



اَوْبُنُو سَيِّدِي بَاتِيكُنُو لُو كِي مَبَارَا
UNIVERSITI
TEKNOLOGI
MARA



INDUSTRIAL TRAINING REPORT AT PEJABAT TANAH KOTA SETAR



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EXECUTIVE SUMMARY

PTKS

Norfatini Binti Mohd Jam (2019325989), an intern, chose Pejabat Tanah Kota Setar (PTKS) in Alor Setar as a location for me to begin my industry training. The time given for me to complete the internship was 24 weeks. I was placed under the Finance Department. I have discussed every major aspect of the PTKS that I observed and perceived during my internship training in this comprehensive report. In this report, you will find the detail about the PTKS right from its incorporation to the current position. Along with it, the processes, policies, and procedures of the PTKS are also discussed in detail. As the primary goal of the internship is to learn by working in a practical environment and to apply the knowledge gained during the studies in a real-world scenario in order to tackle problems using the knowledge and skills gained during the academic process, in this report the detailed analysis of the organization has been done and all the financial, technical, managerial and strategic aspects have been evaluated to analyze the current position of the organization. The internship report covers many important aspects which are basically related to the operations and financial aspects of the PTKS. Next, the learning and experiences sections consist of all the policies, processes, and procedures which I have undergone through and learned during my internship program. This report identified the SWOT analysis, which consists of the PTKS strengths, weaknesses, opportunities, and threats. This SWOT analysis was discussed using personal observations and secondary data. Following that, each SWOT analysis recommendation has been supported by a five-year recent academic article. In the end this report consists of a summary of the entire report in conclusion.

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COMPANY'S PROFILE



Pejabat tanah kota setar

PTKS



Location and operation hours

Location: Persiaran Jubli Emas, Jalan Suka Menanti, 05250 Alor Setar Kedah Darul Aman

Operation hours :
8 am – 5 pm



Vision

Menjadi organisasi pentadbiran tanah daerah yang terbaik melalui transformasi menyeluruh menjelang 2020



Mission

Menguruskan Pentadbiran Tanah Untuk Pembangunan Sosia-Ekonomi Daerah Berteraskan Integriti Dan Akauntabiliti Demi Kemakmuran Rakyat



Products or services

Merancang, menyelaraskan dan melaksanakan pembangunan tanah di daerah hingga ke peringkat yang maksima sepertimana saranan kerajaan

COMPANY BACKGROUND

According to the history of the Land Administration system in the State of Kedah Darul Aman is one of the oldest in Malaysia. Records in land title deeds show that there have been land titles since the reign of Sultan Ahmad Tajuddin in the 1870s.

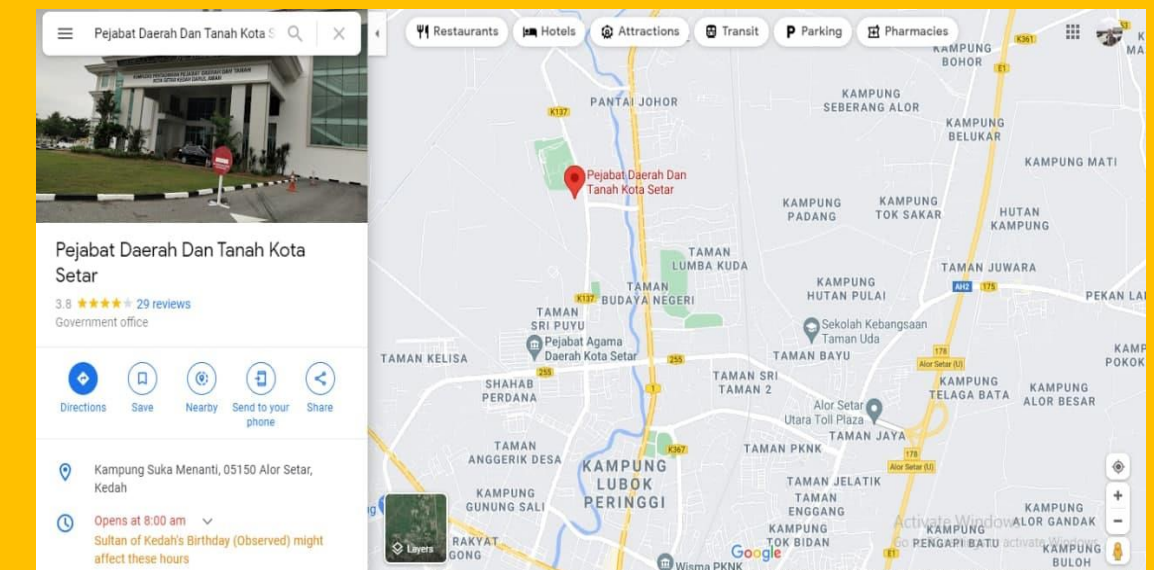
Prior to 1991, the Kota Setar Land Administration covered the entire Kota Setar District, but since 1991 the land administration has been divided into two, namely the Pejabat Tanah Kota Setar which contains 28 mukims and the Pejabat Tanah Pokok Sena which contains 6 mukims.

The administration of the Pejabat Tanah Kota Setar is separate from the administration of the Pejabat Daerah Kota Setar. The administration of this Department is directly responsible to the Office of the State Director of Lands and Mines.

Previously, it was located in the Wan Mat Saman Building. After that, Pejabat Tanah Kota Setar is located in the Sultan Abdul Halim Building Government Department complex, Alor Setar, which is on the ground floor since July 1995. And now the Pejabat Tanah Kota Setar has moved to the Kota Setar District and Land Administration Complex in Jalan Suka Menanti, Alor Setar, Kedah



PEJABAT TANAH KOTA SETAR



LOCATION OF PEJABAT
TANAH KOTA SETAR

OBJECTIVE

PTKS

- ✓ • Merancang, menyelaraskan dan melaksanakan pembangunan tanah di Daerah Kota Setar hingga ke peringkat yang maksima dalam menjayakan matlamat Dasar Ekonomi Baru.
- ✓ • Meningkatkan usaha-usaha ke arah memaksimumkan Kutipan Hasil Tanah sebagai sumber pendapatan Kerajaan Negeri Kedah Darul Aman.
- ✓ • Mewujudkan penguatkuasaan undang-undang tanah yang cekap, berkesan dan dihormati.
- ✓ • Memastikan perkhidmatan yang cekap dan berkesan dapat diwujudkan untuk kepentingan rakyat di Daerah Kota Setar dengan penuh perasaan muhibah dan kemesraan
- ✓ • Mempastikan dan mempertingkatkan penggunaan tanah yang maksima dan teratur, bersesuaian dengan hasrat kerajaan untuk mempertingkatkan aktiviti ekonomi yang lebih produktif dan taraf pendapatan yang tinggi.

ORGANIZATIONAL CHART

PTKS



TRAINING REFLECTION

PTKS

Duration: 24 weeks

Date: 28 February 2021 - 12 August 2021

Department: Finance

During my internship, which runs from February 28 to August 12, 2021, my working days are set from Sunday to Thursday. I worked from 8:00 a.m. to 5:00 p.m. However, during Ramadan, from the 13th of April to the 12th of May 2021, my company allowed all employees to work from 8:00 a.m. to 4:30 p.m. I started working from home (WFH) in May, in accordance with the Standard Operating Procedures (SOP), when the government imposed Movement Control Orders (MCO) in all States in Malaysia.

SPECIFIC DEPARTMENTS

I have started industrial training on 28 February 2021 under Finance Department at Pejabat Tanah Kota Setar. The department was headed by Mr Mohd Rezal Bin Dato' Paduka Haji Rasli and I was supervised by Mrs Norazira Binti Omar. This department's goals are to create an efficient, quality and responsible system of administration, services, and human resource development that is consistent with established laws and regulations, as well as to ensure that the department's financial management is implemented efficiently and prudently in accordance with procedures and regulations.

