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UNIVERSITI
TEKNOLOGI
MARA

**HRM666 — INDUSTRIAL TRAINING REPORT AT BWC
CONSTRUCTION SDN. BHD.**



FACULTY OF BUSINESS AND MANAGEMENT

**BACHELOR OF BUSINESS ADMINISTRATION (HONS.) HUMAN RESOURCES
MANAGEMENT (BA243)**

PREPARED BY:

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DATE OF INTERNSHIP:

1st MARCH 2023 - 15th AUGUST 2023



**BACHELOR OF BUSINESS ADMINISTRATION (HONS.) HUMAN RESOURCE
MANAGEMENT**

**FACULTY OF BUSINESS AND MANAGEMENT UNIVERSITI TEKNOLOGI MARA
(ARAU, PERLIS)**

“DECLARATION OF ORIGINAL WORK”

I, Nur Imanina Binti Zul, (000922-08-0976), hereby declare that:

- This work has not previously been accepted in substance for any degree, any locally or overseas, and is not being concurrently submitted for this degree or any others degree.
- The project paper is the result for my independent work and investigation, except where otherwise stated.
- All verbatim extracts have been distinguished by quotation marks and sources of my information have been specifically acknowledged.

Signature

Date: 20/07/2023

EXECUTIVE SUMMARY

Upon the completion of this compulsory internship under Human Resource Department at BWC Construction Sdn Bhd for twenty-four weeks starting from the 1st March 2023 until 15th August 2023, hereby I prepare a report to summarize the industrial training that I have gone through in accordance to the requirement needed in order to accomplish my Bachelor of Business Administration (Hons.) Human Resources Management. As a final year student, I could easily admit that upon stepping into the corporate world setting, handling, and facing all the unfamiliar things had somehow allowed me to gain various useful knowledge and encounter loads of new hands-on experience which leads me to be a progressive individual.

Hence, I will sum up all the important details in this report which altogether will consist of six parts. The first part contains all the basic elements like executive summary as well as acknowledgement. While the second part mainly focused on the student's profile which emphasized the updated resume. Moving on, the third part outlined the company's profile which includes the name of the company, its location, background of the company, vision and mission, company's objectives, and goals as well as the organizational structure.

Next, the fourth part, which is the training's reflection will address all the details related to the internship such as dates, roles, responsibilities, tasks along with benefits and advantages gained while undergoing the industrial training. On top of that, part five which I believe to be the most crucial part in the report due to the indication on the company's SWOT analysis which highlights the Strengths, Weaknesses, Threats, as well as Opportunities of the said company. Meanwhile, the last part of the report underlined the discussion and recommendations which will correlate with the company's SWOT analysis.

During the internship period, I was first assigned under Mr. Chia Lee Wei, who is the General Manager and then on the following month I was allocated to the Payroll and Administration Department with the guidance of Miss Lee Siew Cheng. Throughout the internship period, I managed to make several significant contributions through my involvement in the recruitment process, managing employee records and ensuring compliance with policies and legal requirements which helped mitigate potential risks for the company. In fact, this industrial training is indeed beneficial for both parties as I am able to attain hands-on exposure to various Human Resource functions while contributing to the company.

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2.0 COMPANY'S PROFILE

2.1 COMPANY'S BACKGROUND



BWC Construction Sdn Bhd was first founded by the Chia family and was incorporated on July 7, 1997. This outstanding and striving company is located at PT20, Jalan Logam 1, Kawasan Perindustrian Kamunting Raya, 34600 Taiping, Perak, Malaysia. The Chia family possessed more than 30 years of experience and collective expertise in the industry, which led to the gradual growth towards becoming a leading company in earthwork-related construction services in Malaysia. BWC Construction Sdn Bhd is a construction company that specializes in civil engineering projects, mainly serving clients in the northern region of West Malaysia. Through their numerous contributions in civil projects related to ancillary works, site clearance, as well as road works, BWC Construction Sdn Bhd prides itself on its extensive knowledge and profound dedication which had led them to set in motion in the industry.

As a matter of fact, the organization has also undertaken and accomplished more than 100 construction projects in Perak and beyond. Needless to say, this organization also has a handful of ongoing projects to handle and hopefully more upcoming projects and collaborations to come in the future. Additionally, by being a registered Grade G7 card owner under CIDB Malaysia, BWC Construction Sdn Bhd is officially classified to be expertise in categories such as building construction, civil engineering construction, mechanical and electrical engineering as well as other

areas of specialty such as road work, earth work, bridge work, drainage work, slope protection work, and demolition work. Hence, lead them to be a trusted and well-known construction company in the industry especially around the northern region of West Malaysia.



Despite being a well-experienced and highly experienced company in the industry, BWC Construction Sdn Bhd (427885-A) genuinely understands that it is indeed crucial to own adequate manpower and machinery in order to ensure that outstanding results can be attained in every project. Upon that matter, the company retains an inventory of 150 machines, including but not limited to excavators, bulldozers, back pushers, hydraulic drillers and splitters, as well as concrete mixer trucks. All of the equipment are kept in top-notch condition in order to ensure that it can perform reliably to meet the clients' high standards of excellence.

With a highly motivated and competent team of up to 200 employees, BWC Construction Sdn Bhd are in fact more than capable of fulfilling high demand projects within the specified period of time. Due to the company's dedication to quality and ability to convey outstanding results, they proudly possess a high success rate in winning tenders which allowed them to win numerous tenders from various clients in the past 2 decades. Notwithstanding their good track record, this company is still eager to constantly enhance their services, ensuring that all elements of a project are up to par, including punctuality, cost effectiveness, safety, and of course, quality.

2.2 COMPANY'S VISION AND MISSION STATEMENT

2.2.1 VISION

BWC Construction's vision is to be the construction company of choice in West Malaysia within our chosen fields of expertise, providing excellent service to clients in terms of technical sophistication, reliable execution, and cost efficiency.

2.2.2 MISSION

To provide top notch workmanship and customer service to achieve the highest level of satisfaction among our clients. To continuously invest in opportunities for growth and expansion, with the aim of improving competency and work quality. To empower all team members to deliver outstanding results for customers and stakeholders.

2.3 COMPANY'S OBJECTIVE AND GOAL

2.3.1 OBJECTIVE

The objective of BWC Construction Sdn Bhd is to deliver outstanding quality services in completing clients' projects while prioritizing to meet their high standards and expectations.

2.3.2 GOAL

BWC Construction Sdn Bhd's main goal is to provide quality workmanship and excellent service to all of their clients, while empowering team members to achieve career growth.

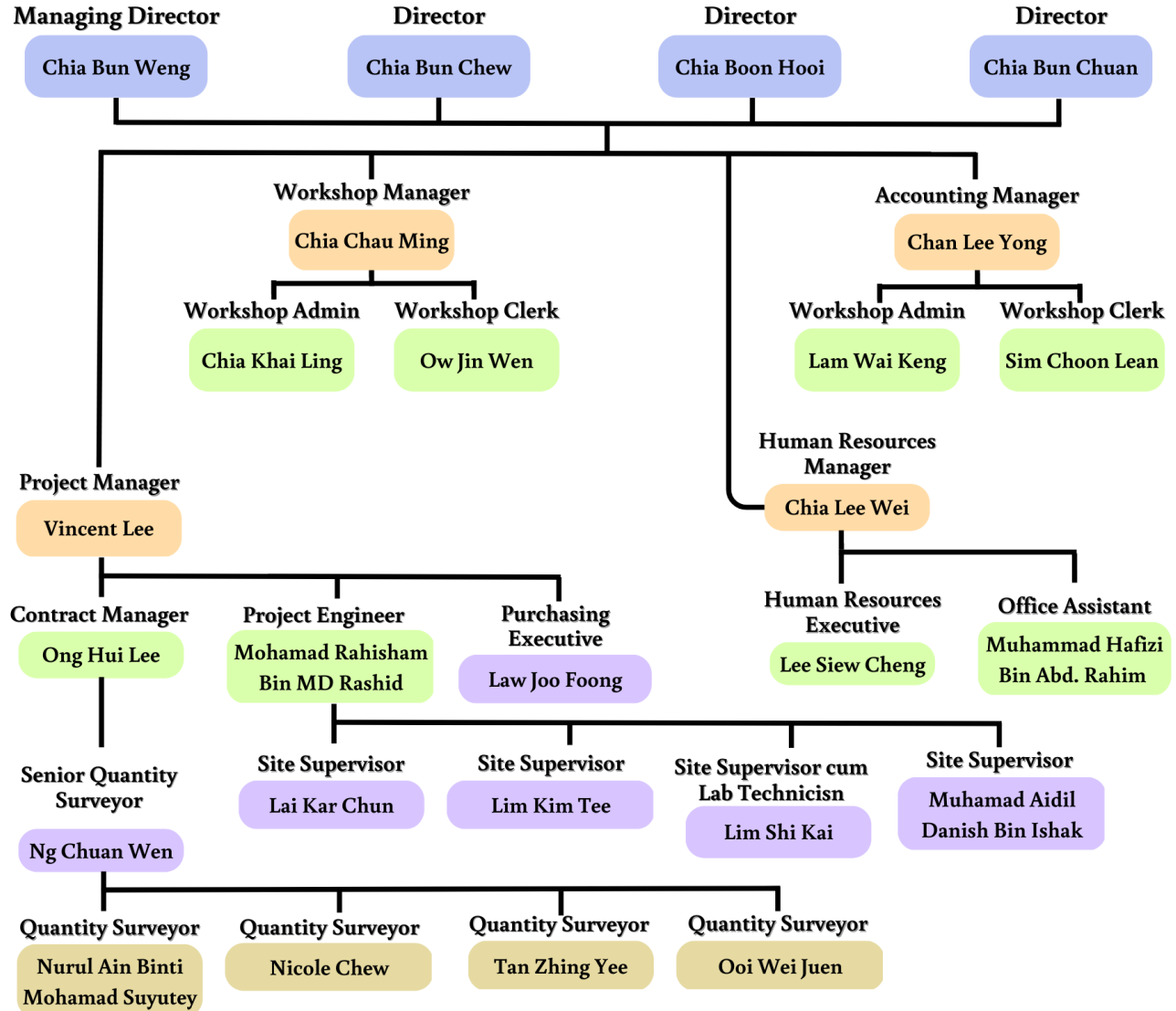
2.4 COMPANY'S VALUES

- **Integrity** – We are committed to maintaining a foundation of trust and respect with clients and stakeholders, by acting with honesty, transparency, and accountability.
- **Excellence** – We strive to go above and beyond in providing excellent workmanship and customer service.
- **Agility** – We encourage a culture of creativity and flexibility, to allow us to adapt to different situations and projects.

