, 1954). Researchers link the five primary motivators to COR theory through Hobfoll's corollaries.

People inherently categorize needs and wants. Maslow (1954) stated that when a need is satisfied, it is no longer a motivator and will cease to exist. Physiological needs, such as hunger and thirst, are primal motivators, which drive human behavior (Maslow, 1954). Maslow described safety needs as the need for stability, protection, security, and the absence of fear. The social demand for love and affection and the overwhelming need for belonging begin to emerge once physiological and safety requirements have been satisfied (Maslow, 1954). Maslow explained that once social needs are met, an overwhelming need for power, confidence, achievement, and competence begins to drive an individual toward esteem needs. Finally, after these four needs have been satisfied, Maslow discovered that a slight feeling of discontent might follow, leading to a need for self-actualization. Self-actualization need is the desire for self-fulfillment or for completing one's final goals and objectives. If any of the above needs are threatened, there is a natural urge to correct the alignment. Construction leaders that desire to keep their motivated employees and reduce unwanted turnover in their organizations should ensure the above-stated needs are satisfied.

Researchers continue to link COR theory and hierarchy of needs theory. Nudelman et al. (2019) linked COR theory and hierarchy of needs theory to individuals desiring to retain and obtain resources. The goal is to connect the conceptual theory to the contrasting theory through the literature. Nudelman et al. compared Hobfoll (1989) to Maslow (1954) primarily because of the idea that individuals continuously seek resources and needs to satisfy their desire to advance and establish sustainable growth personally and professionally. Hobfoll cited Maslow in their introductory COR theory section

stating that Maslow's hierarchy of needs theory indicates that people strive to obtain physical, social, and psychological resources in a tiered approach or methodology. Hobfoll also cited Freud's (1922) pleasure principle, where people instinctively seek that which is pleasurable. After searching the literature, it is rare to find researchers connecting all three in this fashion; however, each theory of motivation is similar and will help guide this study.

Theory of Workplace Anxiety

Researchers continue to use COR theory, the hierarchy of needs theory, and self-actualization need theory to study motivation, stress, burnout, and anxiety. Drawing from Maslow's self-actualization need theory, Cheng and McCarthy (2018) stated that managers should assess their workforce's needs, specifically employees susceptible to high situational anxiety levels. Additionally, drawing from Hobfoll's COR theory, Cheng and McCarthy offered that dispositional workplace anxiety affects job performance through emotional exhaustion and depletion of individual resources. Cheng and McCarthy's theory of workplace anxiety draws from previous theories of anxiety, resource depletion, and motivation to study the relationship between workplace anxiety and job performance (Cheng & McCarthy, 2018). This seminal literature is the next generation of theory that measures debilitating and facilitative action to workplace anxiety. This theory is worth mentioning as it combines several theories used in this study.

Identifiable Causes of Unwanted Employee Turnover

Outlining causes of unwanted employee turnover is essential to establishing the viability of the research question. In interviews ($n = 50$) with city-sponsored human service counselors in the United States, Wright and Hobfoll (2004) found positive relationships between burnout, employee turnover, low levels of organizational commitment, and job dissatisfaction. Wright and Hobfoll employed the 22-item Maslach Burnout Inventory to measure the three dimensions of burnout: (a) emotional exhaustion, (b) depersonalization, and (c) diminished personal accomplishment. Each of Maslach's burnout dimensions indicates that a person has exhausted too many resources for very little or no resource gain (Wright & Hobfoll, 2004). Wright and Hobfoll found that Maslach's burnout dimensions and correlations in their study are consistent with COR theory (Wright & Hobfoll, 2004). Hobfoll's (1989) COR theory posited that job burnout correlated to resource depletion, at which time employees are unable to cope with the strain resulting in either turnover or behavioral issues (Liu et al., 2020; Wright & Hobfoll, 2004). Employees may fail to notice their fatigue, and it is important to note that leaders need to engage their employees, have the difficult conversations, and ask the right questions.

Employees may fail to notice if they are experiencing burnout or emotional exhaustion, which are different depressors. Mi et al. (2020) stated that burnout or emotional exhaustion is a lack of energy or depletion of emotional resources. Burnout can negatively impact personal and organizational outcomes, thus impacting the construction industry as a whole (Mi et al., 2020). Burnout can also be linked to severe health issues,

increased anxiety and stress, sleep deprivation, heart disease, and psychological trauma (Wright & Hobfoll, 2004). Maslach and Schaufeli (2017) described burnout as a syndrome consisting of depersonalization, loss of resource gain, and emotional exhaustion. Each of these symptoms has significant adverse effects on an employee's ability to operate effectively in a professional environment.

Human nature inherently drives people to the pleasure center. Many theories of motivation rest on a fundamental belief that people avoid what is painful and strive for what is pleasurable (Wright, 2014). Wright and Hobfoll (2004) stated that COR theory is key to studying individual motivation during the burnout process. In their view, the key to resolving burnout is an individual's motivation to expend or gather resources to meet current work demands and guard against resource depletion. According to Wright and Hobfoll, burnout will continue to be an issue for organizations, especially as social structures deteriorate and *stress buffers* become unavailable to help employees cope with increased job demand. Employees must effectively communicate to their supervisors when they are feeling the need for stress buffers.

Supporting employees may reduce unwanted employee turnover. Campbell et al. (2013) presented empirical results of a study with 343 participants showing a significant relationship between emotional exhaustion, diminished organizational accomplishment, and organizational commitment. That finding supports the premise that leaders who support an employee's well-being could reduce unwanted turnover. Campbell et al. found that burnout quickly diminishes an employee's organizational commitment, often resulting in turnover and the added costs for replacing the labor resource. COR theorists

posited that leaders should support employees' well-being and help achieve professional goals and objectives (Campbell et al., 2013). Supporting employees during evident resource loss will prevent burnout and, subsequently, turnover intention (Liu et al., 2020). Supporting employees come in many variations, which typically involves the establishment of a healthy work–life balance.

Quality of Work–Life in the Construction Industry

Construction professionals continue to implement technology to save time and precious resources to spend more time enjoying life. Shan et al. (2017) found that the quality of work–life (QWL) is essential to reducing unwanted employee turnover in the construction industry. Shan et al. uncovered multiple reasons why the construction industry is experiencing a shortage of skilled construction labor: (a) wage decline, (b) unstable markets since the last notable recession, (c) growing intensity and stress of projects, and (d) skilled professionals' leaving the construction industry without mentoring the next generation. These can impact the QWL factors that reduce job satisfaction (Shan et al., 2017). After receiving survey results from 202 participants consisting of construction laborers and blue-collar workers, Shan et al. found a significant relationship between QWL and job satisfaction. Quality of work–life may not be monetary, which means that time at home or with family may be more appealing.

Researchers continue to study factors governing an employees' QWL and the relationship to job satisfaction, job commitment, and growth opportunities. According to Trist (1986), employees desire two types of QWL factors in a work environment: extrinsic and intrinsic. Examples of extrinsic factors are salaries and benefits, and

intrinsic factors can be autonomy, challenge, positive social interaction, workplace relationships, and development or growth (Shan et al., 2017; Trist, 1986). Shan et al. (2017) found that organizations' providing good QWL for their employees will result in job satisfaction and, eventually, organizational commitment. Additionally, Aruldoss et al. (2020) found that QWL and work–life balance are essential for corporate growth; job stress, job satisfaction, and job commitment are relative variables in the relationship between QWL and work–life balance.

Empirical studies indicate that QWL improves based on five factors. Drawing from data on 202 participants in the 2014 General Social Survey, Shan et al. (2017) found a significant correlation between QWL and job satisfaction among American construction workers. Shan et al. found the following five latent factors that promote QWL: (a) fair compensation, (b) safety, (c) physical and mental health, (d) resource adequacy, and (e) job security. Knowing these five latent factors could help leaders develop strategies to improve QWL and prioritize their resources, possibly leading to overall employee job satisfaction (Shan et al., 2017). It is important to note that most of the latent factors are not monetary.

