

INDUSTRIAL TRAINING REPORT

1 MARCH - 15 AUGUST 2023

BA243

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PEJABAT RISDA JAJAHAN KUALA KRAI



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UNIVERSITI
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EXECUTIVE SUMMARY

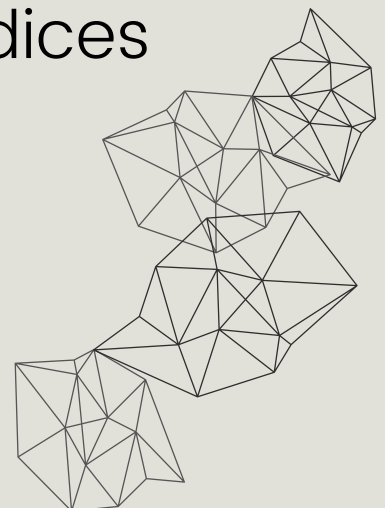
According to the plan of study, internships are the last course for all students in the Faculty of Business and Management. This internship course acts as a hands-on training ground for students to get real-world experience, workplace skills, and a sense of responsibility in handling responsibilities given to them by the employer. It would improve task-related knowledge, abilities, and attitudes. During my internship, I have successfully completed the industrial report that is required for the company for which I have worked, which is Pejabat RISDA Jajahan Kuala Krai. I started working at this company on March 1, 2023, until August 15, 2023.

Basically, this report begins with an overview of RISDA's background, vision, mission, objectives, and goals, as well as its organizational structure. The training reflections are included in the next section. The training reflections also include the training that I received while working as an intern at RISDA, where I have been placed in several units or departments. Next, this report will go into details on the important part, which is SWOT analysis to examine the organization's strengths, weaknesses, opportunities, and threats. This is followed by a recommendation and conclusion, and the last part is references and appendices.

I have also been exposed to many new things that can be put into practise in the world of work. In addition to applying what I have learned at university, I have also been exposed to the rules and ethics of the organization, which I have to practise every time I am in the organization.

