Recruitment criteria and attraction strategies for local trained labour in Malaysia’s construction industry

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Abstract. Development in Malaysia is booming which can be witnessed by the various construction projects that currently in progress, especially in the state of Johor which has the highest value of construction work completed for the third quarter of 2016. This necessarily requires skilled labours in a high number especially among the locals since it has been reported that Malaysia’s construction industry is having problems related to the shortage of local skilled labour. In addition, the local workers have been reported unable to fulfil the demand of construction market. Hence, it caused the contractor to import foreign workers to meet the needs and requirement of labour market in construction sector. This study aims of two objectives; to determine the criteria set by the construction company in recruiting local skilled labour and to study the strategies that can attract local skilled labour to join construction industry. Questionnaire has been distributed to G7 contractor in the state of Johor in order to achieve the objectives of this study. Collected data was then evaluated and tested for its reliability using the SPSS 20.0 software before it can be analysed in order to obtain the mean value, frequencies and percentage. The outcome of this study indicates that the prospective employer prefers to work with man and they require young, experienced, knowledgeable and skilled workers in doing the job. Most of the strategies that have been selected are mainly related to money namely salary increment, bonus, allowance and overtime payment, apart from upgrading labours welfare and providing a better accommodation. This study can be a guideline to both skills institution and contractor to improve on what they are lacking in order to encourage the local trained skills labour to join the industry.

1. Introduction
Construction is a very important industry in Malaysia and plays a vital role in providing a source of employment and career opportunities to the community. The industry is made up of many components including contractors, labours, developers, client organisations (government or private), management, engineering, architectural, and surveying consultants, manufacturers, material suppliers, and plant hirers [1]. All these components have a significant role in the growth and development of Malaysian construction industry.

Construction industry in Malaysia still practicing the labour-intensive approach as the method of construction, since source for the inexpensive labour from nearby countries such as Indonesia is available. Construction industry is one of the industries that are labour intensive due to a lot of task need to be done manually on site. Malaysia requires about 50 per cents of skilled labours in technical fields.
by 2020 to compensate for the influx of the present migrant labours. Windapo (2016) emphasizes where projects failures happen due to insufficient number of skilful labour or qualified tradesmen [2]. Skilled labor refers to labor that requires workers who have specialized training or a learned skill-set to perform the work. These workers can have varied levels of training or education, while an unskilled labour does not require workers to have special training or skills.

Employee’s recruitment and selection is a very important factor to ensure the successful management of human resources in an organization. The main purpose of recruitment and selection of employees is to pick the right person for the right job [3]. Huselid (1994) and Stewart & Knowles (2000) pointed out that the practice of recruitment and selection of workers will affect the performance of the organization as a whole [4,5]. This defined that selection was heavily influenced by recruitment strategies used. By implementing a good strategy may attract as many candidates to apply for the position and employee selection can be done more effectively [3].

Malaysia is having an issue of local labours shortage in construction industry. A study has shown that the foreign labour has occupied most of the work position in construction project. Roughly, the composition of labour in one construction project were 82.77% foreign labour mostly from Indonesia and only 17.23% were local labours which is less than one fifth of the total number of labour in the construction project [6]. Working in construction sector requires a lot of physical work in uncomfortable surrounding, which causes the locals to avoid and not attracted to this kind of work compared to manufacturing sector that offers comfortable conditions and easier works [7].

The aim of this study is to investigate the criteria from employer perspective in recruiting the local trained skill labour to work in the construction industry and how the best strategies deem effective to be implement in order to increase their participation rate. This research will focus on the state of Johor where various development and construction activities are currently on-going. Johor recorded the highest value of construction work done of RM7.1 billion or 22.3 per cent share among the states. By knowing the demand of local skilled worker in the industry, contractor’s requirement and criteria as a prospective employer in hiring local skilled worker can be determined. Secondly, this research will also identify some strategies on how to attract the local skilled labour to join the construction industry in order to reduce the dependency on foreign unskilled labour. This research will benefit the training institute especially future graduates as an early preparation before entering the real construction world.

2. Literature Review

Construction is a sector which rely heavily on foreign labours owing to a confluence of factors; Malaysian youth’s aversion to low status work, an expanding manufacturing sector which is offering much better employment conditions, labour attrition, wide opportunities for tertiary education, lower birth rate and emigration of Malaysian labours to high-wage countries [8].