Leaders need to focus on their well-being and set an example for their subordinates. Braun and Peus (2018) found that authentic leaders are more apt to balance their professional and personal lives, modeling a positive work–life balance for followers as well. Braun and Peus determined that work–life balance ameliorates work–family conflict by promoting social harmony between work and private domains. Braun and Peus collected data from 154 German-speaking adults to validate their hypothesis that

authentic leadership positively affects employee work–life balance. Leaders must be cognizant that their behavior will influence followers’ work–life balance because leaders are role models who should promote healthy lifestyles, both professional and personal (Braun & Peus, 2018). According to Toor and Ofori (2009), a sample of 32 managers in Singapore's construction industry indicated that authentic leadership is positively related and correlates with industry leaders' psychological well-being. Berger et al. (2019) concluded in their study that leadership behavior affects employee well-being and levels of anxiety, potentially depleting much-needed resources through excessive demand. Berger et al. stated that employee autonomy and leader passivity might reduce stress levels, increase job demands, and reduce the depletion of resources.

Destructive Leadership

Destructive leadership is just the opposite of authentic leadership. In a literature review, Thoroughgood et al. (2018) defined destructive leadership as systematic toxic behavior that imperils organizational goals, objectives, resources, tasks, and motivation by subjugating subordinates. Thoroughgood et al. further defined destructive leadership as hostile or harmful leadership styles used to influence followers. Hostile leadership behaviors involving continuous manipulation of a team’s time-based activities are likely to create unsuccessful, even negative, outcomes (Thoroughgood et al., 2018).

Thoroughgood et al. presented a chronological table to identify and further understand destructive leadership from its conception through its evolution, as conveyed in several critical literature pieces starting in 1975:

- Personalized charismatic leadership, by McClelland in 1975

- Petty tyranny, by Ashforth in 1994
- Managerial tyranny, by Ma et al. in 2004
- Supervision undermining, by Duffy in 2006
- Toxic leadership, by Lipman in 2006
- Abusive supervision, by Tepper and Tepper in 2007
- Aversive leadership, by Bligh et al. in 2007
- Strategic bullying, by Ferris in 2007
- Pseudotransformational leadership, by Barling et al. in 2008

Thoroughgood et al. (2018) focused on specific destructive leadership traits that they found worthy of study yet do not capture the entire story of destructive leadership or its processes. Thoroughgood et al. coined a new term, leader centrism, which is not clearly defined in their article. However, in alignment with their literature review research, it is possible to interpret the term as referring to an amalgamation of destructive leadership traits that create havoc within organizations, municipalities, and governments (Thoroughgood et al., 2018). Forms of destructive leadership continue to surface in the construction industry, making it more challenging to reduce employee turnover.

The destructive capabilities of toxic leadership can devastate an organization and its high-performing employees. Thoroughgood et al. (2018) emphasized that destructive leadership occurs over time and is rarely discovered until others can prove that a leader intended to harm a particular group or the quality of life of its constituents.

Thoroughgood et al. found that subordinates are the primary defenders against destructive leaders. There are gaps in this article, however, because it does not mention (a) followers'

susceptibilities, (b) followers' roles and influences within an organization, or (c) the development of followers over a period under destructive leadership conditions (Thoroughgood et al., 2018). Destructive forms of leadership can seriously impact the safety and sustainability of the organization and its employees (Mullen et al., 2018). Destructive leadership is the opposite of authentic leadership; therefore, both are a part of this proposed study.

There are many faces and forms of destructive leadership that researchers continue to expose to better society and the workplace. Fatima et al. (2018) conducted an empirical survey study of destructive leadership in Pakistan by issuing questionnaires to employees in the service industry. Fatima et al. designed the measure to ask participants if their leader was attempting to influence them through threat, intimidation, or workplace alienation (Fatima et al., 2018). A total of 321 participants correctly completed the questionnaire, contributing to the authors' data analysis. Drawing on Hobfoll's (1989) COR theory, Fatima et al. argued that employees either expend or conserve resources when experiencing prolonged exposure to an aversive (destructive) leadership style. Fatima et al. found COR theory useful in understanding aversive leadership and loss of employee resources about workplace alienation. Fatima et al. noted that research on this dark side of leadership is still in its infancy. Fatima et al. argued that their study results should alert practitioners to the urgent need to change their hiring criteria to identify aversive leadership traits and keep candidates with such traits from higher positions within organizations. Yelling, shouting, and threatening are prime indicators of aversive leadership and are intended to strike fear into the employee as a motivational incentive.

This type of behavior only causes employees to lose resources and satisfaction in their jobs (Fatima et al., 2018). Finally, Fatima et al. found COR theory viable in the Pakistani context, further validating the theory's geographical diversity. The diversity, principles, and corollaries of COR theory continue to spread to researchers globally.

Leaders may sometimes exhibit traits of a sly and devious wolf in sheep's clothing. Lee et al. (2018) argued that leaders might exhibit destructive leadership and authentic leadership capabilities in rare cases, making it more challenging to pinpoint fault with a leader's style or interaction method with subordinates. Lee et al. proposed that charismatic and pseudotransformational leadership, a *Jekyll and Hyde* approach to leadership, is dangerous to organizations and their employees. Barling et al. (2008) proposed that a pseudotransformational leader exhibits passive-aggressive behavior and strikes fear in employees by subjugating them. This type of leader exploits others to gain a sense of power and increased self-confidence through feelings of importance (Barling et al., 2008). Lee et al. argued that leaders could change their leadership style, given certain conditions and environmental factors. However, destructive leaders may take time to change their leadership styles, which may be too late for some employees.

It can be overwhelming to an employee that is the recipient of abusive supervision. Gopakumar and Singh (2020) stated that employees experiencing abusive supervision may increase their defensive voice behaviors toward their supervisors to recover resources. Gopakumar and Singh focused on employee voice and linked it to abusive supervision along with COR theory. The idea is that employees will speak or act out towards an abusive supervisor because they fear the power they wield, resulting in

possible loss of resources such as advancement, salary increases, bonuses, and even their jobs. Speaking out towards abusive supervisors is a defensive, self-protective, and self-serving behavior by employees to prevent loss of resources and gain favorable impressions of themselves in front of other supervisors, and potentially gaining resources in the process (Gopakumar & Singh, 2020). This type of behavior may be misconstrued as insubordination, and the employee may receive a reprimand in the process.

Strategies for Reducing Employee Turnover in the Construction Industry

Based on the construction industry's reputation, many graduates are not making the conscious decision to follow a career in construction. In some countries, leaders of construction companies are realizing there is a shortage of qualified construction professionals (Sedighi & Loosemore, 2012). Construction company leaders target construction management graduates and design recruitment strategies to attract talent by considering what the next generation considers employer-of-choice (EOC) characteristics (Sedighi & Loosemore, 2012). Additionally, EOC strategies are implemented by construction companies to outperform the competition and to retain talent that is an excellent P–O fit (Sedighi & Loosemore, 2012). Organizations continue to battle for talent and to foster the next generation of construction professionals.

Many new hires entering the construction industry do not have the same work ethic as the professionals of old. Sedighi and Loosemore (2012) surveyed 26 universities in the United Kingdom and Australia. After contacting the 26 university heads, the researchers distributed 400 surveys to students and received 160 ($n = 160$) responses. The survey was designed for the respondent to rate 26 EOC characteristics on a 7-point

ordinal Likert-type scale with five independent variables: gender, work experience, workplace size, type of course, and year of study. The top three EOC characteristics participants reported were quality of workplace relationships, learning on the job, and passion related to the construction industry (Sedighi & Loosemore, 2012). Sedighi and Loosemore found several other characteristics receiving high scores: relaxed workplace environment, training, employees with the same values and work ethic, and flexible working hours. The EOC characteristics receiving high scores are the direct result of generational changes in construction.

Compensation is not the highest of achievement. Sedighi and Loosemore (2012) found that each rated EOC characteristics are critical to employee retention and to participants' determining whether an organization is indeed their EOC. Several of the participants who worked outside the construction industry had the same preferences as those working within the industry (Sedighi & Loosemore, 2012). After receiving additional feedback from the participants, Sedighi and Loosemore found that money is not the sole motivator for working for a particular construction company. Sedighi and Loosemore found that positive workplace culture, P–O fit, individual professional development, and work–life balance are significant motivators for choosing the next employer.