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COMPANY PROFILE

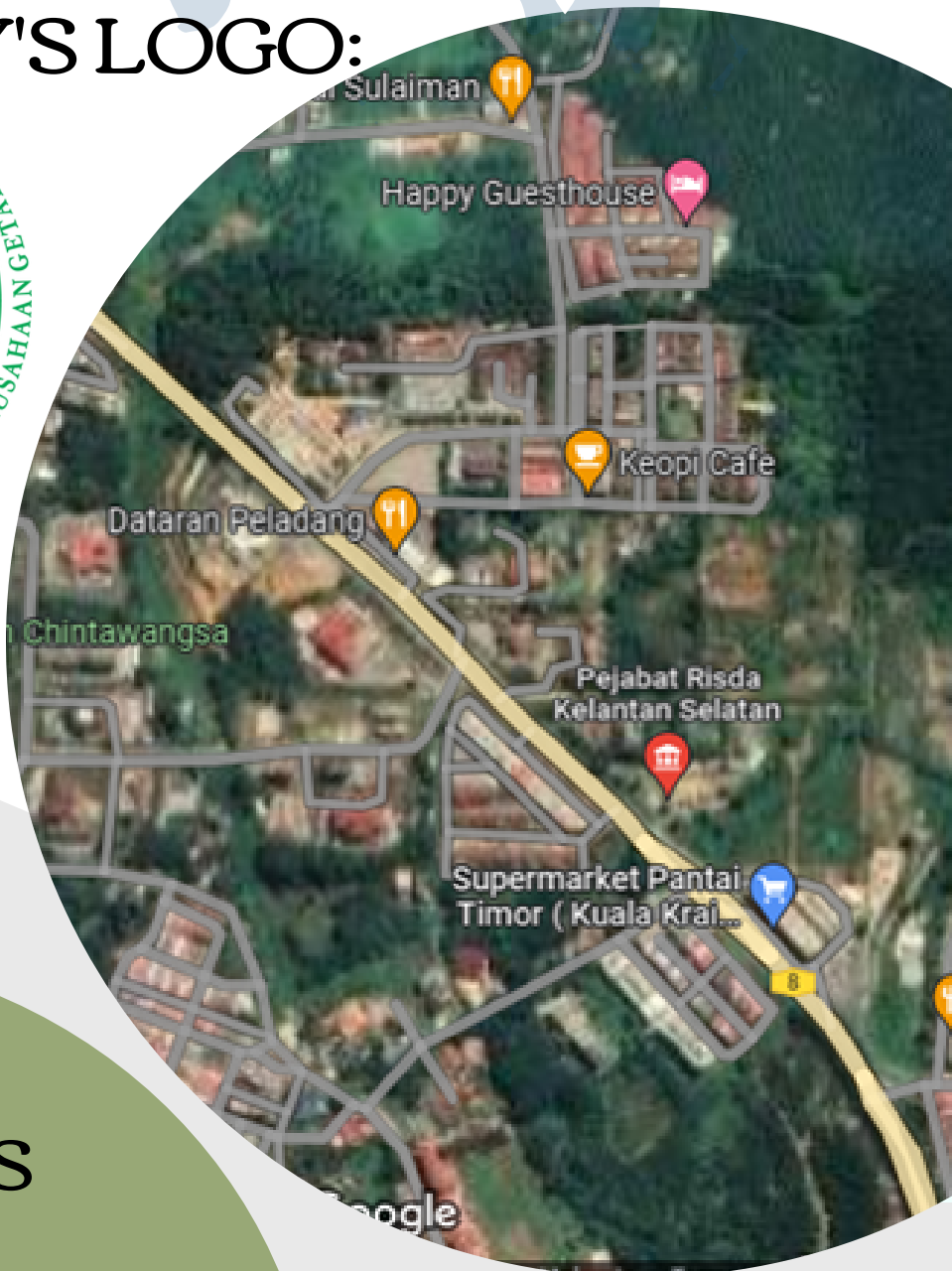


- 1** ——— **Name, Logo and Location**
- 2** ——— **Background**
- 3** ——— **Vision and Mission**
- 4** ——— **Objective and Goal**
- 5** ——— **Organizational Structure**

LOCATION:

Pejabat RISDA Jajahan Kuala Krai was located at KM 1 ½, Lebuhraya Kuala Krai-Gua Musang, 18000 Kuala Krai, Kelantan

COMPANY'S LOGO:



COMPANY'S
NAME:
**Pejabat RISDA
Jajahan Kuala Krai**

BACKGROUND

The Rubber Industry Smallholders Development Authority, in Malay: Pihak Berkuasa Kemajuan Pekebun Kecil Perusahaan Getah, abbreviated RISDA, is a Malaysian federal government agency under the Ministry of Rural and Regional Development that was established in 1973. Before 1973, RISDA was known as Lembaga Perusahaan Getah Tanam Semula (LPGTs) in the year 1952. It was also known as Rancangan Pengeluaran Benih Bermutu Tinggi (Skim 1956/1959). RISDA is an important production sector in the national economy; it was entrusted with managing the smallholder sector. Besides, RISDA also offers higher education through its educational institution, the University College of Agrosience Malaysia (UCAM), formerly RISDA College. All students under UCAM are offered to carry out industrial training at any RISDA office and have a high chance of being absorbed into any RISDA department.

As informed, RISDA is responsible for all aspects of the progress of the smallholder sector. This includes modernizing the smallholder planters by making full use of the results of research and technical progress in rubber cultivation and processing, and further efforts with MARDEC to set up an efficient marketing system for smallholders. But the most important thing is to instill a new attitude and modern concepts for the smallholder sector according to the current situation. RISDA also has target groups of its own, which are a total of 425,739 small rubber and oil palm farmers in Peninsular Malaysia. A total of 959,661 people included household members, including wives and children who will become the second generation. RISDA implements the development strategy as follows: We want to focus development activities on smallholder owners, 201,057 entrepreneurs. Next, give priority to group development, giving opportunities to smallholders who progressively develop farms individually and implement human development programmes through continuous education to produce small farmers who are proactive, viable, and have excellent work cultures.

RISDA is not only at the headquarters in Kuala Lumpur but also in several states such as Kelantan, Perlis, Pulau Pinang, Perak, Kedah, Selangor, Negeri Sembilan, Malacca, Johor, Pahang, Terengganu, Sabah, and Sarawak. Next, in each state, there are several subsidiaries. The purpose of establishing several subsidiaries in every colony is because they want to make it easier for the villagers or smallholders to get help related to RISDA. Other than that, among the activities carried out by subsidiary companies are giving rubber replanting assistance to smallholders, activity assistance for additional economy, helping rubber marketing productivity, and also providing guidance and advisory services to smallholders.

Vision

Becoming a Viable Lead Agency for the Advancement of Smallholder Farmers

Mission

Driving a Prosperous Smallholder Community from Commodity Sources and New Products Based on the Digital Industrial Revolution and Green Technology

Objective

Smallholder earning an average collective income of RM4,500 per family at the end of 2025

Goal

01

Creating a sense of responsibility and commitment among all staff in all offices towards increasing efficiency, effectiveness and fulfilling customer satisfaction

