

**UNIVERSITI TEKNOLOGI MARA (UiTM), SARAWAK**  
**FACULTY OF ADMINISTRATIVE SCIENCE AND POLICY STUDIES**



**PRACTICAL TRAINING REPORT**

**HUMAN RESOURCE & ADMINISTRATION DEPARTMENT**  
**INTEGRITY AND GOVERNANCE DEPARTMENT**  
**OF**  
**KEDAH DARUL AMAN**

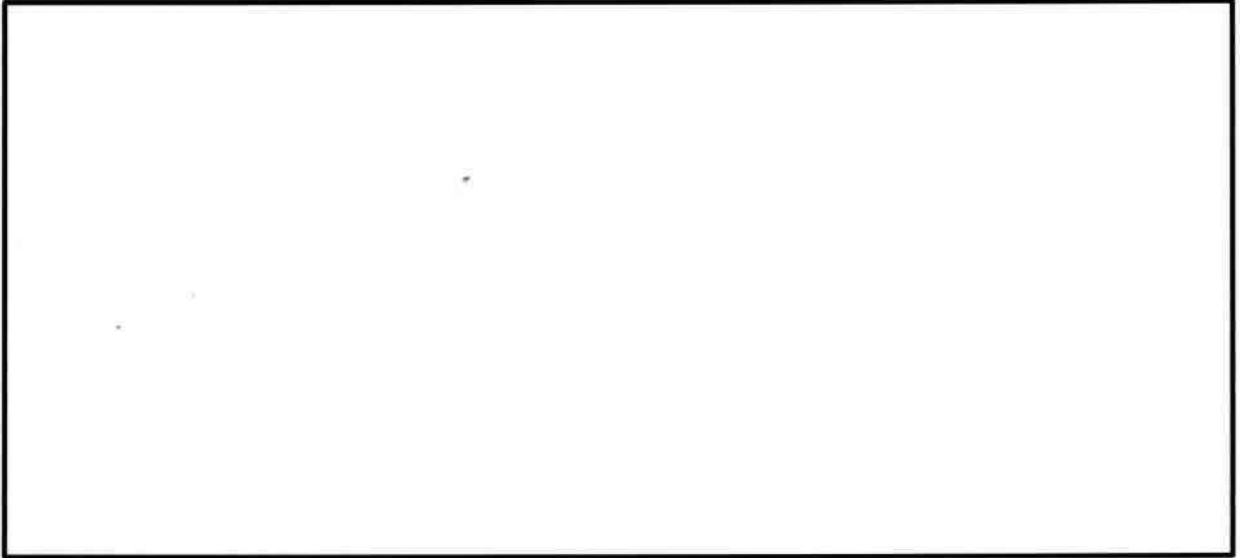
**PREPARED BY:**

**WAN MOHD MUAZ BIN MOHD NAVAWI**  
**2012389485**

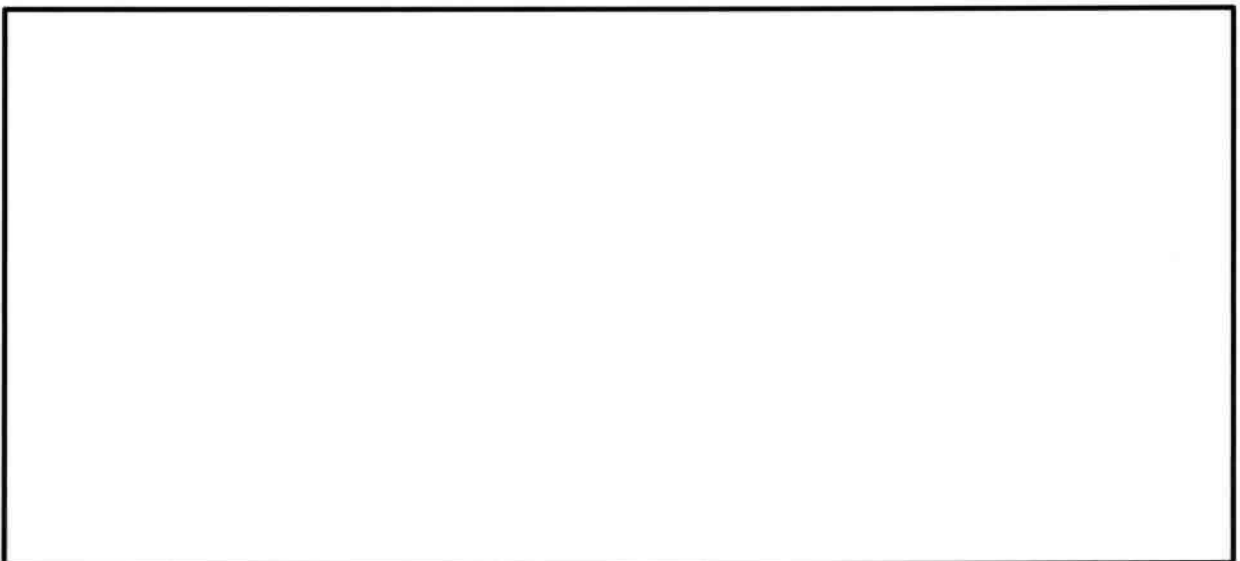
**(SEPTEMBER 2014-JANUARY 2015)**

**DECEMBER 2014**

**Supervisor's Comments**

A large, empty rectangular box with a black border, intended for the Supervisor's Comments.

**Moderator's Comment**

A large, empty rectangular box with a black border, intended for the Moderator's Comment.

## **ACKNOWLEDGEMENT**

First of all, I would like to thank God Almighty for giving me strength, good health and knowledge until I manage to finish up this report on time. To have the opportunity for internship at Integrity and Governance Department of Kedah Darul Aman is truly an immense experience.

Then, I would like to say thank you to all the employees in Integrity and Governance Department of Kedah Darul Aman for the guidance and opportunity that given to me during my practical training. Greatest appreciation to my supervisor, Pn Nadiah binti Abdul Halim for his advice and support that has been given to me.

My thanks and gratitude is also extended to my supervisor lecturer, Leftenan Kolonel(B) Saiful Anwar bin Md Ali for guiding me to construct this report and also my practical training coordinator, Sir Fairuz Hidayat Merican for his guidance. To my colleagues, I really appreciate your presence. Thanks you once again,

WAN MOHD MUAZ BIN MOHD NAVAWI

Bachelor of Administrative Science (Honours)

Faculty of Administrative Science & Policy Studies

Universiti Teknologi MARA, Samarahan, Sarawak

## **TABLE OF CONTENT**

### **CHAPTER 1: INTRODUCTION**

1.0 HISTORY OF WISMA DARUL AMAN.....	1 - 2
1.1 FUNCTIONS OF WISMA DARUL AMAN.....	3
1.2 BACKGROUND OF DEPARTMENT.....	3 - 4
1.3 INTRODUCTION OF DEPARTMENT.....	4
1.4 VISION AND MISSION OF DEPARTMENT.....	5
1.5 STRATEGIC FUNCTION OF DEPARTMENT.....	5
1.6 INTEGRITY AND GOVERNANCE DEPARTMEN.....	5
1.6.1 IMPLEMENTATION MECHANISM.....	6
1.6.2 ORGANIZATIONAL CHART.....	7
1.6.3 CORE FUNCTIONS.....	8
1.6.3.1 COMPLAINTS MANAGEMENT.....	8
1.6.3.2 GOVERNANCE.....	8
1.6.3.3 COMPLIANCE.....	9
1.6.3.4 DETECTION AND VERIFICATION.....	9
1.6.3.5 PUNITIVE ACTION AND REVIEW.....	10
1.6.4 PLEDGE.....	10
1.6.4.1 MALAYSIAN INTEGRITY PLEDGE.....	10-11
1.6.4.2 CORPORATE INTEGRITY PLEDGE.....	11-12

<b>1.7 PRINCIPLES OF CORPORATE ANTI-CORRUPTION AGENCY OR ORGANIZATION IN MALAYSIA.....</b>	<b>12</b>
1.7.1 PROMOTE VALUES, INTEGRITY AND GOOD GOVERNANCE.....	12
1.7.2 STRENGTHENING OF INTERNAL SYSTEM.....	13
1.7.3 COMPLIANCE WITH LAWS AND REGULATION.....	13
1.7.4 ELIMINATE ANY FORM OF CORRUPTION.....	13
1.7.5 SUPPORT ANTI CORRUPTION.....	14

## **CHAPTER 2: SCHEDULE OF INTERNSHIP**

2.0 INTRODUCTION.....	14
2.1 SCHEDULE OF PRACTICAL TRAINING REPORT.....	15-17
2.1.1 WEEK 1: 21 <sup>ST</sup> JULY UNTIL 24 <sup>TH</sup> JULY.....	15
2.1.2 WEEK 2: 27 <sup>TH</sup> JULY UNTIL 31 <sup>ST</sup> JULY.....	15
2.1.3 WEEK 3: 3 <sup>TH</sup> AUGUST UNTIL 7 <sup>TH</sup> AUGUST.....	16
2.1.4 WEEK 4: 10 <sup>TH</sup> AUGUST UNTIL 14 <sup>TH</sup> AUGUST.....	16-17
2.1.5 WEEK 5: 17 <sup>TH</sup> AUGUST UNTIL 21 <sup>ND</sup> AUGUST.....	17
2.1.6 WEEK 6: 24 <sup>TH</sup> AUGUST UNTIL 28 <sup>ND</sup> AUGUST.....	17

## **CHAPTER 3: ANALYSIS**

3.0 INTRODUCTION.....	18
3.1 TASK ANALYSIS.....	18-19
3.2 ETHICS IN ADMINISTRATION THEORY (ADS452).....	19-20
3.3 POLICY ANALYSIS (ADS654).....	20-21
3.4 ORGANIZATIONAL BEHAVIOUR (ADM501).....	21-23

3.5 HUMAN RESOURCE MANAGEMENT (ADM501).....	23-24
3.6 TOTAL QUALITY MANAGEMENT (ADM 510).....	25-26
3.7 MANAGEMENT INFORMATION SYSTEM (CSC 208).....	26-27
3.8 PUBLIC RELATION (PRO 458).....	27-28
3.9 PRINCIPLES OF PUBLIC ADMINISTRATION (ADS 404).....	29-32

#### **CHAPTER 4: RECOMMENDATION**

4.0 INTRODUCTION.....	33
4.1 STRENGTH OF THE ORGANIZATION .....	33-35
4.1.1 SEPERATION OF DEPARTMENT.....	33-34
4.1.2 PROCESS OF WORKFLOW.....	34-35
4.1.3 DIRECT LINK TO MALAYSIAN ANTI-CORRUPTION COMMISSION (MACC)..	35
4.2 WEAKNESSES .....	36-28
4.2.1 TRADITIONAL METHOD OF FILE SYSTEM.....	36
4.2.2 SHORTAGE OF EMPLOYEES.....	36-37
4.2.3 STANDARD OF OPERATION.....	38
4.3 RECOMMENDATION.....	39-41

#### **CHAPTER 5: CONCLUSION**

5.0 INTRODUCTION.....	42
5.1 SUMMARY BY CHAPTER .....	42-45
5.2 OVERALL CONCLUSION .....	45-46

## CHAPTER 1: HISTORY OF WISMA DARUL AMAN



**Figure 1.1:** Balai Seni

Office of the Secretary of State said that first began in the State Arts Center building as well as with the Office of the State Council. In 1911 it moved to a purpose built single storey building of wood located in Central City Palace Complex next to *Wisma Negeri* which was the second building of Secretary of State Office.