ROLES & RESPONSIBILITIES

PTKS

01 Classify everyday expenses in VOT book for every month.

02 Checked the details for payment instruction to all staff.

03 Key in data for balance sheet and income statement of the company

04 Arranged and record feedback form for payment voucher in 2021.

ROLES & RESPONSIBILITIES

PTKS

- The first task that has been given to me is to classify everyday expenses in VOT book for each month. The purpose of this VOT book is to ensure that every expense of the company is being recorded to avoid the error of money flowing in and out. The example of items that have in this VOT book are buying stationery, printing Nasional bhd, technical malfunction, computer, electrical, and toner supply.
- The second task is to check the details for payment instruction to all staff at Pejabat Tanah Kota Setar. My scope of the job is to make sure that every detail of the payment must be accurate. The document included for this payment instruction are claim payment, travel allowance, overtime allowance, and miscellaneous expenses
- The next task that has been assigned to me is to key in data for balance sheet account for cash statement and calculate the income statement of the company such as identity which items should be debited or credited
- The task that I need to arranged and checked for every day is to checked feedback form for the payment voucher. This payment voucher needs to be arranged according to document no that starts with 21GTBB040001. Next, I need to ensure that each payment voucher is completed with code no for every expense such as code no for toner supply, computer, and vehicle maintenance. lastly, in the payment voucher, I need to arranged documents for the local order. The item included in this local order such as a summary of invoice bill list, report for VOT expense account transaction, and unfinished dependent report of local order

BENEFITS



Allowances

RM 20/ day and it only valid only for the first 3 month

PTKS



Knowledge and technical skills related to work.

- Learn new software such as iSPEK.
- The iSPEKS portal is a product developed by the Accountant General's Department of Malaysia to assist the State Treasury to enable users to access payment status information, salary slips, and annual statement reports via the internet to learn the real working world of the industry.



Knowledge and skills related to personal development

- Multi-task
- Flexible teamwork
- Punctuality
- Willingness to take risks and negotiate
- Communication
- Interpersonal
- Confidence.

FURTHER EXPLANATION

Knowledge and skills related to personal development

From the industrial training, I developed skills in problem-solving, work ethics, communication, management, and punctuality. The tasks that are usually assigned to me require me to think a lot about how to solve a few things, such as income statements, balance sheets, keying in data salaries for employees, and including the salary increase for next year based on the grade determined. As a result, I must ensure that every task assigned to me is completed correctly and with careful observation to avoid mistakes. Next, employees at Pejabat Tanah Kota Setar work in groups. As a result, teamwork is important, and it necessitates a positive working relationship. Intra- and inter-relationships are extremely important in an organisation, as I learned while working there. While making good relationships with other teams, it was another challenge for me. I was not introduced to any of the employees of the organization whereas interns from other departments had an introductory session. But I made good relationship with people inside my department and other departments within a very short time which I believe is the result of my communication skill where I want to thank Universiti Teknologi Mara (UITM) and our respectable faculty members. Lastly, I am aware of the importance of punctuality. Punctuality, especially in the workplace, demonstrates your regard for people and their time. Everyone's time is valuable in the business world, and it is critical for an intern to adapt to a professional culture. To be on time means to arrive at least 10 minutes early. My supervisor noticed that I followed the 10-minute rule during my first internship. It was one of the first impressions I had control over, and I took advantage of it.



S

Strengths

- Professional, disciplined, and dedication, with the highest level of integrity and teamwork.
- systematic core service management

W

Weaknesses

- Certain types of information are disseminated slowly.
- Work process/old method (manual) still in use

O

Opportunities

- Improve the online application system
- A strategic location for development and a secure working environment.

T

Threats

- Limited operating hours during covid-19 pandemic
- Prone to crime and fraud (theft).

DISCUSSION AND RECOMMENDATION

12

Strength

-Professional, disciplined, and dedication, with the highest level of integrity and teamwork.

- Work ethic is a valuable characteristic that employers seek in all industries. Displaying the values associated with a good work ethic can increase an individual's employability and position them for better job opportunities. Employers frequently consider employees with an excellent work ethic for opportunities for special projects because they are dependable, dedicated, and disciplined (Indeed, 2020)
- At Pejabat Tanah Kota Setar, all staff are very professional in conducting every task by demonstrate a professional demeanour in the way they dress, speak, and carry themselves. They are polite, focused, organised, and neat other than discipline is an essential component of showing a strong work ethic. Staff in Pejabat Tanah Kota Setar are highly disciplined by show determination and commitment to their jobs. They strive to meet or exceed expectations and look for opportunities to learn new skills and improve their performance. Next Employees are also dedicated to their jobs. They understand how to concentrate on a task without being distracted. These employees typically work until their tasks are completed.
- Positive work ethic is an important factor in the productivity of individuals and organisations, as well as in the creation of a dynamic work environment (Abdullah & Halim, 2016). In Pejabat Tanah Kota Setar, a strong work ethic ensures that an employee will provide the public with just and perfect services. A strong work ethic can keep civil servants from involving in service misconduct. By improving work ethic, can help increase the level of integrity and teamwork, such as Integrity fosters respect and trust not only is workplace. Next, integrity beneficial to businesses and it is also beneficial to employees. Companies that value integrity can help foster other ethical values such as respect, honesty, dependability, and trust among employees and management. Next can increase teamwork by generates new ideas. To ensure that Pejabat Tanah Kota Setar succeeds, the staff need to come out with new, innovative ideas. The employees must bring a unique perspective to the table that will benefit the company and the public as a whole. Pejabat Tanah Kota Setar can thrive when they have a diverse team of individuals who can contribute unique ideas.

DISCUSSION AND RECOMMENDATION

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Strength

**systematic core
service
management**

- Service management brings together a set of management processes and relationships that occur between administrative system components due to the importance and impact on citizens' daily lives. Furthermore, managing public service delivery differs greatly from managing services in the private sector. Public services are typically more complex, involve a wider range of service providers and stakeholders, and require greater transparency and accountability (Hodgkinson et al., 2017).
- At Pejabat Tanah Kota Setar, service management that has been conducted is systematic and at the highest level. In Pejabat Tanah Kota Setar there have three units that provide customer service. Consisting of a revenue unit, a registration of title unit, and an administration unit. Each unit is responsible for ensuring that all customer processes are carried out correctly. The revenue unit offers services such as applying for a land tax bill, paying a land tax, checking for land tax repayments, and paying various land premiums. Next, registration unit provides services to the public such as they process the application for change of conditions under Section 124 & 124 (1) (c) KTN within 3 months until it is appointed to the State Authority, processing land surrender and repossession applications under section 204D KTN and processing land acquisition application. Lastly, for the service management under the administration unit, they provide services such as picked up calls from the public and received letters from outside agencies to process their appointments at a later date. The letter must be stamped and signed by the service counter staff.
- The increase in the systematic core service management on the other hand is also need a solicit feedback. For example, Collecting opinions from the public who are familiar with the Pejabat Tanah Kota Setar system, it will increase the likelihood of a good idea succeeding, which will help to improve system management. It is also necessary to gather a diverse range of opinions from various audiences in order to obtain diverse feedback (Jonathan, 2019). Pejabat Tanah Kota Setar also should necessitates cooperation between employees and the public. Where the workers must provide good services and the public must understand if they must wait a long time for their turn.

DISCUSSION AND RECOMMENDATION

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Weaknesses

-Certain types of information are disseminated slowly.

- The transition from traditional media of information dissemination and attainment to mobile technology has been a whirlwind, as previously people needed to own multiple devices to communicate and perform various tasks, but now only a smartphone is needed. We can use it to make calls, watch videos, participate in group conversations, access information and current events, and do a variety of other things. The advancement of media technology has aided in the distribution of information to users. With technology, there are no limitations to obtaining accurate or tainted information (Rosmani et al., 2020).
- Certain type of information in Pejabat Tanah Kota Setar are disseminated slowly to the public causes the problem that been such as there have a that public report on Facebook regarding the inability to settle the process of buying and selling a house is due to the slow process of transferring ownership of the grant. The problem occur when the date on which they were supposed to come for the grant transfer process at Pejabat Tanah Kota Setar was not announced, and there was even a delay due to a variety of factors. Next there are also issues that arise from the public who call Pejabat Tanah Kota Setar in relation to some cases such as land disposal, grants, and encroachment complaints where contacting the employee in charge is difficult. As a result, public who are in need of assistance with some case must come in person to file a complaint, as the information that they are supposed to receive from a phone call cannot be provided.
- Pejabat Tanah Kota Setar should improved the information dissemination. From my opinion to increase the level of information dissemination, each unit in Pejabat Tanah Kota Setar must appoint an employee who is responsible for answering the phone call and must have a high level of knowledge to answer all customer's questions. They are also responsible for controlling all websites and social media for the Pejabat Tanah Kota Setar so that every complaint can be referred to a responsible person as soon as possible and the information can be returned back to the public. Sufficient information should be available in an accessible and culturally appropriate manner, It is common for information to be disseminated in order to educate, explain, or promote a concept, process, or principle (Amiram et al., 2016). As an example, an informed public can easily understand the solution of their problem and it can be solved in a short time.