2.5 ORGANIZATIONAL STRUCTURE



COMPANY ORGANIZATION



2.6 PRODUCT AND SERVICES OFFERED

With 3 decades of collective expertise and experience in the construction industry mainly infrastructure, BWC Construction Sdn Bhd specializes in areas such as:

Services



Earth Work



Bridge Work



Drainage Work



Road Work



Demolition Work



Slope Protection Work

3.0 TRAINING'S REFLECTION

During my internship, I was able to secure myself the chance to experience working under BWC Construction Sdn Bhd located at PT20, Jalan Logam 1, Kawasan Perindustrian Kamunting Raya, 34600 Kamunting, Perak. Needless to say, working under this company was one of the best decisions I made in my life as I managed to learn a lot of useful knowledge and enhance my set of skills to be applied for my future career growth. As a matter of fact, I managed to implement things that I have learned during my university life to become a wonderful human resources practitioner in the company.

Oftentimes, my daily tasks and duties are related to my field of study which is Human Resources Management. For instance, I was assigned to assist my supervisor Mr. Chia Lee Wei during the first month in which I was able to sharpen and widen my knowledge regarding the Employment Act 1995 through frequent one-on-one discussion on different types of scenarios. Despite handling simple tasks and duties compared to other employees in the company, I often took my work seriously and put up my best effort in completing all of the tasks assigned flawlessly. Without doubt, it was a little difficult to adapt to the new environment in the beginning as it was all an unfamiliar situation for me, yet I managed to adjust myself thanks to the organization's friendly atmosphere and amiable staff.

Then, I was assigned to work at the Payroll and Administration department the following month under Miss Lee Siew Cheng's guidance. With the help of Miss Lee, I was given the opportunities to handle tasks and duties related to payroll and administration which were undoubtedly challenging at first. However, as the time went by, I managed to figure out and handle tasks such as contract drafting, data filing, salary calculation and more without much hassle. Afterwards, I was assigned back under Mr. Chia Lee Wei for the upcoming month to learn on how to handle recruitment for new employees.

During the month of June, I have been going through all sorts of recruitment processes in which the company is searching to hire several Site Engineers and Site Supervisor for the Anak Kurau, Batu Kurau project site. I was first assigned to sort out the details for shortlisted candidates and pre-screened candidates from the JobStreet.com website to Excel form. As a matter of fact, I was also the one who is in charge of contacting and arranging the candidates interview schedule. Moving forward, I was also involved in assisting Mr. Chia Lee Wei and Mr. Vincent during the interview session with candidates, both online and face-to-face. After the whole process was

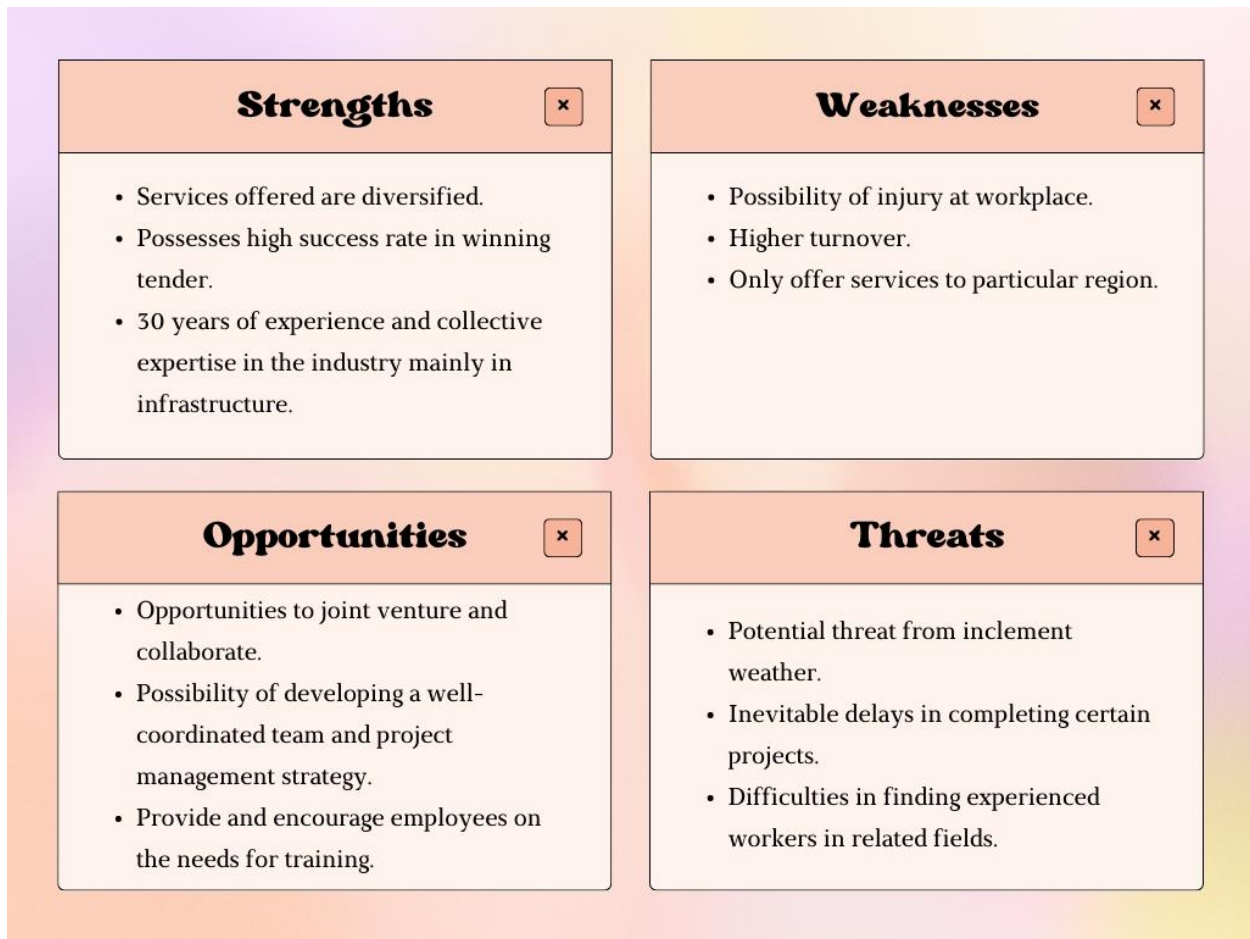
completed, I was given the responsibility to assist and handle the documentation and registration of the upcoming employees. I did in fact believe that I played my part really well during the whole hiring and recruitment process.

On top of that, I had been entrusted to handle the Grant Application for Industrial Training Scheme (ITS) through the HRDF official website. In addition, I am able to learn how to settle and meet all of the requirements needed for the Query Application in which I needed to draft the Industrial Training Schedule for each upcoming Intern in order to apply for the Industrial Training Scheme (ITS) Grant. Although it was quite hard to understand and rather confusing at first, I managed to stay focused toward completing the tasks which lead to the grant to be approved. Moreover, thanks to Miss Tan Zhing Yee's guidance on how to handle the CIDB Card Renewal, I was able to acquire hands-on experience of the actual procedures.

Moreover, I was able to reap several benefits such as RM 500.00 of monthly allowance throughout my industrial training period at BWC Construction Sdn Bhd. I am also granted a total of 3 days annual leave and entitled to enjoy public holidays in accordance with company leave policy. Plus, the company often organizes some celebrations in regard to Ramadan, Eid al-Fitr, Chinese New Year, and also colleague's birthdays. Among all the experiences I had during my time here, this particular aspect is the most enjoyable, as it made me feel valued and uplifted to be part of the staff in this company. In fact, it also underscored the significance of fostering a positive relationship between the management and all employees, highlighting the importance of a harmonious work environment.

All in all, I genuinely enjoyed having my industrial training at this company as despite the diversification in terms of race and culture, there are no inevitable barriers between one and another. The company's positive working environment allows me to adapt really well with other colleagues as they are all friendly and easy to mingle with. Nonetheless, it goes without saying that I do appreciate the time I spent during my 24 weeks of industrial training as I am able to grasp various benefits and get hands-on working experience which I believe would be useful for my future career. Big thanks to all of the considerate and helpful staff of BWC Construction Sdn Bhd as they were so generous in sharing countless beneficial information, knowledge as well as skills with me despite being rather occupied with their own works. In a nutshell, I am absolutely grateful and relieved that I am able to flawlessly finish this course and graduate as a Human Resource and Management student with ease.

4.0 SWOT ANALYSIS



SWOT analysis is a strategic planning tool used by every existing company to evaluate their strengths, weaknesses, opportunities, and threats. By identifying their strengths, such as diversified services or years of collective expertise, companies can leverage these advantages to gain a competitive edge. Meanwhile, assessing weaknesses helps BWC Construction Sdn Chd to take corrective actions to improve their current performance. On top of that, exploring opportunities allows them to expand their customer base and diversify their portfolio, while identifying threats helps them to develop contingency plans and minimize unwanted risks. Overall, SWOT Analysis assists BWC Construction to be able to come up with decisions, formulate effective strategies, and enhance their competitiveness in the industry.

4.1 STRENGTHS

4.1.1 Services Offered are Diversified.

One of the strengths owned by BWC Construction Sdn Bhd is the diversification of services offered by the company. As a matter of fact, having a registered Grade G7 under CIDB shows that they are indeed a reliable and trusted company to work with. For your information, BWC Construction Sdn Bhd is a certified expertise in areas such as building construction, civil engineering construction, mechanical and electrical engineering. In addition, this company even specializes in things such as road work, earth work, bridge work, drainage work, slope protection work, and demolition work. Without doubt, BWC Construction has a rather long history in the industry since it first started in 1997 up to this day. Some of their splendid past projects are their involvements in Taman Silibin Landslide in 2020, resurfacing and repairing external road work in front of EMG factory, Perak Darul Ridzuan in 2021. Meanwhile, their current ongoing project is at Anak Kurau, Batu Kurau on highway and bridge construction.

On top of that, this company also handles some earthwork, site clearance as well as road and drainage work for Toyo Tyre Malaysia Phase II and Japan Life Line (JLL) Malaysia Sdn Bhd. Thus, all these past involvement shows that BWC Construction Sdn Bhd is indeed one of the capable and remarkable companies in the industry. In accordance with a study conducted by Nehal Khalil Al Sayegh on “The Impact of Diversification Strategy on the Construction Organisations Corporate Level Performance”, it had been found that a moderate level of diversification led to high performance and is far more effective and efficient to manage due to the similarity (Al Sayegh, 2010). Moderate diversification allows a firm to create more synergy which will enhance their performance as the businesses will be similar in terms of size, number of projects and capital cost.