02

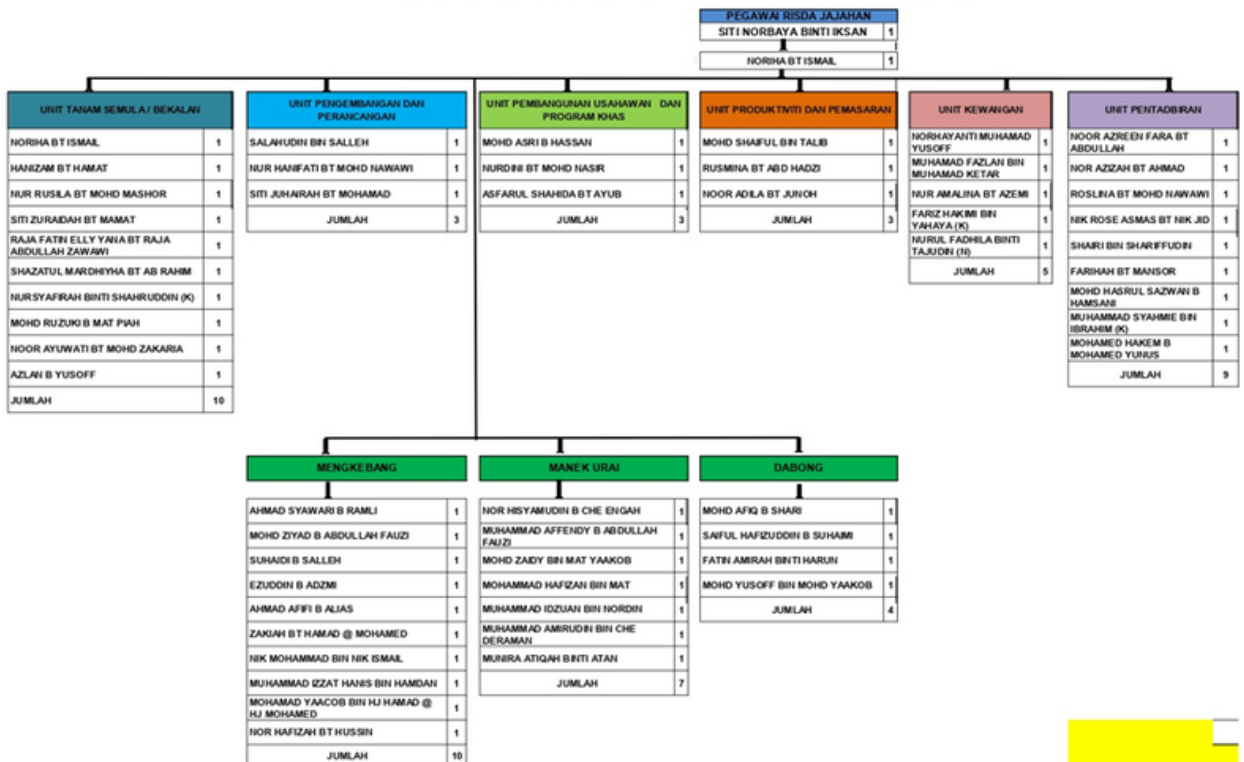
RISDA is committed to provide efficient and effective replanting program assistance management services to meet the needs of small farmers



Organizational Structure



CARTA ORGANISASI RISDA KUALA KRAI TAHUN 2022 SETAKAT 30.3.2022



TRAINING REFLECTION



- 1** ——— **Duration**
- 2** ——— **Organization's Activity**
- 3** ——— **Task and Activities**
- 4** ——— **Benefits**

Duration

Internship: 1st March 2023 – 15th August 2023

WORKING HOURS

SUNDAY – WEDNESDAY

7.30 AM – 9.00 AM (Entry Time Period)

Until

4.30 PM – 6.00 PM (Return Period)

*By fulfilling 9 hours of working time



WORKING HOURS

THURSDAY

7.30 AM – 9.00 AM (Entry Time Period)

Until

3.00 PM – 3.30 PM (Return Period)

*By fulfilling 7 hours 30 minutes of working time



RECESS

SUNDAY – THURSDAY

1.00 PM TO 2.00 PM

ORGANIZATION'S ACTIVITY

Each RISDA department has several units and divisions that distinguish their respective tasks. For the RISDA Jajahan Kuala Krai Office there are six units or divisions such as the Replanting & Supply unit, the Finance unit, the Administration unit, the Entrepreneur Development & Special Programs unit, the Development and Planning unit, and the Productivity and Marketing unit. This department also has several stations to make it easier for residents to get advice services in each district such as Mengkebang station, Manek Urai station and Dabong station. But the main activity of the RISDA is replanting assistance, entrepreneur development, extension services, technology and human capital, productivity and marketing and special programs.

a) Replanting Assistance



ORGANIZATION'S ACTIVITY

b) Entrepreneur Development



c) Extension Services, Technology and Human Capital

PROGRAM PEMBANGUNAN INSTITUSI PEKEBUN KECIL (PIPK)

1. KOPERASI PEKEBUN KECIL (KPK)

KOPERASI PEKEBUN KECIL (KPK) ADALAH SATU MEKANISMA UNTUK MEREALISASIKAN HASRAT RISDA DALAM MENINGKATKAN TARAF SOSIOEKONOMI PEKEBUN KECIL MELALUI PENGLIBATAN MEREKA DALAM SEKTOR EKONOMI DENGAN PENGGEMBELENGAN TENAGA, MODAL DAN KEMAHIRAN. OBJEKTIF PENUBUHAN KPK ADALAH UNTUK MEMBINA ENTITI PERNIAGAAN BERSKALA LEBIH BESAR MELIPUTI KEPENTINGAN PEMBANGUNAN ANGGOTA, MEMBINA JARINGAN PERNIAGAAN TEMPATAN SECARA LEBIH MELUAS, MEMPERKASAKAN PERANAN KOPERASI DALAM MEMBERI PERKHIDMATAN KEPADA AHLI, MENINGKATKAN KEUPAYAAN KOPERASI SUPAYA DAPAT BERSAING DI PASARAN TERBUKA, MEWUJUDKAN PELUANG PEKERJAAN KEPADA AHLI DAN SETERUSNYA MENJADIKAN AHLI LEBIH MESRA KOPERASI SERTA MEMBIMBING DAN MELAHIRKAN USAHAWAN YANG BERJAYA DIKALANGAN AHLI KOPERASI.