DISCUSSION AND RECOMMENDATION

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Weaknesses

Work process/old method (manual document filing) still in used.

- The filing process entails placing all letters in their respective files, whether they are subject, personal, or book files. They are then marked for action by the appropriate officer or department. If an officer wishes to act on a document at a later date, the file must be recorded in the 'bring up action register' so that it can be dealt with on the specified date (Ambira et al., 2019). While some businesses prefer manual record keeping systems, the majority of businesses use an electronic record keeping system, which makes it easier to capture information, generate reports, and meet tax and legal reporting requirements.
- The file system is the primary document used by Pejabat Tanah Kota Setar. The use of this file has created difficulties to place the files due to limited space. Limited storage space, will be difficult for the staff to locate customer files. Manual document filing takes a long time. Not only does the staff have to organise and store the files, but finding the information when it is needed can be time consuming. Depending on how well Pejabat Tanah Kota Setar is, it can take anywhere from minutes to hours to locate a file. Customers and employees alike may be irritated as a result of this. Next, manual document filing is also incurred higher cost. When Pejabat Tanah Kota Setar uses paper documents, the costs will be higher because they will have to pay for ink and paper. As a result of using a manual document filing process, Pejabat Tanah Kota Setar's supply bill will be higher.
- Pejabat Tanah Kota Setar should change from manual document filing to computerized system. The documentation for the computerized system is far more technical. It is intended for a more advanced or specialised reader, such as a systems administrator or information technology professional. Source code, testing documentation, and API documentation (programmers' documentation or instructions) are examples of system documentation (Smyth, 2019). The advantage of this computerized system are been provided with electronic backup and cloud backup. Electronic backup set up a secure electronic backup system to ensure that records are safely stored and regularly backed up. Daily backups are recommended, especially for important records. Next for cloud backup allows Pejabat Tanah Kota Setar to manage computing resources and records online. The term has evolved in recent years and can be used to describe the use of a third party for storage and computing needs.

DISCUSSION AND RECOMMENDATION

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Opportunities

Improve the e-government by increase the online system.

- Online system is an interactive, content-driven, internet-based customer service that is driven by the customer and integrated with related organisational support processes and technologies with the goal of strengthening the customer-provider relationship. The rapid expansion of the Internet and the emergence of global economic entities has caught the interest of public institutions, legislators, and regulators. The public sector must prepare for the digital revolution and public services, particularly at the local and regional levels, must be fully available, accessible, and effective via the internet (Oxera, 2015).
- Pejabat Tanah Kota Setar has the ability to increase the usage of online system when they improve their website and social media platform. A good website for online system must provide all the pleasing elements and important matters in the land office, such as the search and purchase of land lot information, land enlargement, review of land application status, and application for renewal of land title deed period, should be supplemented by online services. Next, Pejabat Tanah Kota Setar should solve the problem of website lagging by unregulated and optimized content. Optimize all content so that no unnecessary images, audio, texts, or videos are used. As a result, it is critical to raise public awareness of the Pejabat Tanah Kota Setar online system and advertisement. This website should also include a section for the public to pay for online payments. Online payment systems used by Pejabat Tanah Kota Setar, such as ibayaq.kedah.gov.my, should be added to their home website because not everyone is aware of the existence of this system for online payment.
- E-government is defined as "the online delivery of government information and services via the Internet or other digital means." Furthermore, e-Government is defined as the use of the internet and the World Wide Web to deliver government information and services to citizens, businesses, and other government agencies (Alshehri & Drew, 2010). Pejabat Tanah Kota Setar may also provide a system through which the public can continue to apply for a land application or make an online payment by directly accessing the system provided. When problems arise, staff can only check the system. This can save a lot of file usage. The advantages of a more robust online system and targeted digital strategies that Pejabat Tanah Kota Setar can give to the public are numerous. For example, it's a great way to spread information, whether it's about notice of government operation during covid 19, or bad weather, or advertisements for charity events and blood donation campaigns.

DISCUSSION AND RECOMMENDATION

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Opportunities

A strategic location for development and a secure working environment.

- To identify location decisions, places must first meet certain requirements in terms of economic factors and non economic factor. Economic factors included site and building availability and fit, capital and operating costs, incentives, labour force availability, transportation cost and ease, and time to operations, while non-economic factors included cultural community fit and community with quality of life (Dixit et al., 2019).
- The establishment of a new town at Jalan Suka Menanti has created a wide range of opportunities for the Pejabat Tanah Kota Setar to progress. The rapid development in the vicinity of the new town will have an impact on the Pejabat Tanah Kota Setar. Pejabat Tanah Kota Setar is close to the city center of Alor Setar and comprises many government agencies such as courts, road transport, fire department, golden jubilee park skate park, and kedah medical centre make it become one of the opportunities for strategic location as it meet with the requirement in term of economic and non economic factor. Other than that Pejabat Tanah Kota Setar have an opportunities to provide a secure working environment to the employees. Pejabat Tanah Kota Setar are legally responsible for creating and maintaining a working environment in which employees can work safely, without jeopardising their physical and psychological health and welfare. In Pejabat Tanah Kota Setar all employees work in a healthy workplace, where they feel secure and enjoy a physically safe working environment.
- With a strategic office location, it will be easy to select easily accessible transportation routes for the needs of employees and the needs of the company. This will also make it easier for the public to come to Pejabat Tanah Kota Setar to meet and interact. A strategic location can also increase state revenue from land resources through an efficient tax collection system. A company's location choice is a strategic, and thus long-term decision. It usually has a severe impact on the company's long-term and short-term success (Glatte, 2015). Strategic location for development must also consider the the security of working environment. The following measures must be implemented to promote a safe working environment. For example, all employees must be aware of and adhere to their organization's health, safety, and security procedures.

DISCUSSION AND RECOMMENDATION

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Threats

Limited operating hours during Covid 19 Pandemic

- According to the Malaysian Institute of Economic Research, in the absence of strong economic stimulus, Malaysia's real GDP may shrink by about 2.9 percent in 2020 compared to 2019, resulting in an estimated 2.4 million job losses. Sixty-seven percent of these will be non-salaried and unskilled workers (NoorAzah et al., 2020)
- Covid 19 forced the operation of the Pejabat Tanah Kota Setar to be done from home, and the office was closed for several weeks, affecting the public who wanted to do business face to face. For example, witnessing, releasing mortgages, and transferring ownership are all things that cannot be done online. The government has decided to open government service counters nationwide and will operate physically on July 1, 2021, but these counter services are only available during a very limited time, that is from 8.00 a.m. to 1.00 p.m. daily. The limited operating hours during covid 19 Pandemic on the other hand cause several problems that arise such as the general public is not permitted to enter the Pejabat Tanah Kota Setar, and those who wish to make any agreements must first make an appointment. This has frustrated the public, who are unaware of the appointment date, and not all matters can be finished quickly due to counter operating time constraints.
- COVID-19 has amplified and accelerated the need for challenge-led policy frameworks. The pandemic and its aftermath provide an opportunity to rethink our (economic) policy foundations and align them with the needs of the twenty-first century. The COVID-19 crisis has highlighted the importance of public-sector capacity and capabilities in handling emergencies, as well as the specific capabilities required to solve societal challenges, most notably public health protection. The pandemic, on the other hand, has highlighted the importance of the public sector as a market shaper not just a market fixer (Mazzucato & Kattel, 2020) To maintain the productivity of Pejabat Tanah Kota Setar while focusing on adjusting the outbreak, they should consider making company operation adjustments such as limiting the number of workers or introducing job rotation to minimise physical interactions as stated in government Standard Operating Procedures (SOPs) and reducing any delays that may occur in the operation. When performing work that requires interaction with the public, employees must wear a face shield and follow any rules and guidelines set by the government related to COVID-19, as well as any conditions set by the MOH, WHO, ILO, and any other related agencies.

