

UNIVERSITI TEKNOLOGI MARA

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

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PhD

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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.


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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.

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