**Figure 1.2:** Wisma Negeri

In 1929 this office then moved to a two-storey stone houses that still exist today behind *Wisma Negeri*. On **8 September 1973**, *Wisma Negeri* building was officially opened by ***D.Y.T.M Tuanku Haji Abdul Malik***, son of the late *Sultan Badlishah*, Acting Sultan of Kedah Darul Aman that time. Finally, *Wisma Darul Aman*, which became the nucleus of the State Government of Kedah Darul Aman which was inaugurated by ***K.D.Y.M.M new Al Sultan Almu'tasimu Billahi Muhibuddin Tuanku Alhaj Abdul Halim Mu'adzam Shah Ibni Sultan Badlishah*** on **15 April 1993**.



**Figure 1.3:** Wisma Darul Aman

Wisma Darul Aman, which also houses the State Legislative Assembly Complex contains a comprehensive administrative offices of the State Government officials *KDYMM Tuanku Sultan* and *D.Y.T.M. Raja Muda*, Office of the Chief Minister, members of the State Executive Council, the Government and the Office of the Secretary of the Executive Council, the Office of Legal Counsel, Office of State Finance, State Development Office, Economic Planning Unit and others.



## **1.1 FUNCTIONS OF WISMA DARUL AMAN**

- 1.1.1 The department is primarily and pillars in the governance and development of Kedah Darul Aman
- 1.1.2 As a center pertaining in matters concerning administration, services, protocols, housing, local authorities, State Assemblyman and district administration
- 1.1.3 Designing, implementing and supervising all administrative matters are matters of policy and implemented by the highest state level, departments and regions.
- 1.1.4 Planning and managing human resource development, especially the State civil service.

## **1.2 BACKGROUND OF INTEGRITY AND GOVERNANCE DEPARTMENT OF KEDAH DARUL AMAN**

Good public sector governance system and quality work culture is an important platform to enhance public confidence in government's ability to implement policies that have been mandated. Government is very committed to improve the integrity and curb corruption among civil servants clearly through the implementation of various policies and programs introduced in

the last decade. Besides, they have made corruption as one of the key areas which is put under Government Transformation Program (GTP) through National Key Result Area (NKRA) which related to bribery and corruption.

### **1.3 INTRODUCTION**

This chapter covers the background of Kedah state's Departmental Integrity and Governance in which consist of the main functions itself, the organizational chart, implementation mechanisms and the pledge. For information, this department is recently established by Office of the Secretary of State. Before proceeding with the Integrity and Governance Department's background, let us know in advance the main role and the core values that should be practiced by all departments of government secretary's office. The role of the government secretary's office is to be prime mover of the basics of socio-economic development outlined by the State Government that being challenging from time to time. There are eight core values in which all departments under government secretary's office should practice such as integrity, discipline, commitment, intellectuality, loyalty, quality, innovative and teamwork.

Kedah State Government welcomed efforts to create units in all public sector integrity through **circular number 6** in 2013 to integrate the management of all matters related to integrity under a unit dedicated to initiate the institute of integrity, prevention, compliance, detection of behavior and punitive action can be implemented in a more focused, organized, efficient, and achieve optimal outcomes. Due to that reasons, Kedah State Government has established Department of Integrity and Governance on 8<sup>th</sup> January 2014.

#### **1.4 Vision**

Being an agency driver, guard and monitor the integrity of governance and cultural integrity in the state public service delivery must be better in future.

#### **1.5 Mission**

Make sure States Members to implement the civil service which had a superior work culture in line with standard procedures, policies, rules and regulations established to generate optimal outputs and outcomes of government

#### **1.6 Strategic Function**

Responsible for managing and implementing initiatives related to integrity, prevention, compliance, detection of misconduct and punitive action in a more focused, organized, efficient and achieve optimal success

## **1.6 Integrity and Governance Department**

### **1.6.1 Implementation Mechanisms**

In Integrity and Governance Department (JITU) there are several mechanisms such as uphold the principles of integrity and accountability in the civil service of excellence, to ensure there is no any chance to cause corruption commission, and ensure that the public servants practiced superior features work culture with strong moral and ethical attitudes and also have patriotism among them. For information, JITU has two units that are internal audit unit and integrity. The functions of Internal Audit Unit include ensuring all policies, obligations and rules being complied perfectly, reviewing and evaluating the information of agencies regularly in terms of completeness, effectiveness, and economical, and submitting ideas and suggestions for enhancement and improve the competitiveness of all government agencies towards perfections.

### 1.6.2 ORGANIZATIONAL CHART

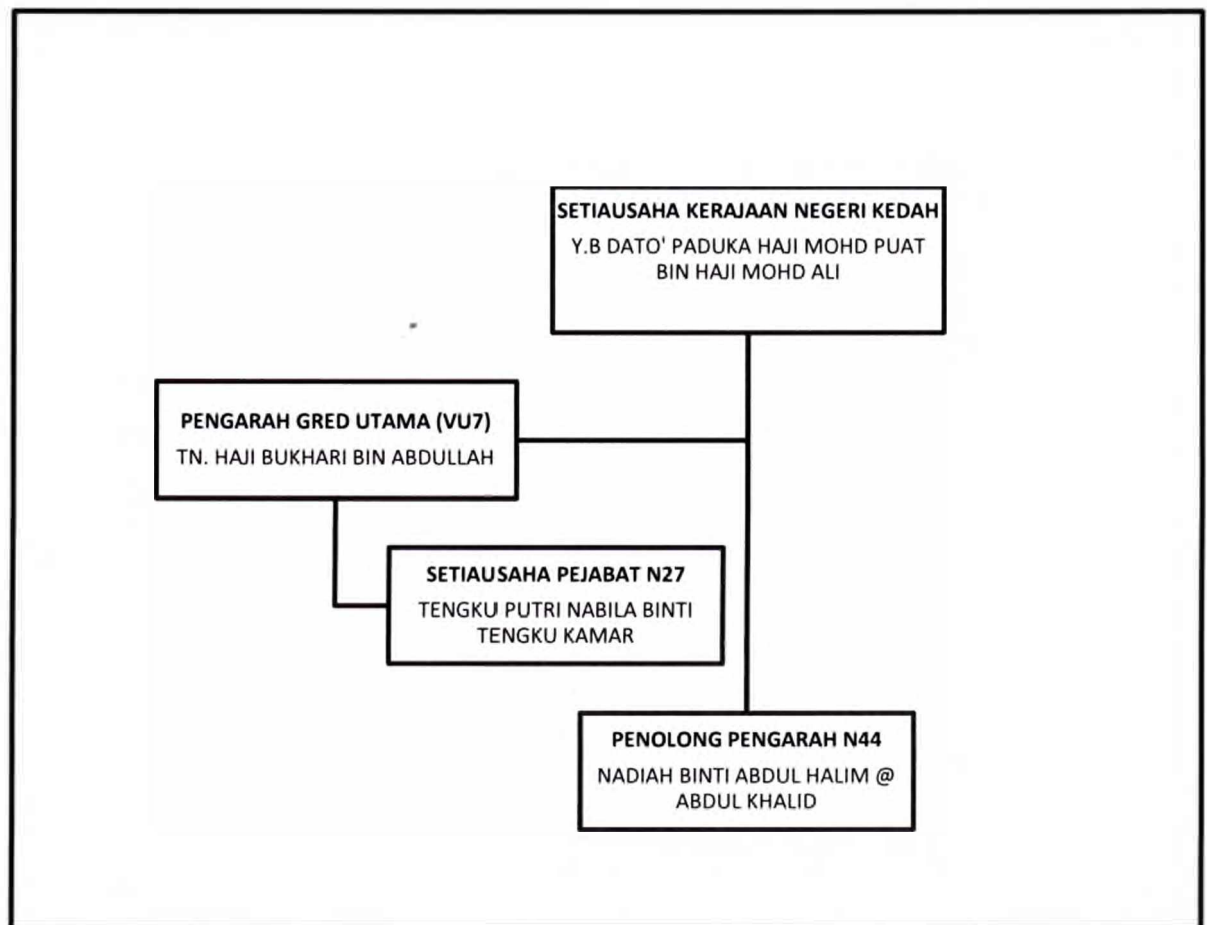


Figure 1.4: JITU's Organizational Chart

### **1.6.3 Core Functions of JITU**

#### **1.6.3.1 Complaints Management**

Besides, JITU provide advice and guidance to internal or external complainants and questions related to the integrity of crimes involving misconduct and breaches of organizational ethics JITU also received and take immediately action for any complaints or information relating to criminal misconduct and violations of the code of conduct and ethics of the organizations. JITU will take action after received all relevant information regarding on misconduct behavior among the civil servants itself or organizations. JITU also provide consultation session to whistleblowers or external complainant about integrity such as explain what is the misconduct behaviors, how the complainants can make complaints if they see illegal activities or misconduct behaviors behavior and their rights as the complainants.

#### **1.6.3.2 Governance**

JITU also need to ensure all the organization's administration always be administered effectively and effectiveness way. All governance includes ensuring the integrity issues and illegal activities issues can effectively administered and JITU also involves in suggesting for improvements, renewals, and enhancements to the system or procedure of the organizations.

#### **1.6.3.3 Compliance**

JITU also need to ensure all stated regulations and laws be complied and detect any weaknesses of in existing policies. Under compliance's core function, JITU will cooperate with internal audit unit to discuss the action need to be taken for any illegal activities or misconduct behavior's matter. JITU also will implement scheduled and unscheduled inspections in order to monitor the organizations either the organization comply the stated regulations relating with ethics or not. In the end, JITU will make annual report based on their inspections and then try harder to identify and improve any weaknesses of existing policies.

#### **1.6.3.4 Detection and Verification**

Besides that, JITU also involves in detection and verification of complaints relating with illegal activities and misconduct behaviors among the civil servants or organizations. The resource of complaints must be appropriated before JITU take any reasonable actions such as conducting internal investigation before verify the complaint. After verify the complaint, JITU will forward to responsible authority for further action.