DISCUSSION AND RECOMMENDATION

19

Threats

Prone to crime/ fraud and Corruption Risk Management (CRM)

- Prone to crime can be understood either in terms of the organization of criminal activities or in terms of the organization of criminals. While both perspectives have some merit, according to the rational choice theory and illegal enterprise-model, criminal organizations will tend towards activities or forms of organization which happen to offer the greatest profits (Bruns, 2015). The government can unintentionally facilitate criminal investments as consequence, future criminal activities. Furthermore, unintentional involvement of administrative authorities may threaten their credibility and jeopardise their integrity.
- Pejabat Tanah Kota Setar implements corruption risk management (CRM) by recognising corruption as a fundamental risk in management and utilising the Risk Assessment and Management Approach. As a result of the Corruption Risk Management Plan, a good and integrity management system can be established. One potential issue is the delay in issuing the rock material docket/coupon. If the letter of approval is disproved, it will be a crime. Next, there have a problem of contractors attempt to bribe in order to win a project. Crimes committed in government agencies include the soliciting and accepting of bribes. Moreover, Landowners' appeals for land tax arrears are open to fraud, misuse of power, malpractice, and adjustment of land tax amount by internal employees. The issue arises when there is a staff member who accepts bribes, breaches power, and deviates from the rules.
- The Corruption Risk Management Plan or CRM is a management tool that can enhance to create a management system that is anti -corruption and supports the value of integrity. Pejabat Tanah Kota Setar can avoid this problem by held a briefings or workshops to interpret the applicable laws, and Standard Operation Procedure (SOP) are explained to staff through workshops and seminars. Next establish an internal complaints channel and a complaints management committee. Officers and staff now have clear and effective channels through which to complain, report, and resolve problems encountered as a result of this workshop. Each corruption risk assessment begins with the identification and prioritisation of corruption risks in order to assist an institution in recognising what makes it most vulnerable to corruption. A corruption risk assessment allows the institution to identify the areas where corruption is most likely to occur, allowing proactive measures to be considered and implemented to reduce the chances of it occurring. (Jure Skrbec, 2016)



CONCLUSION

- As conclusion, Industrial training is indeed vital and necessary for students because the programme broadens the students' knowledge while also allowing them to explore their skills in the actual working environment. Throughout the internship, I not only gained a lot of knowledge, but I also had a great opportunity to sharpen my skills in a professional working environment. I also gain exposure to real-world problems and issues that I may not have faced during my time at university. The internship was also beneficial in determining my strengths and weaknesses. This aided me in determining which skills and knowledge I need to improve in the future.
- Pejabat Tanah Kota Setar is meet internal and external customers' needs and expectations by providing effective and relevant services. Its excellent system core service management and a highest level of integrity teamwork can help to increase the performance of the workers and increase the service management at Pejabat Tanah Kota Setar. However, the dissemination of information should be improve and easily accessible by the public. Old method or manual documentations should be avoided since it time consuming and not easy to find when we needed. Thus they should change to computerized system. Covid 19 Pandemic and Corruption Risk Management (CRM) is become one of important threat to Pejabat Tanah Kota Setar but there have a strategy to minimize the threat such as all the staff should follow the SOP that have been imposed by government for removing of Covid 19 chain and to avoid from Corruption Risk Manaement (CRM), seminars and workshops should be held to educate employees on the impact of corruption. To retain or increase the efficiency and performance of Pejabat Tanah Kota Setar, they should increase online system by improving their website and social media platform. Next, make the best possible use of strategic locations for development and a safe working environment, for example, by increasing state revenue from land resources

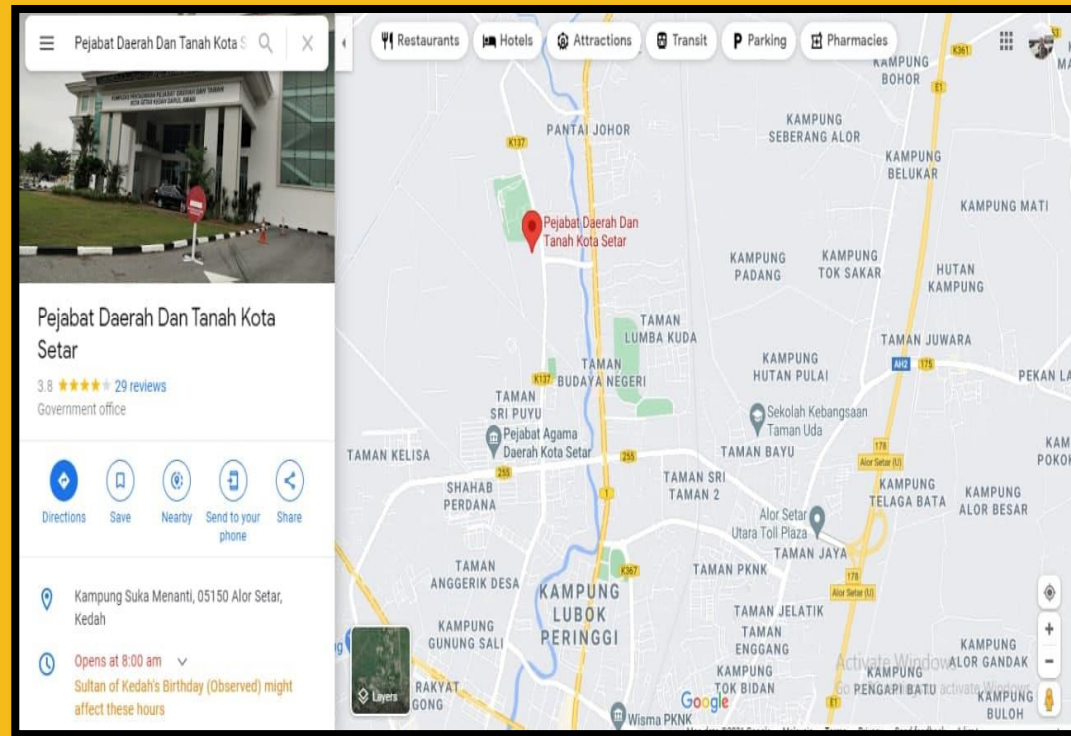
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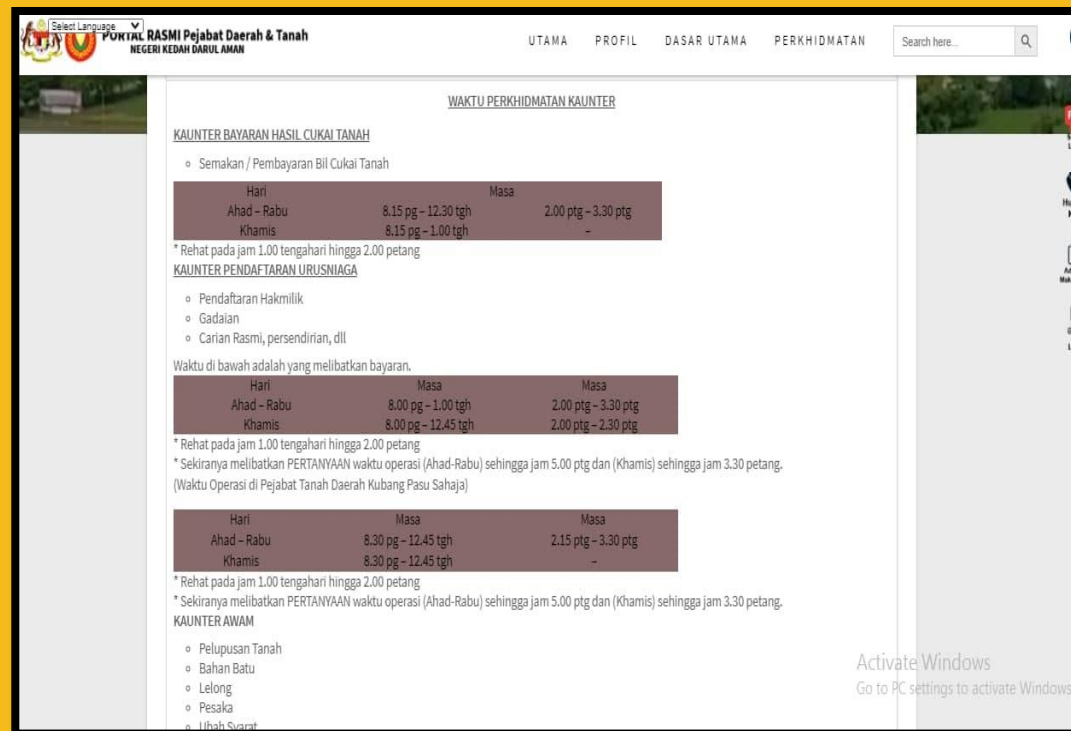
APPENDICES