Generally, labours in the construction industry can be divided into three categories which are the general labour, semi-skilled labour and skilled labour. General labour is a group that does have neither skills nor expertise to do the work and consists of those who just started working and act as an assistant to a skilled and semi-skilled labour in doing construction work. Their task is to carry out basic work such as bringing construction materials to a place, clear excess building materials, clean up the site office and other tasks that will be directed [9,10,11,12,13].

Semi-skilled labours have in one or more skill but did not reach the required skill level to be a skilled worker. They normally work together with a skilled labour in the construction sites. Even though the semi-skilled has the required skills, the skilled labour is the people that decide and determine how the work goes. Skilled labour could be defined as an employee who has been recognized for its specialized ability and also competent in their field of work with a quality workmanship. A skilled worker is someone who can carry out its work according to specifications, based on the requirements of the national industry, and has taken accreditation test provided.

According to Datuk Mohammad Zahir Abdul Khalid, Chairman of the Committee on Industry, Investment and Development Corridor Perak,93 per cent of foreign workers in the construction industry do not have the skills, and local skilled labour was only about 16 per cent. These statistics are based on
the registration of construction personnel with CIDB [14]. Industry stakeholders mostly agreed that the biggest concern in the construction industry is the insufficient number of skilled manpower [15].

The concept of employability refers to the attitudes, knowledge, and skills of workers that determine their labour market potential [16]. Sanders & De Grip (2004) define a worker’s employability as ‘the capacity as well as the willingness to be and to remain attractive in the labour market, by anticipating on changes in tasks and work environment and pro-acting on these changes’ [17].

The industry needs to develop the flow of young people into the industry to tackle skills shortages and deliver future projects. Malaysian Statistic Department (2016) has also revealed that the unemployment rate of graduates has increase although it is still below 4 percent [18]. It is not because graduates are being choosy in selecting jobs, but not a lot of work appropriate for young and fresh graduates.

Marital status refers to being single, married, divorced, widowed, and married but separated. Marital status is still inquired about on application form, as well as in job interviews [19,20,21]. It has become a norm for employer to check on applicant’s marital status and asking such questions before employment.

Gender inequalities in the labour market have been explicitly evidenced all around the world, for instance the labour force participation, employment by economic sectors, occupational distribution, involvement in organisational decision making, and the like [22].

A degree qualification used to be a major deciding factor in employment, but as more qualification is available nowadays, employer has become less impressed on the whole and focused more on experience particularly when it involves skills [23]. Lack of experience and competency of labours must be taken into account as a factor contributes to poor workmanship. From a human capital perspective, older and more experienced workers would be preferred when considering organisation’s human capital accumulation [24].

Employers do not consider young people with such educational background as solid specialists because they lack special knowledge, experience and qualification. The interview results witness that the theoretical knowledge of study programme is outdated, insufficient attention is paid to the quality of specialist training and poor development of practical training and education [25]. Study by the Conference Board of Canada (2002) stated that the education system has to strike a balance between developing generic skills that are applicable in a variety of work settings and specific skills unique to a particular work setting.

Most of the industries especially the construction industry demand for skills because unskilled workers have no necessary knowledge regarding the industry that is full with hazards. recent study by Talent Corporation Malaysia (TalentCorp) and the Institute of Labour Market Information and Analysis (ILMIA) found that the top three difficulties that companies faced in filling up critical occupations are; (1) applicants do not meet the required skills/ experience; (2) applicant do not possess the required soft and interpersonal skills; and (3) applicants are qualified for the job, but company is unable to meet the salary or benefits requested [26].

Technical field has greatly contributed to the nation’s development that constantly has abundant needs for labour sources. Technical graduates are always in need to seize the job opportunities. Hence, there is no issue of technical graduates having difficulty in getting employed as portrayed by certain parties. However, there are still voices that lack of confidence in the technical graduate’s ability and always assuming them as being unable to match the demand of graduates with academic based majors.

Aside from upgrading the skill levels as demand in today’s labour market, technological changes had also affected the type of skills required for a job as example knowledge in software usage or heavy construction machinery [16].

Skilled workers are expected to have the skills of communication and working with modern technologies and materials. In addition, people skills are an important part of leadership in the construction industry because of the nature of construction. Because of the complex, dynamic and interrelated work of construction, teamwork and collaborative skills are necessary to successfully accomplish the work [27].
Numerous research studies demonstrate that personality traits or preferences are factors that influence the job performance of an employee [28]. Ismail (2012) research on employability of graduates found that, in terms of the selection criteria for potential graduates, employers laid individuality and personality as the most important criteria in consideration to fill positions in their organization, followed by self-confidence and appearance [29].