Getting to know potential candidates is critical for long-term retention. Memon et al. (2014) considered the link between P–O fit and retention of high-performing employees. Organizations sometimes hire people who do not fit with their culture and leave to find a better fit; such mismatches are due to weaknesses in the hiring process

(Memon et al., 2014). Jin et al. (2018) found that understanding the link between P–O fit and turnover intention will help leaders develop strategies to assist human resource managers in the hiring process and properly engage employees. Excessive turnover limits organizations' strategic advancements and objectives, severely impacting their competitive advantage (Memon et al., 2014). It may behoove employers to present a personality assessment to the candidate.

New hires should receive an onboarding process to validate P–O fit and determine what the work–life balance is for the employee. While conducting an experimental study in the United Kingdom, Firfiray and Mayo (2017) found that present-day job seekers search for P–O fit and work–life balance over considerations of standard pay rates and job benefits. Firfiray and Mayo surveyed master of business administration students during the 2010 economic crisis. The generous number of responses ($n = 189$) indicated that even during a recession when jobs were scant, business professionals, especially millennials, sought out information evaluating potential employers in terms of work–life balance and P–O fit. Firfiray and Mayo found that job seekers are more apt to accept a position that matches their core values and beliefs. Firfiray and Mayo included generational variables between generation X and millennials, the two most recent generations entering the workforce, and found that both generations search for organizations that promote work–life balance and P–O fit. Organization leaders that provide competitive salaries and encourage work–life balance also encourage P–O fit perceptions by default (Firfiray & Mayo, 2017). The overall strategy to reduce unwanted

turnover is hiring professionals that fit the organization's culture, and veterans need to adapt to the new generational paradigm shift.

The retention strategy for organizations moving forward in today's marketplace is to focus on P–O fit, work–life balance, quality of workplace relationships, and professional growth and development (Firfiray & Mayo, 2017; Memon et al., 2014; Sedighi & Loosemore, 2012). Organizations must exhibit correct values if they intend to attract and retain the best talent (Firfiray & Mayo, 2017).

Transition

Retaining qualified employees in the construction industry is an intricate problem that negatively impacts organizational sustainability and reduces competitive advantage (X. Wang et al., 2014). The purpose of this qualitative multiple-case study was to explore strategies for reducing such unwanted employee turnover in the construction industry. Section 1 includes information about the basis for this research, background of the problem, problem statement, purpose statement, nature of the study, research question, interview questions, conceptual framework, operational definitions, assumptions, limitations, and delimitations, significance of the study, and an academic review of literature. I used the literature review to guide my research and remaining subsections of this study. Section 2 includes information about the nature of the study, purpose statement, my role as the researcher, participants, research method, research design, population and sampling, ethical research procedures, data collection instruments and organization, data collection techniques, data analysis process, and reliability and validity. In Section 3, I present findings, applications to professional practice,

implications for social change, recommendations for action and future research, reflections on my experiences conducting this study, and a conclusion.

Section 2: The Project

This section includes a restatement of the purpose statement from Section 1 and information about the role of the researcher, participants, research method and design, data collection and organization, and reliability and validity of the study. I guide the reader in this section through data collection procedures, population and sampling methodologies, and information regarding ethical research safeguards. I also include strategies to increase the ability to replicate this study (trustworthiness, transferability, and reproducibility), confirm validity, reduce bias, and protect human subjects.

Purpose Statement

The purpose of this proposed qualitative multiple-case study was to explore strategies that construction industry leaders use to reduce unwanted employee turnover. The population was four senior executives in four construction companies in the Rochester and Buffalo, New York area who have successfully reduced unwanted employee turnover. Findings of this study may contribute to positive social change by increasing job satisfaction, fostering safe and healthy work environments, and improving employee work–life balance, thus contributing to social harmony among communities of construction workers who stay employed.

Role of the Researcher

The role of the researcher is to act as a research instrument, collecting data, identifying and mitigating biases, and ensuring neutrality in the study (Hancock & Algozzine, 2011). I chose a design, strategies, and procedures for this study that align with ethical research practices for engaging with participants. Hancock and Algozzine

(2011) found establishing trust with each participant increases the quality of data during the interview process. To build trust, I informed participants of the study's purpose, process, and target audience during semistructured interviews. All participants acknowledge informed consent forms, and their identities remained confidential. Moreover, I took necessary precautions to avoid harm or mistreatment of participants. I built relationships that were based on trust and transparency.

Case study researchers are often engulfed in their research, making bias possible and the tendency to manipulate data (Hancock & Algozzine, 2011). As a professional in the construction industry since 1999, I work closely with many industry leaders and witnessed turnover on a large scale, the subject of this study, throughout my career. This type of prolonged experience with a particular topic may lead to researcher bias. Morse (2015) reported three interdependent strategies for mitigating such bias and ensuring validity in research:

- Prolonged engagement, spending time with participants to increase trust
- Persistent (direct) observation, obtaining richer data through strategic interviews
- Thick and rich data set, selecting the appropriate cases, the right people for the interviews, the proper documentation, and the correct sample size.

Researchers must be cognizant of three forms of bias in particular and mitigate them to the maximum extent of their capabilities. The first is pink elephant bias, *or* the tendency for researchers to forecast their findings (Morse, 2015; Morse & Mitcham, 2002). The pink elephant paradox is the inability to refrain from engaging a persistent

idea (Morse & Mitcham, 2002). An example of this phenomenon is a favorite song occupying the mind for a prolonged period; trying to forget it does not make the melody subside. Qualitative researchers can reduce or control the pink elephant paradox through data saturation, replication, and verification (Morse & Mitcham, 2002). The second form of bias is value-laden research or manipulating data to emphasize the researcher's values (Morse, 2015). Researchers may cause bias unconsciously via their questions by leading interviewees to express information that is favorable to validating the researcher's views (Morse, 2015). To mitigate bias, researchers should always attempt to enter an environment with a neutral stance or mindset (Morse, 2015). In this study, I collected, analyzed, and reported data while protecting participants' rights and mitigating bias.

A case study researcher should strive for the highest ethical and moral standards while conducting research (Yin, 2018). To this end, I obtained approval and authorization from the Walden University Institutional Review Board (IRB) (# 04-01-22-0198080) before collecting any data. I also adhered to *The Belmont Report*. Introduced on September 30, 1978, by the National Commission for the Protection of Human Subjects of Biomedical and Behavioral Research, *The Belmont Report* is a set of ethical principles for researchers to follow during their data collection process to ensure respect for participants, promote beneficence, and incorporate justice (Adashi et al., 2018). I completed the Collaborative Institutional Training Initiative (CITI) program on protecting human participants in research, establishing necessary credentials to safeguard participants' rights during my research (see Appendix A).

As the researcher, I fully understand that I operate in multiple worlds which are viewed through my own lenses and perspectives. I mitigated bias in semistructured interviews by using member checking, data saturation, and methodological triangulation. I avoided interviewing leaders with whom I had relationships or affiliations and ensured participants understood interviews were entirely voluntary. I further mitigated bias by clearly defining the target population, avoiding leading or loaded questions, using multiple sources of data, and adhering to *The Belmont Report* guidelines. *The Belmont Report's* history is often overlooked; however, it certainly should not be miscalculated as the improvements to public health and welfare would not be realized had it not been for *The Belmont Report* (Adashi et al., 2018).

According to Hancock and Algozzine (2011), semistructured interviews are a common form of data collection for case study research. I targeted interviewing nine industry leaders in a neutral and distraction-free environment, using an interview protocol and asking open-ended questions. With the leaders' permission, I recorded interviews and issued transcripts to ensure transparency. Researchers conduct semistructured interviews because they generate the opportunity to participate in open and free dialogues with participants, which further defines the subject through their lens. This strategy leads to insights regarding the issue that are not solely the researcher's (Hancock & Algozzine, 2011). I extracted rich and thick data from interviews that were designed to help leaders relate their strategies for reducing unwanted turnover in the construction industry.

