



UNIVERSITI
TEKNOLOGI
MARA
Cawangan Melaka



AUGUST 2024 - JANUARY 2025

INTERNSHIP REPORT

BCB BERHAD

UNIVERSITI TEKNOLOGI MARA
CAWANGAN MELAKA
KAMPUS BANDARAYA MELAKA

FACULTY OF BUSINESS MANAGEMENT
BACHELOR OF BUSINESS
ADMINISTRATION (HONS.)
HUMAN RESOURCES MANAGEMENT

PREPARED BY

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PREPARED FOR

PN. KHALIJAH MOHD NOR

EXECUTIVE SUMMARY

As a mandatory component of my Human Resource Management degree program at UiTM Bandaraya Melaka, I completed a six-month industrial training program at BCB Berhad, commencing on August 13, 2024, and concluding on January 24, 2025.

This report serves as a formal record of this valuable experience, detailing my progress, observations, and key learnings. The primary aim of this industrial training was to provide students with a practical understanding of the professional work environment, allowing them to apply theoretical knowledge in a real-world context and develop essential professional skills. My internship at BCB Berhad provided a rich learning environment, offering exposure to various aspects of human resource management within a dynamic and successful organisation.

This report serves as proof of my progress during my internship and shows that the content must be followed as noted in the instructions, including the student and company profiles, training reflection, and SWOT analyses that need to be identified and developed along with discussion and recommendations for each point, and finally, a conclusion.

Based on my observations and experiences throughout the internship, I have identified and addressed a SWOT analysis for each element in my report. Along with that, I have developed several suggestions for BCB Berhad to strengthen and improve what is required.

Thus, I believe that I have gained valuable insights during my internship, as this is my first time entering the real world of a work environment. I highly believe that this internship program is crucial for every university student to explore real work life independently before they finish their studies or get a job. As a result, I think they will benefit from their internship placement because it will help them learn from hands-on experience in the work field.

SURAT KEBENARAN

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Yang Benar

Nama Pegawai : HOD CHAI YING
Jawatan : HR
No. Tel. :
No. Faks :

BCB BERHAD

(Company No.: 172003-W)

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South Wing Kluang Parade, 86000 Kluang, Johor.
Tel: 07-776 0089 (3 Lines) Fax: 07-772 0000

Cop jabatan/organisasi:

ACKNOWLEDGEMENT

I humbly begin by expressing my deepest gratitude to the Almighty for blessing me with strength, wisdom, and perseverance as I embarked on the challenging yet rewarding journey of completing this report. His guidance and grace have been the cornerstone of my achievements, and for this, I am truly thankful.

As I reflect on my internship experience, I am filled with profound appreciation for the many individuals who have contributed to my growth and learning along the way. I am especially grateful to my advisor, Madam Khalijah Noor, for her insightful guidance and support in crafting this internship report.

I extend my heartfelt thanks to the team at BCB Berhad for offering me the opportunity to intern with them. The knowledge and experiences gained during my time at the company have been invaluable in my personal and professional development.

I wish to extend my thanks to Ms. Hoo Chai Ying, my supervisor, for her guidance through the early stages of my internship. Equally important, to my wonderful colleagues, thank you for always inviting me to join you for lunch and including me in conversations. Your kindness and camaraderie made my time at the company enjoyable and memorable.

Besides, I am deeply appreciative of my family, who are my main pillar, for their unwavering support, especially my father who sacrifices so much for me by driving me to and from work everyday. Your love, life advices, and thoughtful actions have been the cornerstone of my journey, providing me with the strength and motivation to overcome challenges and pursue my dreams with confidence.

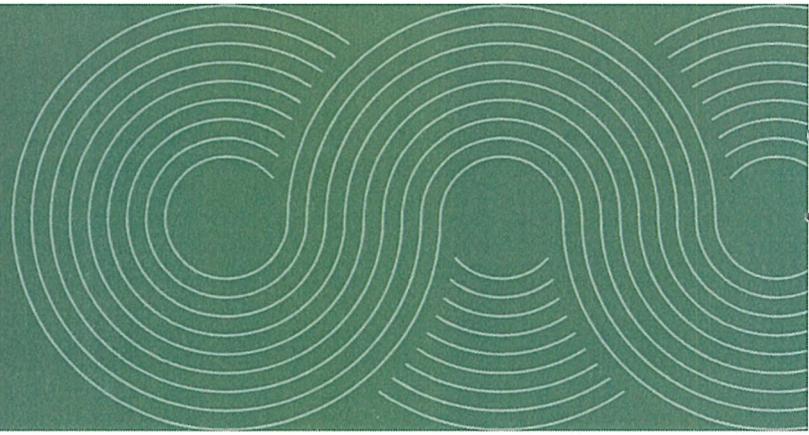
To my dearest friends - Ibtisam and Batrisyia, I extend my heartfelt gratitude for always being there to lend an ear to my stories and problems. Your advice and unwavering support have provided me with the strength needed to successfully navigate this journey. Thank you for your invaluable companionship.

Last but not least, I would like to express my sincere gratitude to my precious partner for their unwavering support and understanding during a particularly challenging period in my life. Their presence and encouragement provided a much-needed source of strength during that time.

Thank you everyone for your incredible support and for being part of this experience.

**""Alone we can do so little; together we
can do so much."
- Helen Keller**

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NUR AINAA BINTI NOORAZMI

Fresh Graduate

Contact :

Email :

LinkedIn :

Address :

OBJECTIVE

As a recent graduate, I am enthusiastic about securing a position in a reputable organization to further develop my skills and knowledge. With a proactive approach to learning and a forward-thinking mindset, I am excited about the possibilities that lie ahead.

EDUCATION
Universiti Teknologi MARA (UiTM) Kampus Bandaraya Melaka (October 2022 - January 2025)

Bachelor of Business Administration (Hons.) Human Resources Management

- CGPA: 3.58

Universiti Teknologi MARA (UiTM) Kampus Segamat (2019 - 2022)

Diploma in Accountancy

- GPA: 3.67

Maktab Rendah Sains MARA (MRSM) Muar (2014 - 2018)

Sijil Pelajaran Malaysia

- 6A, 1B, 1C, 1D

WORKING EXPERIENCE
BCB Berhad, Kluang (August 2024 - Present)

Intern Trainee

- Designed and executed an employee training tracking system.
- Managed employee leave records for documentation and compliance in administrative tasks.
- Maintained daily task to update collection report and folio invoice sales for Prime City Hotel.

99 Speedmart Jalan Kampung Majid, Kluang (March 2022 - August 2022)

Cashier

- Managed daily cash transactions.
- Assisted with customer needs.
- Oversaw daily restocking and stock checks.

PROJECT EXPERIENCE AND INVOLVEMENT
Research on "Online Purchase Intention Among Zoomers" UiTM Bandaraya Melaka (June 2024)

Final Year Project

- Developed framework to study factors influencing online purchase intention among Gen Z.
- Conducted an online survey on Parts 4 and 5 HR students and received 100% of the target respondents.
- Achieved findings and results on relationship between factors and online purchase intention.