Many efforts and strategies have been structured to produce and increased the number of highly skilled human capital to be in line with the industry's growth and demand in Malaysia. Compared to Korea, Ireland, Singapore, Australia and the United Kingdom where government involvement in skills development is also substantial, Malaysia lacks permanent, structured channels of information among employers, skills providers and job seekers.

Construction workers play an important role in delivering construction projects and they often determine the success of construction industry. Therefore, it is important to have a continuous workplace training strategy in place to ensure workers abilities are systematically improved to or above the desired level [30].

Knowledge transfer from experienced employees to less experienced employees [26]. Set up a mentoring program by partnering young recruit to someone with experience that they can relate to and talk to about their day [32]. Haack (2006) identifies mentoring as a symbiotic relationship, where both the mentor and mentee experience benefit [33].

As the construction industry faces these labour shortages, the recruitment, training, and retention of entry-level employees remains an important task. Entry-level employees represent a small but important subgroup of the total employees within the construction industry. Interns are considered to be temporary employees, yet they share the same responsibilities as their professional counterparts, are usually paid less than full time professionals, and seldom receive full-time benefits such as health insurance and retirement [34].

The commitment of each skill training institutions is not only in providing knowledgeable labours and highly skilled to meet industrial needs. Each student need to be trained to assure a job after completing the training. Networking between training institutions with the industry will create strategic relationships which are very important to help in the formation of future knowledgeable and skilled labours with a high disciplined.

As economic globalisation has become more pronounced, the ability of organisations to compete in the global marketplace is all the more tied to the quality of their human resources. Many organisations rely on the expertise of their employees to gain competitive advantage in global economies [35]. In this economic environment, the retention of valuable employees becomes an extremely important strategy for human resources managers and organisational leaders.

According to a survey done by FMI Talent Development Survey on 2015, offering competitive pay (89%), providing an enjoyable work environment (81%) and offering training opportunities (76%) are the top-three methods that commonly used by employer to retain key talent in the construction industry.

Reward systems are methods of achieving control in organisations as well as defining the relationship with the individual employee and the organisation [36]. Equally, a reward system denotes what is expected of the individual employees and what they may expect in return.

Despite mechanization, construction industry remains as one of the largest employment providers of labour in the developing world. However, the working conditions and the facilities provided at the sites stills far from satisfactory, a normal case that can be seen in any construction site. The labourers working in harsh circumstances and living in unhygienic conditions suffer from serious occupational health problems and are vulnerable to diseases.

Employers are encouraged to help their workers to obtain housing through autonomous private agencies, public housing schemes, or cooperatives. This is because workers living at the work site on property owned or controlled by the employer tend to be less integrated into the local community, and more dependent on the employer.

Construction industry have a high rate of occupational ill health because of the nature of their jobs. The effects of these illnesses can be devastating for the individuals and their families as there is often a
long-term impact on quality of life and financial security. In some industries, universal coverage for employees will have a major impact on worker’s compensation. The availability and affordability of universal healthcare is expected to affect workforce dynamics, employee hiring, employers’ benefits strategies and wellness initiatives alike.

An allowance is an amount paid by an employer to an employee to compensate for expenses incurred in connection with the office or employment without having to justify its use. Overtime will be calculated on a daily basis. Construction workers who work more than 40 hours per week should be paid at least 1.5 times their regular hourly wage, 2 times on weekends and 3 times on holidays for the overtime hours that they work [37].

Wilson Bayly Holmes Ovcon Ltd (WBHO) define remuneration packages for employees as the most important factor contributing towards continuous success. Through its application, it aims to fairly remunerate all employees and reward individual performance in a way that is able to attract, motivate and retain key personnel.

Companies in Johor especially in Iskandar Malaysia are encouraged to give salary commensurate with skills and experience of employees. It is to avoid a skilled and experienced employees working in neighbouring country, mainly Singapore.