4.1.2 Possesses High Success Rate in Winning Tender.

It is rather understandable that BWC Construction Sdn Bhd possess high success rates in winning project tender as they in fact are a well-known and reputable construction company in the industry. Might be due to their year of expertise or even due to their wonderful project outcomes with previous clients. Nonetheless, this company is able to gain other companies’ trust and oftentimes tries their best to catch up to their client’s expectations in completing every project in hand. Upon the company’s overflowing eagerness in providing excellent customer service to

clients and stakeholders they were able to accomplish more than 100 construction projects and had been trusted to handle a pile of ongoing projects to be completed in the meantime. As a matter of fact, it is indeed one of the strengths owned by BWC Construction Sdn Bhd as those who managed to consistently win tenders often possess a strong reputation and track record, expertise and specialization, strong relationships and networks, competitive pricing and value proposition, effective proposal preparation, and strong project management capabilities.

4.1.3 Owned 30 Years of Experience and Collective Expertise in the Industry.

BWC Construction Sdn Bhd's extensive industry knowledge and expertise, acquired over three decades, empowers them to make informed decisions and excel in project execution. In fact, their deep understanding of best practices, regulations, and market trends allows them to tackle complex projects and deliver high-quality results. Furthermore, the company's established network and relationships with suppliers, subcontractors, architects, and engineers provide valuable resources and streamlined collaboration, enhancing their capabilities and project execution. Thus, being said, their expertise is one of the strengths that lead them to the gradual growth towards becoming an outstanding company in earthwork-related construction services in Malaysia.

Moreover, BWC Construction Sdn Bhd's track record of successful projects aid in strengthening their reputation and credibility. With a proven history of completing projects on time, within budget, and to the client's satisfaction, the company gains trust and attracts new clients and repeat business. Additionally, their highly skilled and experienced workforce contributes to their reputation for quality workmanship and client satisfaction. The collective expertise of employees enables the company to handle diverse construction projects efficiently and effectively. Moreover, BWC Construction Sdn Bhd's robust project management capabilities, developed and refined over the years, ensure efficient project planning, scheduling, cost control, risk management, and quality assurance.

4.2 WEAKNESSES

4.2.1 Possibility of Injury at Workplace.

One of BWC Construction Sdn Bhd's weaknesses is mostly the potential for workplace injuries. This is due to the fact that construction sites inherently present hazardous environments, and despite safety measures, accidents can still occur. For instance, the lack of a strong safety culture can be significant weaknesses due to insufficient safety training and ineffective communication of safety protocols which might increase the risk of accidents and injuries. Moreover, complacency among employees can develop if safety practices are not emphasized adequately, which will further amplify the potential for workplace injuries. Even though proper equipment is indeed provided by the company, it is still unsure whether the maintenance of all of the equipment was done correctly or vice versa. In fact, even if BWC Construction Sdn Bhd did invest in high-quality safety equipment, it is rather difficult to keep track on whether those who are in charge never neglect regular maintenance and inspections or not, it contributes to a higher risk of accidents and injuries.

Furthermore, ineffective supervision and monitoring represent weaknesses in ensuring compliance with safety protocols. Insufficient supervision or inconsistent enforcement of safety guidelines can lead to a higher risk of workplace injuries. Inadequate supervision may result in workers taking shortcuts, neglecting safety measures, or not receiving immediate assistance in hazardous situations. Additionally, weaknesses can arise from subcontractor oversight. If BWC Construction Sdn Bhd fails to adequately assess subcontractors' safety practices and track record, it increases the risk of accidents and injuries. Failure to ensure that subcontractors adhere to the same safety standards as the main company can compromise workplace safety. Even though workplace injury is indeed unforeseeable, it is better to be well-prepared and stay alert for any unforeseen mishap.

4.2.2 Higher Turnover.

High turnover in construction companies is a persistent issue characterized by the frequent departure of employees within a short period and BWC Construction Sdn Bhd does in fact encounter the same struggle. There are numerous causes for this matter, for instance the seasonal nature of construction work leads to temporary or project-based employment, prompting employees to seek new opportunities during off-seasons. Moreover, the demanding work

environment, characterized by physically strenuous labor and exposure to hazardous conditions, can lead employees to find the conditions unsustainable and choose to leave the company even after signing the contract with the company. Additionally, the lack of job security resulting from the short-term and contractual nature of many construction projects creates uncertainty for workers, driving them to seek more stable employment elsewhere. Even though BWC Construction Sdn Bhd offered significant compensation and benefits, some individuals still find it insufficient and are dissatisfied with the offer made, which makes it challenging to attract and retain skilled workers. Lastly, the perception of limited career growth opportunities within the construction sector can push employees to explore alternative fields or industries.

4.2.3 Only Offer Services to a Particular Region.

It is a well-known fact that BWC Construction Sdn Bhd only offer their services to a particular region which is in the northern region of West Malaysia. However, it turns out to be one of the company's weaknesses which somehow hinder its operations and growth due to the restricted market reach. By confining services to particular regions, the company's access to potential customers and projects is limited, which in return reduces its overall business opportunities. Moreover, if the construction market in those regions experiences a downturn or economic instability, the company's revenue and growth prospects can be significantly impacted. As a matter of fact, BWC Construction Sdn Bhd's dependency on a limited market can make the company more vulnerable to fluctuations in local economic conditions, such as recessions, industry declines, or changes in government policies, which directly affect the demand for construction services. Another shortcoming associated with operating within limited regions and specific geographic areas is the increased competition from other well-established local and regional construction companies in the market. With a smaller pool of potential clients, BWC Construction Sdn Bhd may find itself engaged in price wars and facing reduced profit margins as it competes for the projects hence hindering the ability for the company to expand their operations and seize new opportunities.

4.3 OPPORTUNITIES

4.3.1 Opportunities to Joint Venture and Collaborate with Outstanding Companies.

Joint ventures and collaborations undoubtedly present construction companies with significant opportunities to harness the strengths and expertise of other outstanding firms. As a matter of fact, forming partnerships can open up various possibilities for growth, success as well as access to new markets and the ability to expand geographically. By joining forces with exceptional companies, BWC Construction will be able to tap into previously untapped regions or specialized sectors that were beyond their reach. Thus, this expansion will broaden the company's customer base and revenue potential. Besides, collaborating with outstanding companies also enhanced expertise and specialized skills which lead BWC Construction Sdn Bhd to gain access to a diverse range of knowledge, technologies, and innovative approaches that can elevate project execution, quality, and efficiency. In fact, by combining financial capital, equipment, and manpower, BWC Construction Sdn Bhd might be able to take on larger-scale projects that were previously beyond their individual capabilities, opening doors to more ambitious endeavors and greater financial rewards.

4.3.2 Possibility of Developing a Well-Coordinated Project Team and Project Management Strategy for Future Projects.

BWC Construction Sdn Bhd has numerous opportunities to enhance its project team coordination and project management strategy for future endeavors. By prioritizing team dynamics, efficient communication, and robust project management practices, the company can significantly improve its project delivery and achieve successful outcomes. Firstly, it is crucial to establish clear roles and responsibilities within the project team. For instance, defining the scope of work for each team member and ensuring they understand their specific tasks and overall project objectives promotes accountability and reduces the risk of confusion or overlapping responsibilities. Moreover, BWC Construction Sdn Bhd should focus on competency and skill development as identifying the necessary competencies and skills for each project role is vital. Thus, the company is encouraged to invest in training and development programs, encourage collaboration and communication through regular team meetings, fostering an open and inclusive work environment, and implementing collaborative tools and technologies and last but not least establish regular communication mechanisms.

4.3.3 Provide and Encourage Employees on the Needs for Training to Improve Their Skills and Performance.

Investing in employee training and development certainly offers a construction company numerous opportunities to improve its competitive advantage and achieve success. BWC Construction Sdn Bhd believes that providing and encouraging employees to undergo training is a significant opportunity. For instance, it allows the company to invest in its workforce, recognizing their potential for growth and improvement. Upon that matter, BWC Construction Sdn Bhd often joins hand in hand with HRDF and NIOSH through workshops, conferences, seminars for training and development purposes. Moreover, training programs provide an avenue for employees to acquire new knowledge, learn cutting-edge techniques, and stay updated with industry advancements. This equips them with the necessary skills to take on more challenging projects, expand their responsibilities, and contribute to the company's success.

Additionally, by investing in employee training, BWC Construction Sdn Bhd will be able to create a positive work culture that attracts top talent and fosters employee engagement, motivation, and loyalty. Overall, viewing training as an opportunity enables them to harness the potential of their workforce and maximize their skills and performance, leading to long-term growth and competitiveness in the industry. Nonetheless, it can also improve company's productivity and efficiency as well-trained employees tend to be more productive and efficient in their roles. Training equips them with the necessary knowledge and tools to perform their tasks effectively, reducing errors, rework, and delays. As employees gain expertise, they can complete tasks more efficiently, leading to increased productivity and cost-effectiveness for the company.

4.4 THREATS

4.4.1 Potential Threat from Inclement Weather.

Inclement weather presents a significant threat to BWC Construction Sdn Bhd, as this inevitable factor could end up impacting project timelines, costs, and overall success and sometimes lead to Extension of Time (EoT). In fact, adverse weather conditions like heavy rain, snowstorms, hurricanes, or extreme heat are one of the considerable factors in getting EoT and oftentimes will be based on the data from the Malaysia Hydrological Yearbook by Malaysian Meteorological Department (MMD) (Ting et al., 2021). Said situation can cause delays and disruptions in construction projects and may render construction sites unsafe or hinder critical tasks, leading to work stoppages and conflicts with subcontractors. Such delays can result in financial penalties, contract disputes, and a ripple effect on subsequent project phases. In addition, weather inclement can also increase costs as it often leads to the extension of project durations resulting in higher labor expenses, increased equipment rental costs, and additional overhead expenses. Adverse weather can also cause damage to construction materials, equipment, or completed work, necessitating repairs or replacements. Upon that matter, BWC Construction Sdn Bhd might need to invest in temporary protective measures, such as site coverings or erosion control, to minimize weather-related impacts, adding further financial strain to the project.