LOCATION OF PEJABAT TANAH KOTA SETAR



PEJABAT TANAH KOTA SETAR

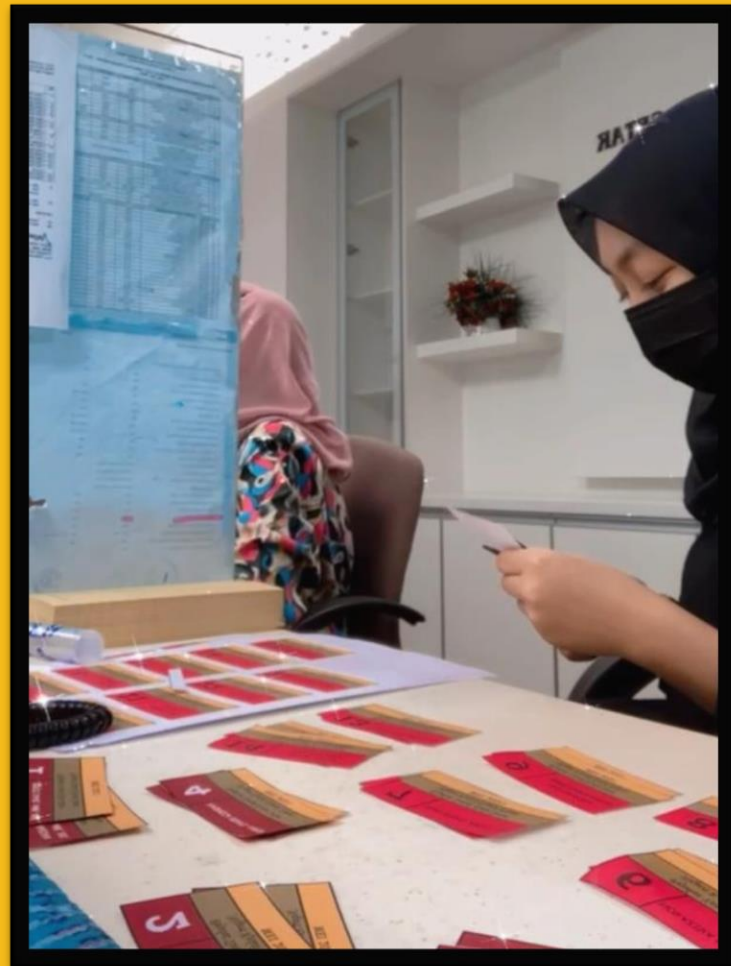


OPERATION HOUR

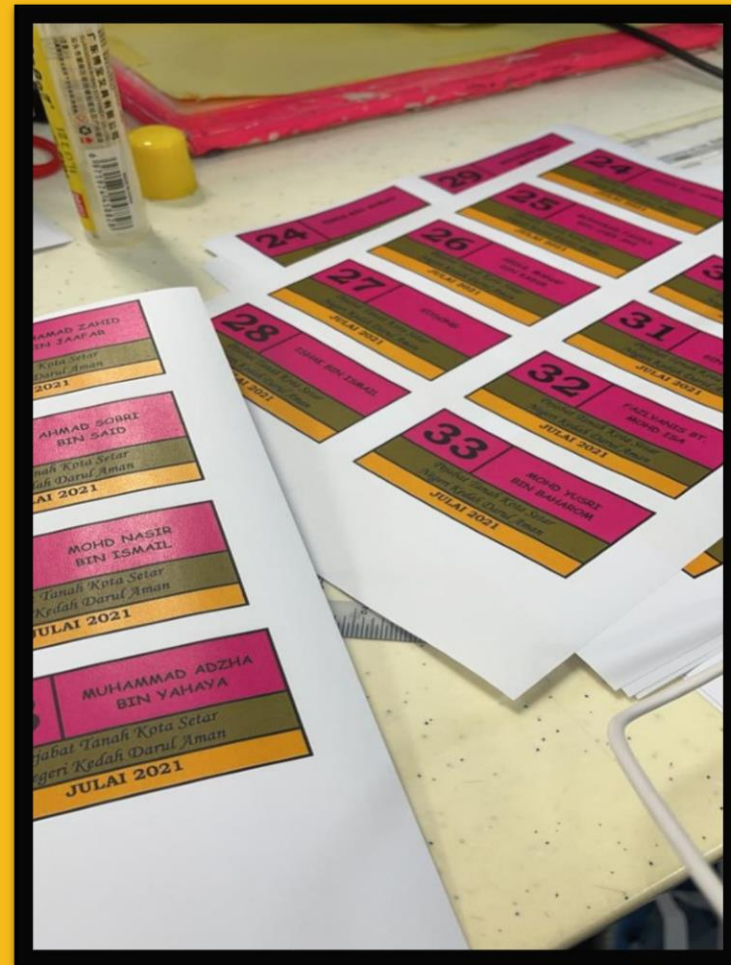


MISSION & VISION

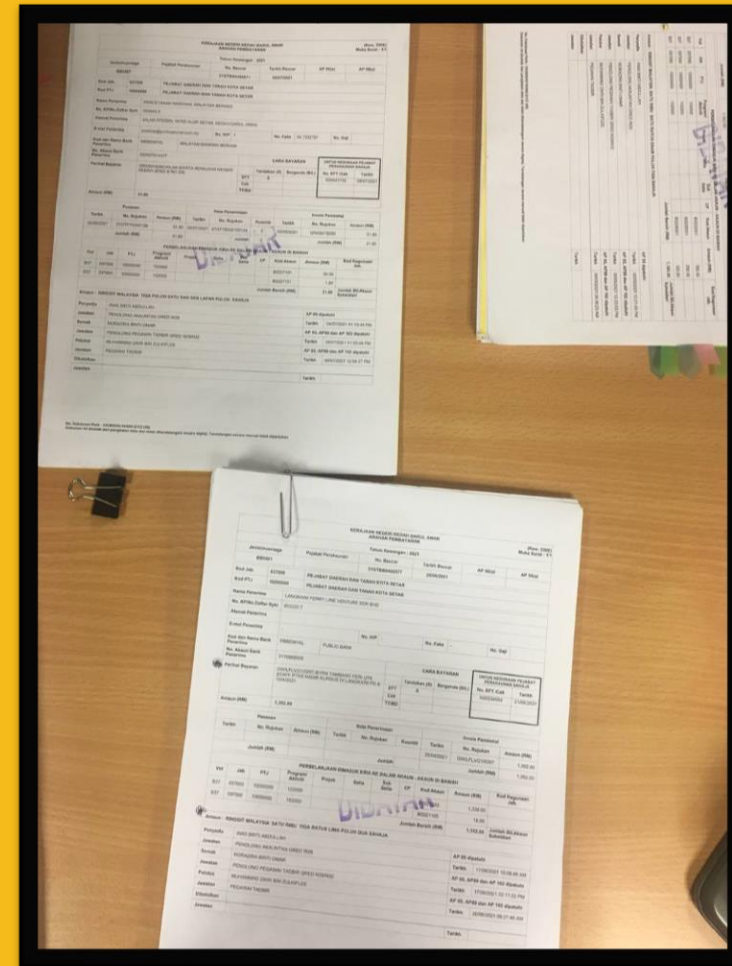
APPENDICES



CUT NAME FOR PUNCHCARD



NAME OF STAFF TO BE PASTED ON PUNCHCARD



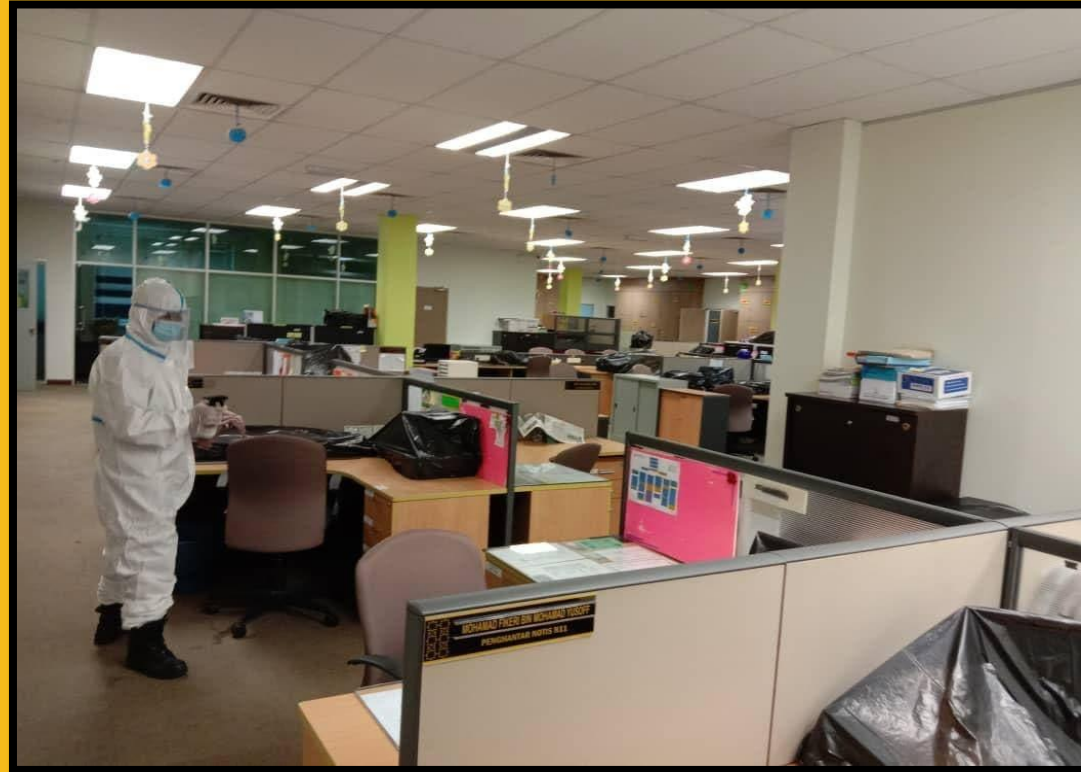
EXAMPLE OF PAYMENT VOUCHER



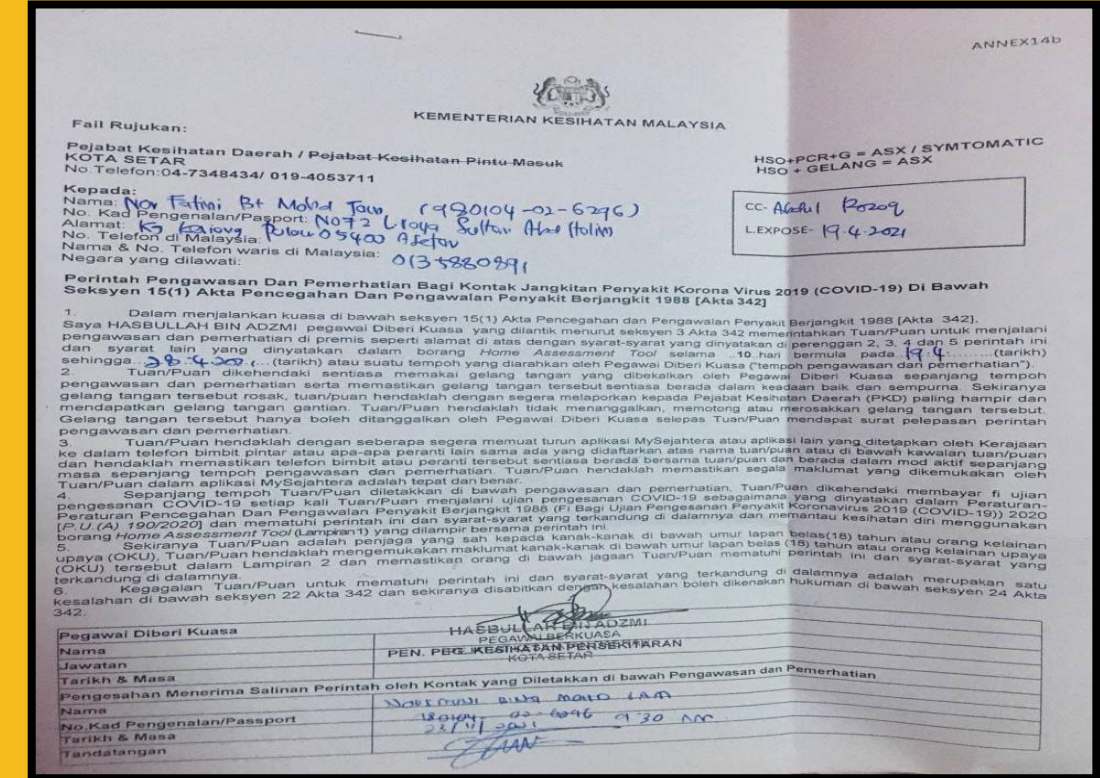
THE LAYOUT OF THE OFFICE



APPENDICES



THE OFFICE HAS BEEN SANITIZED



MY COVID 19 TEST

NOTIS PEMBERITAHUAN

PEJABAT TANAH KOTA SETAR
TIDAK BEROPERASI DARI
25 APRIL 2021 HINGGA 28 APRIL 2021
 DALAM USAHA MENGEKANG PENULARAN
 WABAK COVID-19

WALAU BAGAIMANAPUN PEMBAYARAN CUKAI TANAH
 BOLEH DILAKUKAN SECARA ATAS TALIAN DI
ibayaq.kedah.gov.my

Segala kesulitan amat dikesali

facebook.com/ptdks

OFFICE CLOSED DUE TO COVID 19

PEJABAT DAERAH DAN TANAH KOTA SETAR

WAKTU OPERASI KAUNTER
 SEPANJANG TEMPOH PERINTAH KAWALAN PERGERAKAN (PKP)
 (1 Mei 2021 hingga 14 Mei 2021)

AHAD hingga Khamis
8.30am hingga 1.00pm

Langkah yang perlu diambil ketika berurusan di kaunter :

- Amalkan penjarakkan sosial 1 meter
- Memakai pelitup muka dan Hand Sanitizer
- Merekod maklumat peribadi sebelum membuat sebarang urusan.

facebook.com/ptdks 04-7028118

COUNTER SERVICE OPERATING SCHEDULE FOR THE FIRST PHASE



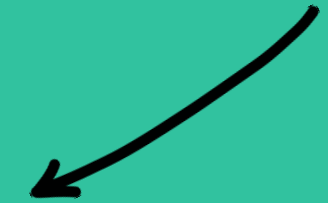
DETERMINANTS OF FIRMS' EFFICIENCY: EVIDENCE FROM NON-FINANCIAL SHARIAH COMPLIANT FIRMS IN MALAYSIA

Norfatini Mohd Jam*, Nurul Fitrah Pazilah, Nur Zulaikha Zainol, Nur Husnina Hanafi, Irdhina Nasuha Abdul Razak, Abdul Hafiz Yusof, Norhisam Bulot

PAPER ID: FR034