#### **1.6.3.5 Punitive Actions and Review**

As described before in Detection and Verification's core function, JITU will forward the report of investigation and all gathered information of misconduct complaints to the Disciplinary Board of Kedah State for further action. JITU must ensure all the complaint be settled down immediately without having to be suspended especially when it involves Disciplinary Board decision and JITU also need to do some research about the trends, which sector involve more in illegal activities, and provide suggestions for improvements.

#### **1.6.4 PLEDGE**

##### **1.6.4.1 MALAYSIAN INTEGRITY PLEDGE**

We, Malaysians who are independent and insightful, with sincerity and good faith affirm, will strengthen and reinforce our dignity and integrity, family and community, religion, race and country. Towards this end, we pledge ;

- Fully comply with the Federal Constitution and By-Laws
- Fully comply and practice the principles of Pillars
- Enhance the integrity and adapt the core values and be ethical
- Fully cooperate with any party to prevent any criminal conduct, misconduct, and acts without integrity



- Support and working together to take stern action against those who threaten the integrity of the state and society
- And cultivate integrity in the practice of daily life as individuals and teams

#### **1.6.4.2 Corporate Integrity Pledge**

We, all of the employees of Government Departments and Subsidiary Companies under the State Government of Kedah Darul Aman, pledging;

- Will not be either by individuals or representative or through any agent committing any corruption or any forms of abuse under any provision of law, including but not limited to the Malaysian Anti-Corruption Commission Act 2009 or the Penal Code,
- Will not conduct any business practices or activities that require or encourage any employee, representative, or agent to involve in any form of corruption
- Will together with the customers, business partners, regulatory agencies, and law enforcement agencies in order to create working environment and service that free from corruption
- Will support the principles of Corporate Anti-Corruption Agency in Malaysia in providing services and interaction with customers, share partner and government agencies and

- Support and working together to take stern action against those who threaten the integrity of the state and society

## **1.7 PRINCIPLES OF CORPORATE ANTI-CORRUPTION AGENCY OR ORGANIZATION IN MALAYSIA**

### **1.7.1 Promote the Values of Transparency, Integrity, and Good Governance**

The principles of promoting the values of transparency, integrity, and governance include not allowing any directly or indirectly contact of action or behavior such as deal with the customers, suppliers, and third parties that cause any forms of corruption. JITU must ensure all code of ethics be complied perfectly every time, providing reasonable rewards for those who practiced daily life with full integrity and the channel of complaints can be access effectively and highly protected.

### **1.7.2 Strengthening of Internal Systems that support the prevention of Corruption**

This principle is for developing any anti-corruption program in order to clearly describe about the actual core values that should be practiced by all civil servants and will implement the stated policies and procedures in order to prevent any corruption activities. Strengthening the internal system also can prevent the corruption as JITU will identify and improve the weaknesses of existing policies and also conduct internal audits ongoing basis.

### **1.7.3 Compliance with Laws and Regulations relating to against the corruption**

This principle requires JITU more assertive in compliance with all regulations and by-laws that have been established to prevent any act of corruption occurred. This principle also make sure JITU governance can be executed effectively so that there is no any conflict of self-interest and abuse of power.

### **1.7.4 Eradicate any Form of Corruption**

This principle to ensure JITU not easily tolerate with the parties who involved in corruption matter or misconduct behavior and has responsibility to report the issue to the appropriate authorities for further action.

#### **1.7.5 Support for anti-corruption initiatives by Malaysian Government and the Malaysian Anti-Corruption Commission**

This principle can improve JITU's support for combating corruption such as support the campaign against corruption that organized by Malaysian Anti-Corruption Commission, and cooperate and build good relationships with related authorities in order to combat corruption among the civil servants.

### **CHAPTER 2 : SCHEDULE OF PRACTICAL TRAINING**

#### **2.1 Schedule of Practical Training**

This chapter concerned with the activities or the tasks that have been done by the trainee during practical training period at Kedah's Integrity and Governance unit.

### **2.1.1 1st Week ( 21 JULY 2014 – 24 JULY 2014)**

This is a first week of practical training at Integrity Department. The trainee had registered to Human Resource Department before the trainee being placed into Kedah's Integrity and Governance unit. As usual, any new entrant will be given short briefing regarding on the organization and be introduced to all staff. On second day, the trainee began the task by rechecking the attendance list of participants of "Bengkel Pemantapan Integriti" that been participated by all Kedah's Local and Land council . The trainee must get the confirmation of participants' attendance from the particular organization by sent the attendance list through fax. On the next day, the trainee called all the Kedah's Local and Land Council to informed new date of "Bengkel Pemantapan Integriti" and update the attendance list by classified the name based on gender and unit before the trainee received the confirmation attendance list by following day.

### **2.1.2 2nd Week ( 27 JULY 2014 – 31 JULY 2014 )**

This second week the trainee had obtained leave for celebrated Hari Raya Aidilfitri.

### **2.1.3 3rd Week ( 3 AUGUST 2014 – 7 AUGUST 2014)**

After be on a vacation for a week, the trainee as one of team member that organized the “Bengkel Pemantapan Integriti” gave short briefing about the current preparation as the workshop will be held on tomorrow such as the total number of workshop’s participants, the venue, and the program tentative. The workshop was held at National Institute of Public Administration (INTAN), Sungai Petani, Kedah. The trainee also was given a task by Madam Nadia in which need to explore the information regarding on integrity such as the purpose of establishment of Integrity Unit, the functions, and the consequences. This week the trainee gained precious experience in which able to arrange the public sector’s workshop. The theme of workshop was “Corruption Risk Management”. The trainee need to prepare sufficient quantity of required equipments especially the equipments that being requested by the speaker. Besides that, the trainee and other team member also have responsibility to prepare the food to the participants, did make a copy of the PowerPoint’s slides to give to all the participants that contains information of plan risk management of corruption, give a hand to launch closing ceremony as well as the provision of certificates to the participants.

### **2.1.4 4th Week ( 10 AUGUST 2014 – 14 AUGUST 2014)**

This week the trainee need to make a report and some adjustment such as identify the reason for those absent participants after the workshop was finished. The workshop must be participating by all representatives of Kedah’s Land and Local Office however there was several

offices failed to represent the representative. Therefore, the trainee needs to obtain the official reason letter from that particular office which failed to deliver a representative. This week also the trainee did photocopies and makes some research regarding on job satisfaction.

#### **2.1.5 5th Week (17 AUGUST 2014 – 21 AUGUST 2014)**

This week there was no any program need to be held and the trainee just did documents' photocopies, help the other staff, rearranged and recheck the mails that need to be mailed to all state government units regarding on Integrity Officer's Appointment, and revise the document in the department of integrity before being audited.

#### **2.1.6 6th Week ( 24 AUGUST 2014 – 28 AUGUST 2014 )**

This is last week in which the trainee performed the tasks such as made photocopies of particular Integrity Unit's document to make as a reference to other department, revised the old files, photocopies the file audit reports of Sungai Petani municipal.

## **CHAPTER 3**

### **ANLYSIS**

#### **3.0 INTRODUCTION**

This chapter will focus on analyzing the task that I had done while having my practical training at Jabatan Integriti dan Tadbir Urus at Wisma Darul Aman. In this chapter, I will emphasize on the definitions of the concepts on specific areas of my practical training. Besides, this chapter will recognize the effectiveness and work flow as an administrator at workplace and whether it can be related with theories that I learned in my classroom or not.

#### **3.1 TASK ANALYSIS**

On the first day I step into the office I was pose at *Jabatan Integriti and Tadbir Urus* as an administrator. This department is run with 12 personnel who have various level of position which started from N11 to JUSA C. In this department area, it needs me to equip such skills like communicating, computer, fileling skills. It also need me to analyze policy made for this new government department which only started at month of February this year. I have being exposed on new guidelines and policy which related to integrity and corruption in Malaysia especially for State Government under *Yang Amat Berhormat Dato Mukhriz Tun Mahathir* as *Menteri Besar of Negeri Kedah*. It make me so bright and motivated as they have placed me at right place and suitable with my field. I have grab all the opportunity given and will futurely applied when I continue my studies or in my new place of work. Due to that, I have able to recognize and learn some new knowledge which include theories, models, concepts, facts and some other knowledge experience which I may relate it when I was being lectures with all my lectures before.



Furthermore, I was given with variety of task which related to administrative and outdoor task which have exposed me with new experienced and wide knowledge when dealing with every task given which include organizing a 'Bengkel Pemantapan Integriti Peringkat Negeri Kedah'. My fellow experienced cliques have taught me some lessons on how to handle outdoor activities especially when involve with State Officer and VIP. They showed me every details of task list that my team and I should do in order to ensure that all things that have been plan will going well without having any problem or being criticized by officer or participants itself.

In order to relate what I have learned in the class and during my practical training, I had discovered the concepts that related to the tasks that had been assigned to me. I have recognized the concepts that have being exposed to me which is are administrative and management concept within and outside organization. Position as administrator also very important as I played role in assisting and make Official State Government affairs will settle efficiently. In this area, I have learned and able to relate my knowledge which I gain through my lectures class with the experienced that being exposed to me.

### **3.2 ETHICS IN ADMINISTRATION THEORY (ADS 452)**

According to Richard Paul and Linda Elder,1998, ethics is branch of philosophy which seeks to address morality. In other words, it is the moral justification and consideration for decision and actions made during the completion of daily duties when working to provide the general services organizations. Ethic is the study of the general nature of moral and of the specific moral choices to be made by person which include moral philosophy. Ethic is no right or

wrong which is the rules or standards governing the conduct of a person a person or the members of a profession. Decisions are based upon ethical principles, which are the perception which are the perception of what the general public would view as the truth.

Based on my experience, element of ethics is very important part especially when you are in government sector as it show your image as personal and the most important thing is your organization image at there. At my organization, they showed ethics when they are always smile when meeting someone face to face although they do not know each other. Besides, greeting among staff have become habit and most of us will greet each other instead of looking their background and position. Furthermore, I have to wear attire which according to government dress code. This is not awkward for me as UiTM has exposed me on wearing formal attire on every Monday. However, I have learnt to wear Batik cloth on every Thursday and it is new for me. Moreover, before workshop among state governor was held, I have to call to every state office in asking about confirmation whether their officer attend or not. If not, are they have find replacement of their officer to attend at the workshop. From there, I have learnt on how to communicate with high officer and I have to use appropriate language which in ethical manner.

### **3.3 POLICY ANALYSIS (ADS654)**

According to William Dunn (1994), Policy Analysis is determining which of various alternative policies will most achieve a given set of goals in light of the relations between the policies and the goals. In other word, it also involve with systematic comparison and analysis of a set of policy alternatives to determine which option is most likely to achieve a set of objectives whether political, economic, social and technology.