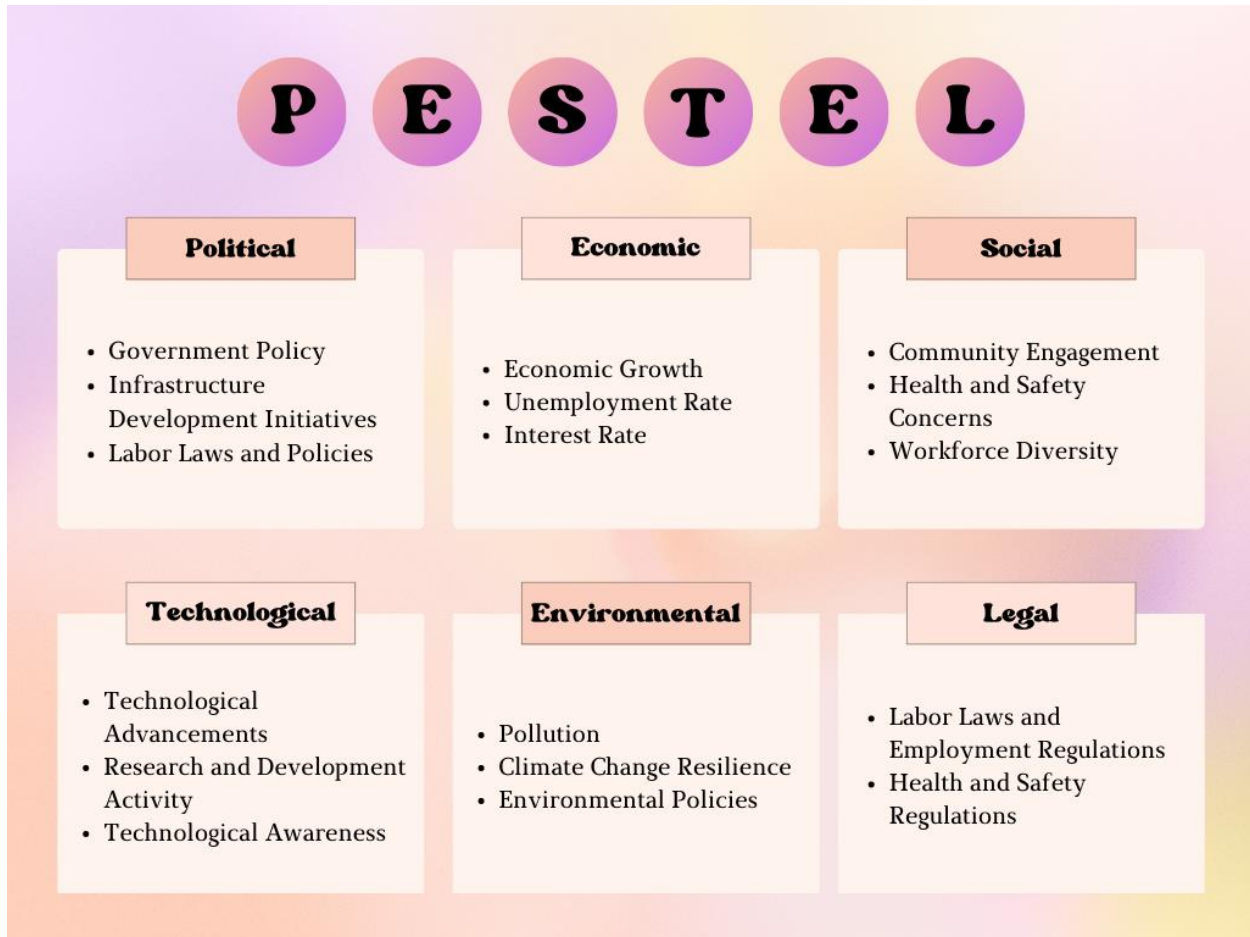
4.4.2 Inevitable Delays in Completing Certain Projects.

BWC Construction Sdn Bhd often faces unavoidable delays resulting from unforeseen threats during the completion of their projects, which often have a significant impact on project timelines. These delays are typically beyond their control and stem from various challenging factors. Key contributors to construction project delays include unforeseen site conditions, shortage of skilled labors, financial difficulties, delays in obtaining permits from authority, delays in material delivery, weather conditions on construction site, poor site supervision and supervision, and equipment breakdown (Okpala & Siti Nur Aliaa, 2019). Unpredictable site conditions are often encountered during construction projects, and addressing these matters requires additional time for assessment, redesign, and implementing appropriate solutions. Consequently, project schedules may need adjustment, and additional resources may be required to overcome site-specific challenges.

4.4.3 Difficulties in Finding Experienced Workers in Related Fields.

The shortage of well-experienced workers is a universal concern and a critical challenge faced by a great number of construction companies in Malaysia and unfortunately the same goes to BWC Construction Sdn Bhd. In fact, the said matter can have a substantial impact on the company's ability to meet project demands and maintain operational efficiency. Many experienced workers have retired or left the industry during economic downturns, yet the demand for skilled labor often surpasses the available supply, making it challenging for BWC Construction Sdn Bhd to find workers with necessary expertise in related fields. According to a study by Nurul Safwah Mohd Yusoff, Faizul Azli Mohd Rahim, and Loo Siaw Chuing, the shortage of skilled workers does in fact affect the success of projects in the construction industry (Nurul Safwah et al., 2021). Moreover, other available industries often offer attractive compensation packages and opportunities for career advancement, making it difficult for construction companies like us to attract and retain experienced workers which result in a limited talent pool. Lastly, rapid technological advancements as well as training and development costs in the construction industry add to the challenges in finding experienced workers.

5.0 PESTEL ANALYSIS



The PESTEL analysis is a strategic tool that helps to identify and analyze the various external factors that can impact the company operations in a specific country or market. It comprises factors such as Political, Economic, Social, Technological, Environmental, and Legal. Through this analysis, BWC Construction Sdn Bhd will be able to identify opportunities and threats in the market, understand economic conditions, and adapt their strategies accordingly. It also helps them stay aware of government policies, societal trends, technological advancements, and legal regulations that may affect their projects. In fact, all of these valuable insights enable them to come up with proper decisions, minimize risks, while maximizing their chances of success in the ever-changing business landscape.

5.1 POLITICAL FACTORS

Political factors that can influence the BWC Construction Sdn Bhd includes factors like government policy, infrastructure development initiatives, and labor laws and policies. In terms of government policy, the company must navigate a complex set of government policies and regulations which include construction permits, zoning laws, environmental regulations, and safety standards. Thus, any changes in these policies can affect project timelines and costs, and companies need to stay updated to ensure compliance. Meanwhile, infrastructure development initiatives play a pivotal role in shaping the construction industry. This is because public infrastructure projects such as highways, railways, airports, and urban development initiatives provide opportunities for the company to secure contracts and drive growth. Lastly, labor laws and policies, including employment regulations and work permits for foreign workers, directly influence the construction workforce in Malaysia. Hence, compliance with labor laws is essential for BWC Construction Sdn Bhd in order to avoid legal issues and maintain a harmonious working environment. In fact, navigating the political landscape, understanding, and adapting to political factors is vital for the company to stay competitive, win tenders, and ensure successful project delivery within the dynamic political environment in Malaysia.

5.2 ECONOMIC FACTORS

For your information, economic factors encompass the overall economic conditions of Malaysia, such as economic growth, unemployment rates, and interest rates. As a matter of fact, a thriving economy can lead to an increase in the company's activities and investment opportunities, while economic downturns might result in reduced demand and financial constraints for construction projects. First of all, the overall economic growth of Malaysia, as measured by the Gross Domestic Product (GDP) can surely affect BWC Construction Sdn Bhd directly as for instance, a robust GDP growth indicates a thriving economy, which inevitably leads to the increase of investments in infrastructure, residential, and commercial projects. However, fluctuations in interest rates may also impact on the company's borrowing costs, while higher rates may reduce investment and delay projects. The economic factor of the unemployment rate is particularly a critical consideration for BWC Construction Sdn Bhd who mainly focused on infrastructure projects as it directly impacts the availability and cost of labor which in turn, can significantly influence project timelines, costs, and overall business operations. Upon that matter, BWC

Construction Sdn Bhd must closely monitor these economic factors and adapt their strategies accordingly. Understanding the economic landscape will help them to assess market conditions, manage costs, plan for business expansion, and make informed decisions to thrive in a competitive and dynamic economic environment.

5.3 SOCIAL FACTORS

Factors such as workforce diversity, health and safety concerns, as well as community engagement can easily influence the construction industry. For example, BWC Construction Sdn Bhd owns a multicultural work environment as they not only employ local workers, but also some foreign workers to fill the vacancy. In fact, having a diverse workforce is beneficial as it improves cultural understanding, creates an inclusive environment where team members respect and appreciate each other's backgrounds and beliefs. Moving on, health and safety concerns are a crucial factor, and the company is accountable to prioritize worker safety and adhere to regulations to maintain a positive reputation. It is because public health crises or natural disasters could leave a harsh impact on the project's progression. Thus, the company needs to be well-prepared to respond and adapt to unforeseen events which may affect their project timelines and budgets. Besides, community engagement is also a significant societal factor for BWC Construction Sdn Bhd as in order to maintain positive relationships and minimize disruptions, they must engage with stakeholders and address community concerns. As a matter of fact, understanding these social factors allows them to tailor their services to meet societal needs and demands. Moreover, adapting to the ever-changing social trends and consumer preferences ensures that the company is able to remain relevant and competitive in the evolving market.

5.4 TECHNOLOGICAL FACTORS

Technology plays a crucial role in the construction industry's efficiency and innovation. Factors such as advancements in construction technologies, research and development activities, and technological awareness can significantly impact their competitiveness. Embracing technological advancements can lead to cost savings, improved project timelines, and greater quality outcomes. In fact, as BWC Construction Sdn Bhd primarily focused on infrastructure projects, there are several technological advancements that can significantly impact their operations and success. For instance, smart infrastructure technologies, Building Information

Modeling (BIM), geospatial technology, and drone technology for surveying and inspection purposes. Moreover, they can also leverage smart technologies, such as smart sensors, IoT devices, and data analytics, to monitor the condition and performance of infrastructure assets. These advanced technologies enable predictive maintenance, ensure timely repairs and minimize downtime, leading to improved asset management and cost-effectiveness. Other than that, BWC Construction Sdn Bhd is eager to involve themselves in research and development activities as through this kind of approach they are able to expose themselves with new technologies while also increasing their awareness on understanding those advancements. Plus, by utilizing all of these technologies, BWC Construction Sdn Bhd will be able to enhance project efficiency, stay competitive, deliver high-quality projects, and contribute to the development of advanced and sustainable infrastructure in the country.

5.5 ENVIRONMENTAL FACTORS

On the other hand, BWC Construction Sdn Bhd must adhere to strict environmental standards and incorporate sustainable practices to stay compliant and meet client expectations. As environmental consciousness grows, environmental factors such as regulations and concerns related to sustainability, climate change resilience, and pollution need to be considered and addressed for sustainable and responsible construction practices. Noise and air pollution are inevitable, and it indeed will affect nearby communities. Upon that matter, it is important for BWC Construction Sdn Bhd to implement measures which can aid in minimizing these impacts through noise barriers, emission controls, and working hours restrictions. On top of that, the company should ensure the infrastructure projects that they take part in are designed with climate change resilience in mind. It is because accounting for the potential impacts of extreme weather events, rising sea levels, and changing precipitation patterns to ensure the longevity and functionality of the infrastructure is essential. As a matter of fact, the company should also consider factors such as usage of sustainable construction materials, adherence to green building standards, Environmental Impact Assessment (EIA), and biodiversity conservation which allows them to contribute to sustainable development, minimize environmental impacts, and create a positive legacy for future generations. Embracing eco-friendly practices not only benefits the environment but also enhances their reputation and competitiveness in an increasingly environmentally conscious market.