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| 1 | Introduction | 4 | Model Specification | 7 | Discussion |
| 2 | Issues & Problem statement | 5 | Data analysis steps | 8 | Limitations & recommendations |
| 3 | Research Methodology | 6 | Findings | 9 | Conclusion |

INTRODUCTION

Definition of efficiency?

Efficiency is not a measure of success in the marketplace but is rather a measure of operational excellence or productivity (Chen et al., 2002) Efficiency refers to a peak production level that uses the least amount of inputs to reach the maximum output level



1

Due to the nature of the firms (shariah compliant) the findings of the previous studies cannot be generalized to this sample of firms

2

Factors that determinants of efficiency

FATO

Board
Indepe
ndent

Board
Size

Quick
Ratio

Current
Ratio

Debt
to
Equity

Return
on
Equity

Net
Margin

3

This proposed study may be contributing to the existing literature by examining a new population and sample.

ISSUES & PROBLEM STATEMENT

- We argue that due to the nature of the firms (shariah compliant) the findings of the previous studies cannot be generalized to this sample of firms. This study will enable us to know whether the nature of the firms (shariah-compliant firms) would affect the working capital of the firms
- The results of the empirical research show that the determinants of firm's efficiency is the effect of many factors. However, as researchers disagree on what is most important, there is usually only partial overlap among the variables considered in different empirical papers.
- Current issue - Covid 19 Pandemic
Negative impact on firm's efficiency when a firm investment scale or sales revenue is smaller