3. Methodology
The population for this research will be the grade G7 contractor registered with the CIDB in the state of Johor, where a total of 418 were registered based on the record from CIDB. The sample size for this research 300 with a confidence level of 95% that the sample will reflect the total population and margin of error of 3% that the answer will gave a true value to this study. The questionnaire was distributed to the respondents through various ways to get their feedback for the data collection purpose; online survey, using email, phone call and also direct questionnaire. The result then will be analysed by using Statistical Package for the Social Science (SPSS). The questionnaire was divided into four section namely Section A, Section B, Section C and Section D. Section A is the respondent’s details, used to collect respondent’s demographic data. Section B is about the number of existing labour that the company currently have. This is to verify the claims that there are a low number of local skills in the industry and to identify about the requirement to hire local skill labour in Malaysian construction industry. Section C will discuss about the requirement set by the company in employing local skill labour, to answer the first research question on the criteria the industry required before they hiring - from the prospective employer’s perspective. Section D will ask about strategies to attract the local labours in joining the construction industry. All the listed strategies were obtained from the literature review, to answer the second research question on how to attract the local skilled labour to join the construction industry.

4. Result and Discussion
4.1 Respondent’s demographic analysis
All respondents who responded to the study consist of those who work with the G7 contractors and Construction Company in Johor. Majority of respondents worked with contractor that their company main category is building construction and also civil and structural (C&S).

Information about respondent work designation is required to measure the level of usability for every survey response received. This is because, those who work at the construction site know better and familiar with the labourers compared to those who work in the office. The top three respondent’s work designation is Site Supervisor, with the highest frequency up to 13 people or 25%. Next is the Site Engineer with 11 people (21.1%) and followed by Site Manager with 9 respondents, making the percentage to 17.3%.

Information on the years of working experience of the respondents was also asked to ensure that they really understand the concept of working in construction sites. Each answer received from the respondent is then divided into three groups namely less than 5 years, 5 to 10 years and above 10 years. This is to facilitate data calculation and comparison between each group. Most of the respondents have
at least 5 to 10 years of working experience in the construction industry which can be categorized as a senior level. Meanwhile 5 respondents have more than 10 years of experience and 13 respondents with less than 5 years of experience which is a junior level.

In addition, in section B explained that, most of the hired foreign labour has no skills and them basically in charge in doing the general work such as mixing concrete, lifting construction materials such as sand, gravel, cement, cleaning the site area and other kind of general work. Some of the foreign labour is categorized as semi-skilled by the respondents. Meanwhile, most of the skilled labour is coming from both local and foreign nationality such as for plastering work, plumbing work, and wiring work and so on. The result was presented in the Figure 1.

4.2 Discussion

4.2.1 Objective 1: Criteria Set by Company

A skilled labour need to have the know-how regarding right method required for that particular construction work and type of materials needed. This will ensure that the construction work was done right and accordingly.

Table 1. Summary on criteria set by construction company result

| Criteria                      | Description                           | Mean Value | Ranking |
|-------------------------------|---------------------------------------|------------|---------|
| Age                           | 20-25 years old                       | 4.48       | 3       |
| Marital Status                | Marital status is not an issue         | 4.19       | 6       |
| Gender                        | Male                                  | 4.50       | 2       |
| Working Experience            | More than 5 years                     | 4.54       | 1       |
| Educational Background        | Graduates from technical Institute    | 4.19       | 6       |
| Knowledge                     | Familiarity with construction methods/material | 4.46       | 4       |
Based on the Table 1, it can be concluded that employers are looking for someone young but with a lot of experiences. Age made little difference with barely competent individuals. A significant age by competence interaction such that the managers preferred younger, highly competent individuals to older, highly competent individuals. He found statistically significant main effects for gender (males were rated higher), age (younger candidates were rated higher), and competence (highly competent candidates were rated higher).

Insufficient work experience of new employees is commonly cited by organisations as being a root cause of resourcing problems. Organisations have been facing a dilemma of intending to employ the local workers but having difficulty in finding people with matching experience. This result was supported by study done by Short et. al (2014) that indicates experience was selected by almost half of the industry participants as one of the most important qualifications for new hires [38]. This is the typical scenario that is happening nowadays in our country no matter what industry we are working in.

They prefer to hire someone with lots of experience to reduce their time in training them and wanted to hire someone young as it is easier to deal with as they are still new in working. They also think it is best to employ students from technical institute (Vocational College and Skills Institute) that has been taught and trained about the necessary skills that are required when they join the construction industry. These graduates are also more knowledgeable, as basic understanding of the work and the world of construction has been taught.

They also in the opinion that it is not suitable and inappropriate to have women working in construction site doing all the skilled labour work that is meant for men. Some of the labour work requires strength that a woman does not have. Also, it is a rare sight to see a woman doing the labour work that can be dangerous to them. Rather than discriminate, it is more about their safety issue.