5.6 LEGAL FACTORS

Legal factors encompass the laws and regulations which may include health and safety regulations, as well as labor laws and employment regulations. In order to avoid penalties and maintain a positive reputation in the industry, it is essential for BWC Construction Sdn Bhd to act in accordance with Malaysia's legal requirements for instance, labor laws and employment regulations which involves provisions related to wages, working hours, health and safety, and employee benefits. Furthermore, health and safety regulations are also a vital aspect for the company as ensuring the safety of construction workers and the public is critical to prevent accidents and maintain a safe work environment. As a matter of fact, understanding and adhering to these legal factors will allow them to mitigate legal risks, ensure project compliance, and maintain a positive reputation in the industry. In addition, complying with legal requirements not only safeguards the company's interests but also establishes trust with clients, stakeholders, and other regulatory authorities.

In summary, the PESTEL analysis helps BWC Construction Sdn Bhd to identify the various external factors like politics, economics, social trends, technology, environment, and legal aspects that can assist in shaping the company's operations and performance. Understanding these factors allow them to proactively adapt to changes, exploit opportunities, and mitigate potential risks, ensuring sustainable growth and their overall success in the construction market of Malaysia.

6.0 DISCUSSION AND RECOMMENDATION



SWOT Matrix is a strategic management tool often used to analyze a company's internal strengths and weaknesses, as well as external opportunities and threats, which enables BWC Construction Sdn Bhd to come up with splendid decisions and improve its overall competitiveness. Moreover, leveraging insights from the SWOT Analysis allows them to gain a competitive edge, capitalize on opportunities, and maintain a culture of continuous improvement, positioning them for success in the construction industry.

6.1 STRENGTHS AND OPPORTUNITIES STRATEGIES

6.1.1 Encourage Employees to Undergo Training to Enhance their Skills and Knowledge.

In the construction industry, encouraging employees to undergo training is crucial for their professional growth and the overall success of the company. It is because construction projects require a diverse range of skills and knowledge, from technical expertise to safety regulations and project management. However, there seem to be several existing challenges in the education and training to develop the Malaysian construction workforce such as reluctance to educate and/or train, mismatches in the training provisions and disinterest of workers to participate in training and development programs (Hassan et al., 2021). Still, through training they can focus on building techniques, equipment operation, safety protocols, and sustainable construction practices. Hence, BWC Construction Sdn Bhd can ensure that their workforce is equipped with the latest knowledge and expertise, which will lead to the improvement of project execution, increased productivity, and enhanced quality of work.

Furthermore, training not only benefits individual employees but also has a positive impact on the organization as a whole. It fosters a culture of continuous learning and development, which promotes employee engagement and satisfaction. This can be achieved by creating a comprehensive training program involving a variety of training opportunities such as workshops, seminars, online courses, and on-the-job training. Employees who feel supported and invested in by their organization are more likely to demonstrate higher productivity, improved performance, and increased loyalty. Besides, a skilled and knowledgeable workforce will enhance the organization's overall capabilities, enabling it to remain competitive and adapt to changing market dynamics. Therefore, it is recommended for BWC Construction Sdn Bhd to prioritize and promote employee training initiatives as a strategic investment in their long-term success. Moreover, offering incentives and recognition for employees who participate in training can further motivate them to engage in learning and apply their new skills to improve their work performance.

6.1.2 Enhance Project Management and Team Coordination with Years of Expertise to Improve Overall Efficiency and Effectiveness.

Enhancing project management and team coordination is a vital step in improving efficiency and effectiveness. With years of expertise, BWC Construction Sdn Bhd have a valuable opportunity to leverage their collective knowledge and experience to optimize project management processes and streamline team coordination. In order to accomplish these goals, the organization is highly recommended to leverage the years of expertise and focus on two key areas which are experience-driven project management and team collaboration and communication. First of all, their valuable insights from years of expertise should be utilized to develop robust project management approaches involving enhanced planning, scheduling, and risk management strategies with the lessons gained from previous projects and experiences.

Furthermore, BWC Construction Sdn Bhd can also develop and implement a standardized project management framework that incorporates industry best practices. In fact, the framework should be based on the company's years of expertise and tailored to suit the unique requirements of each project. In addition, fostering a culture of collaboration and enhancing communication within project teams is essential for effective team coordination. Yet, as the company does in fact employ foreign workers, it has somehow led to communication barriers and is a known threat to the construction sector (Ne'Matullah et al., 2021). Upon that matter, BWC Construction Sdn Bhd should establish clear lines of communication, utilize technology tools for seamless information sharing, and promote a culture of teamwork and knowledge exchange. Emphasizing the importance of collaboration and communication improves team coordination, boosts productivity, and ensures efficient project execution.

6.1.3 Leverage Collective Expertise and Experience to Pursue The Opportunity to Joint Venture and Collaborate with Other Organizations in the Industry.

Leveraging their extensive industry experience to establish a strong reputation as a trusted and reliable construction company in order to pursue joint ventures and collaborations in the industry can offer numerous benefits. However, it has been stated in a study that some of the barriers to collaboration and joint ventures are insufficient training and lack of supervision, incompatible personalities and organizational cultures, and resistance to change the current way of working (Hui Yap & Lim, 2023). But by partnering with other organizations, BWC Construction Sdn Bhd can access complementary skills, resources, and market opportunities. In addition, joint ventures and collaborations enable sharing of knowledge, technology, and risk, leading to improved project outcomes and increased competitiveness. Additionally, collaborating with other organizations allows room for innovation and the exploration of new markets and sectors (Ying, 2021). It creates synergies and leads to long-term relationships through the combination of strengths and expertise of multiple entities, which ultimately leads to enhanced project delivery and business growth.

In order to achieve those aims, BWC Construction Sdn Bhd is recommended to conduct thorough research to identify strategic partners with complementary skills, resources, and values. It is important to evaluate potential partners based on their track record, financial stability, and cultural compatibility before making the final decision. Next, BWC Construction Sdn Bhd needed to establish strong collaborative relationships with all clients, subcontractors, and stakeholders through fostering open communication, trust, and respect. Upon that matter, the company should highlight their track record of successfully completed projects, showcasing testimonials from satisfied clients, and emphasizing the expertise of their team members which would significantly enhance BWC Construction Sdn Bhd's credibility and attract new business opportunities. These measures will enable the company to tap into new opportunities, expand their capabilities, and attain sustainable growth in the industry. Furthermore, through the collaboration with other reputable construction firms, BWC Construction Sdn Bhd will be able to enhance their reputation and credibility in the industry, increase the opportunities for growth and success and establish themselves as a prominent player in the industry.

6.2 WEAKNESSES AND OPPORTUNITIES STRATEGIES

6.2.1 Encourage Employees to Attend Certified Training with Registered Entities.

One of the most essential approaches that BWC Construction Sdn Bhd can implement in order to grow and develop their company is by encouraging employees to attend certified training with registered entities such as Construction Industry Development Board (CIDB), International Malaysian Training Centre (IMTC), National Institute for Occupational Safety and Health (NIOSH) and more. Besides, by investing in the professional development of employees, the company can benefit in numerous ways, for instance through technological advancements as well as safety and health related training.

First and foremost, attending training equips employees with the necessary skills and knowledge to perform their jobs more effectively and efficiently. Hence, ensures that employees are up to date with the latest industry practices and technologies, enabling them to deliver high-quality work. Moreover, certified training with registered entities like NIOSH or CIDB will surely enhance workforce competency and improve employees overall technical skills, instill best practices, and lead to better project outcomes. In addition, investing in employees' professional growth promotes engagement and loyalty, fosters job satisfaction and boost productivity.

In my opinion, BWC Construction Sdn Bhd should offer incentives or partner up with reputable training providers for accessible and tailored programs which will help to encourage employees' attendance and further motivate them. In fact, not only does employees' participation in certified training is a win-win situation for both parties, but this approach also contributes to employee's talent development which is a rather significant factor that influences employee performance in the construction industry (Lee & Chan, 2020). In a nutshell, investing in employees' professional development ultimately leads to improved performance and success for the company as a whole.

6.2.2 Collaborate with External Partners to Enhance Safety Practices and Reduce the Possibility of Workplace Injury.

Another remarkable strategy for BWC Construction Sdn Bhd is through collaboration with external partners which will enhance the company's safety practices and prioritize the well-being of its workforce and reduce the possibility of workplace injuries. By leveraging the expertise and resources of external partners, such as safety consultants, industry organizations, and regulatory agencies, BWC Construction Sdn Bhd can gain valuable insights and access to best practices in safety management which enables them to identify potential hazards, implement effective safety protocols, establish robust safety policies and procedures, and ensure compliance with relevant regulations.

Furthermore, benefits of partnering with external safety experts is the ability to conduct comprehensive safety assessments and audits which will assist the company to identify potential risks and hazards in the workplace, ranging from equipment malfunctions to inadequate safety protocols. In fact, once BWC Construction Sdn Bhd joins hands with external partners, they will be able to develop tailored strategies to mitigate unwanted risks and create a safer working environment for their employees. Besides, company would be able to participate in specialized safety training programs and education with the help of partnerships. Oftentimes, in order to enhance safety and health knowledge amongst employees, the most feasible approaches are by enrolling them in awareness campaigns and programmes, conduct physical on-site training, or seek for professional speakers (Ismail et al., 2023). Ongoing training will ensure that employees remain up to date with the latest safety practices and regulations, reducing the likelihood of workplace injuries.

In my point of view, BWC Construction Sdn Bhd should first establish clear communication channels and encourage strong working relationships. For instance, means like regular meetings and consultations allow for open dialogue, exchange of information, and alignment of safety objectives. I believe that in order to reduce the possibility of workplace injury, the company should actively seek out partnerships with reputable organizations and agencies that have a strong track record in promoting safety in the construction industry. By utilizing external expertise, conducting safety assessments, providing training, and establishing robust safety policies, BWC Construction can surely create a safer working environment for their employees.

6.2.3 Implement Employee Retention and Positive Engagement Initiatives to Overcome High Turnover.

For the purpose of overcoming high turnover rates and fostering a loyal and motivated workforce, it is crucial for BWC Construction Sdn Bhd to implement employee retention and positive engagement initiatives as high turnover can be detrimental to a company's productivity, morale, and overall success. According to a study, factors such as colleague relations, organizational reputation, and communication seem to have a negative relationship with employees' turnover intention (Hussain & Xian, 2019). Besides, by focusing on retaining and engaging employees, BWC Construction Sdn Bhd will be able to build a stable and committed team, leading to the improvement of project outcomes and leading to long-term growth. Yet, they should first evaluate the factors contributing to employee dissatisfaction and turnover by conducting employee surveys, holding exit interviews, and analyzing turnover data. Once the root causes have been identified, targeted initiatives to address specific concerns and create a positive work environment can be developed.