⇒ Updated resume

Sukan Antara Program (SAP) UiTM Kampus Bandaraya Melaka 2024 (May 2024)

Event Treasurer

- Handled the program expenses aligns within the allocated budget.
- Prepared and presented all the related financial statements to event advisors.
- Responsible to oversee all committee task progress.

Volunteering Program Network with the Desa Asahan Community under Program "Be Mentally Fit, Be Alert" (June 2023)

Vice Program Director and Facilitator Committee

- Responsible to oversee all committee progress.
- Responsible for travelling to conduct on-site visits.
- Engaged in direct discussions with the Director of the Desa Asahan Community.

Volunteering Program Network with PAYASUM under Program "MyYatim Amal: Jalinan Kasih" (January 2023)

Vice Program Director

- Responsible for direct discussion with the orphanage's principal.
- Responsible to plan suitable activities and slots.
- Oversaw the comprehensive progress before, during, and after the project

SKILLS

Software : Microsoft Excel, Microsoft Word

Language : Bahasa Melayu, English

Others : Editing, Presenting

PERSONALITY

Communicative : Ensured clear communication with external parties through various programs.

Teamwork : Able to collaborate with colleagues and contributed to team success.

Adaptability : Proactive person with adaptability in academic projects and extracurricular activities.

REFERENCES

Ms. Hoo Chai Ying

HR Manager

BCB Berhad

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Email : hoo@bcbbhd.com.my

Dr. Juan Rizal bin Datuk Hj. Sa'ari

Senior Lecturer and Coordinator Program BA243 (Human Resource) & BA242 (Finance)

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Figure 2: Resume Page 2

BCB Berhad, originally known as Kemajuan Buditama Sdn. Bhd., was established in Kluang, Johor, on July 13, 1988, as a private limited company. Since its inception, BCB has embarked on a remarkable journey of growth and transformation. On August 21, 1995, the company underwent a significant change, transitioning into a public company and adopting its current name, BCB Berhad. Continuing its upward momentum, BCB achieved another milestone on December 3, 1996, by listing on the main board of Bursa Malaysia.

BCB Berhad's core business revolves around property development, encompassing a diverse portfolio of residential (both landed and high-rise), commercial, and mixed-use projects. Thus, it stands as one of the largest property developers in Southern Malaysian regions, especially in Kluang and Batu Pahat, with development projects spanning various regions of Johor.

This broad range of offerings allows the company to cater to various market segments and mitigate risks associated with over-reliance on a single property type. While construction activities are undertaken by its subsidiaries to support these developments, BCB Berhad's primary focus is on creating integrated communities by developing properties for sale or lease. This emphasis on community building reflects a commitment to creating sustainable and desirable living environments.



Figure 3: Prime City Hotel in Kluang

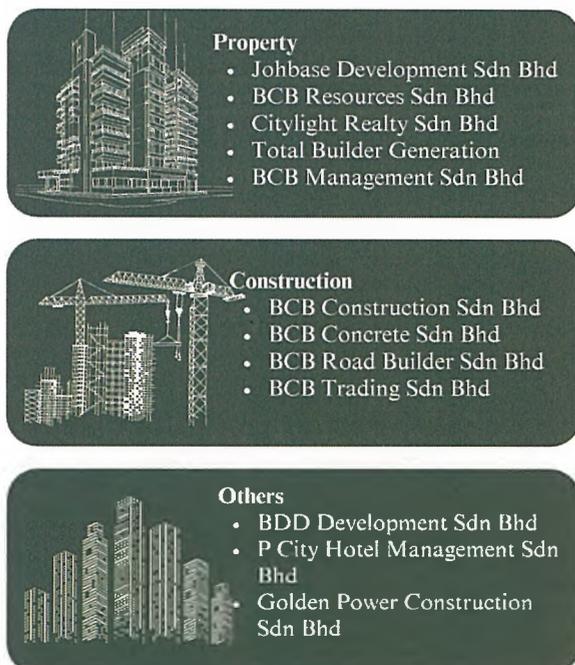


Figure 4: BCB Berhad's Core Business Operations

Furthermore, BCB Berhad diversifies its business portfolio through involvement in hotel operations, exemplified by Prime City Hotel, and strategic investment holding. This diversified approach, managed through key subsidiaries such as BCB Construction Sdn. Bhd., P City Management Sdn. Bhd., Marvel Plus Development Sdn. Bhd., and BCB Heights Sdn Bhd, allows the company to operate across multiple segments of the real estate and related industries, enhancing its resilience and contributing to long-term stability and growth.

➤ 3.2 Location and Logo

BCB Berhad's main office is located at No. 4B on the 2nd and 3rd floors of the South Wing within the Kluang Parade building at Jalan Sentol, 86000 Kluang, Johor.

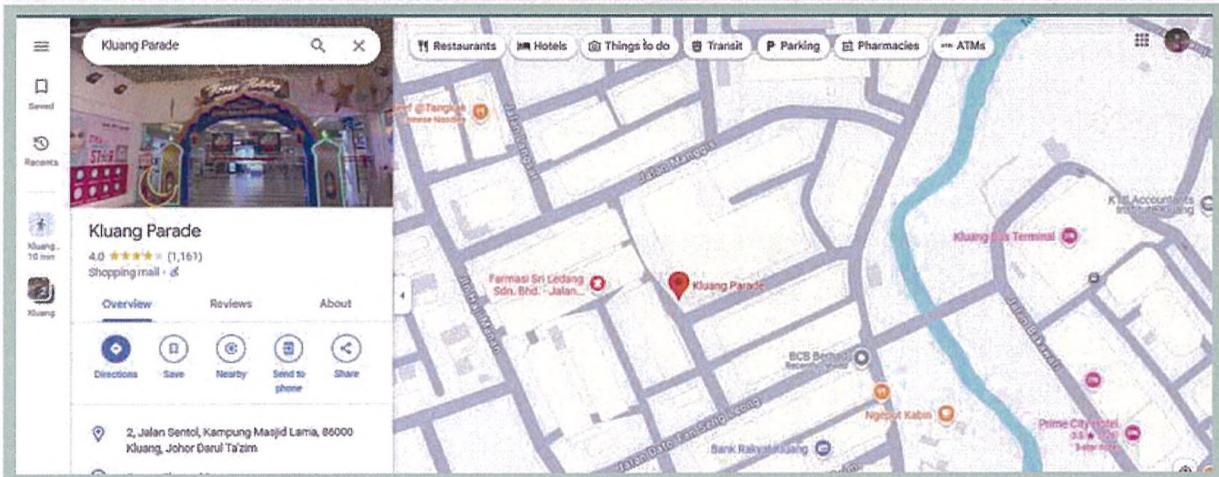


Figure 5: Location of BCB Berhad's Main Office



Figure 6: Main Entrance of Kluang Parade Building

The company's logo visually features the letters "bcB," symbolising "Building Communities & Beyond," which means more than just constructing the buildings. It symbolises that the company is creating a building that fosters strong connections among the people, supporting each other, and going beyond physical structures to build a sense of belonging and growth. Besides, the choice of the logo's colour also has its meaning. The grey colour signifies stability and professionalism, reflecting BCB Berhad's reliability and solid construction practices.