2. PERGERAKAN WANITA PEKEBUN KECIL (PWPK)

PERGERAKAN WANITA PEKEBUN KECIL (PWPK) DITUBUHKAN BERTUJUAN MELATIH DAN MEMBIMBING WANITA PEKEBUN KECIL DALAM MEMBENTUK KELUARGA PEKEBUN KECIL YANG SEJAHTERA MELALUI AKTIVITI PENDIDIKAN, KHIDMAT MASYARAKAT, KEAGAMAAN, EKONOMI, SUKAN DAN KEBUDAYAAN. KAEDAH LATIHAN ADALAH BERBENTUK SEMINAR, BENGKEL, KURSUS JANGKA PENDEK, KONVENSYEN DAN LAIN-LAIN. SETAKAT INI TERDAPAT SEBANYAK 820 BUAH PWPK DI SELURUH NEGARA.

3. KELAB GENERASI MUDA RISDA (KGMR)

KELAB GENERASI MUDA RISDA (KGMR) DIWUJUDKAN BAGI MENARIK MINAT DAN MEMBERI PENDEDAHAN KEPADA GENERASI MUDA PEKEBUN KECIL BERKAITAN KERJAYA DAN KEUSAHAWANAN DALAM PELBAGAI SEKTOR. OBJEKTIF PELAKSANAAN ADALAH MELATIH DAN MEMBIMBING GENERASI MUDA PEKEBUN KECIL YANG BERUMUR ANTARA 18 HINGGA 40 TAHUN DALAM MEMBENTUK KELUARGA PEKEBUN KECIL YANG SEJAHTERA MELALUI AKTIVITI PENDIDIKAN, KHIDMAT MASYARAKAT, KEAGAMAAN, EKONOMI, SUKAN DAN KEBUDAYAAN.

4. TENAGA KERJA PEKEBUN KECIL (TKPK)

OBJEKTIF AKTIVITI TENAGA KERJA PEKEBUN KECIL (TKPK) ADALAH MEWUJUDKAN KUMPULAN TENAGA KERJA BARU DALAM SEKTOR PERLADANGAN DAN INDUSTRI. GENERASI MUDA DILATIH DALAM PELBAGAI BIDANG TEKNIKAL DAN VOKASIONAL. SEKTOR PERLADANGAN MEMBERI TUMPUAN KEPADA LIMA (5) BIDANG IAITU SEMAIAN GETAH, SEMAIAN SAWIT, PENOREHAN GETAH, PENUAIAN SAWIT DAN PENYELENGGARAAN AM LADANG. MANAKALA SEKTOR INDUSTRI MELIPUTI KURSUS-KURSUS KEMAHIRAN SEPERTI TEKNOLOGI KIMPALAN, BAIK PULIH KENDERAAN, BAKERI, JAHITAN, MEMPROSES MAKANAN DAN LAIN-LAIN.

ORGANIZATION'S ACTIVITY

d) Productivity and Marketing



e) Special Programs





TASK AND ACTIVITIES

Starting my internship from 1st March 2023 until 15th August 2023 gave me exciting experience because I get new knowledge and experience to face a real job in the future. I am very grateful to have the opportunity to undergo industrial training there because the main thing is that this organization is near to my home and I can also learn a lot during my training. I am very lucky have a positive environment at work. This is very important because it is very helpful to take care of my mental and health while working there. I have also been exposed to many new things that can be put into practice while in the world of work. In addition to applying what I have learned at university, I have also been exposed to the rules and ethics of the organization and have to practice every time I am in the organization.

Besides, every student that undergoes industrial training needs to fill in and record every activity performed during the internship period in the Daily Report provided by the university. This Daily Report should be signed and verified by the industrial supervisor every week to supervise every student's conduct and activity at the industrial place. All of my work and duties at Pejabat RISDA Jajahan Kuala Krai have been written and recorded in the Daily Report. As a practical student in Pejabat RISDA Jajahan Kuala Krai, I have been placed in certain Units and Departments.

For the first month of my internship period, the organization place me in the Administration Unit. For the second month of my internship period, the organization put me in the Entrepreneur Development & Special Programs unit for 10 days. After 10 days, I stay in Station Mengkebang Selatan which is located beside Pejabat RISDA Jajahan Kuala Krai. Then, the organization place me in the Replanting and Supply units for 10 days. As for other weeks, I was place at the Development and Planning unit for 8 days and the Productivity and Marketing unit for 10 days. I also get an opportunities to stayed at Finance unit for 9 days and lastly I stay back in Administration unit for the last week of my internship period.