In JITU, we have to determine reports made by public or internal employees related to corruption and misuse of power when dealing with state project or minor damage like sexual harassment or bullied during working hours. Based on policy that being made, we have some authority to report to Malaysian Anti-Corruption Commission (MACC) if there happened any damage related to integrity among staff in Kedah State. As this body being given some authority they able to give advice to MACC on what kind of method should MACC take an action to guilt person.

Besides, rules and regulation at this department is very strict as Vice Director of JITU will always supervise all their staff attire and very concern on attendance. If their time attend turn red, the officer will directly ask their respective person about the reason on being late to come to workplace. Moreover, as a policy stated that government officer have to wear name tag, so, all the staff there are strictly wear name tag, if not, the director who is Tuan Haji Bukhari will give warning on the spot.

### **3.4 ORGANITIONAL BEHAVIOUR (ADM501)**

Organizational Behaviour (OB) is the study of what people think, feel and do around organization. It looks at employee's behavior, decisions, perceptions, and emotional responses. The Greek Philosopher Plato wrote about the essence and leadership. In 1776, Adam Smith discuss about job specialization and division of labour. Besides, Max Webber has written about rational organization, the work ethics and charismatic leadership. Then, it includes industrial engineer Frederick Window Taylor who has proposed systematic ways to organize work process and motivate employees through goal setting and rewards. Moreover, there is Australian born Harvard who is Professor Elton Mayo and his colleagues establish the 'human relation' school of management, which emphasized the study of employee attitudes and informal group dynamics in the workplace. In late 1930's, Chester Barnard wrote insightfully views regarding organizational communications, coordination, leadership and authority which make organization as open system and team dynamics.

Learning about OB will help us to predict the world in which we live not just what goes on inside organizations. It also helps people to get thing done in organization which involved everybody in business, government, and non-profit company works with other people and it has provides tools to interact with the other more effectively. Build a high performance team, motivate co-workers, handling workplace conflicts, influencing boss and changing employee behavior are just a few of areas of knowledge and skills offered in organizational behavior. The concepts played an important role in performing job and working environment will become more harmonious and energetic.

During my internship there, organizational behavior concepts applied when we want to make a team for organizing workshop for State Officer which is two weeks before the workshop held. The concept of teamwork applied when all of us at the department brainstorm the ideas about activities that should be include as we have five slot for two days. My employer have trust in my friend and I as we are responsible to give an idea on third slot and that slot we have to handle on that day the program is held. It personally have motivated me as my employer have trust and confidence with me although I am only done my internship. He has given full responsible to us and we have to keep on updating every single work or progress that we have done. As we have Whatsapp Group, we can keep on updating or improve our ideas although we are not at the workplace.

### **3.5 HUMAN RESOURCE MANAGEMENT (ADM501)**

According to Snell and Bohlander (2010), HRM is defined as the process of managing human talents to achieve an organization's objective. Meanwhile, Gary Dessler (2009) stated that HRM is the policies and practices involved in carrying out the 'people' or human resource aspects of a management position including recruiting, screening, training, rewarding and appraising.

Besides, according to Maimunah (2008), she defined HRM as development and implementation of the systems in organization which designed to attract, develop and retrain high performance workforce. Furthermore, it can be considered as an activity found in an organization whether they are business or service-oriented, large or small. Meanwhile according Onn (2006), the purpose of HRM is to ensure that employees or personnel of the organization are being used as effectively as possible. Moreover, HRM is purposing that the employees or

personnel of the organization are being used effectively as possible. Thus, it is pursuing employees to contribution towards achieving the organizational goals.

Therefore, it has been designed such a formal system in organization to ensure effective and efficient use of human talent to accomplish organizational goals. HRM focuses on managing the workplace in order to take care of employee and employer relations especially in utilizing employee to gain maximum human potential. It has become an important in today's organization, especially in knowledge based industries. The success or failure of an organization most of the time relies on the knowledge, skills and ability of its employees.

Human Resource (HR) officers develop advice on an implement policies relating to the effective use of personnel within an organization. Their aim is to ensure that the organization employs the right balance of staff in terms of skills and experience. It also includes training and development opportunities are available to employees to enhance their performance and achieve the employer's business aims.

It have been applied during my time at JITU, I have been placed at HR Department for two days to assist their staff to fill in data related to number and staff who will retire and who will be post at the other area as they have been promoted after several years served at their respective department. I have learnt a lot although I spent only two days at that department. I have learnt on how the process that the staff should go through before they are officially retire. For example, if they want to retire early which are not reach to compulsory age, they have to fill

in the form and send reason letter to their employer before it being approved. Besides, for promotion process, they have their own form which will be evaluated by their employer and HR Department in order to give them merit or demerit points.

### **3.6 TOTAL QUALITY MANAGEMENT (ADM 510)**

Total Quality Management (TQM) is defined as 'wide performance excellence rather than based on the discipline only'. It means that, quality must adopt widely in organization to not just in one department or group of people only. It is also management approach which seeks to establish zero defects in any part of an organizations and which uses teams, worker empowerment and creative problem solving to accomplish this aggressive goal. It originally developed for the manufacturing sector, it are now founds in many different types of organization, including marketing, production, finance and customer support.

It program includes all aspects of an organization's operations, which include hiring and promotional practices, the way the company itself structured and the culture that the company develops. In some cases, the programs are implemented in organizations that already have some quality. The program also laid into organizations which are lacking their commitment towards quality. The way in which TQM is implemented whether the program is an eventual success or getting failure. This research considers the advantages and disadvantages of TQM and its applicability to the public sector.

During my internship there, the organization has stated that telephone should be answered to not more than three ringing. It is very important element as it showed corporate

image of the organization. If the other department do not answer phone for more than three ringing, their reputation will be tarnished and the other department will not respect them as they are unable to respect people's time. Besides, as this department deal with integrity, they have to respond people's complaint or report to not more than one week. It also showed quality being applied Kedah State Government want to ensure that state personnel are zero bribery and corruption in future. It is very important as it will effect the development personnel and there will be no quality applied to that organization anymore as there is lack of transparency.

### **3.6 MANAGEMENT INFORMATION SYSTEM (CSC 208)**

Management Information System(MIS) and Decision Support System(DSS) are the information system that support middle managers of the organization. MIS provides managers with periodic reports that summarize the organization's performance. It also has been designed primarily to summarize what has occurred and point people toward the existence of problems or opportunities.

These systems are generally not flexible and have little analytical capability. It also able to recognize problems that exist and solutions will be provided. Besides, information also available on demand to facilitate to monitoring exception conditions and to monitor moment-by-moment activities if desired. However, unanticipated reporting requirements and unusual operating conditions are not typically well supported by the systematic and structured nature of traditional MIS.



Data processing is basically the collection and manipulation of items of data to produce meaningful information. In this sense, it can be considered a subset of data to produce meaningful information. It also can be considered as a subset of information processing, the change of information in any manner detectable by an observer. The term is often used more specifically in the context of business or in an organization to refer to the class of commercial data processing that usually used by the people in the organization which are manual data processing and computer data processing.

On the 1850's, United States Census schedule was the first to gather data by individual rather than household. A number of questions could be answered by making a check in the appropriate box on the form. From 1850 to 1880 the Census Bureau employed a system of tallying which may increase number of combinations of classification required that became increasingly complex.

In my organization, they are still used traditional method which most of the data are still keep in tangible file which have a lot of paper for the record keeping. For example, at management department, front line office they still use the paper and writing by hand to record the customer list who come to the office during that day. This method could be effective, but it is not really efficient as it occupied more space for the files record and time consuming.

### **3.8 PUBLIC RELATION (PRO 458)**

Public relation is the practice of managing the spread of information between an individual or an organization and the public. It may include an organization or individual gaining

exposure to their audience using topics of public interest and new items that do not require direct payment. The aim of public relations by a company in a company is to persuade the public, investors, partners, leadership, products, employees and other stakeholders to maintain a certain point view of it. Activities that involved with it such as communication during conference and working with press.

Good communication and interpersonal skills are key factor when servicing customer. It is important to effectively communicate with the customers so that they are able to clearly understand the explanation and responses. It also being added with some elements like good communication, interpersonal skills which include written and verbal skills as well as body language. Listening skills is also very important as people have high expectations when customer deal with us as they want us to understand and know on what is their expectation. Besides, a combination of listening and product knowledge will help me to determine what is customer's expectation.

During my time there, I have been given task to call all the participants who have not attend the workshop on 5<sup>th</sup> to 7<sup>th</sup> of August 2014 as to ask them the reason they could not attend the workshop and ask them to deliver a reason letter as to confirm their reason on why they could not make it on that day. From there, I have learnt new knowledge on how to speak with officer and become an agent of the department as I have to represent my department in dealing this matter. Besides, on the day forward, I have to wait the entire demand letter on the respected week. If they are unable to send their letter on that week, I have to keep remind them to send their reason letter as it is compulsory for my department as organizer to keep the

records and important for us to make an evaluation and auditing. When I have received or not receive the letter, I have also to keep on updating to my boss about latest information.

### **3.9 PRINCIPLES OF PUBLIC ADMINISTRATION (ADS 404)**

Public administration is the development, implementation and study of branches of government policy linked to pursuing the public good by enhancing civil society and social justice. In past public administration, it was synonym to government management but due to increase in participation of private sector into public matter, some NGO's committed to serve public and joined private sector. Public sector has gained credibility over time owing to change in governance and management process.

Besides, due to sensitivity of the activities carried out by Public Administrators, participation of private sector change in their quality of the services. Thus, services offered by government become inevitable. Public servants attained knowledge and skills of executing duties in a program through trained policy analyst who are thoroughly founded with the background information on how to manage the public resources. Through public servants, interest of the general public are served in a satisfactory cost-effective manner to public servants which are mandated to oversee each implementation of activity on daily.

Generally, public administration gears its effort towards understanding public entities and how they interrelate with others and immediate world. Organizations that work under public administration are organized and managed to realize deliberately structured goals in the near

future. Through public policy programs, government responds to needs and interest of the Nation through satisfying them with the available resources.

Principles of Public Administration is a complex process, it involve social, economic, legal and political matters which blend together. Due to complexity of its nature, management and regulation becomes a hurdle. A unifying common law to govern public sector has been controversial issue in US. It could be accrued to the governors which reluctance to be restricted by statues which could tether the additional advantages associated with the public sector. However, due to emerge of democratic tendencies, the elements that initiate good management and governance have been embraced. Political evolution has led to accord on the key principles that can be implemented to ensure that the services delivered to the public by the government are excellent. The key identified principles are:

**3.9.1 Reliability and Predictability:** The principle declares that in order for the government initiative in form of services or practice to be deemed as satisfactory, it must be reliable by being consisted and accurate in meeting the potential needs for which it was intended for. The government programs should predict a factor that can only be attained through consisted effort whereby the government agencies in charge of the programs, do not fluctuate in executing their duties in a systematic manner. Furthermore, the programs implemented by the government have to serve the needs of public as they should have legal certainty or judicial security.