Figure 7: BCB Berhad's Logo

On the other hand, the green colour represents growth, harmony, and sustainability, emphasising the company's focus on community development and environmental responsibility. Together, the logo communicates a message of trustworthy construction practices that contribute to sustainable community growth and well-being.

⇒ 3.3 Vision, Mission, Objectives & Operation Hours

Vision

To be an outstanding developer in the country renowned for creating quality lifestyles with various outstanding development projects.

Mission

- To pursue total customer satisfaction by building excellent products at reasonable prices and ensuring timely delivery.
- To achieve healthy earnings and create long-term values for our stakeholders.
- To create awareness and care for the environment by embarking on more corporate social works.

Objectives

To develop and deliver quality properties that enhance communities and generate sustainable returns.

Operation Hours

DAY	OPERATING HOUR
Monday - Friday	9:00 AM - 5:15 PM
Saturday	9:00 AM - 1:00 PM
Sunday	Closed

⇒ 3.4 Organizational Chart



Chairman / Independent Non-Executive Director

Dato' Ismail bin Karim

- Appointed to the Board on 15 July 2022.
- Member of the Audit Committee ("AC") and Nomination & Remuneration Committee ("NRC") of the Company.
- Responsible to conduct the meetings of the Board and shareholders and to facilitate constructive discussions at these meetings.



Group Managing Director / Key Senior Management

Tan Sri Dato' Tan Seng Leong

- Appointed to the Board on 9 November 1988.
- He is the founder of BCB Berhad as well as the Group Managing Director.
- Responsible for the day-to-day running of the businesses of the Group and to develop and implement strategies.
- He also holds directorships of BCB's subsidiaries and several private companies.

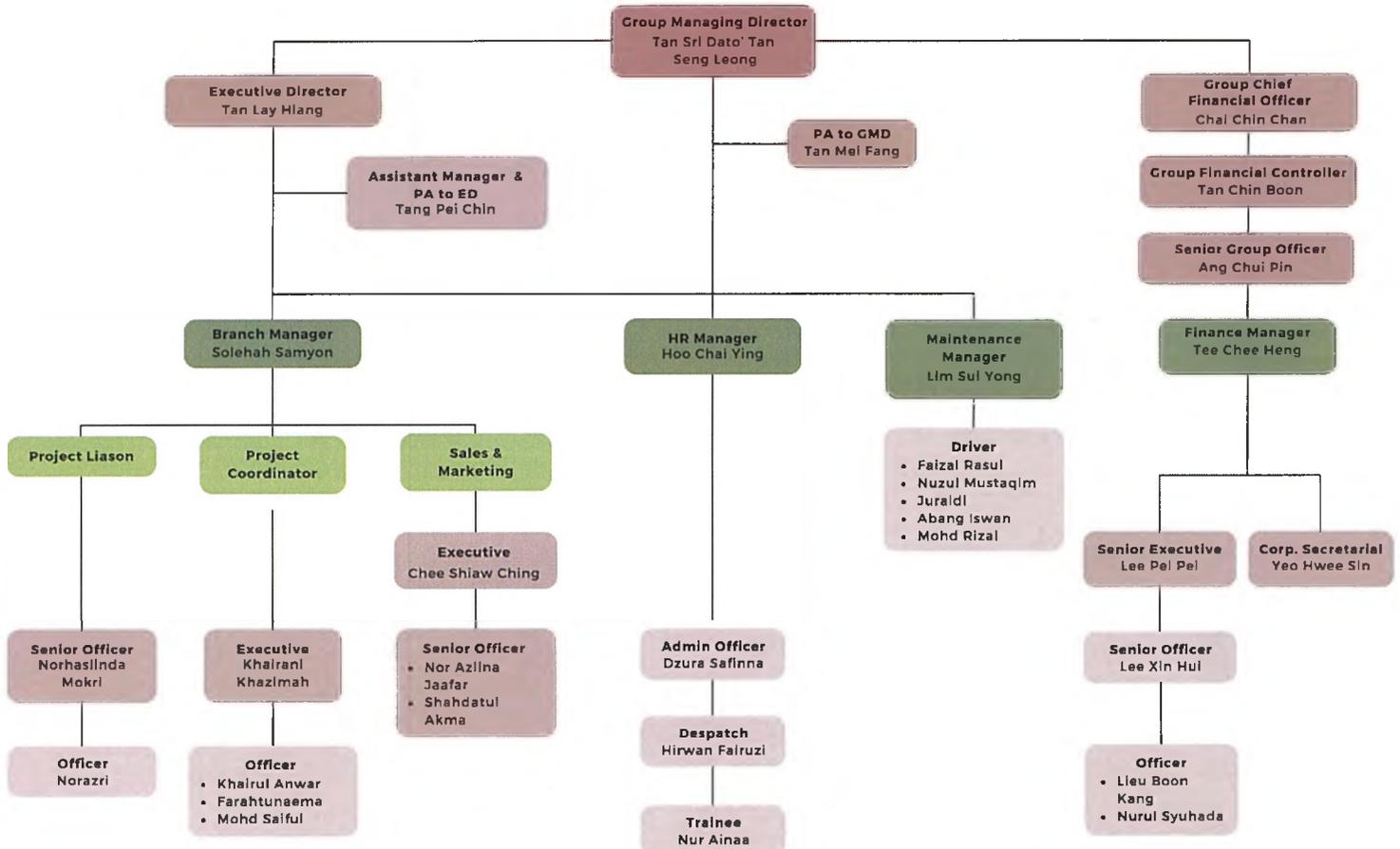


Figure 8: BCB Berhad Organizational Chart

➔ 3.5 Products / Services Offered

1

Residential Developments

- **Established neighbourhoods in Kluang:** Taman Kluang Baru, Taman Sri Kluang, Taman Saujana, and Taman Berlian Biru II.
- **High-end condominium projects:** Concerto North Kiara (Klang Valley) and Elysia Park Residence (Medini Iskandar).
- **High-end gated and guarded bungalow township:** Hometree (Kota Kemuning, Klang Valley).
- **Ongoing new phases residential projects:** Phases 3 and 4 of Taman Saujana Kluang and Phase 3 of Hometree Kota Kemuning—Springwood Residences, Hills Top Residence—Evergreen Heights' new precinct in Batu Pahat.

2

Commercial Developments

- **Mixed-development commercial spaces (Versis):** Versis Boulevard Kluang, Versis Batu Pahat, and Versis Medini (Iskandar Puteri).
- **Ongoing landmark commercial development:** Lumina Commercial Park (Iskandar Puteri, along the Coastal Highway, near Laksamana Park).