TASK AND ACTIVITIES

Here are some of the tasks done and programs joined by me during the course of industrial training at Pejabat RISDA Jajahan Kuala Krai:

- a) Participated in monthly meetings
- b) Participated in Program 'gotong-royong' in Pejabat RISDA Jajahan Kuala Krai
- c) Participated in the Program 'Pekebun Kecil Makmur' in Kampung Kuala Geh Kuala Krai
- d) Visited project 'Aktiviti Ekonomi Tambahan (AET)' which is coconut milk in Sungai Pas, Kuala Krai
- e) Participated in a raya event and craft competition organized by PWPK Sungai Pas (Program Pergerakan Wanita Pekebun Kecil)
- f) Visited project AET of RISDA, pineapple plantation in Sungai Pas, Kuala Krai
- g) Participated in a research program from University College Agroscience Malaysia (UCAM)
- h) Visited 'Depo Latex' which is a site to collect latex of rubber in Kampung Kuala Geh, Kuala Krai
- i) Joined International Innovation and Invention Competition Through Exhibition 2023 (iCompEx 2023) at Politeknik Sultan Abdul Halim Muadzam Shah (POLIMAS) Jitra, Kedah

BENEFITS

During this internship, I get an allowance of RM300 per month according to the number of working days. Some knowledge that I have learned is how to do administrative work, develop soft skills, and use office systems such as HRMIS and BMT. I gained a lot of experience, knowledge, and skills. I have improved my Excel skills because every piece of data needs to be recorded in Microsoft Excel. Besides, I need to be flexible and multi-task when doing my job because sometimes I need to do many tasks that have urgency, and this helps me improve my skill at working under pressure.



I also had the opportunity to demonstrate my video editing skills by making videos of monthly activities carried out by the company that were shown during monthly meetings. Creativity and innovation are needed when making the video. I get to know the proper way to file, key in data, and record attendance in the system. It is my responsibility to keep secret the files that contain confidential information about staff.



SWOT ANALYSIS

RISDA KUALA KRAI

S

- The only place that provides rubber management services, rubber replanting assistance, and some other facilities
- Has many employees who are divided into several units
- High funds are allocated for growth

W

- Lack of awareness about the services offered by RISDA
- Manipulation of the replanting aid scheme
- Ineffective communication between employees

O

- Working in the agriculture sector: capacity building, adding missing programmes at the community level
- Improve the system and related matters online
- Open job opportunities to the community

T

- The budget allocated to RISDA will be taken over
- There are no smallholders, and interest in rubber is decreasing
- Negative perceptions towards staff management

STRENGTHS

1) The only place that provides rubber management services, rubber replanting assistance, and some other facilities

RISDA was established by the government with the aim of developing and advancing smallholder communities along with the flow of development and national progress. With the establishment of RISDA, a specialized organization was created to guide the smallholder sector towards economic and social progress and development. RISDA will also determine the strength and stability of the country's natural rubber companies. Besides, with the strength of the RISDA agency, they can help more smallholders grow their rubber plants. RISDA offers a rubber management service where each area will be monitored by RISDA officials to ensure they are eligible for assistance or to replant their rubber. Everything related to rubber can be referred to at the RISDA office. They not only provide replanting assistance, but there are various other types of assistance offered, such as agro-food, additional economic activities, and monsoon assistance. RISDA is the main point of reference for matters related to rubber.

2) Has many employees who are divided into several units

As mentioned earlier, at Pejabat RISDA Jajahan Kuala Krai, there are six units or divisions, such as the Replanting & Supply unit, the Finance unit, the Administration unit, the Entrepreneur Development & Special Programmes unit, the Development and Planning unit, and the Productivity and Marketing unit. This department also has several stations to make it easier for residents to get advice services in each district, such as Mengkebang station, Manek Urai station, and Dabong station. The division of this unit makes it easy to complete tasks without confusion. It is because under each unit there are tasks and divisions. For example, Productivity and Marketing units were assigned to manage the monsoon assistance, where they should help every smallholder who comes to apply for this assistance and make updates. Through this division, the management system will be more organised because each unit will know its respective tasks. The advantage of having many employees is that every task given can be completed smoothly and will not be delayed. As you already know, RISDA is in dire need of manpower because they have to do field activities such as visiting rubber plantations and smallholder gardens. This is because every application made needs to be monitored by the officer on duty.

3) High funds are allocated for growth

RISDA is one of the agencies that has a high allocation of funds for assistance to the people. According to evidence, RISDA has allocated RM74.46 million to increase the income of smallholders and reduce their dependency on revenue from rubber production. Chairman Datuk Seri Noraini Ahmad said, out of the total allocation, RM44.46 million would be set aside for the Additional Economic Activity and Entrepreneurship Programme. The balance of RM30 million would be for the Agrofood Programme, she said, adding both assistance programmes would benefit some 13,489 Risda members nationwide (Bernama, 2023). Among the assistance offered by RISDA are replanting assistance, additional economic activities, agro-food, rubber equipment assistance, development services, technology, and human capital, as well as several other types of assistance.

WEAKNESSES

1) Lack of awareness about the services offered by RISDA

As mentioned earlier, RISDA is one of the agencies that provides various types of assistance. However, most people lack awareness of the services offered by RISDA. This is because the aid promotion done by RISDA for their service is limited. They should know that promotions can improve performance, job satisfaction, and employee morale (Lestari, Anita, et al, 2023). But most of the residents found out through word of mouth, through pasted posters, and through notices from RISDA officials themselves. Therefore, most residents will miss the application date because they lack awareness about the services provided by RISDA. For example, I myself only became aware of the existence of RISDA when people told me. This company provides a lot of benefits to local residents who have rubber, but they often miss every piece of information provided by RISDA. RISDA does less promotion for its company.