Participants

Eligibility Criteria for Study Participants

Interviews are the most important source of evidence for case study research (Yin, 2018). Identifying and selecting participants constitutes the most crucial step in studies because participants directly influence the quality of data (Hancock & Algozzine, 2011). The purpose of this component is to specify the eligibility requirements for participants. I interviewed participants who met the following criteria:

- Each participant must be one of the following: an executive, human resource manager, executive vice president, president, or CEO of a medium to large construction corporation.
- The participants must have created and successfully integrated strategies to reduce employee turnover in an organization.
- The participants must have been willing to share their strategies and provide the history and outcomes (positive or negative) of each strategy used.
- The participants must possess intimate knowledge of their organizations' policies for hiring, retention, and termination.

Strategies for Gaining Access to Participants

Researchers use qualitative research methods, by design, to gain access to knowledgeable and experienced organizational participants to assist with answering the research question (Maramwidze-Merrison, 2016). My first strategy for soliciting and recruiting participants was to use social media, particularly LinkedIn. My second strategy for gaining access to qualified industry leaders will be to take advantage of my

professional membership with the Associated General Contractors of America. The final means of soliciting and recruiting veteran industry leaders for the study was to use word of mouth, researching and calling organization's directly, and networking opportunities.

Strategy for Establishing a Working Relationship with Participants

Hancock and Algozzine (2011) offered five major guidelines that researchers should follow to structure the interviewing process appropriately:

- Identify key participants who have the knowledge and expertise to answer the interview questions and, through those questions, the research question.
- Develop an interview guide that includes an explicit interviewing protocol.
- Find a suitable setting for each interview that is free of distractions and promotes an appropriate comfort level for the participants.
- Ask the participants' permission to record and transcribe the interviews.
- Follow all legal and ethical requirements set forth by the IRB.

Researchers must obtain interviewees' consent, assuring them of confidentiality (Hancock & Algozzine, 2011). Hancock and Algozzine (2011) indicated that researchers should share the interview's purpose with participants and estimated duration. Finally, researchers must be sure to listen closely to the interviewee, limiting their responses during the interview to allow more time to extract rich data (Hancock & Algozzine, 2011). I established working relationships with participants remotely by using technology (ZOOM calls, etc.), establishing communication lines, trust, and showing a level of patience during the interview process. I was respectful as society changed based on COVID requirements, organizational policies, and procedures.

Research Method and Design

Research Method

I considered three types of research methods: qualitative, quantitative, and the combination, mixed methods. Qualitative research is an exploration of meaning and understanding regarding a particular topic or phenomenon (Gummesson, 2005; Kapoulas & Mitic, 2012). In contrast, researchers test hypotheses in quantitative studies to identify relationships between variables (Hancock & Algozzine, 2011). I used a qualitative research method for this proposed study. I did not aspire to use a quantitative research method because I do not intend to identify relationships between variables. Mixed-method research combines qualitative and quantitative research techniques (Yin, 2018). I did not test hypotheses. I did not use mixed methods because the quantitative element was not appropriate for my study and decided to use the qualitative method. Through qualitative case studies, researchers take a systematic approach to addressing research questions not easily answered through quantitative research methods (Rauch et al., 2014).

Rauch et al. (2014) stated that qualitative case study techniques are designed to identify and explore new and underresearched topics with small but distinct samples. Hancock and Algozzine (2011) indicated that when little is known about a topic and in-depth knowledge is needed, a qualitative approach to the issue is more appropriate than any other research method. Through qualitative case studies, researchers take systematic approaches to addressing research questions not easily answered through quantitative research methods (Rauch et al., 2014). Researchers employ qualitative case studies to explore and investigate phenomena in their natural settings using multiple sources of

evidence (Hancock & Algozzine, 2011). Hancock and Algozzine stated that a multiple-case study is a systematic, holistic, and careful analysis of a topic or case. Hancock and Algozzine emphasized that case study research insights can influence organizational strategy, policy, and procedures and promote future research on an issue or problem.

Research Design

Common qualitative research designs include case study, phenomenological, and ethnographic. There are three types of case study designs: (a) exploratory, (b) explanatory, and (c) descriptive (Hancock & Algozzine, 2011; Yin, 2018). The intent of an exploratory case study design is to identify research questions for future study (Yin, 2018). The intent of an explanatory case study design is to explain why a problem, issue, or event came to be or why it did not occur (Yin, 2018). Finally, a descriptive case study is the study of a phenomenon or case in real-time, in its real-world context. This study is a descriptive multiple-case study, in which I conducted semistructured interviews, took field notes, and documented the phenomenon in a real-world application to answer the research question of this study. Yin (2018) stated that multiple-case designs could be more convincing, comprehensive, and robust compared to single case designs; for this reason, I chose a multiple-case design. Hancock and Algozzine (2011) stated that doing case study research is the most complex and challenging of all social science tasks and advised researchers not to underestimate the challenge. Additionally, Yin stated that multiple-case designs may be time-consuming and require considerable resources and that the decision to use a multiple-case design should not be taken lightly.

Phenomenological and ethnographic designs are not suited for this study.

Researchers use phenomenological research designs to study multiple individuals who have experienced a common phenomenon (Tomkins & Eatough, 2013). Tomkins and Eatough (2013) stated that phenomenological research is most often based solely on interview data. A phenomenological research design is not appropriate for this study because I would not correctly answer the research question using a single type of data. An ethnographic research design is the study of culture, history, cultural beliefs, and practices in a personal and professional setting (Draper, 2015). Researchers employ ethnographic designs to study people's behavior in cultural environments and how that behavior may change in groups or teams (Draper, 2015). Organizational culture will not be the main focus of this proposed study; therefore, ethnography is not the best design choice. In addition, researchers need to spend long periods in the field when conducting ethnographic research (Draper, 2015), making it difficult to study multiple cases within this study's time frame.

A benefit of a case study design is the ability to confirm or validate results through qualitative research methods; one example is using the process of triangulation (Hancock & Algozzine, 2011). There are four types of triangulation: (a) method triangulation, (b) investigator triangulation, (c) theory triangulation, and (d) data source triangulation (Carter et al., 2014). Methodological triangulation combines multiple data sources, including, but not limited to, semistructured interviews, observations, and field notes, etc. (Carter et al., 2014). I used methodological triangulation to validate the results of this study as it closely relates to case study research methods. Additionally, case study

researchers relate their findings to others' works to eliminate bias and increase confidence in their discoveries. Ensuring rich and powerful data with data saturation and verification differentiates critical data from nonpertinent data (Morse & Mitcham, 2002). Wray et al. (2007) stated that qualitative research demands that researchers do prolonged fieldwork and use multiple methods to achieve data saturation when developing or choosing a theory for a study. In their empirical study, Wray et al. found that they did not achieve data saturation after finishing their interviews and required additional participants, interviews, and continued contact with existing participants. I did reach data saturation by adding more participants to accomplish this feat.

Population and Sampling

The population for this study consisted of four construction industry leaders from four separate general contracting firms in western New York. The total sample size was four industry leaders. Hancock and Algozzine (2011) stated that researchers should choose their populations wisely. Each participant must have the knowledge and expertise to thoroughly answer the open-ended interview questions, thereby providing valuable insights into answering the research question (Hancock & Algozzine, 2011).

Devers and Frankel (2000) stated that purposive sampling is the technique most relevant to case study research. Purposive sampling strategies involve targeting information-rich cases that can provide the best insights into the research question (Devers & Frankel, 2000). Implementing purposive sampling techniques narrows the number of participants while maximizing rich data collection (Toor & Ofori, 2009).

Toor and Ofori (2009) found that small sample sizes can produce rich data if the researcher specifies the eligibility criteria before soliciting participants. Participants will qualify as interviewees for the study if they meet the eligibility criteria, specifically a participant having successfully implemented strategies to reduce employee turnover in the construction industry. Toor and Ofori stated that organizations should innovatively invest in human resource practices to manage and train professionals to be better leaders through positive psychological capacities and have the highest sense of authenticity. Leaders and subordinates should continue to strive for this goal and help the organization achieve objectives (Toor & Ofori, 2009).