3

Retail Developments

- **Shopping complexes building:** Kluang Parade (Kluang) and U-Mall (Taman Pulai Utama, Skudai).

4

Others

- **Hospitality sector:** Prime Hity Hotel (Kluang).
- **Investment holding:** BCB Berhad is involved in strategic investment holding to manage assets and support long-term growth.



04

TRAINING REFLECTION

Duration

My internship training commenced on August 13, 2024, and concluded on January 24, 2025, fulfilling the 24-week requirement of my program. Given BCB Berhad's role as the central headquarters for its subsidiaries, my working schedule consisted of Monday to Friday, from 9:00 am to 5:15 pm, and Saturday, from 9:00 am to 1:00 pm.

Department Assigned

During my internship, I was assigned to support both the HR Administration department and the Accounts department, gaining experience in a variety of administrative and financial tasks.

Roles, Responsibilities and Tasks

My internship involved diverse responsibilities within the HR Administration and Accounts departments, providing a well-rounded experience and valuable learning opportunities.

1

Training and Development

- I developed and maintained an Excel-based training hour tracking system for all BCB Group employees.

2

Data Management

- I supported daily sales collection tracking for Prime City Hotel, updating records of bank, cash, and card sales and documenting payment methods in a tax invoice listing Excel sheet.

3

Administrative Support

- My administrative duties included filing guest invoices and employee leave forms and verifying fuel statements against receipts.



⇒ 4.3 Benefits

Benefits Gained

My internship at BCB Berhad provided practical experience and valuable insights that have significantly enhanced my personal and professional development.

Intrinsic Benefits

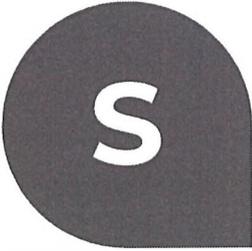
- **Enhanced Knowledge and Practical Skills:** I gained invaluable knowledge and practical skills directly applicable to my field of study, significantly enhancing my understanding of human resource management and accounting practices within a real-world business context.
- **Improved Communication and Interpersonal Skills:** The friendly and approachable company culture allows me to build strong working relationships with colleagues across different departments, thereby improving my communication and interpersonal skills.
- **Sense of Accomplishment and Increased Confidence:** Contributing to meaningful projects, such as developing the training hour tracking system and supporting the hotel's financial reporting, fostered a sense of accomplishment and boosted my confidence in my abilities.

Extrinsic Benefits

- **Financial Compensation (Allowance):** The monthly allowance of RM500 provided a practical introduction for me to managing personal finances within a professional context.
- **Improved Resume and Professional Portfolio:** The experience and skills gained during the internship significantly strengthened my resume and provided valuable content for future job opportunities.
- **Real-World Work Experience:** The internship provided invaluable real-world work experience, offering a realistic preview of professional life and enhancing my employability upon graduation.



05 SWOT ANALYSIS



STRENGTHS

- Good reputation and recognition.
- Strong networking and strategic partnerships.



WEAKNESSES

- Reliance on manual processes and dependencies.
- Limited employee development opportunities.



OPPORTUNITIES

- Government initiative for Affordable Housing Projects.
- Environmental, Social, and Governance (ESG) practices.



THREATS

- Natural disasters and economic instability.
- Competitive Pressure.



Strength 1: Good Reputation and Recognition

BCB Berhad is not a new name in the property developer industry. It has established a **good reputation and recognition** within the industry and Johor community, particularly in Kluang and Batu Pahat. By consistently delivering numerous high-quality projects, BCB Berhad has cultivated a positive market perception, fostered public trust, and built a strong brand image.

For instance, the local government has gifted the founder, Tan Sri Dato’ Tan Seng Leong, one of the commercial centre streets with the name “Jalan Dato’ Tan Seng Leong” as a token of appreciation for how he managed to build major development in the town. This public acknowledgement had made BCB Berhad’s name more popular among the community in the town. Furthermore, BCB Berhad has been in media mentions and has won numerous accolades over the years for its reputable performance. Some of the achievements are:

In addition, the company consistently receives positive feedback on Google, with average scores of 3.5 to 4.0 for its projects such as Broadleaf Hometree, Concerto North Kiara, Kluang Parade, and others. This positive feedback plays a crucial role in building trust and shaping brand perception. Research by Dwidienawati et al. (2020) indicates that consumers place significant value on the authentic experiences shared by others, which directly influences their trust in a brand. Therefore, with the positive reputation and recognition the company received, it will not only build trust and attract new potential clients, investors, and stakeholders, but will also strengthen the company’s credibility in the market.

2024

- Top 10 in the "Top-Of-The-Chart: Below RM1 billion Market Cap" category at the prestigious Malaysia Developer Awards.

2022

- Outstanding ESG (Environmental, Social, and Governance) efforts with the Malaysia Outstanding ESG Impact Corporate Excellence Award for their HomeTree Kota Kemuning project.

2019

- “Best of Multi-Generation Homes” for the HomeTree Kota Kemuning project at the Metropolitan Trusted Brand Awards.
- "Best Transcendent Developer" during the Prestigious Developer Awards by PropertyInsight

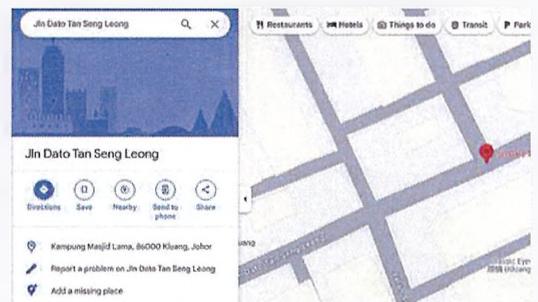


Figure 9 : Jalan Dato’ Tan Seng Leong



Figure 10 : HomeTree Awards for Excellence ESG Practices

Recommendation:

To further strengthen BCB Berhad's positive reputation and ensure long-term success, the company can prioritise **maintaining community engagement** as a core component of its corporate social responsibility (CSR) strategy in the future. As Shahid Satar (2019, as cited in Kim et al., 2023) emphasises, community engagement is essential for understanding community perspectives and collaboratively addressing issues that directly impact well-being. BCB Berhad can effectively engage with local communities, especially residents of its properties, through various fun activities. These could include programs such as annual gotong-royong, health screenings and awareness campaigns addressing local health concerns, and celebrations of cultural and festive events. These direct interactions not only build a stronger sense of shared responsibility and connection within the community but also provide valuable opportunities for BCB Berhad to build positive brand experiences and enhance its reputation. As Miller & Washington (2012, as cited in Rachmadhian & Chaerudin, 2019) suggest, establishing genuine and direct interaction with consumers at such activities may result in a memorable brand experience for everyone.