Effective communication and personality are the basis for creating and maintaining relationships, something that is very important in the construction industry. This skill is especially important in an industry that is dynamic in nature and necessitates a group of diverse persons cooperatively working together to complete projects. This was supported by the main findings of the study conducted by Makhbul et. al (2007), which showed that the greatest performance gap for graduates nowadays are the communication skill and interpersonal skill [8]. This shows that the employers perception to graduates who are currently working with them have not yet reached the level of the required skills as they expected.

Communication is one of the important skills required a part from the technical skills and computer skills. Communication is the method used to give and receive information, as well as to convey our ideas and opinions to those around us. To an employer, good communication skills are essential. In fact, employers consistently rank good communication skills at the top of the list for potential employees. Short et. al (2014) have also agreed on communication skills especially soft skill, were among the top choices from employer point of view. This is indicative of the importance industry places on this area [38].

According to Short et. al (2014), great emphasis was placed on both work experience and soft skills [38]. The soft skills of most importance were communication skills, personality and leadership. Experience and communication skills were selected by a total of 91% of the industry participants as the most important qualifications of new hires, over education and previous employment with the company.

Employer will always want to hire someone with the best attributes, someone that will become the company talent with good qualities, which will be an asset to the organization. To have extra traits will
bring advantages to the future employees. Construction industry is an industry that combined all skills, and definitely not a one-man show. Hence, a personal attribute such as a team player, multi-tasker and et cetera is really essential as these skilled labour will always in need to work together in order to complete certain task. Makhbul et al (2007) also agree that graduate’s performance in terms of ethics and values, thinking skills, leadership, decision making and problem solving skills perceived to have relatively large gap by employers [12]. Such skills gap needs to be emphasized as stated by Mohamed et al. (2007), Lankard (1990), Greenan et al. (1998), Kutscher (1990), Lankard (1994), Mobley (1998) and Gaedeke & Tootelian (1989) that demonstrated interpersonal skills and humanity, leadership skills and problem solving skills can help the graduates to get jobs in the short term [39,40,42,43,44,45].

4.2.2 Objective 2: Strategies to Attract Local Skilled Labour to Join Construction Industry

Strategies for attracting, engaging and retaining key talent vary broadly in the construction industry and differ in effectiveness from company to company. Table 2 shows the summary on the best strategies chosen by respondents that deem effective to be implemented in order to attract the local skilled to join construction industry. Many employers report difficulties in hiring and finding suitable local skills due to factors that failed to attract the locals such as uncompetitive wages, unattractive working conditions, poor recruitment policies and/or mismatch between the location of skills and jobs [46].

| Table 2. Summary on strategies to attract the local skilled labour |
|-------------------|--|---|
| Strategies                   | Mean Value | Ranking |
| Salary Increment        | 4.06       | 1     |
| Allowance And Overtime Payment | 3.96       | 2     |
| Giving Bonus             | 3.79       | 3     |
| Upgrade/Improve Labour’s Welfare | 3.62       | 4     |
| Provide Accommodation    | 3.46       | 5     |

As shown in Table 2, respondents have chosen ‘salary increment’ and ‘allowance and overtime payment’ as the possible method to be implemented. Salary is one of the priorities people look at when considering a job. Many people choose their occupations depended on the salary offered and suppose that it is more essential than all others factors. In construction industry, salary was paid based on the skills that one has and their experiences, whether they are very good with their skills or not.

Among the causes are low salary/wages, uncomfortable work environment, insecure construction site condition, the tendency of local contractor to hire foreign labours and the image of the construction industry are not convincing. Devadoss (2012) indicates that the employment opportunities or demand for talent salary increase can be as high as 12% for a skilled talent with about 8 years’ experience [47].

Allowance and overtime payment is the second strategies that respondents found relevant to be implemented. Labour is usually paid per hour on daily or weekly basis. There is a time when a skilled labour needed to extend their normal working hours and working overtime to ensure their task is done, such as working at night or during the weekend. This strategy was similar to the initiative taken by Singapore as reported by Wright (2015) where employer in Singapore have taken advantage of the tight candidate market to secure roles offering career progression and thus a higher salary [48]. Employers are also prepared to offer extra benefits to secure their preferred candidate such as additional leave, medical insurance and financial allowances.