Once data saturation is achieved, further interviews are not necessary (Wray et al., 2007). First, I interviewed two senior executives and one senior human resource manager from the three chosen companies. I did not achieve data saturation at this point. I interviewed one additional senior executive before reaching data saturation. Researchers achieve data saturation by noticing patterns of redundant or repetitive information; hence, the data collection and interview process will conclude at that point in time. Morse and Mitcham (2002) stated that data saturation reduces the risk of pink elephant bias through replication and verification. I achieved data saturation by conducting semistructured interviews until a pattern became apparent. Conversely, if reaching data saturation with less than nine participants, then the data collection process shall conclude at the point. Finally, I stopped contacting potential participants upon achieving data saturation with a total of four participants.

A researcher must engage the interviewee in an appropriate setting, listen closely, and respond accordingly (Doody & Noonan, 2013; Smith et al., 2009). As a leader in the construction industry, I find it appropriate to listen and then respond with decisive words to engage the interviewee's thought process and set the stage for effective communication. The interview setting will be at a comfortable and secure location, free from interruption (Doody & Noonan, 2013). Failure to provide a mutually agreed upon setting appropriate for the interview could affect the data collection process, limit data saturation, and prolong the study (Doody & Noonan, 2013).

Ethical Research

Hancock and Algozzine (2011) stated that a researcher must follow strict legal and ethical requirements for all research involving people. Participants must be protected from mental, physical, and emotional harm (Hancock & Algozzine, 2011). To ensure an ethical approach to this study, I assured participants that the data extracted from the interviews shall be confidential and that they participate of their own volition. Yin (2018) advised researchers to take extreme care by gaining informed consent, protecting participants, protecting their privacy, and selecting participants with a sense of equality. Additionally, to adhere to IRB policy and procedures and establish trust and clarity, I sent each participant a consent form via email and received consent from each participant.

I prepared each participant by informing them by phone and email that they may withdraw as an active participant at any time. The withdrawal process was an email indicating the desire to forego the data collection process and be removed as a participant. There were no incentives for participating in this study.

Appendix B (the interview protocol) is relevant to ethical research. To protect the participants' identities, I created a case study database, assigned an encoded identifier unique to each participant, and was cognizant of writing in a way that ensures that identities are not directly or indirectly released. In addition, I attained approval from the Walden University IRB before soliciting participants. All data collected from participants shall be stored on an encrypted external hard drive and properly secured (under lock and key) for a period of 5 years after completion of my doctoral study. After the 5-year storage period post completion of my doctoral study, I will destroy all the data by shredding all paper evidence and destroying the hard drive.

Data Collection Instruments

I served as the primary data collection instrument in this study and conducted semistructured interviews using an interview protocol (see Appendix B), semistructured interviews, recordings and transcripts, and documentation. Yin (2018) indicated that the interview is the most important source of evidence. However, according to Hancock and Algozzine (2011), acquiring data from multiple sources creates more convincing results than using only one or even two sources of data. Therefore, to substantiate information learned from the interviews (Yin, 2018), I integrated evidence from other known sources into the data I gathered as another method of enhancing reliability and validity.

Interviews

Hancock and Algozzine (2011), Jacob and Furgerson (2012), and Yin (2018) suggested that before setting up interviews and engaging interviewees, researchers should develop an interview guide or protocol that identifies appropriate open-ended questions.

Generating and following a protocol is essential and will help the researcher keep the interview on topic and identify problems before data collection begins (Yin, 2018). I audio recorded each semistructured interview using a portable handheld device preloaded with dependable, user-friendly voice recording and transcription software. Having a secondary mobile digital recording device on hand served as a fail-safe.

Hancock and Algozzine (2011) stated that using semistructured interviews allows interviewees the ability to speak openly and define their world through their own lens, free of the lens of the researcher. To mitigate researcher bias, I conducted semistructured interviews, granted interviewees the autonomy to speak openly, refrained from interjecting my opinions, and made sure that the data accurately reflected the participants' viewpoints. I asked probing questions and responded in a way that provided clarity or sparked a discussion in the attempt to collect rich data. My goal was to connect personally with the interviewees to build trust, reduce any anxieties, and get to know the leaders and their background.

Documentation

Yin (2018) stated that collecting documentation for further evidence is important for case study research. I searched for online information about the company and reviewed the company website media pages. Finally, I did not request company access to files and archives about the subject matter as procurement of company files and archives was not necessary.

Strategy to Enhance Reliability and Validity

Triangulating data obtained from multiple sources (interviews and documentation) results in more definitive findings (Hancock & Algozzine, 2011). I employed triangulation and follow-up member checking to improve reliability and validity. The member checking process included the following steps:

1. Sharing my written interpretations of each participant's answers to the interview questions with that participant to ensure that my interpretations were accurate and represented the participant's intended answers
2. Noting each participant's response as it either confirms or refutes my interpretations and offer the participants the opportunity to add information to their response
3. Finalizing the data analysis process.

Data Collection Technique

The basis of data collection for this study will be semistructured interviews and documentation. I will be the primary data collection instrument. Semistructured interviews in qualitative research can be time-consuming and may slow research efforts, especially when participants are reluctant to participate in the data collection process. Unfortunately, this became an issue when soliciting participants for this study even though I worked in the construction industry for over 20 years. The data collection process took longer than anticipated because construction industry leaders did not want to take on the additional responsibility and did not see value in participating. However, eventually I did find and get to know each participant and build rapport and trust while

collecting rich data. Taking the time to become familiar with each participant and, in turn, allowing participants to assess the researcher is necessary for interview research (Morse, 2015) and a viable strategy for collecting data.

Advantages and Disadvantages of Data Collection Technique

Yin (2018) stated that a significant advantage of case study research is the use of multiple sources of evidence (interviews, observations, and documentation) to substantiate findings. Researchers have found that case studies using multiple sources rate higher in quality than studies depending on only a single source (Yin, 2018). Yin indicated that using multiple data sources can also be a burden on the researcher. If the researcher misuses any data collection technique, the data may be lost, and additional sources are required (Yin, 2018). Without multiple sources of data, the overall advantages of case study research will also be lost. Depending on any one source of data will diminish the validity of a case study (Yin, 2018). Therefore, in this study I relied on multiple sources of evidence, interviews and documentation, to answer the research question and used methodological triangulation.

Researchers choose to interview participants primarily because of the rich data and personalized information extracted from each discussion (Hancock & Algozzine, 2011). Observations, coupled with interviews, increase a case study researchers' ability to present unbiased and objective information about a particular research topic or problem (Hancock & Algozzine, 2011). Finally, gathering useful information from documents such as material from the internet, public and private records, forms of evidence, and

documents created by the researcher may further validate a study, which will help apply triangulation (Hancock & Algozzine, 2011).

Interview Protocol

Yin (2018) stated that researchers should follow an interview protocol when conducting case study interviews. Jacob and Furgerson (2012) suggested that an interview protocol be considered a guide to assist researchers through the interview process. Jacob and Furgerson offered tips for new researchers to follow. Therefore, to increase the chances of gaining rich data, I used an interview protocol to guide each interview (see Appendix B).

Member Checking

Morse (2015) defined member checking as sharing the completed analysis of a participant's contribution with that person to correct the data or obtain additional information. I wrote a brief synopsis of each interview, emailed the participants a copy of their synopsis, and followed up with a phone call to ensure each answer is accurately documented. Once the member checking process was complete, I thanked each participant for their time and ceased any engagement not to disturb them further. Morse indicated that member checking is also helpful for comparing data between participants.

Data Organization Techniques

The goal of organizing data is to turn raw data into categories and emergent themes that form a predominant structure for illuminating the research problem (Given & Olson, 2003). The researcher assigns a code specific to each participant to consistently conceal the person's identity (Given & Olson, 2003). I assigned codes to the participants,

labeling the files CL1, CL2, CL3, and CL4; the number on each label changed depending on the participant's company designation. Additionally, I tracked the data using the assigned codes based on the participant's company designation. Documentation such as research logs, reflective journals, transcriptions, and cataloging or labeling systems used the same coding. I implemented coding in the associated virtual software and database, NVivo.

With each participant's permission, I digitally audio-recorded (using an iPhone XIII smartphone) each interview for transcription and data analysis. I also used a backup audio recording device in case the iPhone XIII failed to record the interview. The researcher is responsible for protecting participants by minimizing any risk of harm or inequality and gaining informed consent (Yin, 2018). I am storing the raw data on a secure external hard drive and keeping a backup copy on a portable flash drive. Upon completing the data collection process, I secured all written documentation and physical data related to this study in a locked safe with a combination that only I can access. I secured the external hard drive and backup flash drive in the same locked safe. After a 5-year storage period, I will shred all paper documents and erase all electronic files.