Furthermore, BCB Berhad could **support initiatives** like the NGO foundation's efforts to transform local spaces such as Pasar Awam Kluang into a vibrant community gathering space (Yun, 2024). This might include contributing to the improvement of the market facilities, sponsoring necessary equipment for community activities such as cooking utensils for the classes featuring local high school students and nearby residents, or providing logistical assistance for community events. Such contributions not only help the community directly but also generate favourable public relations and strengthen BCB Berhad's image as a responsible and community-focused developer.

A recent study highlights the significance of corporate social responsibility (CSR) and community participation in fostering brand trust and improving business reputation. CSR does this by instilling trust, loyalty, and dedication among important stakeholders, like employees, consumers, investors, and communities. Therefore, according to Etikan (2024), organizations that actively engage stakeholders in CSR decision-making and collaborate on social and environmental issues are more likely to form long-term, mutually beneficial relationships, ultimately contributing to both business success and sustainable development.



Figure 11: High school students cooking produce that they bought at the market. (TheStar, 2024)

Strength 2: Strong Networking and Strategic Partnerships

Through years of operation, BCB Berhad has recognised the importance of **strong networking and strategic partnerships** within the industry to expand its business. By actively building the connections with government agencies, financial institutions, industry associations, and local communities, BCB Berhad has gained access to a wealth of valuable market insights and other crucial information that would be difficult to obtain solely through internal resources. Furthermore, BCB Berhad has actively pursued various joint ventures and collaborative projects with both established international and local companies.

The success of these ventures is clearly demonstrated by projects such as the award-winning HomeTree Kota Kemuning, a joint venture with Landshine Limited from Xiamen, People's Republic of China, and Elysia Park Residence, a successful collaboration with United Harvest Group Company Limited from Hong Kong, China. These strategic partnerships enable the company to expand its geographic presence, undertake larger and more complex projects, and enhance profitability and long-term growth. Moreover, these partnerships foster innovation by bringing together diverse perspectives, expertise, and experiences, leading to more creative and effective solutions in project development and management. This commitment to collaboration is further evidenced in its ongoing projects.

The Lumina Commercial Park project, for example, demonstrates BCB Berhad's strong networking capabilities and collaborative spirit through its partnership with the Johor foundation and development association, Seafront Asset Sdn. Bhd., highlighting its commitment to local development and collaboration with key regional stakeholders.



Figure 12 : Broadleaf Residence @ HomeTree



Figure 13 : BCB group founder, Tan Sri Dato' Tan Seng Leong (*left*), with representative from Guangdong Songguanhui Sdn. Bhd

Further solidifying its international reach and collaborative approach, BCB Berhad recently established a strategic partnership with a Chinese diversified investment group on an initiative focused on "Exploring JS-SEZ Opportunities from China's Perspective" under the "BCB Berhad & Guangdong Songguanhui Strategic Partnership," demonstrating its proactive approach to exploring new markets and opportunities through international collaboration. This continuous pursuit of strategic alliances reinforces BCB Berhad's commitment to growth, innovation, and long-term success in the competitive property development landscape.

Recommendation:

To enhance its network and expand a stronger connection within the industry, BCB Berhad can implement a few approaches, such as **participating more actively in industry events, planning strategic regional expansion, and focusing on targeted collaborations**. For instance, BCB Berhad can participate in real estate conferences, property expos, and networking events like StarProperty Fair, Malaysia Property Expo (MAPEX), or International Real Estate and Investment Conferences. These events provide valuable opportunities to connect with a diverse range of stakeholders, such as developers, investors, contractors, and potential clients. These events not only promote networking but also give the company the chance to exhibit its projects, discover market trends, and obtain useful market insights. By actively participating in panel discussions, workshops, and presentations at these events, BCB Berhad can further enhance its visibility and establish itself as a thought leader within the industry. Moreover, these gatherings offer a chance to benchmark against competitors, learn about best practices, and identify potential business opportunities. Attending these events also allows BCB Berhad to stay informed about the latest regulatory changes and policy updates within the real estate sector.

Next, since BCB Berhad already made its name in Southern and Central Malaysia, the company should consider **expanding its business by exploring opportunities in the East Coast and Northern regions**. This strategic regional expansion would allow BCB Berhad to tap into new markets and diversify its revenue streams. For example, a company can conduct thorough market research in states such as Kedah to study potential demand and explore collaborations with local developers for future projects. This market research should encompass factors such as population demographics, economic growth projections, infrastructure development plans, and local regulatory frameworks. In Kedah, potential partners could include established developers like EUPE Corporation Berhad, known for their township developments, or Aman Setia Group, with a strong presence in residential and commercial projects. Similarly, in East Coast states like Kelantan or Terengganu, BCB Berhad could explore collaborations with developers such as Perdana ParkCity, known for their sustainable township developments, or Eastern & Oriental Berhad (E&O), with expertise in integrated resorts and waterfront properties.

Collaborating with local developers in these regions would provide BCB Berhad with invaluable local market knowledge, access to established networks, and a smoother entry into new regions. This strategic initiative would not only broaden BCB Berhad's network and partnerships but would also progressively grow its brand awareness into new markets, creating a stronger national presence. While the initial investment in travel and logistics to these places may be higher, successful projects in these regions would contribute significantly to long-term growth and enhance the company's national brand recognition, making it a more attractive partner for future collaborations and investments. This expansion could also lead to the discovery of unique market segments and opportunities that are not present in the already established Southern and Central regions, further driving innovation and business growth.

Weakness 1: Reliance on Manual Processes and Dependencies

Despite BCB Berhad's current peak performance in market share, the **reliance on manual processes and dependencies** may present challenges to maximising its potential. While some level of reliance on manual practices and paper-based documentation remains relevant in certain contexts, particularly where legal requirements or specific industry regulations mandate physical records, it's crucial to acknowledge the advancements and best practices adopted by leading organisations and countries globally to minimise these dependencies. This dependence is evident in the continued reliance on manual processes across the departments, such as paper-based documentation and manual approval workflows.

According to a survey conducted by OnePoll reported in The CFO, 26% of an employee's day is wasted on needless administrative chores, unnecessary tasks, and an outdated working style. It indicates the substantial impact of manual processes on the productivity of the employees. This lost time translates directly into reduced efficiency and can hinder the organisation's ability to respond quickly to market changes or new opportunities. Besides, handling numerous paper-based documents daily will impact the overall organisation as it will increase the material cost and storage space and contribute to the deforestation. Furthermore, the reliance on manual data entry and handling can increase the employee's workload, leading to the risk of errors, misfiling, and loss of critical information. When employees are burdened with manual, repetitive tasks, they have less time and energy to focus on more strategic and value-added activities, which can stifle innovation and limit professional growth.

Apart from that, the need for physical signatures and manual stamps on documents will further slowdown the overall workflows, creating bottlenecks and delaying important processes. This can impact the speed at which the organisation can respond to customer requests, close deals, or implement new initiatives. For instance, documents such as invoices and purchase orders that require multiple approvals from the superiors might become significantly delayed, especially if one of the superiors is unavailable. This dependency on the physical presence of specific individuals may create significant workflow disruptions and contribute potential for backlogs to accumulate, hindering the efficiency of interdepartmental collaboration and potentially impacting project timelines and overall business agility.