**3.9.2 Openness and Transparency:** The government serves the society through tax levies and other customs exerted on them through added costs. In return, the government is supposed

to govern the obtained resources, plan and allocate them to various public programs in order to satisfy the public needs to become much better. Public is aware that the government derives its fund from their resources, so it becomes increasingly important for public to know how the government is using their resources to sponsor public programs. In order for the public to trust the government of the day, all the necessary details concerning the programs so that the government does not appear to have creepy motives.

**3.9.3 Accountability:** Government sponsored programs are normally accountable for all activities and procedures carried out in their programs which are geared towards public satisfaction. It justify the actions which pursues in its endeavor to serve the public and at the same time taking responsibility for the action it pursues in achieving its objectives whether they have positive or negative implications.

**3.9.4 Efficiency and Effectiveness:** efficiency is the principle employed by the government sponsors programs to ensure that all the resources at the disposal of the government are utilized without wastage of time and money. After the government has embraces efficiency in its procedures, it becomes effectual in meeting public needs without wasting time, effort or expenses.

Public administration ideals and doctrine principles have enhanced better performance in public sector creating union among many areas that need to be administered properly in order to serve public better. In US Government, they has been able to embrace the key principles vital for ensuring that all the programs that serve public interest run coherently and are able to meet the desired needs of the public. Each sector served by the government

becomes effective in meeting the social needs by embracing the principles of public administration.

During my time at JITU, I have assigned to keep all the file record being updated and make sure the record have been categorized and updating documents. It must be based on ascendant date and year. As officer from National Auditing Department will come on next month, my teammate and I have to make sure that all the data and files document are updated and outdated documents must be remove from that files as they want to make sure that there is no lying disorderly. I have applied principle of public administration as I have to reorganized and check all the letter that need me to submit to every agency and other department related the appointment of Integrity Officer for every State Government departments and agency Kedah State. I also have to make sure that the other department will get a copy of our brochure and books related to introduction of this unit and give them more understanding about the function of this unit on the reason it has been established on last February of 2014.

Therefore, as I am the administrative team at this department, I have to make a records on the incoming or outgoing files and letters which I have to record them in a file accordance to 'urgent' or 'immediate' classification using a numbering and alphabet. The letter should be recorded according to receive and sending date.

## **CHAPTER 4: RECOMMENDATION**

### **4.0 INTRODUCTION**

This chapter will highlight and discuss the strength and weakness of tasks that been given by department. There are also some suggestion of solution in order to making improvement and overcome the obstacles of tasks. There are several strength and weakness related to process flow of work in JITU. This chapter will explore on internal and external analysis that relate to strength, weakness, opportunity and threat (SWOT).

### **4.1 STRENGTH OF THE ORGANIZATION**

#### **4.1.1 SEPERATION OF DEPARTMENT**

Based on my experienced there, I have found out that separation of the department one of their strength due to they will be no external influence as they are not attach to any other department which make them free with influence from outside. For example, Internal Audit Department before has attached with Financial Department. So, both of this department will work together and sometimes their task may become redundant as employees there have received different order from different Department Director. It is different for this department as it act as one exception unit as they want to prevent from any threats whether from internal or outside as they must make sure that all decision made which are deal with reports and complaints are transparence which does not have any other factor that will make the guilt or report person will get harms and the guilt will get benefit or advantage to escape from their wrongdoings. For example, our department have receive so many reports related to officer from various department for internal reports and so much reports from external which are from other

districts like *'Majlis Daerah Kuala Muda, Majlis Perbandaran Sungai Petani and Majlis Daerah Baling'* related to their misbehavior of their officer related to harassment and misuse of power when dealing with tender and financial process.

Furthermore, communication among them become more effective as communication between employer and employees is flexible as they may talk each other on the spot as the hierarchy is less important but the action is the priority.

#### **4.1.2 PROCESS OF WORKFLOW**

The other advantage is so obvious when it related to process of work in that organization. It is due to no many layers in that organization. It means that, there is only three layers in that organization as the number of staff are only 12. Besides, the instruction from Director is very clear as he directly give ordered to their staff. So, there will be no miscommunication or misunderstand when dealing with process of task and type of task that should be done according to their specialization and position. Moreover, as the Administer Officer only one, who is Puan Nadia, direction of task and some of information is directly come from her and there will be no miscommunication as she the only person who have high of position and authority. So, staff will only follow her instruction only without any doubt. Let say if there are three Administer Officer in that same department, it could be miscommunication and cross instruction as among three of them could deliver wrong or incomplete instruction or information as their level of understanding and the way they communicate with their employees could be different. So, their mistakes or wrong information will make their employees become more burden as they will receive to more than one instruction for only one task.



Besides, their process of work become more fast and transparency as people may directly inform to them as there is no red tape in this organization of this department. When one of the staff has receive any reports whether from fax or email, she may directly inform to officer or directly to director. So, the director or officer does not have to wait for too long to get reports and he may spontaneously respond to that report and may directly reports to MACC in a short period of time.

#### **4.1.3 Direct link to Malaysian Anti-Corruption Commission (MACC)**

In 2008, Parliament had agreed that the Malaysian Anti-Corruption Commission (MACC) was created to replace the Anti-Corruption Agency (ACA). It is due to the wishes of the people who wanted the anti-corruption entities more independent, transparent and professional.

So, as our unit is decentralized from the other department and operate with our own authority, our unit may directly give our report to this body as we have no stack or middle stage to get through this authority body. It will cause no delay in our organization and we may take immediate action in a short period of time. It is very important element as public are watching us in term of transformation especially when it deal with corruption and bribery. It is align with government new policy which want to curb corruption especially when deal with white collar personnel who are wrongly misuse their power and authority to get their own satisfaction. For example, in '*Majlis Daerah Pokok Sena*', an officer has been detected misuse power and has manipulated financial statement which has been reported by another officer in that organization.

So, our unit has take an action and has made a report which has been sent to MACC. Then, this authority will take an action against him after all evidence being approved.

## **4.2 Weakness**

### **4.2.1 Traditional method of file system**

One of the weakness that can be improved by this unit is they still use traditional method of file system which still use too many hard copy and hard file. Some of the documents also does not have proper arrangement of documents which include with letters and notifications. Some of them also face difficulties in finding documents that they want as most of the letters not be arranged properly whether based on date or year. It has cause delay in certain works as they must take longer period of time to recognize type of letter that they want in order to make reference by them or employer. Besides, it has cause difficulties when they want to update file as they have to put out all the letter, notice and reports in that file as they must refer precedent letter before it can be updated as they have to make sure that precedent report or notice still available. If not, they unable to proceed their next action as they have no past report or notice to refer. Moreover, it have consume high cost in order to prepare all files as each file cost more than RM10 as they use high quality files. It also have to consume huge space. It means that, when there are a lot of files, so, they must have a lot of shelves to put all files on it. Thus, it also consume high budget in order to prepare it.

### **4.2.2 Shortage of Employees**

It can be seen that although there are some strength in this unit, there is also weakness that cannot be avoided like the shortage of employees. In this unit, Vice Administrator is still

vacant and only depends on Administrator Officer alone. Due to that, it has cause trouble when Administrator Officer and Director absent or outstation as it may cause delay in this unit due to the decision maker not available to give immediate order and employees cannot proceed their job as they could not make their own decision without getting permission and approval from them. Besides, there is also shortage of experience personnel. It means that, personnel that really expert in this field are really lacking as most of them come from various field which have combine into one unit as this unit is still new and not reach to one year. The process to get new employees also take a long period of time as State Government have to really find qualified candidate to fill the vacant at this unit. Due to that, this unit only fill with personnel that come from the other department like Human Resource Department and Auditing Department. As they being transfer to this unit, they have to take some period of time to fit theirselves to this unit as they have also to learn new things and prepare themselves with new information and knowledge in order to make them capable to make this unit become efficient and may reach the target of State Government which want this state become clean in terms of corruption and bribery. In addition, this problem is clearly seen when some of Internal Auditing Department personnel accidentally become new member of this unit. This situation has cause trouble to them as they have to move out from their expertise field and have to get into new field which in JITU's unit. This may cause trouble to them as it cause redundancy of work due to they need to do work simultaneously which in Integrity Department and Internal Audit in the same time. The possibility for them to become stress and demotivated could be possible as they have to do two task simultaneously although it only temporary time.

#### **4.3.3 Standard of Operation**

There must have proper procedure in implementing some work which must have proper standard of procedure that could make people especially personnel could do right things and right things to do. However, there is no proper standard of operation at this unit is still new and still in experiment on how to handle proper procedure as to ensure this unit could be implemented well. Although they have attended a workshop at Putrajaya on May 2014, it only explained about theory rather than practical. It means that, they must need long period of time to ensure that they will truly understand about theory and can practically implemented at this unit when they are ready. It is very important as they must really understand about their duties rather than gain their knowledge through papers only. Besides, they are also not really cleared about the procedure when dealing with reports collected by the other departments or other State Agency. It means that they do not clear about how to handle with the reports and what kind of action that should be taken after reports have been received by them. They are only depend on Director on how to deal with the reports rather than they aware by themselves on what kind of action that should be taken and person that should they referred before action could be taken.

### 4.3 Recommendation

First weakness shows that this unit applied traditional method of file system. This problem could be overcome by using Microsoft Excel in order to make this file system become more systematic and become more efficient as personnel at there only use this system which is simple and easy to learn. Employer may choose more than one person to attend this kind of IT's course as this authority which under *Wisma Darul Aman* it have IT's unit which may conduct a class about this system and may not only involve with our unit of department but could also involve with the other department as well. By using this system, it may reduce the number of paper as paper may consume high cost although only for this small unit. When applying this system, paper is still use but it may reduce the number of paper consume and may reduce the amount of budget which specific to paper. It also will increase the efficiency of file system. It means that, numbering system will become more proper compared to hard copy files as some of the numbering may missing and may cause human error when using traditional method. Moreover, it may save a lot of file space as file system not only depend on hard copy only. It also may reduce high number of budget as State does not have to spend high number of money on shelves at every department as most of the department will use a lot of shelves whether wood or plastic as it use for keeping file and paper only. Due to this problem, most of the department has to widen their space as most of the space is equip with shelves.