2) Manipulation of the replanting aid scheme

Most smallholders who have rubber registered with RISDA will receive a replanting scheme. They have to plant from the first year of receiving assistance until the fifth year, or four and a half years. However, some smallholders manipulate the assistance received by changing crops and only take assistance in the first or second year. They dare to change crops because there is no agreement that says if they change crops, they will be fined or have to make a refund. Due to many doing that, the agreement was issued, but it was too late because RISDA had suffered budget losses and the goal of planting hectares was also not achieved.

3) Ineffective communication between employees

Based on my observations throughout the industry, training shows that ineffective communication has become a significant obstacle to achieving organizational goals. Most of them always have misunderstandings when doing the job, and it happens because of a lack of clarity. Communication within the staff at RISDA often lacks clarity, leading to misunderstandings and confusion. Unclear instructions, inadequate details, and ambiguous messages contribute to ineffective communication. Since they have more than one unit, misunderstandings in the transmission of information from unit to unit will definitely cause the information received to be inaccurate and unclear. The consequences of ineffective communication for the company are decreased productivity, low employee morale, collaboration issues, and missed opportunities

OPPORTUNITIES

1) Working in the agriculture sector: capacity building, adding missing programmes at the community level

Working in the agriculture sector, particularly in capacity building and adding missing programmes at the community level, is crucial for the RISDA to further support and develop smallholders engaged in rubber cultivation. By focusing on capacity building and introducing essential programmes, RISDA can empower smallholders, enhance their productivity and income, and promote sustainable agricultural practises. To ensure comprehensive support for smallholders, RISDA should consider introducing missing programmes at the community level. These programmes should address the broader socioeconomic needs of smallholders and their communities. For example, the programme of 'Pekebun Kecil Makmur' in Kampung Kuala Geh Kuala Krai intended to teach smallholders to increase their income by producing latex from rubber instead of scrap. This programme gives lots of benefits to the smallholders in order to increase their income.

2) Improve the system and related matters online

In an increasingly digital world, organizations like the RISDA can greatly benefit from improving their online systems and related matters. By embracing technology and leveraging online platforms, RISDA can streamline operations, enhance stakeholder engagement, and achieve greater efficiency. Technology's advancement has been the most important opportunity for RISDA because they can minimise the use of paper forms. For example, previously, smallholders had to fill out various forms to apply for assistance, but with increasingly sophisticated technology, they only need to visit the website to apply. This website can be opened anytime and anywhere. Although it initially causes difficulties for some people, it benefits them because their data will be more secure and can be updated at any time.

3) Open job opportunities to the community

RISDA has created an opportunity for laborers or residents to participate in a course related to rubber management which is the TKPK (smallholder workforce) program. The benefit of this course is that participants can learn how to tap, fertilize and poison. Laborers who get TKPK certificates will be under subsidiaries such as RISDA plantation sdn.bhd or RISDA holding sdn.bhd where they will distribute these laborers to interested smallholders. The return will be earned by the subsidiary. For example, there are 10 rubber lots that are abandoned and managed by TKPK and when the trees are under control, the rubber revenue or sales will be obtained by the government ie RISDA through returns from taxes or SES. Besides, through this program RISDA will also benefit through the sales of rubber or more hectares of rubber planting. TKPK will also help generate income for the smallholder himself.

THREATS

1) The budget allocated to RISDA will be taken over

RISDA has allocated RM74.46 million to increase the income of smallholders and reduce their dependency on revenue from rubber production. However, the government budget received by RISDA is desired by many agencies. This is because RISDA gets various types of budgets, such as the Additional Economic Activity and Entrepreneurship Programme, the budget for agro-food, and monsoon season assistance. Since there are some departments or ministries of agriculture that have agro-food, they want the agro budget to be 100% for them. For example, if the budget is 1 million and the ministry that has the agro scheme is 5, they should share. If they have shared 2 hundred thousand with one department and one of the departments budgets is not enough because there are many applications, they will fight to get the budget from the department that does not spend the budget allocated for them. The budget allocated to RISDA is likely to be taken over if they are unable to attract smallholders to apply for their assistance.

2) There are no smallholders, and interest in rubber is decreasing

Most of the people who manage rubber are old people, and the factor that causes the lack of interest of smallholders in rubber is generational. The younger generation is less interested in planting rubber because they don't have time to tap because they have other jobs. The second factor that attracts less interest in rubber is its price. The price of rubber is now below RM3, and most states except Kelantan and Terengganu charge high wages. So when the price that can be paid is RM2.40 and the revenue received has to be divided between the tapper and the owner, it is not profitable, so interest in rubber decreases.

3) Negative perceptions towards staff management

Public perception is very important to any business because it is related to the trust in the product and service that they provide. Employees should put up their utmost effort to win favourable attention from others. The RISDA phone system always encounters line issues, which create great difficulties for the counter staff. The problem that usually occurs is that the line is always busy, which will block the incoming call. Other than that, people always expect more from the staff; they always ask them to settle their issues without asking first. If they do not get what they want, they will scold the staff. This situation will lead to negative perceptions towards RISDA management.