Data Analysis

Researchers use methodological triangulation to compare multiple sources of data pertaining to the same phenomenon (Carter et al., 2014). I triangulated data from (a) semistructured interviews; (b) company documents, as available; and (c) field notes. Triangulation is a qualitative research strategy for testing validity by assembling and analyzing multiple sources of data (Carter et al., 2014). The researcher's responsibility is

to describe the appropriate data collection instruments, compare the results from each method, and articulate precisely how the data amalgamate into the study's findings (Carter et al., 2014).

The data analysis process for this study consisted of five steps: (a) carefully reviewing all the data (looking for patterns and inconsistencies), (b) coding the data using computer software (NVivo), (c) categorizing and sorting the data, (d) amalgamating and synthesizing the data, and (e) interpreting the data to generate findings (Hancock & Algozzine, 2011). To ensure that all data collected from semistructured interviews and documentation became part of the analysis, I used the computer-assisted NVivo software for qualitative data analysis to organize the database. For a successful data analysis process, the researcher must intensely review all the data, then properly code them by developing a user-friendly coding theme derived from the theoretical framework and the research question (Hancock & Algozzine, 2011). Although I used the NVivo software to assist with data analysis, I am the primary data collection instrument, which means that I must find meaning (key themes and patterns) from the data to answer the research question and report my findings.

In case study research, the researcher's primary goal is to identify themes or categories about behavior and events and critically analyze the data (Hancock & Algozzine, 2011). Hancock and Algozzine (2011) stated that case study research sometimes requires more time to investigate a business problem than other research methods require. I conducted a detailed analysis by identifying themes and patterns, relating the information to the literature, and correlating the data to the conceptual

framework. Yin (2018) stated that researchers should *play* with the data, for example, mind-mapping the data to search for themes, patterns, insights, and critical concepts to emerge from the data. I set strategic analytical priorities, determined key themes to analyze, and identified why the key themes are essential to my study.

Reliability and Validity

The intent of reliability and validity in qualitative research is to ensure that inferences made in a study are accurate and trustworthy and obtain results that can be replicated (Morse, 2015). Reliability and validity are gauged by external evaluators who determine the worth of the research (Morse, 2015). A concern for evaluators is that researchers tend to interpolate bias into their study because of the intimate relationship with their data (Morse, 2015). Morse (2015) stated that achieving the rigor of reliability and validity allows a study to be replicable and potentially transferable.

Reliability

Yin (2018) stated that researchers must conduct themselves as if someone were looking over their shoulder to achieve reliability. A researcher should approach case study research so that an examiner could repeat the same process and reach the same conclusion (Hancock & Algozzine, 2011; Morse, 2015; Yin, 2018). Generating a case study protocol is essential for a multiple-case study and significantly increases reliability (Yin, 2018). Included in Appendix B is an interview protocol document that outlines the problem of the study, the data collection procedures, interview questions, and a guide for the case study (as recommended by Yin, 2018). Yin stated that a case study protocol

keeps the researcher on topic and on task. The protocol also helps the researcher identify the audience before data collection starts (Yin, 2018).

Researchers find a study dependable when its findings can be replicated with similar participants under similar circumstances (Cope, 2014). *Dependability* also refers to the consistency of data under conditions in which a second researcher agrees with trackable decisions at each phase of the original research (Cope, 2014). I used two of Yin's six sources of evidence, interviews and documentation, to enhance reliability, dependability, and validity. Morse (2015) stated that dependability and reliability involve the consistent collection, interpretation, and analysis of the data.

Validity

Validity combines trust factors and strategies: credibility, transferability, and confirmability are among the most common. Morse (2015) stated that validity is how closely related the research matches up to the phenomenon. Reliability is the ability of a researcher to duplicate the same findings if the study were to be repeated. Morse argued that qualitative design, validity, and reliability intertwine with reliability intrinsically incorporated as the researcher works through the process of validity attainment.

Credibility

The definition of credibility is the degree to which extrapolations made in a study could be substantiated (Morse, 2015). Cope (2014) stated that credibility is the truth or trustworthiness of data and the perception of the participants' that the information is accurate. I achieved credibility in this study through rigorous interviews, triangulation, member checking, strict observations, and documentation. I increased credibility by

describing my experience as a construction leader dealing with employee turnover and using my knowledge as a researcher as recommended by (Cope, 2014). Fusch and Ness (2015) supported the idea that attaining rich and thick data is crucial for data saturation and increasing credibility.

Transferability

Transferability refers to the potential for research results, findings, and other determinations to be empirically replicated in other individuals and institutions (Morse, 2015; Yin, 2018). Morse (2015) argued that transferability is a burden better left to a third party, investigator, future researcher, or reader. However, after this study, I plan to continue my efforts to determine whether my findings apply to other contexts. I adhered to the guidelines of the chosen research design, followed an interview protocol, and achieved data saturation.

Confirmability

Lincoln and Guba (1985) stated that confirmability refers to how others can corroborate findings from a study. Confirmability can be enhanced through the process of triangulation and the use of an audit trail (Morse, 2015). I increased confirmability by triangulating the results of the study using two data sources, interviews and documentation, to provide corroborating evidence of my findings and conclusions. Finally, I took detailed research notes that outline the research process by documenting decisions and assumptions, which is the primary audit trail source. Once the audit trail is complete, future researchers can use this information to recreate the same conclusions, increasing confirmability and reliability (Cope, 2014). Examples of an audit trail include,

but are not limited to, interview transcripts, process notes, and drafts of a final study (Cope, 2014).

Data Saturation

Researchers achieve data saturation when they attain enough information that additional information is unnecessary, and further coding is no longer possible (Fusch & Ness, 2015). Failure to reach data saturation can harm a study's validity (Fusch & Ness, 2015). I attained data saturation by triangulating the data, using member checking, documenting the findings, and using a predetermined interviewing protocol designed to obtain rich and thick data from participants. The data collection process incorporated semistructured interviews with open-ended questions designed to help achieve data saturation. Reaching data saturation can only occur when the information collected during the data collection process starts to repeat or become redundant. For this study, I added as many participants as needed after soliciting well over a hundred companies; during each interview, I carefully observed all participants and perused relevant documents as necessary, further increasing my chances for data saturation.

Transition and Summary

In Section 2, I presented a robust discussion of the purpose statement, research method, research design, the role of the researcher, population, ethical research criteria, data collection and organization, data analysis, and plans for ensuring reliability and validity. I chose a multiple-case study research design specifically for the holistic data collection process and observing and capturing data. Section 3 includes the study's findings, elucidation of those findings based on the conceptual framework, applications

to professional practice, implications for positive social change, recommendations for action, and future research suggestions. It concludes with a statement regarding essential experiences, lessons, and my conclusion.

Section 3: Application to Professional Practice and Implications for Change

Introduction

The purpose of this proposed qualitative multiple-case study was to explore strategies that leaders in the construction industry use to reduce unwanted employee turnover. I collected data from four construction industry leaders in the Buffalo and Rochester areas of New York. Findings showed that construction industry leaders are looking for ways to implement strategies to reduce employee turnover in the construction industry. I identified four themes: (a) organizational culture and performance; (b) consistent leadership communication, feedback, and collaboration; (c) employee compensation and qualifications; and (d) leadership authenticity. Organizational culture and performance included fostering teams and developing a workplace where employees feel at home, comfortable, and supported. Consistent leadership communication, feedback, and collaboration demonstrate the importance of leadership engagement with employees professionally and personally. Employee compensation and qualifications involve setting up employees for success regarding roles, responsibilities, salary, and benefits and ensuring a clear and concise understanding of the compensation package between leadership and employees. Leadership authenticity involves being caring, ethical, and trustworthy.