It deal with weakness number two which is shortage of employees. In this case, State may hires new employees especially who have wide knowledge in this area. It is very important as it may make the entire decision making and work run smoothly as this people may become referred person. Thus, other employees not only depend on the knowledge of Director but may refer to this kind of person. It also will reduce time consume in making decision as it very

important to take an immediate action without waiting for officer to make decision on action or channel that they should go through when receive report which related to their field or an integrity. Besides, State also have to increase the number of personnel in this unit as current number of staff is not enough and most of them become demotivated as their work become redundancy which must do more than one work simultaneously. If this kind of situation continuously happened, it will cause demotivated and could possible to cause turnover among them. If personnel increase, this unit will become more efficient in term of work as there are some new employees could assist their senior clique to reduce the burden of work which has increased tremendously. Moreover, they may also focus on specific task or duties which may avoid from redundancy and demotivated among them. Due to the increase of new employees, work become more smooth especially if the employee is officer which may supervise them and can become referred person to make decision rather than waiting for Director and Senior Officer to make decision for them if he is not available. In addition, this unit is better to have more than once in a year for having their lesson for workshop especially when it deals with MSCC. It very important as all the employees in this unit have to keep on updating their knowledge about new SOP. New rules and regulation which related to handling reports or action that should be taken by them when they received report and the case is serious which need them to take immediate action. This is very good way as it also will give expose to new employees which will make them added their knowledge about this area and will make them become more expert especially when dealing with rules and regulation in taking action. Moreover, it will avoid a situation where they have to combine with other department as this unit is shortage of staff. This is not good in implementation of duties as personnel from the other department already comfortable with their current position and their clique in their department. It will also cause redundancy as they might have more than one duty which is in their previous department and current department. It may make them to loss focus and unable to handle with task given.

Standard of operation in an organization is very important as it determine the way of they implement their process of work which deal with quality and satisfaction. As this unit still not cleared about the workflow that they should implement, the officer need to explain every detail about SOP that related to their duties and task that they should perform. This way may make them become more effective in implementing their task which related to flow of report as an example which they must know who will be received first, where the report will be delivered and who will responsible to receive all those reports. There are also should be some explanation from the authorities about their scope of authority especially related on handling reports and letter process. Besides, this unit must provide new job description and job design as most of them come from various departments which have to receive new way of working. However, it is very important for new employees as it can be referred as their guideline to implement their work there. Moreover, State or Federal Government may provide them a manual which related to their authorities and boundaries of power that they should not over it. This kind of manual must be occupied by every staff in this department and they have to read and understand it. In addition, they must being guided by their own officer which must have more expertise than them who can supervise them in terms of flow and rules and regulation related to their authorities. Then, officer must always keep on updating latest information or new SOP to them as it will make them become more efficient and alert with new ways of work implementation.

## **CHAPTER 5: CONCLUSION**

### **5.0 INTRODUCTION**

This chapter discuss about the summary of each chapter. It will conclude on the organization nature of work, scope of work done, the anlysis and recommendations proposed in the previous chapters. In addition, this chapter will also provide the overall conclusion for past practical training session.

### **5.1 SUMMARY BY CHAPTER**

In chapter 5, I will summarize on all the discussion of each chapter in my practical training report. All the chapters are arranged according to the guidelines provided by the university. Therefore. All the summarize chapters are as below:

First chapter I already discuss about the introduction of '*Jabatan Integriti dan Tadbir Urus Negeri Kedah*' under '*Wisma Darul Aman*'. It consist of background and history of organization, vision, mission, objectives, strategies, client charter, organization chart and services provided by the organization to the State Government. It provided information to practical training student like me to have deeper understanding and gain extra knowledge about '*Jabatan Integriti dan Tadbir Urus*' at Kedah. Due to that, my understanding about this department's role and function to State Government which related to take care of integrity



among state personnel and may prevent them from being a corrupt person whether in term of misuse of power or use power to gain personal' profit. Then, it prevent personnel from taking bribe as bribery is one of the biggest crime especially when it related to state money and transparency in handling the money. I also noticed that all employees in this organization must get ready and equipped with plenty of skills such as communication, leadership and soft skills to ensure that relationship among other department and perception of public is good and the service can be served equally and aligned with client's charter that has been provided.

Second chapter simply discuss about the summary of the schedule of practical training that consist of daily task given to me during the internship program. This chapter is related to the given log book by our practical lecturer, Mr Fairuz Merican. It is crucial as the practical student like me have to fill the log book to prove that my works or every activities in that department is completed based on the period of time given to me. Besides, I did a lot of work during my time at there. I have been assigned to the random section as this is small organization and I can be attached to any section. During my practical there, they taught me to become multi-tasking person as I become a committee to conduct workshop related to Integrity and help one of my clique to complete her script for emcee. I also have been taught on how to make file being arranged sequently and how to make good file which are more effectively. Besides, I have been given a chance to attend one of the meeting at there related to integrity so that I can evaluate which are good and which part have to develop more. My communication skill become improve as I have to deal and communicate with some of the officer there as I have to interview them about the implementation and the impact after six months this organization has been established.

Third chapter is about the analysis of work done in JITU. I have learned many theories in my studies which I may practically applied at my work place and it really need me to have full understanding about this theories before I can apply it at my work place. It really helps me to apply it at real world and at real situation. Although not all theories may relevant to apply, certain theories which in the subjects of Organizational Behavior, Service Management and Policy Analysis have help me to recognize what is should be done and what should be avoided. For example, it can be seen that Look East Policy be applied at my workplace who is introduced by our previous Prime Minister who is Tun Dr Mahathir Mohammad which emphasize on wearing a name tag and punctuality which using punch card for every personnel. Besides, it also applied SERVQUAL instruments which developed by Parasuraman (1988). It can be seen as government sector is really emphasize on Total Quality Management, they really aims into it especially in terms of service quality as government is on non-profit oriented. Due to that, it is expected that this department will become among one of the most transparent department which would assist State Government in preventing corruption and bribery.

Fourth chapter is deal with the evaluation of strength and arrears of development in this department. Due to that there must be some recommendation that would improve the efficiency and effectiveness of this department as it has big responsibilities which assist State Government in preventing corruption and bribery. Thus, transparency and integrity could be achieved soon. In this chapter, I have described about the weakness which based on my perspective and can be improved in future. Mostly, the weakness is more on the system from the state itself for example, still applying traditional method of file system, shortage of employees and unclear standard of operation. Besides, the recommendation is simply focus on the arrears of development as stated before which means some action that state or this department itself could take an initiative to ensure that it can be operated well in future. I really believe that if the internal and external system could be improved, this department is able to

compete with the other department which already established and have the quality in term of service. The successfulness of the organization is depending on how the employees and employer work together as a unite group. The most important ingredient for success in their service to state government is the commitment of those involved in this department to make difference and to be better from before. It is encouraging to note that such commitment should be strong among the officers to upgrade the efficiency to be the best integrity department in Malaysia.

### **5.3 OVERALL CONCLUSION**

The experience that I gained during my practical training is very valuable to me. It is more interesting to do practical work compare than learning process in the classroom. Doing the job practically is more challenging compared tightens with the notes and books. Furthermore, in the classroom has different situation whereby the student does not face with the real situation. During campus time, we could not imagine the things in our real life as it just as it only knowledge that only tested during examination only. During my practical training, knowledge is not only gained from the books or lectures but it also can gain from the experience. It is more meaningful to me as people would not judge only based on your academic performance only but our credibility in performing task also. So, people surrounding you will evaluate your performance and they will may critic or praised you.

I never expected that I got so much precious experiences and I really appreciate every moment during my practical training. In six weeks of practical training at Jabatan Integriti dan

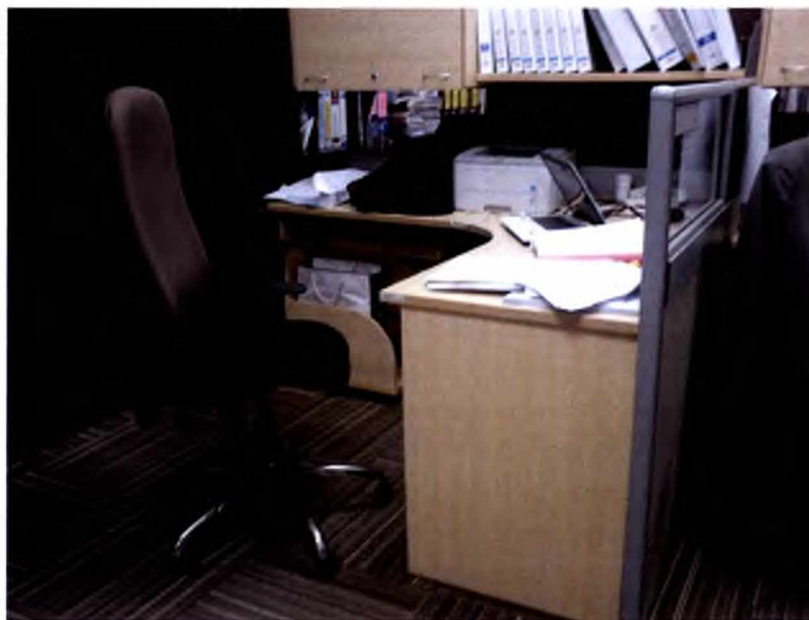
Tadbir Urus(JITU), I have learned a lot of things which are countless and I had my precious moments together with the staff there. It was truly made me open my eyes on the issues related to corruption and bribery among personnel and some cases involved with high officer. This was about instilling more values of mine to be more useful person to the society.

As a conclusion, the practical training gave me splendid experience in many aspects and I would love to gain more knowledge on the integrity perspectives. Besides, I have blend with the environment of the workplace at JITU. I really hope this practical training report will benefit the organization in advancement their service in future. Indeed, JITU is one of the organization that being busy with the visited of police and MSCC officer as they keep on updating their information with this department. The satisfaction of the people should be increased from time to time. The officers should be worked more professionals to align with the Client Charter and Moto of the organization.

# APPENDICES



**FIGURE 1.0: Workshop of Corruption and Risk Management**



**FIGURE 2.0: JITU's Department**



كِرَاءَان نَكْرِي فَدَا وَلَرِ الْاَمَانِ  
KERAJAAN NEGERI KEDAH DARUL AMAN

PEJABAT DAERAH DAN TANAH POKOK SENA  
06400 POKOK SENA  
KEDAH DARUL AMAN

TELEFON: Pejabat Am—04-782 2600, 782 2900 FAX: 04-782 2400

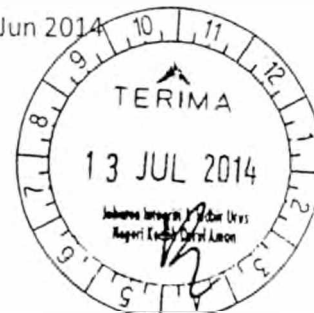


(Ked. Am 38)  
(Pin. 5/04)

"KEDAH AMAN MAKMUR . BERSAMA MEMACU TRANSFORMASI"

Psu(k) Sulit 29-1435 sk (3)

01 Jun 2014



Tuan Hj Bukhari Bin Abdullah, AMK, BCK.  
Pegarah Jabatan Integriti dan Tadbir Urus  
Pejabat Setiausaha Kerajaan Negeri Kedah  
Aras 2, Blok B, Wisma Darul Aman  
05503 Alor Setar Kedah

**ADUAN SALAHGUNA KENDERAAN PEJABAT DAN AGEN UFUN CLUB KAWASAN ALOR SETAR**

Adalah dengan segala hormatnya saya merujuk kepada perkara di atas dan kepada surat tuan bertarikh 15hb Mei yang lalu.