RECOMMENDATION

STRENGTHS

- **The only place that provides rubber management services, rubber replanting assistance, and some other facilities**

RISDA, the sole provider of rubber management services and replanting assistance, significantly impacts businesses in the rubber industry by offering specialized services and professional expertise for effective management of plantations and replanting processes. This can be advantageous for RISDA as they can benefit from professional expertise and guidance in managing their rubber plantations and replanting processes effectively. It is because the characteristics and abilities that help you thrive in your career are professional skills (Editorial Team, 2023).

Organization can sustain and expand strength by continuously improving service quality by investing in staff expertise, staying updated with industry best practices, and adopting new technologies.

- **Has many employees who are divided into several units**

Organizing activities into clusters of related tasks that can be handled by certain individuals or groups is called specialization (Poff, 2022). Many employees that divided into several units can lead to increased efficiency and effectiveness as staff management can focus more on respective areas of expertise. Each unit can develop their skills and knowledge that results in better performance and output.

To expand this, organization can establish clear communication channels for collaboration, promoting knowledge sharing, and fostering open communication to break down silos and enhance cooperation among employees.

RECOMMENDATION

- **High funds are allocated for growth**

The impact on business is high funds allocated for growth enabling RISDA to expand its operations and diversify its activities. Allocating funds for strategic growth opportunities and capitalizing on emerging market trends in rubber plantations, processing facilities, and product lines.

RISDA can expand this strength by implement reliable financial planning and budgeting procedures to make sure that money are distributed effectively. Conduct thorough analysis and forecasting to identify areas of potential growth, assess resource requirements, and estimate financial needs accurately. Review and adjust the budget frequently to account for changing circumstances and to maximize the distribution of funds.

WEAKNESSES

- **Lack of awareness about the services offered by RISDA**

Insufficient awareness about the services provided by RISDA may hinder its ability to attract funding and support from government agencies, investors, or development organizations. It can make challenging to demonstrate the impact and value of the organization's services, potentially limiting access to crucial financial resources.

To overcome the lack of awareness about the services offered by RISDA is develop a comprehensive marketing and communication strategy. A market development strategy is a business growth plan that focuses on expanding the company's present product or service offerings into new markets (Lan, T. T. N, 2023). To effectively market its services and raise awareness among its target audience, RISDA needs develop a strategy plan such as advertising, public relations, social media, and content marketing, should be used in this strategy.

RECOMMENDATION

- **Manipulation of the replanting aid scheme**

This weakness will affect RISDA through the achievement of replanting RISDA. Hectares of rubber planting and rubber production will decrease in the future. Then, the budget for the replanting aid payment for another 5 years will not be fully paid due to the remaining 3–5 years of aid not being paid.

So, to overcome this problem RISDA made a letter agreeing to the promise of planting, which means that if you don't plant or withdraw from the aid, you will be fined and paid back. In addition, there is also GAP for the monitoring of aid-deferred farms, which means that officials will monitor the aid-deferred farms.

- **Ineffective communication between employees**

Employees in the form of human capital, influence organizational performance, organizations with the most extensive and well-developed human capital pools are also likely to be the most successful (Sikora et al., 2016). That's the reason communication between employees is important because person's communication skills affect both personal and organizational effectiveness. Misunderstanding and error will occur when instructions, information, and expectations may not be clearly communicated, leading to errors in work, missed deadlines, and poor quality output. This can result in decreased productivity and increased costs for the business.

Thus, to improve or overcome this weakness, organization can foster an open and transparent communication culture. The company should promote a culture where employees feel comfortable expressing their thoughts, ideas, and concerns without fear of retribution.

RECOMMENDATION

OPPORTUNITIES

- **Working in the agriculture sector: capacity building, adding missing programmes at the community level**

Market access supporting community-level agriculture programs expands market access for businesses by providing farmers with training, certifications, and market requirements. This leads to new markets and supply chains, allowing businesses to form partnerships or directly source from these communities.

To take advantage of these opportunities and contribute effectively to the sector, they can conduct needs assessment which a systematic process that examines what criteria must be met in order to reach a desired outcome (Contributor, T. (2023, March 31). They can start by conducting a thorough needs assessment at the community level and engage with local farmers, community leaders, and relevant stakeholders to understand their needs, aspirations, and constraints.

- **Improve the system and related matters online**

It have a significant impact by increased accessibility and convenience which online systems enable businesses to be accessible to customers and stakeholders 24/7 from anywhere in the world. This accessibility can lead to increased customer satisfaction, as they can easily access information, and communicate with the business at their convenience.

Key outcome the company can gain is increased efficiency which improved online systems can automate jobs, expedite procedures, and minimize manual work. This increased efficiency leads to time savings, higher productivity, and reduced costs.

RECOMMENDATION

- **Open job opportunities to the community**

To take advantage of open job opportunities to the community are by establish strong ties with the local community, collaborating with leaders, government agencies, and educational institutions, to understand skills, aspirations, and employment needs, aligning job opportunities with community interests.

Potential outcome can RISDA gain is when many people participate in the TKPK course, there are more and more people who have the potential to handle rubber. So gardeners or owners don't worry about planting rubber because there are people who can manage the garden. RISDA's hectare achievement will also increase, and the budget will be used up.