In my opinion, one of the key initiatives in dealing with high turnover while retaining top talent is by providing competitive compensation and benefits packages in terms of salaries, bonuses, and benefits. Plus, it is highly recommended for BWC Construction Sdn Bhd to implement training programs, mentorship opportunities, and clear pathways for progression as providing opportunities for career advancement and professional development is also crucial. Another vital aspect of employee retention and engagement is fostering a positive work culture which can be achieved through effective communication, recognition programs, and employee involvement initiatives. In fact, recognizing and appreciating employees' contributions through rewards, incentives, and regular feedback can also aid in boosting their morale and motivation. BWC Construction Sdn Bhd and the Human Resources Department should play their role in promoting work-life balance and fostering employee wellness by creating flexible work schedules and providing support for employees' personal needs such as wellness programmes, health initiatives, and stress management (Mohd Kasmuri et al., 2022). Thus, implementing employee retention and positive engagement initiatives is indeed crucial to overcome high turnover rates.

6.3 STRENGTHS AND THREATS STRATEGIES

6.3.1 Proactively Address Potential Threats, by Implementing Risk Mitigation Measures and Contingency Plans Gained from Years of Expertise.

BWC Construction Sdn Bhd should proactively address potential threats by utilizing their collective years of expertise in order to ensure the successful completion of projects and minimize the impact of unforeseen risks. For instance, they can implement risk mitigation measures and contingency plans to effectively manage potential threats that may arise during the project lifecycle. It is important to analyze project-specific risks, such as adverse weather conditions, supply chain disruptions, regulatory changes, and design flaws before developing strategies to mitigate their impact and implement appropriate contingency plans (Tariq & Gardezi, 2023). Moreover, by establishing robust safety protocols, ensuring compliance with industry regulations, implementing quality control measures, and utilizing appropriate construction techniques, BWC Construction Sdn Bhd will be able to reduce the likelihood and severity of potential threats.

Furthermore, BWC Construction Sdn Bhd can leverage their years of expertise to anticipate potential threats based on past experiences and industry knowledge which allows them to recognize patterns and trends learnt from their past mistakes and successes. In order to successfully implement risk mitigation measures and contingency plans, the company should foster a culture of risk awareness and accountability through regular training and communication about potential threats to build a proactive risk management culture within the organization. In a nutshell, it is crucial for BWC Construction Sdn Bhd to ensure a successful project outcome. Thus, through conducting risk assessments, implementing risk mitigation measures, and developing contingency plans, they can effectively manage potential threats and minimize its impact. By doing so, the company will be able to enhance their ability to handle potential threats and deliver projects on time and within budget.

6.3.2 Address the Difficulty in Finding Experienced Workers by Investing in Knowledge Transfer and Succession Planning.

In my point of view, BWC Construction Sdn Bhd can invest in knowledge transfer and succession planning in order to overcome the difficulties in finding experienced workers. According to a study, the most significant obstacle faced by the construction industry in Malaysia is the shortage of skilled local labor which often were influenced by factors such as retiring baby boomers and limited entry-level talent (Mohd Fateh et al., 2022). Oftentimes, the company does not have any other choice but to hire foreign labor workers to fill in the urgent vacancy as most local skilled laborers tend to demand high salary due to the demanding working conditions yet most of them were unable to commit to their respective role. Thus, in order to retain and transfer the knowledge of experienced workers to the next generation, proactive measures must be taken.

Upon that matter, the company should establish knowledge transfer programs within the organization to create opportunities for experienced workers to share their expertise and skills with younger or less-experienced employees. This kind of approach can be done through mentorship programs, on-the-job training, and structured knowledge-sharing sessions. On top of that, implementing succession planning initiatives is vital for long-term workforce stability as it aids the organization and develops strategies to groom and prepare potential successors. By identifying employees with high potential and providing them with the necessary training and development opportunities, BWC Construction Sdn Bhd can ensure a smooth transition of leadership and critical roles when experienced workers retire or leave the company.

Investing in the growth and development of employees will not only enhance their skills but also improve employee retention and loyalty. BWC Construction Sdn Bhd should provide ongoing training and educational opportunities to help employees acquire the skills and knowledge necessary to fill key roles. Furthermore, they can also establish partnerships with educational institutions and industry organizations to promote career pathways and attract new talent as this approach can provide a pipeline of skilled workers and create opportunities for hands-on learning and practical experience. In conclusion, by actively addressing this challenge, they will be able to build a strong and competent workforce, while also positioning themselves for long-term success in the industry.

6.3.3 Leverage the Strength of Diversified Services to Mitigate the Impact of Threats and Reduce Reliance on a Single Segment.

In order to mitigate the impact of threats and reduce their reliance on a single segment of the industry, a strategic approach that BWC Construction Sdn Bhd can adopt is by leveraging the strength of their diversified services. In fact, this brilliant approach will create a more resilient business model that is better equipped to withstand potential threats and fluctuations in specific market segments. Offering diversified services is in fact advantageous as the company has the ability to adapt to changing market conditions, sustain company's profitable growth, foster risk reduction, possible market dominance, and reduce vulnerability to downturns (Arslan et al., 2023). For instance, when one segment experiences a slowdown or faces challenges, the company can still rely on the strength of other segments to offset potential losses and maintain a steady stream of projects and revenue. Hence, mitigates the impact of threats such as economic downturns, regulatory changes, or shifts in customer demand.

Furthermore, diversified services allow them to tap into different customer bases and expand their market reach. In fact, by catering to a diverse range of clients, the company reduces its dependence on a few key customers or contracts, which lessen the risk of profit loss due to unforeseen threats. With a broader client base, the company can build stronger relationships with a variety of stakeholders and establish a reputation for versatility and reliability. In order to effectively utilize their strength, BWC Construction Sdn Bhd should carefully assess market trends and identify segments that complement and align with their capabilities and growth strategies. In my opinion, it would be better for them to select services and segments that will allow them to capitalize their existing expertise and resources while expanding into new areas. In conclusion, if the company successfully utilizes their diverse range of services, the company can surely minimize the effects of potential threats, enhance their resilience, and potentially achieve sustained growth and success in the construction industry.

6.4 WEAKNESSES AND THREATS STRATEGIES

6.4.1 Address the Potential Threat from Workplace Injuries by Implementing a Comprehensive Workplace Safety Program.

I believe it is of utmost importance for BWC Construction Sdn Bhd to address the potential threat from workplace injuries, mitigate the risk while also prioritizing the employee's well-being. Upon that matter, it is indeed essential for them to implement a comprehensive workplace safety program which encompasses a range of measures and protocols designed to prevent accidents, maintain a safe working environment, and ensure compliance with safety regulations. First of all, the company could start by conducting a thorough risk assessment to identify potential hazards such as falls, electrocutions, hazardous materials, and equipment-related accidents. Besides, they should also establish robust safety policies and procedures which clearly outline safety protocols, including the use of personal protective equipment (PPE), equipment inspection and maintenance procedures, and safe work practices that serve as employee's guideline.

Furthermore, it is vital for BWC Construction Sdn Bhd to provide regular safety training and education on hazard identification, emergency response procedures, safe equipment operation, and proper lifting techniques. By implementing such training programs and equipping employees with essential safety equipment, the company can significantly diminish the likelihood of accidents and also effectively enhance employees' awareness of potential risks and empower them with the knowledge and skills needed to mitigate those risks (Sultan Saed Albarkani & Shafii, 2021). Moreover, implementing open communication channels, safety committees, and regular safety meetings is strongly recommended as it can also help in outlining the importance of maintaining a safe work environment. Without a doubt, it is crucial to establish effective communication channels between project managers, supervisory staff, and construction workers in order to guarantee the accurate and efficient conveyance and understanding of information shared (Albert P. C. Chan et al., 2023).

6.4.2 Minimize the Impact of Inevitable Project Delays by Reducing the Possibility of Workplace Injury.

Minimizing the impact of inevitable project delays is a critical consideration for most construction companies, and one effective way to achieve this is by reducing the possibility of workplace injuries. Workplace injuries not only pose immediate risks to the well-being of employees but also have long-term implications for project timelines and budgets which might also lead to Extension of Time (EOT). By prioritizing safety and implementing measures to prevent workplace injuries, BWC Construction Sdn Bhd will be able to minimize disruptions while also maintaining project progress. Firstly, the company might be able to reduce the possibility of workplace injuries and overcome project delays through the establishment of a comprehensive workplace safety program by collaborating with external safety experts. In fact, it is important for BWC Construction Sdn Bhd to stress on risk assessments, safety policies and procedures, regular training and education, and a culture of safety in order to raise awareness among employees and minimize the likelihood of unwanted accidents.

Moreover, giving proper training on safety protocols, hazard recognition, and the correct use of personal protective equipment (PPE) is vital to ensure that every employee remains up to date with the latest safety practices and regulations. Besides, encouraging proper and excellent communication on safety concerns, providing channels for reporting potential hazards or near-miss incidents, and recognizing employees' contributions to safety are effective ways to cultivate a safety-conscious culture that will aid in enhancing proper monitoring, coordination and increase project's productivity (Khoiry et al., 2018). BWC Construction Sdn Bhd should also conduct regular safety inspections and audits on worksites, equipment, and processes to ensure compliance with safety regulations and identify any safety concerns or issues that need to be addressed. In conclusion, reducing the possibility of workplace injuries is a crucial step to minimize the impact of inevitable project delays and create a safer working environment.

6.4.3 Mitigate the Impact of Difficulties in Finding Experienced Workers by Focusing on Employee Retention and Talent Management.

BWC Construction Sdn Bhd is currently facing challenges in finding experienced workers, mainly due to increased competition for skilled labor, constant change of demographics, and a shortage of qualified candidates in the construction industry. In order to mitigate this impact, the company should prioritize employee retention and talent management strategies. As stated in research, organizational politics emerged as the most significant factor influencing turnover intention among employees in the construction industry. While several other factors, including colleague relations, organizational commitment, organizational justice, organizational reputation, communication, and organizational politics have a strong correlation with employees' turnover intention (Hussain & Xian, 2019). This implies that the human resource department should play their role and actively address the issues to tackle and yield substantial reductions in turnover rates effectively.

First of all, the company can provide opportunities for upskilling and reskilling which will empower their existing workforce to adapt to the evolving demands of the industry. As a matter of fact, specialized training in construction techniques, safety protocols, and emerging technologies will not only improve employee competency but also demonstrate the company's commitment to their professional growth, reduce turnover and foster a stable and experienced workforce. Besides, offering competitive compensation packages and attractive benefits can be an essential approach to retain skilled workers and attract new talent. On top of that, BWC Construction Sdn Bhd could also provide healthcare, retirement plans, and performance-based incentives that will without doubt enhance employee satisfaction and loyalty. Finally, creating a positive work culture with clear career advancement opportunities and employee recognition programs will further bolster employee loyalty and commitment while also enhancing overall morale. Thus, BWC Construction Sdn Bhd can surely overcome the challenges in finding experienced workers and secure a skilled workforce for sustained success in the construction industry through the implementation of said strategies.