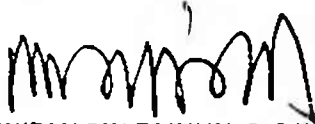
2. Sebagai jawapan kepada surat tuan di atas ;
  - i. bersama-sama ini disertakan surat kebenaran menggunakan kenderaan pejabat oleh Tuan Pegawai Daerah Pokok Sena bertarikh 7 Oktober 2013.
  - ii. sebagai makluman, Tuan Pegawai Daerah yang kini lebih selesa menggunakan kenderaan Nissan Xtrail KCK 900 sebagai kenderaan rasmi beliau dan bukan Proton Perdana KCF 9000, oleh yang demikian pegawai-pegawai lain menggunakan kenderaan lain bagi sebarang kegunaan.
  - iii. sebagai jawapan kepada perenggan iii saya ingin menegaskan sekali lagi bahawa penggunaan kenderaan jabatan adalah bagi kegunaan urusan melawat daerah, melawat tapak projek, meninjau kawasan banjir dan lain-lain urusan yang berkaitan tugas saya sebagai Ketua Penolong Pegawai Daerah, kebanyakan adalah tugas-tugas am yg berkaitan dengan tugas saya dan bagi tujuan tersebut saya tidak menyimpan sebarang rekod rasmi secara spesifik. Oleh yang demikian dipohon maaf saya tidak dapat memberikan butiran terperinci yang berkaitan.
  - iv. sebagai jawapan kepada perenggan iv surat tuan saya juga ingin menyatakan bahawa kenderaan-kenderaan jabatan digunakan oleh pelbagai tujuan oleh semua pegawai dan kakitangan, dan sepertimana jawapan saya yang lalu, rekod penggunaan kenderaan dibuat selang beberapa hari dan kadang-kadang berselang minggu, walaubagaimanapun, sepertimana dimaklumkan dahulu jika saya menggunakan kenderaan jabatan saya akan meminta supaya pemandu mengemaskinikan buku log kenderaan setiap kali selepas saya menggunakannya. Oleh yang demikian sepertimana yang tuan sedia maklum didalam surat tuan, rekod menunjukkan banyak penggunaan oleh saya dan bukan kakitangan yang lain bagi urusan-urusan yang lain

Psu(k) Sulit 29-1435 sk (3)

3. Saya berharap jawapan saya sekali lagi mencapai maksud dan memuaskan hati tuan, dan sekiranya diperlukan saya bersedia untuk hadir di pejabat tuan bagi menjelaskan lanjut berkenaan hal penggunaan kenderaan jabatan di Pejabat Daerah Pokok Sena.

Sekian, terima kasih.

**"KEDAH AMAN MAKMUR, BERSAMA MEMACU TRANSFORMASI"**



**ZAINIZAN BIN ZAINUN, B.C.K.**

**Ketua Penolong Pegawai Daerah  
(Pembangunan Ekonomi & Fizikal)  
Pejabat Daerah Pokok Sena**

s.k.     - YB. Dato' Paduka Setiausaha Kerajaan Negeri Kedah  
          - YB. Dato' Wira Pegawai Kewangan Negeri Kedah  
          - Tuan Pegawai Daerah Pokok Sena





كرداها دارالامان

KERAJAAN NEGERI KEDAH DARUL AMAN

PEJABAT DAERAH DAN TANAH POKOK SENA  
06400 POKOK SENA  
KEDAH DARUL AMAN

TELEFON: Pejabat Am—04-782 2600, 782 2900 Fax: 04-782 2400

(Ked Am 38)  
(Pin. 5/04)

KEDAH AMAN MAKMUR BERSAMA MEMACU TRANSFORMASI

Ruj. Kami : PDPS(J)8/2005( )

Tarikh : 7 Oktober 2013

Encik Zainizam Bin Zainun, BCK  
Ketua Penolong Pegawai Daerah  
Pembangunan Fizikal dan Ekonomi  
Pejabat Daerah Pokok Sena  
06400 Pokok Sena Kedah Darul Aman

Tuan,

**KEBENARAN MENGGUNAKAN KENDERAAN JABATAN PEJABAT DAERAH POKOK SENA**

Adalah dengan segala hormatnya perkara diatas adalah dirujuk.

2. Dimaklumkan bahawa tuan adalah dibenarkan menggunakan kenderaan jabatan Pejabat Daerah Pokok Sena bagi memudahkan tuan di dalam menjalankan tugas-tugas harian tuan.

3. Kebenaran ini adalah selaras dengan kuasa yang diberikan kepada saya selaku Pegawai Daerah Pokok Sena selaras dengan Pekeliling Perbendaharaan bil.2/80.

4. Semoga tuan dapat menjalankan tugas-tugas yang di amanahkan dengan baik.

Sekian, Terimakasih.

“BERKHIDMAT UNTUK NEGARA”

“KEDAH AMAN MAKMUR, BERSAMA MEMACU TRANSFORMASI”

Saya yang menurut perintah,

  
(HAJI MD ZUKI BIN HAJI SIRU, SDK.,AMK.,BCK.,)  
Pegawai Daerah Pokok Sena  
KEDAH DARUL AMAN.

s.k Fail Timbul  
Fail Peribadi



كردا بجا بكنه قبح بالالامان

KERAJAAN NEGERI KEDAH DARUL AMAN

PEJABAT SETIAUSAHA KERAJAAN

WISMA DARUL AMAN

05503 ALOR SETAR, KEDAH DARUL AMAN



BERKERTIFIKAT MS ISO 9001:2008 NO. SIJIL: AR 5710

Telefon : 04-774 4000  
: 04-730 1957  
Laman Web : www.kedah.gov.my  
E-Mail : suk@kedah.gov.my

Ruj. Kami : PSU(K)318-1422/AB(17)

Tarikh : 06 April 2014

06 Jamadilakhir 1435H

Puan Nurani bt. Ismail  
Penolong Akauntan,  
Majlis Perbandaraan Sungai Petani,  
08000 Sungai Petani,  
Kedah Darul Aman.

Puan,

**LAPORAN KETUA AUDIT NEGARA TAHUN 2013 BERKAITAN PENGURUSAN PEROLEHAN PEMBELIAN SECARA TERUS OLEH MAJLIS PERBANDARAN SUNGAI PETANI (MPSPK)**

Dengan segala hormatnya perkara tersebut di atas adalah dirujuk.

2. Berdasarkan kepada Laporan Ketua Audit Negara Tahun 2013 mendapati Majlis Perbandaran Sungai Petani telah melakukan perolehan melalui pembelian terus yang melibatkan bil-bil telah dipecah kecilkan bagi mengelakkan perolehan dibuat secara sebut harga. Salah satu isu yang dibangkitkan ialah pembelian cenderung kepada pembayar cukai pintu berjumlah RM 144,360.00 melalui empat pembekal dan melibatkan empat baucar bayaran seperti di Lampiran.

3. Sehubungan itu, pentadbiran ini ingin memohon penjelasan dari pihak Puan yang pada ketika itu merupakan Penolong Akauntan Majlis berhubung perkara seperti berikut :-

- i. Mengapa Puan mengesahkan kesemua Pesanan Tempatan dan invois pembekal berkaitan perolehan cenderung kepada pembayar cukai pintu yang dibuat secara pembelian terus dengan memecah kecilkan bil.
- ii. Mengapa Puan tidak mematuhi peraturan yang ditetapkan seperti Arahan Perbendaharaan 170.1 dan Surat Pekeliling Perbendaharaan Bil. 5 Tahun 2009.

4. Kerjasama dari pihak Puan untuk mengemukakan maklumbalas berkenaan perkara ini dalam tempoh 14 hari amatlah dihargai dan disanjung tinggi.

Sekian, terima kasih.

**"BERKHIDMAT UNTUK NEGARA"**

**"KEDAH AMAN MAKMUR • BERSAMA MEMACU TRANSFORMASI"**

Saya yang menurut perintah,

(HAJI BUKHARI BIN ABDULLAH, AMK., BCK.)

Pengarah

Jabatan Integriti dan Tadbir Urus Negeri Kedah

b.p. Setiausaha Kerajaan Negeri Kedah Darul Aman

s.k. YB. Dato' Paduka Setiausaha Kerajaan Negeri Kedah Darul Aman  
YB. Dato' Wira Pegawai Kewangan Negeri Kedah Darul Aman  
Y.Bhg. Dato' Yang Dipertua Majlis Perbandaran Sungai Petani  
Puan Pengarah Audit Negeri Kedah Darul Aman

FAKS

SETIAUSAHA KERAJAAN NEGERI  
TSUK (PENGURUSAN)  
TSUK (PENGURUSAN)  
BAHAGIAN KHIDMAT PENGURUSAN

- 04-774 4166  
- 04-730 2246  
- 04-731 4097  
- 04-730 2246

UNIT AUDIT DALAM  
BAHAGIAN KERAJAAN TENIPATAN  
BAHAGIAN PERUMAHAN  
BAHAGIAN PENGURUSAN KORPORAT

- 04-731 3106  
- 04-730 2240  
- 04-730 2244  
- 04-774 4166



## Perolehan Secara Terus Di Pecah Kecilkan ( Cenderahati Kepada Pembayar Cukai Pintu 2013)

Bil	Pembekal	Baucar		Pesanan Kerajaan	Jumlah (RM)	Tandatangan Baucar	Tandatangan Pesanan Kerajaan	Tandatangan Invois
		Tarikh	No Baucer					
1	Roses Design & Printing Services	28/01/2013	00466/2013	BCAS 488484	49,500.00	Pn. Rozaina bt. Dato' Paduka Haji Radzi	Pn. Rozaina bt. Dato' Paduka Haji Radzi	Pn. Nurani bt. Ismail
						En. Abdul Bari b. Abdullah		
						Pn. Adoni Suhaila bt. Mustafa		
2	Rokiah Garment & Services	28/01/2013	00467/2013	BCAS 488485	49,500.00	Pn. Rozaina bt. Dato' Paduka Haji Radzi	Pn. Rozaina bt. Dato' Paduka Haji Radzi	Pn. Nurani bt. Ismail
						En. Abdul Bari b. Abdullah		
						Pn. Adoni Suhaila bt. Mustafa		
3	Pengkalan Iman Sdn Bhd	31/01/2013	00479/2013	BCAS 488486	22,360.00	Pn. Rozaina bt. Dato' Paduka Haji Radzi	Pn. Rozaina bt. Dato' Paduka Haji Radzi	Pn. Nurani bt. Ismail
						En. Abdul Bari b. Abdullah		
						Pn. Adoni Suhaila bt. Mustafa		
4	Olim Souvenirs Sdn. Bhd.	31/01/2013	00480/2013	BCAS 488487	23,000.00	Pn. Rozaina bt. Dato' Paduka Haji Radzi	Pn. Rozaina bt. Dato' Paduka Haji Radzi	Pn. Nurani bt. Ismail
						En. Abdul Bari b. Abdullah		
						Pn. Adoni Suhaila bt. Mustafa		
	Jumlah				144,360.00			