Recommendation:

To significantly enhance work performance and operational efficiency, BCB Berhad should strategically invest in modern technologies, prioritising a comprehensive **digital document management system** incorporating a **digital document repository and e-signature solutions**. This transition to a digital environment offers numerous advantages, aligning with successful digital transformation initiatives implemented by leading economies like Singapore, South Korea, and various European nations. These countries have demonstrably reduced reliance on paper-based processes through the adoption of electronic document management systems, digital signatures, and automated workflows, achieving increased efficiency, reduced operational costs, and enhanced data security—tangible benefits that BCB Berhad could realise through similar strategic implementations.

A robust digital document repository addresses the core challenge of information management, as highlighted by research from Hanifa et al. (2023), which emphasises the improved accessibility, organisation, and efficient retrieval of organisational documents within a paperless framework. This centralised repository not only eliminates the need for physical storage space and reduces the risk of lost or misfiled documents but also facilitates seamless information sharing and collaboration among employees, regardless of their location. Furthermore, the integration of e-signature capabilities within this digital system is crucial for streamlining workflows and accelerating approval processes.

As Tanuraharja et al. (2022) specifically note, purchasing departments, which frequently require signatures for approvals on purchase orders and other documents, stand to benefit significantly from e-signatures, enabling managers to provide approvals anytime, anywhere, thus drastically reducing procurement cycle times. This acceleration of approvals extends beyond purchasing to encompass various business processes, from contract signing to internal policy approvals, contributing to greater organisational agility and responsiveness. Beyond the immediate benefits of increased efficiency and reduced costs, a digital document management system also strengthens data security and compliance.

Digital documents can be protected through access controls, encryption, and audit trails, ensuring that sensitive information is safeguarded against unauthorised access and adheres to relevant data privacy regulations. This enhanced security is particularly important in today's business environment, where data breaches and compliance violations can have significant financial and reputational consequences. Therefore, this strategic investment in digital transformation represents a move towards a more efficient, secure, and sustainable operational model, offering not just short-term gains but also fostering long-term organisational growth and competitiveness.

Weakness 2: Limited Employee Development Opportunities

While BCB Berhad recognises the invaluable contributions of its employees, **a current gap exists in providing structured development opportunities**, particularly for senior/long-service employees and under-trained departments. This imbalance arises from the tendency to focus development programs primarily on specific departments or employees requiring immediate, project-specific skill enhancement. While this targeted approach is undoubtedly necessary for maintaining operational efficiency and addressing immediate project needs, it inadvertently creates fewer opportunities for senior employees and under-trained departments, such as project management and sales & marketing.

This disparity in development opportunities is often influenced by the assumption that senior employees' extensive experience and accumulated knowledge serve as a sufficient foundation, potentially leading to an underestimation of their need for formal training and development. This assumption, however, overlooks the crucial need for continuous learning and adaptation in today's rapidly evolving business landscape. Failing to provide structured development for senior employees can have several detrimental impacts on the company. It can reduce their adaptability to change, making it more difficult for them to embrace new technologies, methodologies, or market trends. This, in turn, can limit the influx of fresh perspectives and innovative ideas within the organisation, potentially hindering its ability to stay competitive.

Furthermore, by not investing in the development of all departments, BCB Berhad risks falling behind competitors who are more agile in adopting current market trends and technologies. This lack of continuous improvement can lead to a decline in market share and a diminished ability to attract and retain top talent.

For instance, given that the company's core operations are in the property and construction sector, employees in the project management and sales & marketing departments, including senior employees, should be actively encouraged and provided with opportunities to keep abreast of current industry trends, such as sustainable building practices, digital marketing strategies, and evolving customer preferences.

These trends can significantly impact project success and market competitiveness. Providing regular training on these topics will empower employees to better serve evolving customer needs, contribute to innovative project development, and enhance the company's market position. This balanced approach to employee development, ensuring that all employees, including senior staff and those in traditionally under-trained departments, have access to relevant training and development opportunities, will create a more adaptable, innovative, and ultimately more successful organization. This holistic approach to development also demonstrates a commitment to employee growth and can improve morale and retention across all levels of the company.

Recommendation:

To ensure that there is a culture of continuous learning and development, especially for senior employees, BCB Berhad can **implement engagement programs that recognise and reward those who actively pursue career development opportunities**. This is particularly important for senior employees who may feel their career progression has plateaued. Recognising and rewarding their efforts in seeking new skills and knowledge can reignite their motivation and engagement. This targeted recognition is crucial, as research by Pratiwi et al. (2023) indicates a strong relationship between employee engagement and performance, with more engaged individuals contributing more effectively to organisational goals. Recognising and rewarding senior employees' development efforts can combat potential stagnation and leverage their valuable experience.

To further enhance engagement and promote development across all levels, BCB Berhad should offer various methods, including training, group coaching, and individual career counselling. The training provided should be flexible enough to accommodate individual needs and learning styles, allowing employees to choose from a range of relevant training opportunities, including internal workshops, external courses, online learning platforms, and mentorship programs. This diverse approach ensures accessibility and appeal for all employees, including those in under-trained departments like project management and sales & marketing. For instance, mentorship programs can facilitate knowledge transfer between senior and junior staff, providing leadership development for senior employees.

In addition, BCB Berhad should **encourage all employees to engage in at least one professional development** activity each year, such as attending industry conferences, joining professional groups, or obtaining relevant certifications. This external exposure is particularly beneficial for under-trained departments, ensuring they stay abreast of current industry trends and best practices. Furthermore, employee participation is critical for long-term growth, innovation, and success (Ritu, 2024). This involvement can be increased through recognition and incentive programs, clear professional growth routes, well-defined work duties, and other engagement methods.

To specifically address the needs of under-trained departments, BCB Berhad can **implement annual targeted training hours**. This ensures that employees working on direct projects, both current and future, receive adequate training and skill enhancement relevant to their roles. This targeted approach will provide consistent development opportunities, ensuring that project teams possess the necessary skills for project success and mitigating the risk of skill gaps hindering project outcomes. By combining these strategies—engagement programs, flexible training methods, encouragement of external development activities, and targeted training hours—BCB Berhad can cultivate a highly engaged workforce dedicated to continuous improvement, ultimately driving organisational performance and long-term success.

Opportunity 1: Government Initiative for Affordable Housing Projects

The Malaysian government is actively addressing the need for **affordable housing through various impactful initiatives**. Programs like PR1MA (Perumahan Rakyat 1Malaysia) and Rumah Mampu Milik (RMM) are central to this effort, aiming to expand access to affordable housing for middle- and lower-income Malaysians.

These programs facilitate collaborations between the government and private developers, fostering a collaborative approach to increasing housing supply. This partnership model provides developers like BCB Berhad with unique opportunities to participate in projects with clear social benefits, often accompanied by government support and incentives such as tax breaks, expedited approvals, and access to suitable land.