RESEARCH OBJECTIVE

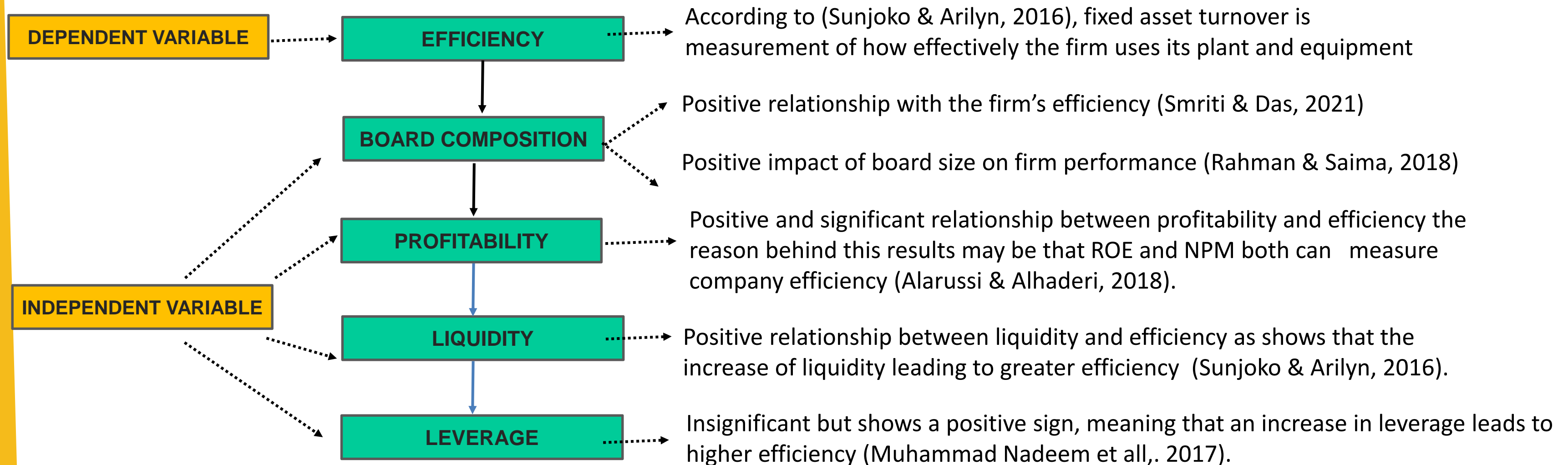
To provide empirical evidence on the productivity of the efficiency of shariah compliant firms listed under the consumer products sector and examine its determinants

To measure the determinants firm's efficiency

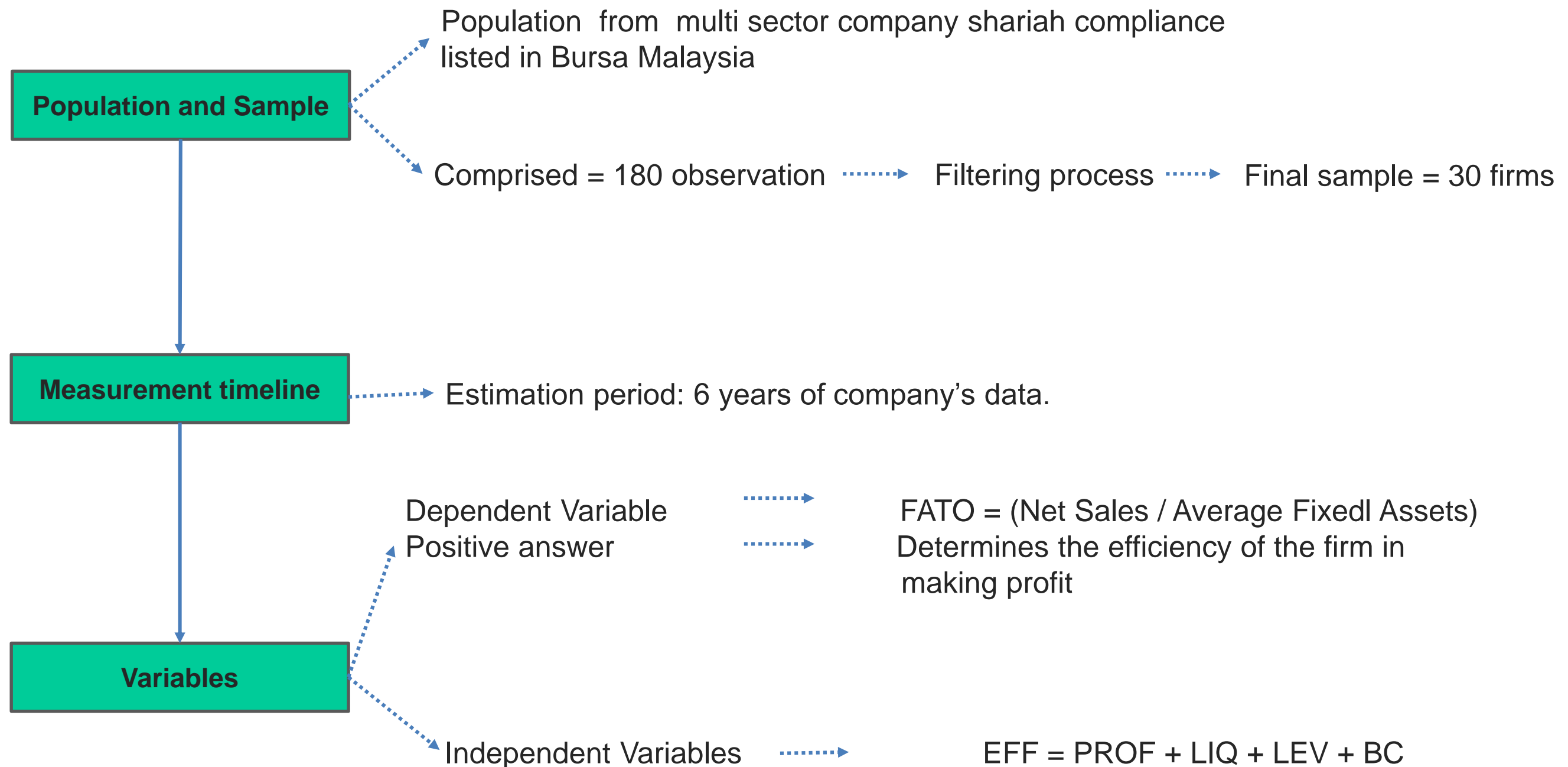
To determine the most significant variable affecting the performance of firm's efficiency

LITERATURE REVIEW

From the previous studies show that the determinants firm's efficiency has conducted in a different country such as China (Muhammad Nadeem et al 2017), Indonesia (Sunjoko & Arilyn, 2016), India (Smriti & Das, 2021), Bangladesh (Rahman & Saima, 2018), Malaysia (Alarussi & Alhaderi, 2018), United States (Boigues, 2016), Nigeria (Isola et al., 2020), Italy (Allini, A., Manes Rossi, F., & Hussainey, K. 2016) Jordan (Makhlouf, M. H., Laili, N. H., Basah, M. Y. A., & Ramli, N. A. (2017)



RESEARCH METHODOLOGY



MODEL SPECIFICATION

$$EFF_{it} = \beta_0 + \beta_1 PROF_{it} + \beta_2 LIQ_{it} + \beta_3 LEV_{it} + \beta_4 BC_{it} + \varepsilon_{it}$$