7.0 CONCLUSION

In a nutshell, as my 24 weeks of Human Resource Management Industrial Training at BWC Construction Sdn Bhd comes to an end, I am compelled to express the immense value and growth I have experienced during this transformative journey. This internship has been an eye-opening and hands-on experience, providing me with an in-depth understanding of the critical role played by Human Resource practitioners within the construction industry. Over the course of the internship, I was fortunate to engage in a wide array of Human Resource responsibilities, ranging from administrative tasks to payroll processing as well as contract drafting. These practical experiences have allowed me to witness the day-to-day challenges faced by Human Resource professionals in this dynamic sector. Through each task, I learned the importance of attention to detail, time management, and effective communication in ensuring smooth operations in completing the task assigned.

Aside from that, the guidance and support from both of my supervisors, namely Mr. Chia Lee Wei and Miss Lee Siew Cheng, as well as other helpful colleagues have been instrumental in shaping my growth as an aspiring individual. In fact, I am grateful for the opportunity to learn from seasoned experts who willingly shared their knowledge and experience with me. They encouraged me to think critically, analyze situations from different perspectives, and make well-informed decisions. These mentorship moments have not only enhanced my technical competencies but also boosted my confidence to tackle complex Human Resource challenges which might come my way. Beyond the technical aspects, this industrial training has reinforced the significance of adaptability and resilience in Human Resource management.

Besides, working in the construction industry, I witnessed firsthand the need to remain agile in the face of ever-changing project demands along with unexpected crises which has molded me into a more flexible and proactive individual, capable of handling unexpected situations with composure and grace. On a final note, I carry with me a profound sense of gratitude for the entire BWC Construction Sdn Bhd's team as their belief in my abilities and willingness to entrust me with responsibilities has widened my pool of knowledge. Hence, I end this internship with a heartfelt appreciation for the company as through this precious experience, I manage to develop myself to become a more responsible, optimist, trustworthy, and well-disciplined individual.

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9.0 APPENDICES



Document Information

Analyzed document	NUR IMANINA BINTI ZUL_INDUSTRIAL TRAINING REPORT AT BWC CONSTRUCTION SDN BHD.pdf (D172262860)
Submitted	2023-07-21 05:44:00
Submitted by	
Submitter email	2021132051@student.uitm.edu.my
Similarity	0%
Analysis address	syazwani446.UiTM@analysis.ouriginal.com

Appendix 1: UiTM Ouriginal Result



Appendix 2: BWC Construction Sdn Bhd's Headquarters



Appendix 3: Picture with Some of the Main Office's Colleague

BWC CONSTRUCTION
QUALITY ON TIME PROJECTS

CALLING FOR INTERN!

✓ **Civil Engineer**
✓ **Quantity Surveyor**

Qualifications

- Diploma or Bachelor Degree in Civil Engineering
- Diploma or Degree in Quantity Surveyor

Benefits

- Mentoring Provided
- On-the-Job Training
- Great Work Environment
- Hands-on Work Experience
- Monthly Allowance of RM 500

Place of Work

- Kamunting and Bata Kerau, Perak

Do submit your resume/application letter to:

hr@bwconstruction.com.my
013 - 3432257

BWC Construction Sdn Bhd
23 Mac

Learning opportunities awaits for interns !

Don't hesitate to reach out to us for any internship related questions and we look forward to have you on-board!

11 likes, 6 comments, 1 share

Suka, Komen, Kongsi

Tulis komen...

Appendix 4: Advertisement on New Intake for Industrial Training

BWC CONSTRUCTION
QUALITY ON TIME PROJECTS

JOB VACANCY

Requirements:

- Diploma or Bachelor's Degree in Construction Management, Civil Engineering, or related field
- At least 3 years and above experience for Senior Site Supervisor
- Entry level and above for Site Engineer and Site Supervisor
- Highly motivated with strong leadership, interpersonal and communication skills
- Excellent knowledge of construction details and relevant rules, regulations and quality standard

Positions available:

- Site Engineer
- Site Supervisor
- Senior Site Supervisor

SEND YOUR CV OR RESUME

hr@bwconstruction.com.my | 013 - 3432257

BWC Construction Sdn Bhd
6 Julai pada 4:08 PTG

Seeking Talented Professionals for Challenging Roles: Site Engineer and Site Supervisor Positions Available!

4 likes, 0 comments, 0 shares

Suka, Komen, Kongsi

Tulis komen...

Appendix 5: Job Advertisement

BWC CONSTRUCTION
QUALITY ON TIME PROJECTS

JOB VACANCY

Draughtsman @ Drafter

Job Scope

- Prepare and produce shop drawings, as-built drawings, proposal design and/or construction drawings in accordance to project requirements (Especially monthly as-built drawing for progress claim purpose).
- Study and highlight the drawings/plan if there is any changes.
- To file drawings for documentation control.
- Attend site meetings and/or conduct site measurements (If required).
- AutoCAD knowledge and well versed is a **MUST!**
- Any ad hoc duties when assigned.

Requirements

- At least Bachelor's Degree in Civil Engineering / Quantity Surveyor or any relevant field.
- Fresh graduates are welcome to apply.
- At least 1 Year(s) of working experience in the related field is required.
- Good knowledge in AutoCAD, Autodesk Inventor software, and Microsoft 365.

APPLY NOW!

hr@bwconstruction.com.my
013 - 3432257

BWC Construction Sdn Bhd
20 Julai

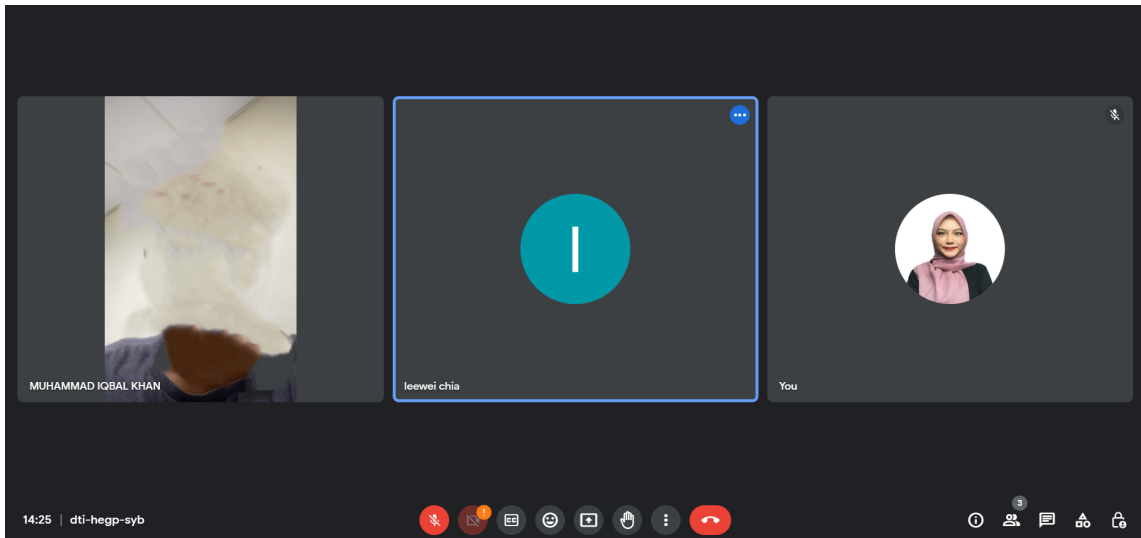
Seeking Talented Professionals for Challenging Roles: Draughtsman Positions Available!

1 like, 0 comments, 0 shares

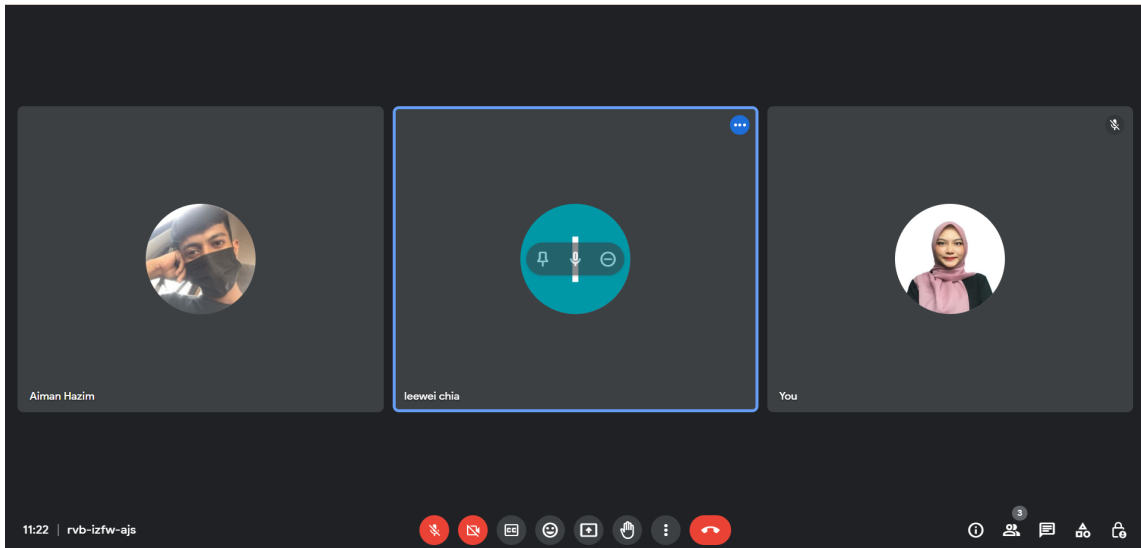
Suka, Komen, Kongsi

Tulis komen...