This alignment with national priorities not only strengthens BCB Berhad's corporate social responsibility profile but also positions the company as a key contributor to addressing a critical societal need. The government's commitment to affordable housing is particularly evident in Kluang, a region where BCB Berhad already has a strong presence.

The targeted construction of 4,369 units of Rumah Mampu Milik Johor (RMMJ) between 2022 and 2026 (RTM, 2024) demonstrates a clear and substantial local demand for affordable housing. This presents a compelling opportunity for BCB Berhad to leverage its existing local expertise and infrastructure to participate in these RMMJ projects.

By actively engaging in these initiatives, BCB Berhad can not only contribute to positive community development by providing much-needed affordable housing options but also secure stable revenue streams, enhance its brand reputation as a socially responsible developer, and strengthen its relationships with government stakeholders.

This strategic alignment with government initiatives can also provide BCB Berhad with a competitive advantage in securing future development projects and accessing government resources. Participating in these projects can also provide valuable experience and expertise in developing affordable housing solutions, which can then be leveraged in future projects, both within and outside of government initiatives. This positions BCB Berhad for sustained growth and strengthens its position as a leading property developer in the region.

RUMAH MAMPU MILIK JOHOR
Taman Saujana, Mukim Kluang, Kluang
Pendaftaran / Permohonan : pkpj.johor.gov.my

KATEGORI RUMAH MAMPU MILIK JOHOR (JENIS C)	JENIS BANGUNAN RUMAH TERES 1 TINGKAT
KELUASAN LANTAI 1000 KP	TEMPOH PERMOHONAN TARIKH BUKA PERMOHONAN 28 JULAI 2023
UNIT YANG DITAWARKAN 178 UNIT	TARIKH TUTUP PERMOHONAN 28 OKTOBER 2023

KLUANG
HARGA RM150,000

MEMBANGUN • MELINDUNGI • MENYEJATERA

Figure 14 : Poster of Taman Saujana Development for Rumah Mampu Milik Johor

Recommendation:

While the Johor government's requirement for developers to include Rumah Mampu Milik Johor (RMMJ) units presents a potential reduction in profit margins, the following recommendations offer avenues for BCB Berhad to mitigate this impact and capitalize on opportunities with the government:

Land Swap

- BCB Berhad can propose land swap agreements with the Johor state government. This involves BCB offering a less desirable piece of land in exchange for a more valuable government-owned land parcel. By constructing RMMJ units on the less desirable land, BCB fulfills its RMMJ quota while simultaneously acquiring a more prime location for potentially more profitable developments.
- This strategy is mutually beneficial: the government achieves its affordable housing goals, and BCB gains access to more advantageous land assets.
- For example, by swapping land further from urban centers for government-owned land closer to established infrastructure, BCB could develop projects with higher market value.

Preferential Bidding

- BCB Berhad can leverage its participation in RMMJ projects to gain preferential treatment in future government land tenders. By demonstrating a commitment to social responsibility, BCB can establish a positive track record with the government.
- This could translate into advantages such as priority bidding rights or discounted land prices for future projects on prime land. This "head start" allows BCB to secure desirable development sites that might otherwise be highly competitive.
- For instance, BCB's prior involvement in RMMJ projects could give them preferential bidding status for commercially designated government land.

Joint Venture

- BCB Berhad can actively pursue joint venture partnerships with the Johor state government for large-scale development projects on prime land. In this model, the government contributes the land, while BCB provides its development expertise and financial resources. Profits are then shared according to a preagreed ratio.
- This collaborative approach allows BCB to access prime land without the full upfront cost of acquisition, mitigating financial risk and enhancing potential returns. Furthermore, partnering with the government can streamline the approval process.
- For example, BCB could partner with the government to develop a mixed-use development on a strategically located government-owned plot, with profits shared according to agreed terms.

Opportunity 2: Environmental, Social, And Governance (ESG) Practices

BCB Berhad recognises the growing importance of sustainability and has already integrated various green practices into its operations, demonstrating a commitment to environmentally responsible development. The company actively employs sustainable design principles and green building techniques, ensuring that finished projects prioritise energy efficiency through both smart design and the incorporation of passive technologies.

This approach minimises the environmental footprint of its buildings while also reducing long-term operating costs for occupants. Furthermore, BCB Berhad's commitment to sustainability extends beyond individual buildings to encompass thoughtful site selection and urban planning, prioritising locations and designs that promote walkable communities, reduce reliance on private vehicles, and enhance climate resilience. This comprehensive approach considers the broader environmental impact of its developments and aims to create sustainable and liveable communities. This commitment is further exemplified by the Lumina Commercial Park project in Iskandar Puteri. Spanning 35 acres, this landmark project not only displays modern design and innovative eco-friendly practices but also integrates seamlessly with Laksamana Park, a resolute pet-friendly green space, further enhancing the project's appeal to environmentally and socially conscious consumers and contributing to biodiversity within the urban environment.

Beyond design and planning, BCB Berhad implements comprehensive water and waste management strategies throughout its projects, further minimizing environmental impact and promoting responsible resource utilization. This multifaceted approach to sustainability demonstrates BCB Berhad's commitment to creating environmentally responsible developments that benefit both present and future generations. This commitment also enhances the company's reputation and appeal to environmentally conscious buyers and investors, contributing to long-term business success.



Figure 15 : ESG practices designed through HomeTree Kota Kemuning developments



Figure 16 : On-going eco-friendly mix-use development, Lumina Commercial Park

Recommendation:

To further enhance its sustainability initiatives, BCB Berhad should **explore strategic partnerships with technology companies specialising in areas relevant** to the property development and construction sectors. Given the company's strategic plan to integrate renewable energy systems, such as solar panels, into future developments, a key focus should be on establishing partnerships with companies that offer comprehensive solar solutions, encompassing design, installation, maintenance, and monitoring.

This integrated approach, rather than simply acquiring solar panels as commodities, will ensure seamless integration of solar technology into the design and construction process, maximising energy efficiency and minimising long-term operational costs. This also allows BCB Berhad to leverage the expertise of specialised firms, ensuring optimal system performance and longevity.

To further enhance the value proposition for clients seeking tech-savvy and eco-friendly homes, BCB Berhad should consider **collaborating with companies specialising in smart home technologies**, such as automated controls for lighting and climate, intelligent energy management systems that optimise energy consumption, and enhanced security features that provide peace of mind for residents. These partnerships can create a seamless and integrated smart home experience, appealing to a growing market segment. By proactively pursuing and fostering these strategic alliances, BCB Berhad can leverage the latest technological advancements to enhance the sustainability and market appeal of its projects. This forward-thinking approach will not only solidify BCB Berhad's position as a market leader in innovative and sustainable real estate development but also significantly enhance its competitiveness in the increasingly demanding property market. This also opens up opportunities for joint marketing and branding efforts, further amplifying the impact of these sustainability initiatives.