PROF = PROFITABILITY
LIQ = LIQUIDITY
LEV = LEVERAGE
BC = BOARD COMPOSITION

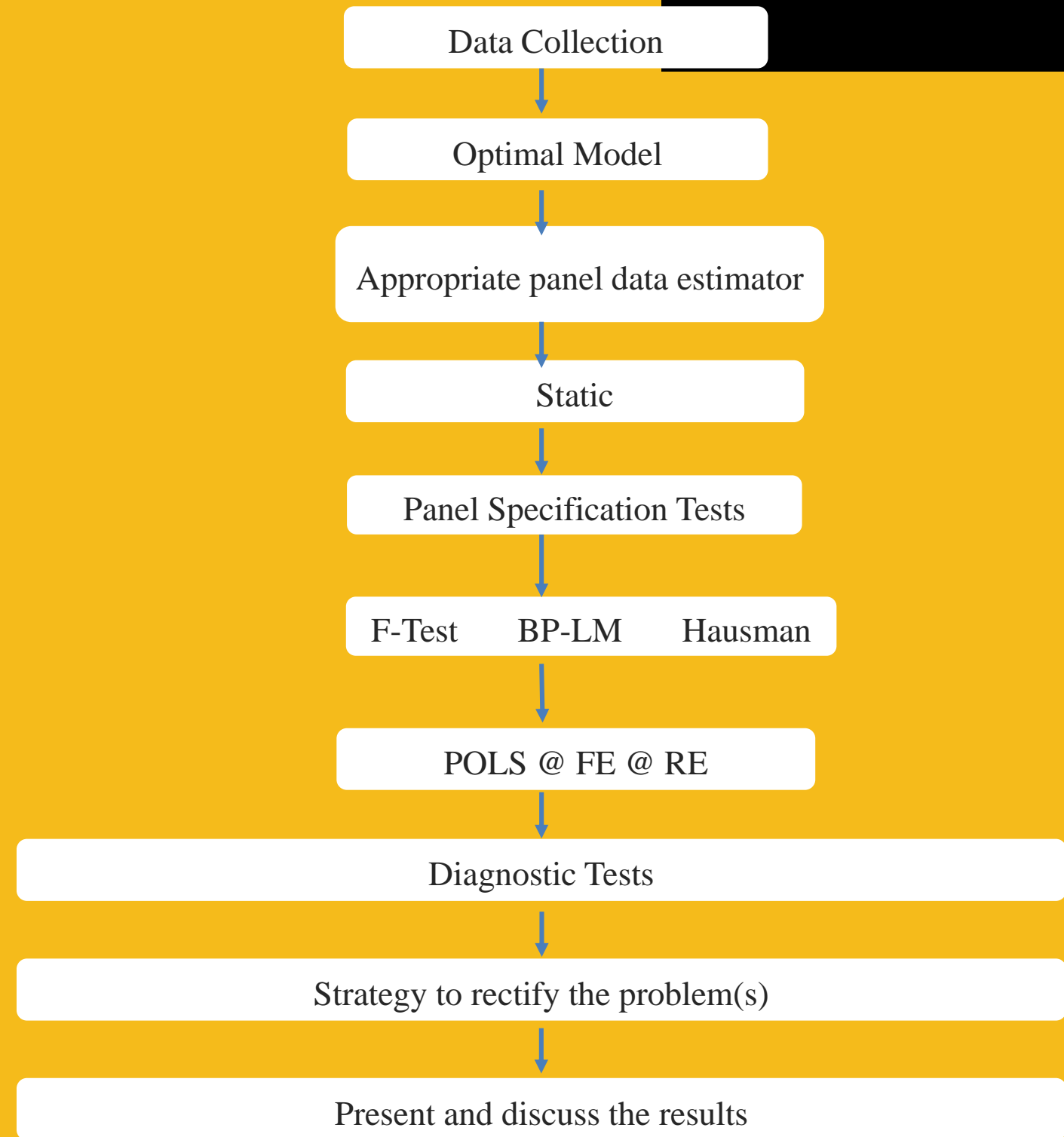
Efficiency (7 Proxies)
1.Prof (Net Margin, Return on equity)
2.Liquidity (Current Ratio ,Quick Ratio)
3. Leverage (Debt to Equity)
4.Board Composition (Board Size, Board Independent)

Consumer sectors
Shariah-Compliance

30 FIRMS

To examine the Determinants of Firms' Efficiency: Evidence From Non-financial Shariah Compliant Firms in Malaysia

DATA ANALYSIS STEPS



Initial Sample = 180 firms
Final sample = 30 firms

Data Select From Eikon
Remove incomplete data and data that had less than six years
Best fitting model
Stata Command *vselect* (Lindsey and Sheather, 2010)

Techniques: Static
Method: Breusch Pagan Lagrange Multiplier (BP-LM) test, F-test and Hausman test in order to determine either our data is POLS, Fixed Effect (FE) or Random-Effect (RE)

Decision rule (F Test)	BPLM test	Hausmen test
P value > 0.05 ~ POLS	P value > 0.05 ~ POLS	P value > 0.05 ~ RE
P value <0.05 ~FE	P value <0.05 ~RE	P value <0.05 ~FE

Diagnostic tests: multicollinearity, heteroskedasticity, serial correlation in the panel data in order to find the right technique for correcting and defined the problem

FINDINGS

TABLE : Descriptive Statistics

Variables	N	Mean	SD	Median	Min	Max
Fixed asset turnover	180	5.479611	13.22286		0.16	83.83
Quick ratio	180	1.462111	1.581383		-0.16	14.26
Current ratio	180	2.474778	2.515749		0.72	23.14
Debt equity	180	0.4031667	0.7979397		-4.3	6.8
Return on equity	180	0.1221667	0.2857652		-0.16	1.78
Net margin	180	0.0492222	0.1202625		-0.71	0.32
Board size	180	8.766667	3.758194		5	20
Board independence	180	0.4298333	0.1886581		0.08	0.83

N = 180 data

The average efficiency of all companies = 5.479611

Minimum = 0.16

Maximum = 83.83

FINDINGS

Vselect in stata command to determine wheter certain variables should be included or exclude in the final model.

The lowest AICC:

Board independent

Return on equity

Table 3: The Variable Selection

```

. vselect fixedassetturnover quickratio currentratio debtequity roe netmargin boardsize boardindip
> endence,best
Response :          fixedassetturnover
Fixed Predictors :
Selected Predictors:  boardindipendence roe debtequity boardsize netmargin quickratio currentratio
> o

Actual Regressions  8
Possible Regressions 128

Optimal Models Highlighted:

# Preds   R2ADJ    C      AIC    AICC    BIC
1   .0300949  3.071933 1436.807 1947.762 1443.193
2   .0398422  2.276398 1435.975 1947.022 1445.554
3   .0434565  2.620688 1436.276 1947.439 1449.048
4   .0446987  3.403039 1437.017 1948.32 1452.982
5   .0425354  4.802607 1438.393 1949.862 1457.55
6   .0407502  6.129819 1439.69 1951.35 1462.041
7   .0359008      8 1441.555 1953.431 1467.098

Selected Predictors

1 : boardindipendence
2 : boardindipendence roe
3 : boardindipendence roe debtequity
4 : boardindipendence roe debtequity boardsize
5 : boardindipendence roe debtequity boardsize netmargin
6 : boardindipendence roe debtequity boardsize netmargin quickratio
7 : boardindipendence roe debtequity boardsize netmargin quickratio currentratio
    
```

FINDINGS

The three available alternatives are the combined ordinary least squares (POLS), fixed effects (FE), and random effects (RE) models. The results of F test (p value<0.05), BP-LM test (p value<0.05) and Hausman test (p value>0.05)

Table 4: Panel Specification tests

Models	p-values of the tests			
	F-test	BP-LM	Hausman	Technique
Model 1	0.0000	0.0000	0.9394	Random Effect

FINDINGS

The diagnostic test results show that there is heteroscedasticity (p-value <0.05) and serial correlation (p-value <0.05). To rectify the problems, following the suggestion by (Hoechle, 2007), the remedial procedure has been carried out by using Random effect GLS regression (with) cluster option

Table 5: Diagnostic Tests for Static Model

Models	p-values of the tests			Strategy
	VIF	H	SC	
Model 1	1.09	0.0000	0.0120	Random effect GLS regression (within) cluster option.

FINDINGS

- Board independence does not appear to be significantly related to efficiency
- Return on equity is positively related to the efficiency.
- Return on equity seems to have the greatest influence on the level of working capital, which is explained by the highest t-value of 2.55

	â€œRandom
Board Independence	16.2739 (0.98)
ROE	6.5840** (2.55)
Constant	-2.3704 (-0.45)
N	180.0000
r2_o	0.0505
p	0.0034
chi2	11.3646

DISCUSSION

Using new sector and new country, this result show a similar and constant result with previous research

Return on equity

ROE and efficiency will have a significant positive relationship

Board Independent

Board independence does not appear to be significantly related to efficiency

Debt to Equity, Board Size, Net Margin, Quick Ratio, Current Ratio

Do not have statistically significant

RESULTS & DISCUSSION

Norfatini Binti Mohd Jam

To investigate the determinants of Firm's Efficiency

Satisfy all key assumptions

DETERMINANTS OF FIRM'S EFFICIENCY

1. Descriptive Statistics

MIN = 0.16
MAX = 83.83

BOARD SIZE:
NOT IMPORTANT

2. Significance of the predictors ?

BIND & ROE
LOWEST AICC

NM, DER, CR, & QR
NOT SIG

3. Appropriate panel data estimator

F-test (p-value < 0.05),
BP-LM test (p-value < 0.05)
Hausman test (p-value > 0.05)

THE MOST APPROPRIATE MODEL ESTIMATOR
RE

4. Regression Result

THE MOST SIGNIFICANT VARIABLE
ROE

INSIGNIFICANT RELATIONSHIP
BIND

5. Explanatory Power of the models ?

R2 is 0.0505

Use another variable that was not included in this research

LIMITATION & RECOMMENDATION

Limitation

- The scope of the study
- The comparative study
- R2 being so low with 5.05%

Recommendation

- Other researchers could use data from different countries to identify the efficiency of the companies.
- Estimating how efficient the companies with different sectors.
- Use other alternative proxies of variables

CONCLUSION

The result suggests that return on equity is the only variable found to have a statistically significant with the efficiency of the firms

Future research should explore whether industry classification would have any effect on the level of working capital and its relationship with the selected determinants

We suggested for another author use another variable that was not included in this research.

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APPENDICES

REPORT INDUSTRIAL TRAINING NORFATINI BINTI MOHD JAM

ORIGINALITY REPORT



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