

UNIVERSITI TEKNOLOGI MARA

**CONTRACTUAL EMPLOYMENT FRAMEWORK
OF PRIVATE SECTOR FOR YOUNG
CONSTRUCTION PROFESSIONALS**

SITI HAWA BINTI MOHD KASMURI

PhD

August 2021

AUTHOR'S DECLARATION

I declare that the work in this thesis was carried out in accordance with the regulations of Universiti Teknologi MARA. It is original and is the results of my own work, unless otherwise indicated or acknowledged as referenced work. This thesis has not been submitted to any other academic institution or non-academic institution for any degree or qualification.

I, hereby, acknowledge that I have been supplied with the Academic Rules and Regulations for Post Graduate, Universiti Teknologi MARA, regulating the conduct of my study and research.

Name of Student : Siti Hawa binti Mohd Kasmuri

Student I.D. No. : 2016441396

Programme : PhD Specialism in Built Environment – AP991

Faculty : Architecture, Planning and Surveying

Thesis Title : Contractual Employment Framework of Private
Sector for Young Construction Professionals



Signature of Student :

Date : 12 August 2021

ABSTRACT

This study investigated employees' turnover in the Malaysian construction industry by focusing on employment regulatory framework. It aims to establish a contractual employment framework for private-sector construction professionals. Provided that the young professionals are important to drive the future of the industry, the retention strategy focusing on the organisation and employee preferences should be considered. The need for an industrial-based employment framework is observed as an efficient approach in managing employment issues. Therefore, this research identified the suitable components, which transformed into a contractual employment framework. Four objectives were developed to fulfil the research aim, namely 1) to identify employment issues in the Malaysian construction industry, 2) to compare weaknesses of existing employment regulatory framework, 3) to analyse suitable components for contractual employment framework for the young professionals in the construction industry, and 4) to establish the framework. The primary significance of this study is the fact that employees' protection in Malaysia is not generalised, leading to employment disputes, which may affect the industry contribution. This research adopted a qualitative research design with the support of content analysis in the form of thematic network analysis on court cases and regulatory documents, including semi-structured interviews. Furthermore, the expert panels' opinion was employed to validate the framework as the final stage in meeting the research aim. It was revealed from the content analysis on the court cases that the organisation was the contributor to the employee turnover in the construction industry. Meanwhile, Malaysian employment regulatory was identified as lacking in employment protection through limited protected employee group. The suitable components for the development of employment were found through a semi-structured interview with 17 construction professionals from eight organisations. Suitable components involved comprehensive coverage of the organisation management and human resources management (HRM) practices. It could be concluded that employee turnover among construction professionals could be reduced through implementation the framework. This research developed further insight into an understanding of the employee turnover issue by identifying the suitable components from construction professional perspectives, which is efficient industrial-based employment tool as compared to existing tools. Furthermore, this research contribute to comprehensive data by adopting in-depth qualitative study. Due to research scope and limitation, the sampling based on types of construction organisations and further exploration of employee turnover determinants in the Malaysian construction industry were suggested as recommendations for future study.

ACKNOWLEDGEMENT

Praise Allah for providing me with the health of mind, body and soul during the duration of my studies. The completion of the thesis was made possible with the help and support of numerous of people. My most sincere and deepest gratitude to my supervisory committee Associate Professor Sr. Ts. Dr. Zulhabri Ismail and Ir. Ts. Dr. Rumaizah Mohd Nordin for their outstanding supervision throughout my studies. Their unconditional support and guidance are the main contribution to the completion of this thesis. They have been very patient and understanding. I am indebted to Ministry of Human Resources Malaysia for granting me financial aid during my period of study. Last and far from least, my sincere thanks to my husband Ahmad Fadly Nurullah Rasedee and also both my parents (the late) Mohd Kasmuri Satar and Hazizah Jas, and also to the parent in-law Rasedee Abdullah and Siti Fatimah Wahab for their continuous understanding, support and guidance. Their love is what gave me the will and strength to succeed. To my children, Faresyah Hani, Hana Fazeya and Firas Hadeef, its because of all of you I am inspired to be better person.

TABLE OF CONTENTS

	Page
CONFIRMATION BY PANEL OF EXAMINERS	i
AUTHOR'S DECLARATION	ii
ABSTRACT	iii
ACKNOWLEDGEMENT	i
TABLE OF CONTENTS	i
LIST OF TABLES	vi
LIST OF FIGURES	ix
LIST OF ABBREVIATIONS	xi
CHAPTER ONE BACKGROUND OF RESEARCH	1
1.1 Introduction	1
1.2 Problem Statement	3
1.3 Research Questions	12
1.4 Research Aim and Objectives	13
1.5 Research Methodology	13
1.6 Scope and Limitation	19
1.7 Significance of Study	19
1.8 Conceptual Research Framework	26
1.9 Summary	26
CHAPTER TWO EMPLOYMENT IN CONSTRUCTION INDUSTRY	28
2.1 Introduction	28
2.2 The Malaysian Construction Industry	28
2.2.1 Construction Industry Employees Classification	30
2.2.1.1 <i>Construction Industry Young Professionals</i>	31
2.2.2 Nature of the Construction Industry	32
2.3 Private Sector Employment in Malaysia	33
2.3.1 Employment Terms and Conditions Bargaining Process	35
2.3.2 Malaysia ILO Convention Rectification	36