Threat 1: Natural Disasters and Economic Instability

Due to its project developments, BCB Berhad operates within a dynamic and frequently unpredictable environment, facing various external threats that can significantly impact its operations and financial performance.

These threats, often arising from factors beyond the company's direct control, such as **natural disasters and economic instability**, require careful consideration and robust mitigation strategies. Natural disasters pose a significant threat to the company's construction sites, existing infrastructure, and overall project timelines. For example, heavy rainfall, especially during the monsoon seasons prevalent in Malaysia, can lead to widespread flooding, potentially damaging construction materials, equipment, and even partially completed structures.

Furthermore, the risk of landslides, particularly in hilly or sloped development areas, poses a serious threat to worker safety and can incur substantial costs related to site stabilisation and remediation. These events can not only cause direct damage to the construction sites and incur large repair costs, but also disrupt project timelines, leading to delays in project completion and potential contractual penalties.

Moreover, such events risk the workers' lives and endanger surrounding communities, highlighting the importance of robust safety protocols and disaster preparedness plans. In the meantime, economic instability can present itself in a variety of ways, affecting project budgets, profitability, and market demand.

Fluctuations in material prices, particularly for essential construction materials such as steel, cement, and timber, can significantly impact project budgets and erode profit margins. These price fluctuations can be driven by a multitude of factors, including global supply and demand dynamics, currency exchange rate volatility, and geopolitical events. For example, if a major steel-producing country experiences political instability, it can disrupt production and export, leading to global steel shortages and price surges, directly affecting BCB Berhad's cost control and project feasibility. This volatility can make accurate project budgeting and forecasting extremely challenging, potentially leading to cost overruns and financial losses.

Apart from that, economic downturns, characterised by factors such as rising interest rates, inflation, and decreased consumer confidence, may lead to lower property demand, impacting the company's sales and profits due to reduced consumer spending and investment in real estate. This reduced demand can lead to unsold inventory, decreased revenue, and potential financial strain on the company. Such downturns can also impact investor confidence, making it more difficult for BCB Berhad to secure funding for future projects.

Recommendation:

According to Baloyi & Ozumba (2020), identifying risks is vital for decision-making in uncertain situations. Thus, BCB Berhad can **improve its current comprehensive risk management strategy** in accordance with the National Disaster Risk Reduction Policy 2030, as advised by the National Disaster Management Agency (NADMA). According to NADMA Director Datuk Kahirul Shahril Idrus, the policy's major goal is to make Malaysia a safer and more disaster-resilient place by mainstreaming comprehensive and inclusive disaster risk reduction for people's well-being and long-term development (Bernama, 2024).

Therefore, BCB Berhad can take a number of essential steps in establishing this approach. For instance, the company can do **extensive site-specific risk assessments** to mitigate natural disaster risk, considering factors such as flood history, landslide soil stability, and local weather patterns. This might involve consulting with local experts, doing geological investigations, and studying past weather data. Based on these findings, BCB Berhad can take suitable design and construction solutions, such as raising building foundations in flood-prone locations, employing reinforced concrete in landslide-prone areas, and implementing effective drainage systems.

Furthermore, BCB Berhad can establish clear and proper emergency protocols and evacuation plans for construction sites to ensure worker safety and reduce damage in the case of a natural disaster. To address economic risks, BCB Berhad may develop a few initiatives to consider fluctuations in material prices, interest rates, and market demand. The company should strengthen the relationship with its suppliers to secure favourable pricing agreements; thus, in case of fluctuations in material prices, BCB Berhad can maintain its material costs. These combined efforts will strengthen BCB Berhad's resistance to economic changes and help to ensure long-term financial stability.

Threat 2: Competitive Pressure

To compete in the property development industry, BCB Berhad and its subsidiaries must face intense **competitive pressure** from the established developers with larger portfolio and greater financial resources, such as Sime Darby Property, SP Setia, TA Global, and others.

These competitors often benefit from economies of scale, wider brand recognition, and established distribution networks, which enable them to undertake diverse projects with potentially offer more competitive pricing. With this, it may potentially impact the demand for products that BCB Berhad offered. For instance, the company needs to compete its available units for Taman Saujana in Kluang with rising residentials such as Idaman Hills offered by TA Global and Bandar Seri Impian by Matrix Concept Holding Berhad.

These competing developments, potentially offering similar or even more appealing features, pricing, or locations, might steer the potential buyers away from company's Taman Saujana project. This competition could lead to slower sales, lower prices, and reduced profitability for the company on this specific development, further highlighting the significant impact of competitive pressure on the company's performance.

Recommendation:

A study from Dolega et al., (2021) mentioned that social media has become a crucial digital marketing approach to promoting business products and maximising profits. This is particularly relevant in Malaysia, where according to the Department of Statistics Malaysia (DOSM), the Malaysian population as of 3Q 2024 has reached 34.1 million, and the Reportal reveals that 28.68 million were active social media users as of January 2024. This strengthens the study about the significant digital presence and underscores the immense potential of social media for effective brand building.

Rather than focusing solely on a single platform like Facebook, it is recommended that BCB group expand its marketing strategy to include TikTok. Since the COVID-19 pandemic, TikTok has reached a surge in popularity, with viral trends becoming increasingly influential. Many Malaysian brands, such as Pak Mat Western, KhairulAming, AlhaAlfa, and others, have effectively leveraged TikTok to enhance their brand visibility and customer engagement through creative and engaging content, often receiving millions of views and growing significant sales.

Recognising the effectiveness of influencer marketing on TikTok, it is recommended that BCB Group work together with expert property agents for collaboration content reviews. This approach will allow BCB Berhad to tap into the creator's existing audience and credibility within the property market, effectively promoting finishing products to a highly engaged target demographic. In addition, the company can supplement these collaborations with its own original creative content, such as sharing project updates, behind-the-scenes insights, clients feedback, and industry news. The more unique the content, the more likely it is to engage viewers.



06

CONCLUSION

In conclusion, my internship at BCB Berhad was a highly rewarding and enriching experience. This opportunity proved invaluable, particularly for my desire to gain practical knowledge and explore the real-world working environment. I believe I utilized my time effectively, acquiring diverse experiences that will serve as a strong foundation for my future career.

Over the six-month internship, I had the chance to explore various roles, tasks, and responsibilities, even engaging in tasks seemingly unrelated to my academic background, which ultimately broadened my skillset and provided useful new knowledge. While I faced challenges, including periods of burnout, the support, advice, and guidance from my supervisor and colleagues were instrumental in overcoming these obstacles and successfully completing all assigned tasks.

I learned a great deal from their mentorship and collaboration. This internship provided several key benefits, including the acquisition of valuable knowledge, the development of strong professional relationships with colleagues, an understanding of internal and external factors impacting organizational performance and profitability, and a heightened sense of responsibility regarding the protection of sensitive employee and company data. Finally, I express my sincere gratitude to BCB Berhad for accepting my internship application and providing me with this invaluable opportunity to experience professional life firsthand.

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