كِرَاءَان نَغَرِي كَدَاه دَارُالْأَمَان

KERAJAAN NEGERI KEDAH DARUL AMAN  
PEJABAT SETIAUSAHA KERAJAAN  
WISMA DARUL AMAN  
05503 ALOR SETAR, KEDAH DARUL AMAN



Telefon : 04-774 4090  
04-730 1957  
Laman Web : www.kedah.gov  
E-Mail : suk@kedah.gov

Ruj. Kami : PSU(K)318-1422/AB(14)

Tarikh : 06 April 2014

06 Jamadilakhir 1435H

Puan Rozaina bt. Dato' Paduka Haji Radzi SDK., AMK., BCK.  
Pegawai Daerah Sik  
Pejabat Daerah Sik,  
08200 Sik,  
Kedah Darul Aman

Puan,

**LAPORAN KETUA AUDIT NEGARA TAHUN 2013 BERKAITAN PENGURUSAN PEROLEHAN PEMBELIAN SECARA TERUS OLEH MAJLIS PERBANDARAN SUNGAI PETANI (MPSPK)**

Dengan segala hormatnya perkara tersebut di atas adalah dirujuk.

2. Berdasarkan kepada Laporan Ketua Audit Negara Tahun 2013 mendapati Majlis Perbandaran Sungai Petani telah melakukan perolehan melalui pembelian terus yang melibatkan bil-bil telah dipecah kecilkan bagi mengelakkan perolehan dibuat secara sebut harga. Salah satu isu yang dibangkitkan ialah pembelian cenderahati kepada pembayar cukai pintu berjumlah RM 144,360.00 melalui empat pembekal dan melibatkan empat baucar bayaran seperti di Lampiran.

3. Sehubungan itu, pentadbiran ini ingin memohon penjelasan dari pihak Puan yang pada ketika itu merupakan Yang Dipertua Majlis berhubung perkara seperti berikut :-

- i. Mengapa Puan meluluskan baucar bayaran berkaitan perolehan cenderahati kepada pembayar cukai pintu yang dibuat secara pembelian terus dengan memecah kecilkan bil.
- ii. Mengapa Puan mengesahkan semua Pesanan Tempatan yang dibuat secara pembelian terus dengan memecah kecilkan bil.
- iii. Mengapa Puan tidak mematuhi peraturan yang ditetapkan seperti Arahan Perbendaharaan 170.1 dan Surat Pekeliling Perbendaharaan Bil. 5 Tahun 2009.

4. Kerjasama dari pihak Puan untuk mengemukakan maklumbalas berkenaan perkara ini dalam tempoh 14 hari amatlah dihargai dan disanjung tinggi.

Sekian, terima kasih.

**"BERKHIDMAT UNTUK NEGARA"**

**"KEDAH AMAN MAKMUR • BERSAMA MEMACU TRANSFORMASI"**

Saya yang menurut perintah,

(HAJI BUKHARI BIN ABDULLAH, AMK., BCK.)

Pengarah

Jabatan Integriti dan Tadbir Urus Negeri Kedah

b.p. Setiausaha Kerajaan Negeri Kedah Darul Aman

s k YB. Dato' Paduka Setiausaha Kerajaan Negeri Kedah Darul Aman  
YB. Dato' Wira Pegawai Kewangan Negeri Kedah Darul Aman  
Y.Bhg. Dato' Yang Dipertua Majlis Perbandaran Sungai Petani  
Puan Pengarah Audit Negeri Kedah Darul Aman

FAKS

SETIAUSAHA KERAJAAN NEGERI  
TSUK (PENGURUSAN)  
TSUK (PENBANGUNAN)  
BAHAGIAN KHIDMAT PENGURUSAN  
UNIT PERANCANG EKONOMI NEGERI KEDAH

04-774 4166  
04-730 2246  
04-731 4097  
04-730 2246  
EN-7314000

UNIT ALDIT DALAM  
BAHAGIAN KERAJAAN TEMPATAN  
BAHAGIAN PERUMAHAN  
BAHAGIAN PENGURUSAN KORPORAT  
RESEPSIONIS

04-731 2166  
04-730 2246  
04-730 2246  
04-774 4166





Perolehan Secara Terus Di Pecah Kecilkan ( Toner)

Sl. No	Bekal	Tarikh	No Pesanan Tempatan	Tarikh	No Baucer	Jumlah (RM)	Tandatangan Baucer	Tandatangan Pesanan Tempatan	Tandatangan Invoice
1	Layar Suna Enterprise	20/02/2013	488542	06/03/2013	00703/2013	2,450.00	En. Abdul Bari b Abdullah Pn. Adoni Suhaila bt Mustafa	En. Abdul Bari bin Abdullah	Mohd. Yusri b Abd Razak
2	Aman Kenari Enterprise	21/02/2013	488414	08/03/2013	00760/2013	8,257.00	Pn. Roziana bt Dato Paduka Hj Radzi Pn. Adoni Suhaila bt Mustafa	En. Abdul Bari bin Abdullah	En. Mohd Yusri b Mohamad Yusop
3	OCS Technology (M) Sdn Bhd	21/02/2013	488413	22/03/2013	00802/2013	2,331.00	En. Abdul Bari b Abdullah Pn. Adoni Suhaila bt Mustafa	En. Abdul Bari bin Abdullah	En. Mohd Yusri b Mohamad Yusop
4	NSF Vision Enterprise	18/03/2013	488418	08/04/2013	00953/2013	6,460.00	En. Abdul Bari b Abdullah Pn. Adoni Suhaila bt Mustafa	En. Abdul Bari bin Abdullah	En. Mohd Yusri b Mohamad Yusop
5	OCS Technology (M) Sdn Bhd	18/03/2013	488419	08/04/2013	00952/2013	11,088.00	Pn. Roziana bt Dato Paduka Hj Radzi Pn. Adoni Suhaila bt Mustafa	En. Abdul Bari bin Abdullah	En. Mohd Yusri b Mohamad Yusop
6	Infotrans Technology	18/02/2013	488412	10/04/2013	00958/2013	2,318.00	En. Abdul Bari b Abdullah Pn. Adoni Suhaila bt Mustafa	En. Abdul Bari bin Abdullah	En. Mohd Yusri b Mohamad Yusop
7	Asia Tecbiz Computer Sdn Bhd	24/03/2013	488425	21/04/2013	01037/2013	4,909.00	En. Abdul Bari b Abdullah Pn. Adoni Suhaila bt Mustafa	En. Abdul Bari bin Abdullah	En. Mohd Yusri b Mohamad Yusop
8	NSF Vision Enterprise	24/03/2013	488423	21/04/2013	01038/2013	6,519.00	En. Abdul Bari b Abdullah Pn. Adoni Suhaila bt Mustafa	En. Abdul Bari bin Abdullah	En. Mohd Yusri b Mohamad Yusop
9	Infotrans Technology	14/04/2013	488432	24/04/2013	01091/2013	8,336.00	En. Abdul Bari b Abdullah Pn. Adoni Suhaila bt Mustafa	En. Abdul Bari bin Abdullah	En. Mohd Yusri b Mohamad Yusop
10	Aman Kenari Enterprise	14/04/2013	488434	08/05/2013	01156/2013	2,880.00	En. Abdul Bari b Abdullah Pn. Adoni Suhaila bt Mustafa	En. Abdul Bari bin Abdullah	En. Mohd Yusri b Mohamad Yusop
11	NSF Vision Enterprise	14/04/2013	488433	08/05/2013	01154/2013	3,980.00	En. Abdul Bari b Abdullah Pn. Adoni Suhaila bt Mustafa	En. Abdul Bari bin Abdullah	En. Mohd Yusri b Mohamad Yusop
12	Asia Tecbiz Computer Sdn Bhd	14/04/2013	488430	08/05/2013	01158/2013	2,890.00	En. Abdul Bari b Abdullah Pn. Adoni Suhaila bt Mustafa	En. Abdul Bari bin Abdullah	En. Mohd Yusri b Mohamad Yusop
13	NSF Vision Enterprise	14/04/2013	488431	16/05/2013	01237/2013	5,850.00	En. Abdul Bari b Abdullah Pn. Adoni Suhaila bt Mustafa	En. Abdul Bari bin Abdullah	En. Mohd Yusri b Mohamad Yusop
14	NSF Vision Enterprise	14/04/2013	488435	09/06/2013	01414/2013	8,615.00	Pn. Roziana bt Dato Paduka Hj Radzi Pn. Adoni Suhaila bt Mustafa	En. Abdul Bari bin Abdullah	En. Mohd Yusri b Mohamad Yusop
15	OCS Technology (M) Sdn Bhd	16/06/2013	489107	02/07/2013	01526/2013	6,945.00	En. Abdul Bari b Abdullah Pn. Adoni Suhaila bt Mustafa	En. Abdul Bari bin Abdullah	En. Mohd Yusri b Mohamad Yusop
16	NSF Vision Enterprise	14/07/2013	489118	01/08/2013	01881/2013	8,649.00	Pn. Adoni Suhaila bt Mustafa	En. Abdul Bari bin Abdullah	En. Mohd Yusri b Mohamad Yusop
Jumlah						92,477.00			

## REFERENCES

- Aizell A. B., (2013), Concept of 5S and Office Management, Retrieved September 2014 from [www.slideshare.net/aizellbernal/5-s-27811587](http://www.slideshare.net/aizellbernal/5-s-27811587)
- Lean M. T., (n.d), What is 5S; Seiri, Seiton, Seiso, Seiketsu, Shitsuke, Retrieved October 2014 from <http://leanmanufacturingtools.org/192/what-is-5s-seiri-seiton-seiso-seiketsu-shitsuke/>
- Stephenson S. (n.d), 5S is a basic, fundamental, systematic approach for productivity, quality and safety improvement in all types of business, Retrieved October 2014 from <http://www.graphicproducts.com/tutorials/five-s/#sthash.rQL0LtYa.dpuf>
- Silavarajo S. (2008), Quality improvement using 5S in manufacturing Industry, Retrieved November 2014 from [ilibrary.utem.edu.my/index2.php?option=com\\_docman&task](http://ilibrary.utem.edu.my/index2.php?option=com_docman&task)