Presentation of Findings

One central research question guided this study: What strategies do leaders in the construction industry use to reduce unwanted employee turnover? As the primary data source, I conducted four individual semistructured interviews with construction industry

leaders, asking seven questions and following up with any remaining questions as necessary. To protect the identities of the four research participants, I coded participants as CL1, CL2, CL3, and CL4. The COR theory was the conceptual framework for this study. I organized and analyzed data in NVivo, resulting in the following four themes: (a) organizational culture and performance; (b) consistent leader communication, feedback, and collaboration; (c) employee compensation and qualifications; and (d) leadership authenticity. Deriving from these themes, I identified strategies for reducing employee turnover. Jiang and Shen (2023) found that there is a common theme between organizational culture and performance, authentic leadership behaviors, and transparent communications, which would include compensation and qualifications. Table 1 includes the themes, the number of participants identifying the theme, and the total number of theme occurrences.

Table 1

Frequency of Themes

Themes	Number of participants Identifying the theme	Number of occurrences
Organizational culture and performance	4	104
Consistent leader communication, feedback, and collaboration	4	87
Employee compensation and qualifications	4	67
Leadership authenticity	4	60

The COR theory's basic tenet is that people strive to retain, protect, and build valued resources; conversely, people also identify what is threatening valued resources

(Hobfoll, 1989). Hobfoll (2001) listed examples of resources people try to protect: stable employment, professional role, communication, money, understanding from employers and bosses, motivation, adequate income, affection from others, people to learn from, retirement security, loyalty of friends, and health of family. Many of these resources align with themes and subthemes of this study. Additionally, the authentic leadership theory and Maslow's hierarchy of needs theory both enhanced findings for this study and became relevant during the data collection process.

Theme 1: Organizational Culture and Performance

Construction leaders should focus on strategies of value and conviction to build a culture of trust, teamwork, growth, and equality and show a level of care and empathy toward employees. Implementing these strategies may increase performance factors in organizational core teams and individual employees (Avolio et al., 2004). CL4 said,

It is not just about doing the job; it's about developing a construction family that includes unconditional love, meaning, no matter how bad someone behaves, the employees should be considered family, and I relate this in terms of a team, especially high-performance teams.

All participants agreed developing performance teams involves leadership commitment to establishing a positive, equitable, and empathetic culture with growth opportunities. Table 2 illustrates the importance of positive organizational culture and performance through teamwork, employee growth opportunities, equality (for both parties), and the emotional attachments forged over a period of years.

Table 2*Theme 1: Organizational Culture and Performance Subthemes*

Subthemes	Number of participants Identifying the theme	Number of occurrences
Building teams and fostering teamwork	4	38
Employee growth opportunities	3	24
Fair and Equitable Leadership	1	13
Love and family	4	9

Connecting Organizational Culture and Performance to the Literature

Construction leaders mold, transform, and create culture from an organizational standpoint. As leaders successfully establish organizational cultures, the goal is to evolve the workplace into a resource for living, increasing employee quality of life, influencing social acceptance, and developing people by redefining who they are (Antonacopoulou & Georgiadou, 2021). CL2 stated that leadership developed a culture of retention long before starting employment through fundamental human understanding and trust. CL3 noted leaders need to understand the culture they are attempting to create and move the needle on culture for a desired outcome. CL4 stated employees should hold themselves and each other accountable to a higher standard, creating a high-performance culture. Workplace democracy, trust and integrity, and trust and respect are employee engagement drivers leading to organizational culture linking with internal control components (Haryanto et al., 2023).

Connecting Organizational Culture and Performance to the COR

Hobfoll (2001) listed many COR resource examples, including positive relationships with others, affection from others, loyalty, acknowledgment, and support. These resources reflect a performance-based lifestyle that offers opportunities for growth

and advancement. All four participants recognized these resources as culture, performance, and retention factors.

Theme 2: Consistent Leader Communication, Feedback, and Collaboration

Effective communication is vital to developing and maintaining successful construction companies. Rojas (2013) stated leaders must articulate thoughts and ideas clearly and unambiguously to improve the performance of their employees. CL1 stated symbiotic communication, synergy, and reciprocity are essential to establishing relationships with employees, clients, and teams. Table 3 includes the subthemes that support the need for transparent, efficient, and effective communication between leaders and subordinates.

Table 3

Theme 2: Consistent Leader Communication, Feedback, and Collaboration Subthemes

Subthemes	Number of participants Identifying the theme	Number of occurrences
Open discussion between leadership and employees	4	31
Leadership meetings with employees	3	18
Maslow's hierarchy of needs theory	1	1

Connecting Consistent Leader Communication, Feedback, and Collaboration to the Literature

Rojas (2013) stated that leaders and professionals in the construction industry must have good people skills and show proper respect that entices people to communicate and willingness to engage. Leaders should often engage their employees in conversation, whether in meetings or one-on-one interactions. Haryanto et al. (2023) stated the many

benefits of having high employee engagement in their literature review, specifically transparent and effective communication between leaders and employees, making them feel valued and appreciated. CL1 discussed the importance of positive versus negative communication and how to develop winning visions and strategies instead of negatively demanding alternatives. CL2 stated, “You got to communicate. You have to keep the communication open. Communication is key.”

Connecting Consistent Leader Communication, Feedback, and Collaboration to the COR

Leaders are responsible for how they communicate and generally engage employees. Leaders are required per job description to motivate employees, and the number one way to do that is through effective communication, timely feedback, and meetings with other leaders and employees. Reina et al. (2018) stated that communication is part of human survival by creating social bonds with others, a pivotal component of COR theory. CL1 said, “There are steps. Maslow has his hierarchy of needs.” The participant referenced human behavior continually wanting to achieve the next level of their career. One of the steps in Maslow’s hierarchy of needs is social (love and belonging). Social interaction is a crucial resource in COR theory.

Theme 3: Employee Compensation and Qualification

Most construction professionals, including leaders, desire more pay; however, one must be qualified and acknowledge a specific role to do that. The construction industry is based on roles and responsibilities, leading and managing tasks at different competency levels. CL3 said, “as the organizational leader, all I can do to increase the desire of

qualified and experienced core team members to stay is to maintain fair and equitable compensation.” However, fair and equitable compensation must have a measurement. That measurement in the construction industry is a written document outlining roles and responsibilities attached to a yearly salary with benefits agreed upon by human resource management, the hiring authority (company leaders), and the individual employee. Table 4 summarizes the subthemes for employee compensation and qualifications.

Table 4

Theme 3: Employee Compensation and Qualifications Subthemes

Subthemes	Number of participants Identifying the theme	Number of occurrences
Roles and responsibilities	3	28
Money and salary	3	13
Employee benefits	3	12

Connecting Employee Compensation and Qualifications to the Literature

Shan et al. (2017) stated the need for adequate and fair compensation as one of the five latent factors that promote QWL. CL3 voiced that roles established by leadership need to be written because qualified and experienced employees see through hollow promises of great opportunity once hired. Li and Chen (2018) stated that PCB negatively affects relationships between employer and employee, which may lead to employee negative behaviors and turnover. CL3 said, “So, money is not necessarily the motivator that keeps and retains qualified and experienced employees in check.” Money and benefits are essential to keep all employees on track; however, a leader who does not keep their word may prove to be even worse from a retention perspective as there is a breach of trust. CL1 said, “The conveyance of paid time off and retirement are

important.” All participants stated that compensation includes a role, salary, and employee benefits; however, it must be fair and equitable based on the job description (role).

Connecting Employee Compensation and Qualifications to the COR

Hobfoll (2001) listed 74 COR resources, and among them were: (a) money, (b) benefits, (c) status at work, and (d) role as a leader and professional. Hobfoll’s COR theory states that people work to gather, retain, maintain, protect, and foster things of value to them. The motivation to strive for more money, status, and role should be regulated based on CL3’s response. CL3 said, “Overpaying them or overcompensating them in either of those two categories, you get very little incremental return on that investment.” This phenomenon is because it is human nature to gather more resources; giving employees everything they want too quickly will not yield the desired outcome. Finally, CL3 said, “Commensurate with a role, fair and equitable with the market and their peers.”