THREATS

- **The budget allocated to RISDA will be taken over**

Budget allocation plays a significant role in the functioning and success of any organization or business. When a company faces the prospect of a budget takeover or reduction in the allocation, it can take several actions to effectively manage the situation which is evaluate and prioritize: assess the critical functions and activities supported by the RISDA budget. Prioritize those that are essential to the company's success and align with its core objectives. This evaluation will help determine where to focus resources in case of budget reductions.

RECOMMENDATION

- **There are no smallholders, and interest in rubber is decreasing**

To address the challenges posed by the absence of smallholders and decreasing interest in rubber, companies in the rubber industry can consider several strategies which is collaboration and partnerships: collaborate with other stakeholders in the rubber industry, including research institutions, governments, and NGOs, to collectively address the challenges faced. By sharing knowledge, resources, and expertise, companies can work towards finding innovative solutions and collectively promote the benefits and sustainability of rubber.

- **Negative perceptions towards staff management**

According to Alzoubi et al., (2020), customers' satisfaction is a term used regularly in marketing to express how well a company's products or services meet the demands and expectations of its customers. To avoid negative perceptions, several approaches can be taken by the company to effectively tackle this problem such as continuous improvement and feedback which is regularly collect customer feedback through surveys, reviews, and feedback mechanisms. Analyze this feedback to identify areas for improvement and address any recurring issues. Then, actively communicate to customers the actions taken based on their feedback, demonstrating a commitment to continuous improvement.

CONCLUSION

In conclusion, industrial training can improve skills and knowledge in each field. Industrial training also provides exposure and experience for students in terms of technological development, effective communication, teamwork practices, regulations, and professional organization ethics. During this industrial training, I also had the opportunity to practise and apply what I learned at the university while in the RISDA department. I am also very honoured and excited to have the opportunity to participate in various activities during my stay at the seven designated units. A variety of new knowledge and experiences that I have gained during my time in this unit. For example, learning how to update smallholder data, participating in the prosperous smallholder programme, attending monthly meetings, visiting pineapple orchards, participating in the PRN Raya programme, participating in the national level innovation programme, and many more. In addition, I was also exposed to various types of assistance offered by RISDA, such as BMT, AET, replanting, and many more, to small farmers.

Finally, through all the assignments, I was able to learn the real way of working in the RISDA office, starting from the management level up to the field level. I'm also proud of myself because I'm able to analyze SWOT in this company. All this time, I never knew that there were a lot of procedures and terms before I could apply for my job task. In university, I just learned about the theories, but now that I have to face my situation, it is different from what I imagined. This experience is a valuable one that I will never forget. Every bit of knowledge and experience I gain I will use when working in the future. The services and kindness of all parties involved, whether directly or indirectly, will always be remembered by me. I hope that I can return to the RISDA Jajahan Kuala Krai office in the future so that I can contribute my energy and knowledge here.

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APPENDICES



Monthly meetings



Program 'gotong-royong' in Pejabat RISDA Jajahan Kuala Krai



Program 'Pekebun Kecil Makmur' in Kampung Kuala Geh Kuala Krai



Project 'Aktiviti Ekonomi Tambahan (AET)' (coconut milk) in Sungai Pas, Kuala Krai



Raya event and craft competition organized by PWPK Sungai Pas (Program Pergerakan Wanita Pekebun Kecil)



Visited project AET of RISDA, pineapple plantation in Sungai Pas, Kuala Krai



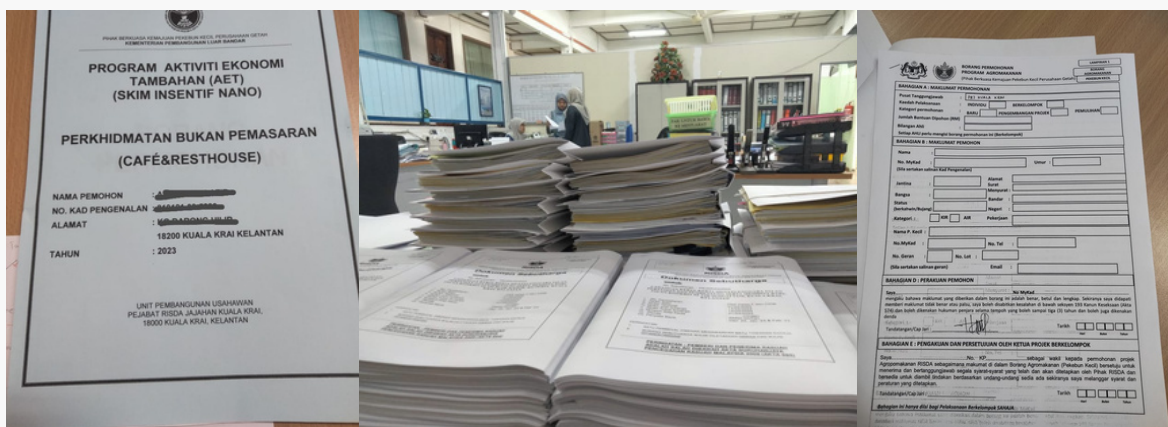
Research program from University College Agrosience
Malaysia (UCAM)



Visited 'Depo Latex' which is a site to collect latex of rubber in
Kampung Kuala Geh, Kuala Krai



International Innovation and Invention Competition Through Exhibition 2023 (iCompEx 2023)



Part of the work done by me

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