Another strategy is by ‘giving bonuses’ which proven to be an effective motivation tool even for the smallest business. Give rewards to people that has make a specific contribution to the organization including the skilled labour. They can be rewarded for getting their task/project completed as scheduled (Wright, 2015) has also mentioned in that candidates should not expect large salary increases [48]. Employers may be offering extra benefits to secure their preferred candidate. Such as performance-related bonuses as a reward for top performers.

‘Upgrading or improving labour welfare’ is another possible and effective strategies based on respondent’s opinion. Although working as skilled labour does not seem classy like other skilled job
that does not mean employer can take lightly on their welfare. Normally, labour welfare is not in the employer’s priority list. This is proven by study done by Kumar & Abdullah (2013) where construction company is not making provision of any electricity of sanitation facility to the construction labourers [49]. This is a norm in construction industry especially to the foreign labours as they do not really bother about it as long as they have a place to stay and got paid. However, it is a different scenario with the local. Since they know about the situation, and know their right as an employee although only as a labour, they refuse to join the industry because they know how stressful, tiring and uncomfortable to work in the construction industry.

Kumar & Abdullah (2013) also suggested to ensuring decent working conditions is available for the construction labours [49]. By improving the labour welfare, it will eventually increase their productivity and boost their morale to work harder. They will feel grateful, to know that their employer actually cares about their welfare and this will motivate them more. Examples, allow them to take a day off, improve their accommodation to much better condition, make safety as a top priority and never discriminate among the labours and treat them equally whether it local labours or foreign labours.

Respondents have chosen ‘provide accommodation’ as the fifth best strategies in order to attract local trained skill labours to join the construction industry. It is a typical problem and something very common to see, when the accommodations for construction labours were provided at a minimum level by the employer in order to reduce the cost and increase their profit. The most common problems about labour accommodation provided by their employer are an overcrowded room. The locals knew about this situation which is why they are hoping for a better accommodation to be provided. Accommodation concerns will need to be addressed carefully, in a coordinated approach, as a shortage of accommodation has been considered as being a significant disincentive for potential local skills to join the industry.

Working as a construction labour does not mean their human rights can be violated by their employer as they also deserve a better living condition and good working environment. For a standard specification, the labour accommodations should include furniture such as single beds and a clothes cabinet for each labourer. There should be enough ventilation, natural or artificial light, thermal insulation, drainage, water supply, gas, electric supply, fire-safety measures, and health and environment preconditions.

In United Arab Emirates (UAE), a new set of rules and regulations regarding labour accommodation has been issued to allow not more than six workers to share one room. The new rules will ensure that each worker must have a minimum of 3.5 square metres and every accommodation must include a laundry room, kitchens and dining area. This is to protecting workers by ensuring healthy living conditions and to put an end to human rights violations committed by many companies in the emirates [50].

5. Conclusion
The Malaysia’s construction industry has often had to deal with the shortage of construction workers especially the skilled labours mainly due to the sudden increase in construction demand. As Malaysia continues to progress towards a developed economy, we will require a greater use of technology; an access to highly skill workers as well as quality materials; and a conducive business environment. The poor images this industry has apart from the 3D’s are lack of opportunities and unattractiveness of a career path in construction. The inability of the industry to attract workers to join the industry has brought to the labour shortages issues especially the skill labour. From a research undertaken by CIDB in 2012, the costs of employing construction workers contribute about 20% of total construction cost. Malaysia is among the countries that still practicing the labour-intensive approach as the method of construction. Qualitative method has been chosen as a method for data gathering by distributing questionnaire form to the G7 contractor. The data was the tested to check on its reliability before analysed based on the descriptive analysis. It can be concluded the existing foreign labour in Malaysia has outnumbered the local labours and proven that contractor has a high demand for the locals. However, they also have high expectation on them where they are looking for man that is young, knowledgeable and with experience to be hired. They also agree that the best strategies that deemed effective to be
implemented is by providing better pay along with improve welfare and more conducive accommodation. This research will benefit the training institute especially future graduates as an early preparation before entering the real construction world. Difficulties to seek cooperation from respondents are one of the limitations of studies. The opinion from the perspective of the local trained skilled labour should be taken into account to avoid any bias in the final results, as well as improvement in contractor’s participation with a broader scope for a better result for future work.

Acknowledgements

This research was performed to fulfil the requirements of a research grant (Research Acculturation Grant Scheme (RAGS) Vote no. R063). Acknowledgments are given to the Ministry of Higher Education Malaysia and the Office for Research, Innovation, Commercialization and Consultancy Management, Universiti Tun Hussein Onn Malaysia for their support during the publication of this paper.

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