Theme 4: Leadership Authenticity

Although leadership authenticity was last on the list of themes, it does not indicate lesser importance. Each participant explained that trust, empathy, caring, love, and understanding are crucial to employee development. CL1 said, “Number one, you (as a leader) have to demonstrate to any relationship that you care.” CL2 shared that leadership wants employees to enjoy and care about their jobs. CL3 said, “The employer has to set the stage of culture that at this firm, we are kind.” CL3 said, “So that notion of kindness, as I said, it doesn’t mean that you are weak.” CL4 said, “So what are we doing to get

invested in our people? Part of that just really means caring and loving people.” Finally, CL1 clarified that once employees feel that you care, that is when you develop trust. Leadership authenticity is a powerful component of forging lasting relationships that promote employee retention. Table 5 indicates the subthemes that support the need for close interactions between leaders and subordinates with an emotional attachment outlier. Establishing trust through caring can lead to positive development within organizations.

Table 5

Theme 4: Leadership Authenticity Subthemes

Subthemes	Number of participants Identifying the theme	Number of occurrences
Caring and understanding	4	33
Foundation of trust	2	15
Employee development	3	8

Connecting Leadership Authenticity to the Literature

Leaders need to be kind and understanding to develop a foundation of trust (Avolio et al., 2004). CL1 said, “You can’t develop trust if the other party doesn’t feel you care.” Avolio et al. (2004) stated that hope, trust, and positive emotions are the three essential constructs that build long-term relationships between leader and employee. The expectation is that authentic leaders develop trust with their subordinates through transparency (Agote et al., 2016). Authentic leaders show honesty, integrity, and honest concern for the employee (Agote et al., 2016). Authentic leaders have high ethical standards, credibility, and willingness to provide and receive feedback (Agote et al., 2016). Construction is a challenging profession, and a leader who is compassionate,

willing to listen, has high moral and ethical standards, and honestly cares is appealing to construction professionals of all ages and backgrounds.

Connecting Leadership Authenticity to the COR

Braun and Peus (2018) argued that authentic leadership is a COR resource that promotes a healthy work–life balance. Avolio et al. (2004) stated that authentic leaders encourage positive attitudes and behaviors, resulting in job satisfaction. CL1 posited that employees follow leaders they trust, and if treated positively, they will follow leadership anywhere.

Application to Professional Practice

The purpose of this proposed qualitative multiple-case study was to explore strategies that leaders in the construction industry use to reduce unwanted employee turnover. Ultimately, leaders are responsible for their actions resulting in positive or negative results, particularly employees or subordinates of the same organization. However, this study could help leaders develop the next generation of construction leaders. This study may assist leaders to reflect on their current leadership practices and change their trajectory toward fostering an organizational culture and environment that encourages performance and positive interactions and setting the employee up for success from date of hire through their career with the organization. All participants contributed valuable data that could assist up-and-coming leaders and veteran leaders in the construction industry. Organizational culture and performance, consistent leader communication, feedback, and collaboration, employee compensation and qualifications,

and leadership authenticity are key strategies for construction leaders to learn, internalize, and adopt into their current leadership styles.

Implications for Social Change

The implications for social change are reducing the amount of unwanted employee turnover and potentially enhancing relationships with surrounding construction communities, leaders, and professionals. The strategies identified in this study could change how leaders engage with their employees and, ultimately, how they treat their employees daily. Kind, authentic, trustworthy, and supportive leaders collaborating effectively with their employees may increase their overall leader effectiveness in the construction industry. Construction leaders should ensure that clear roles and responsibilities are shared with employees and closely monitored while promoting teamwork within the organization. Leaders must develop real human bonds and relationships with their employees, which mirror the environment of the family unit at home. The ability for employees to interact openly with leadership is powerful; therefore, construction leaders should be approachable and take the time to focus on their most important asset, their employees.

Recommendations for Action

The participants in this study provided valuable insight for leaders in the construction industry. Problems will surface, and challenges will push leaders to the brink. However, leaders should not forget how important employees are to the organization's overall success. I plan to teach the results of this study to construction professionals, entrepreneurs, students, and potentially business schools either at an

institution or online. The goal is to start a revolution in the construction industry to promote and initiate positive social change by educating leaders about these strategies.

Recommendations for Further Research

Recommendations for further research are to use a larger geographic area different from Rochester and Buffalo, New York. I recommend targeting a capital city such as New York City or Columbus. Additionally, I would use a larger sample size and population for a multiple-case study approach on construction turnover, which may further validate the findings presented within this study. Finally, future researchers may see advantages to using other research designs and methodologies to answer the research question. A quantitative or mixed-method approach may yield fruit to the body of research on this topic, further assisting leaders with more strategies to implement positive change within their organizations.

Reflections

My doctoral study journey was enlightening and yet self-sacrificing. It is a life-changing event that shall be forever etched into my psyche. It takes a no-quit mentality and perseverance financially, academically, and professionally. Reflecting on this journey, I am thankful in many ways and, simultaneously, unsure of what the future will bring. Achieving a terminal degree was a lifelong professional goal. Now that I am close to achieving that goal, I feel uncertain and excited at the same time about what new adventure is on the horizon.

I worked full-time in the construction industry as I learned how to write scholarly and figure out the necessary steps to complete this degree. Finding participants and

collecting data was the most difficult part of my study. However, once I collected the data, it did not take long to analyze and organize it, allowing me to finish the final section of this study. Ultimately, after completing data collection, I reflected on my leadership style, adapting, and evolving over the years to effectively interact with and engage employees; as a result, generating positive social change within construction organizations. As a leader in the construction industry, I am an authentic leader who establishes trust with employees by developing and maintaining positive relationships and promoting positive social change.

Conclusion

In this qualitative multiple-case study, I explored strategies to reduce employee turnover in the construction industry. Four main themes surfaced after coding and analyzing the interview data, interview notes, and company documentation: (a) organizational culture and performance, (b) consistent leadership communication, feedback, and collaboration, (c) employee compensation and qualifications, and (d) leadership authenticity. This research adds to the limited literature on reducing employee turnover in the construction industry located in the Rochester and Buffalo, New York area. Construction industry leaders may use the research findings to check their leadership styles, make any necessary corrections, and begin to reduce turnover in their organizations.

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Appendix A: CITI Certificate of Completion



Appendix B: Interview Protocol

Date _____

Location _____

Interviewer _____

Interviewee _____

Orientation and Opening-Script to Protect Human Subjects

Thank you for consenting to participate in this study. I would like to remind you that your participation is entirely voluntary and that you may decline to participate in this study at any time without fear of consequence. Please be advised that I will be recording this interview and I would like to reassure you that this interview is highly confidential. I look forward to our dialogue. Are you ready to proceed? *(If yes, turn on the recording device, if no, thank the participant for their time and immediately conclude the interview.)*

General Reminders to Participants

- The interviewer will remind participants of the purpose of the study.
- The interviewer will reaffirm that information shared will be confidential and used solely for the purpose of the study.
- The interviewer will record conversations and take handwritten notes.
- When the transcription and the analysis processes are complete, each participant will take part in a member checking interview.

Participants

The target population and participants will include nine leaders from three construction companies operating in western New York who have successfully implemented strategies for reducing employee turnover. Participants will include leaders from at least two different levels of management in the organizations.

Length of Interviews

All interviews will last approximately one hour.

Central Research Question

What strategies do leaders in the construction industry use to reduce unwanted employee turnover?

Interview Questions

1. What are your organizational strategies for retaining qualified and experienced employees?
2. What were the key barriers to implementing your strategies to reduce employee turnover?
3. How did your organization address the key barriers to implementing your strategies for employee retention?
4. How have you assessed the effectiveness of the strategies you have used to retain your employees?
5. In what ways, if any, do your strategies focus on communicating your organization's vision and goals to your employees?

6. To what extent, if any, do your strategies for retaining employees address employee mentoring and development?
7. What else could you tell me that would help me understand your successful strategies for retaining qualified and experienced employees?

Closing Script

Thank you for participating in this study, and I hope that your participation will lay the foundation to reduce employee turnover in the construction industry. Your time is certainly appreciated. Please feel free to share any additional information not already discussed in this interview that you deem worth linking to the subject matter.

Immediately following this interview, a transcription of our discussion shall be the basis and foundation of the data analysis process. I may call on you to provide clarity on some of your answers to the interview questions and to offer some feedback. I would again like to extend my gratitude for your participation in this study. Your participation is not only beneficial for this study; it could potentially promote positive change in the construction industry.