Appendix 6: Job Advertisement




Appendix 7: Online Interview Session



Appendix 8: Online Interview Session


- 

BWC Attendance Group


08:11
- 

Chia Lee Wei (Supervisor)

✓ Photo

Yesterday
- 

RIZEN Attendance Group

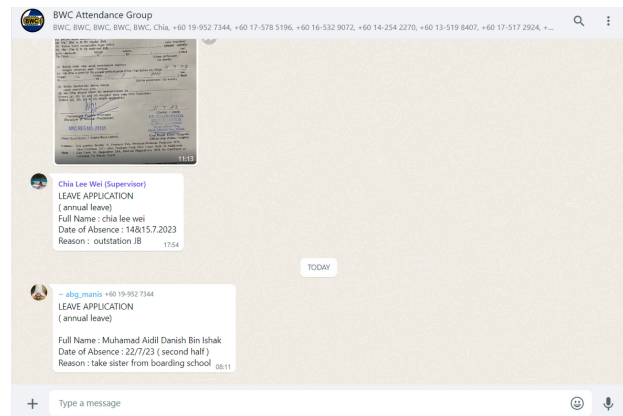
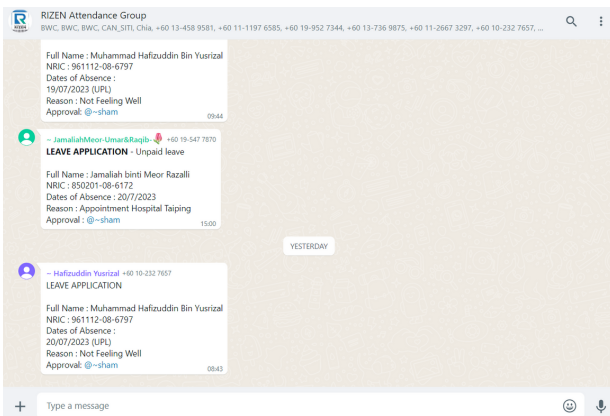
Yesterday
- 

BWC Miss Lee

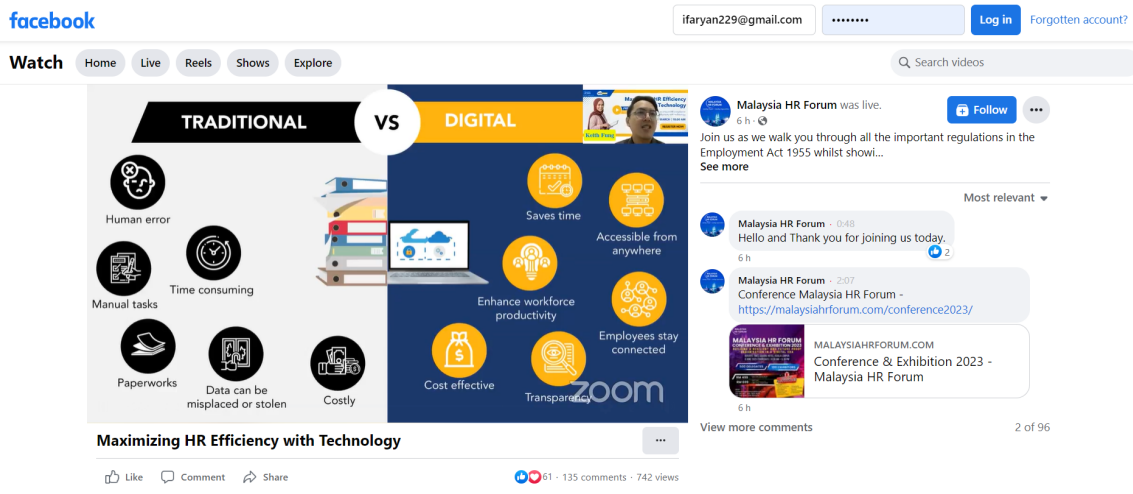
✓ Most welcome miss. 🙏

Wednesday

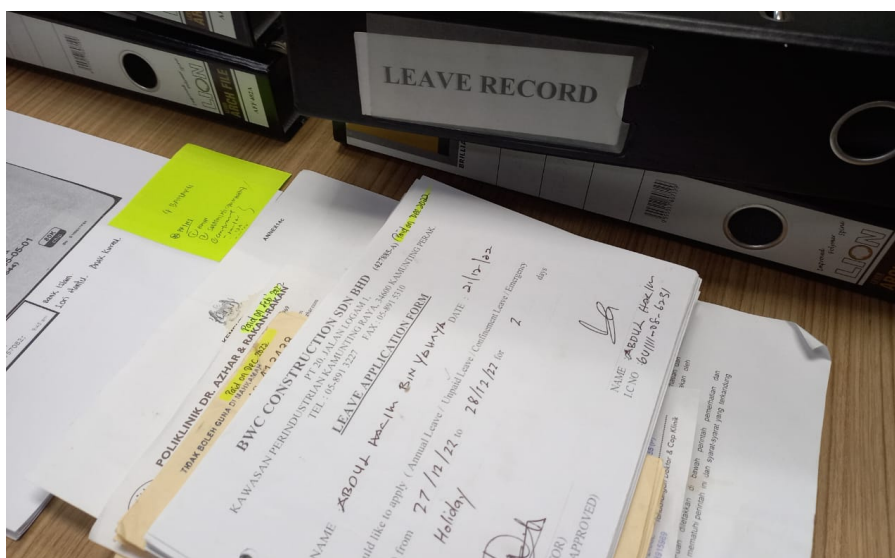
Appendix 9: WhatsApp as Communication Channel



Appendix 10: WhatsApp Group for Employee's Attendance (Main Office & Site Office)



Appendix 11: Attend Online Seminar



Appendix 12: Organize Leave Record for Year 2022

MYHRDCORP SUPER APP

- Job opportunities
- Talent discovery
- Upskilling and reskilling programmes
- Online learning
- Levy, grant and claims access

And many more, ALL IN ONE APP!

Download now

Download on the App Store | GET IT ON Google Play

Nabila Solehah

Grant application must be submitted by employers to HRD Corp for approval, before interns start their training at the employers' premises

Claims need to be submitted by employers after the approval of grants and training claims must be submitted within six (6) months after training completion.

No grant approval means cannot claim with HRD Corp.

Is there anything else I can assist you with?

Hey there! You've been inactive for a...

Your chat session has ended. If you wish to continue the chat, [click here](#).

Appendix 13: Conversation with HRDC Customer Service on Grant Application

Sr No.	Subject	Document Number	Description	Sent Date	Office Name	Status
1	Grant Application(ITS Scheme)	427885A_23_0011	BWC CONSTRUCTION SDN. BHD -QUANTITY SURVEYING-Requested Amount(RM): 2,000.00	14/06/2023 16:48	Loc For West Malaysia-Perak Branch	Pending
2	Grant Application(ITS Scheme)	427885A_23_0010	BWC CONSTRUCTION SDN. BHD -CIVIL ENGINEERING-Requested Amount(RM): 1,000.00	14/06/2023 16:32	Loc For West Malaysia-Perak Branch	Pending
3	Grant Application(ITS Scheme)	427885A_23_0014	BWC CONSTRUCTION SDN. BHD -CIVIL ENGINEERING-Requested Amount(RM): 2,500.00	14/06/2023 12:30	Loc For West Malaysia-Perak Branch	Pending
4	Grant Application(ITS Scheme)	427885A_23_0013	BWC CONSTRUCTION SDN. BHD -CIVIL ENGINEERING-Requested Amount(RM): 2,500.00	14/06/2023 11:16	Loc For West Malaysia-Perak Branch	Pending
5	Grant Application(ITS Scheme)	427885A_23_0012	BWC CONSTRUCTION SDN. BHD -CIVIL ENGINEERING -Requested Amount(RM): 2,500.00	12/06/2023 14:43	Kuala Lumpur	Pending
6	Grant Application(ITS Scheme)	427885A_23_0011	BWC CONSTRUCTION SDN. BHD -QUANTITY SURVEYING-Requested Amount(RM): 2,000.00	12/06/2023 13:09	Loc For West Malaysia-Perak Branch	Pending
7	Grant Application(ITS Scheme)	427885A_23_0010	BWC CONSTRUCTION SDN. BHD -CIVIL ENGINEERING-Requested Amount(RM): 1,000.00	12/06/2023 12:27	Loc For West Malaysia-Perak Branch	Pending
8	Grant Application(ITS Scheme)	427885A_23_0009	BWC CONSTRUCTION SDN. BHD -QUANTITY SURVEYING-Requested Amount(RM): 2,000.00	12/06/2023 12:07	Loc For West Malaysia-Perak Branch	Pending

Appendix 14: List of ITS Grant Application

Actions Close

File Information

Summary Drafts Basic Info Query Details

Attachment

File Description Attach File

Allowed (Only .JPG, .JPEG, .BMP, .GIF, .PNG, .TIF, .PPM, .DOC, .DOCX, .PDF, .RTF, .XLS, .XLSX, .TXT, .PPT, .PPTX, .PPSX are allowed)

Comments

1

Close

Comment Attachment

This is query letter. This is meant for training scheme: ITS

Pembangunan Sumber Manusia Berhad (545143-D)
Kementerian Sumber Manusia
Wisma HRD Corp
Jalan Beringin
Bukit Damansara
50490 Kuala Lumpur
Tel - 1 800 88 4800 / Fax - 03-20964999

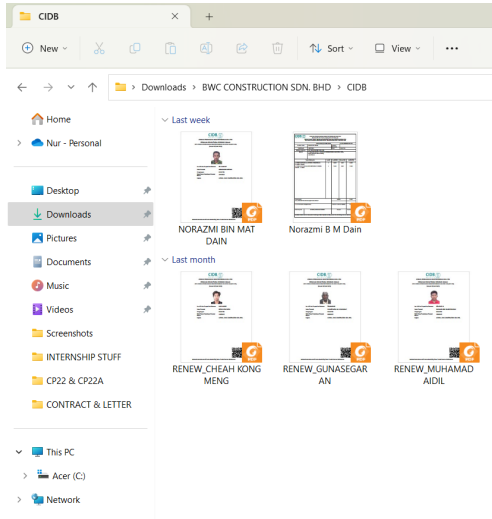
BWC CONSTRUCTION SDN. BHD.
PT 20, JALAN LOGAM 1,
KAWASAN PERINDUSTRIAN KAMUNTING RAYA,
KAMUNTING,
34600 - TAIPIING,
Perak, Malaysia

Sir / Madam,
TRAINING GRANT APPLICATION UNDER PEMBANGUNAN SUMBER MANUSIA ACT ITS

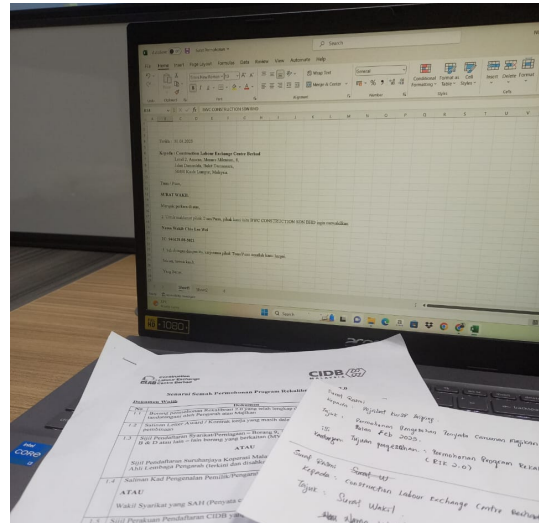
PROGRAMME NAME : QUANTITY SURVEYING
DATE OF PROGRAM : From : 02/10/2023 To : 02/02/2024
APPLICATION NUMBER : 427885A_23_0009

Referring to your application received on the 12/06/2023
2. Your training grant application has been queried. Please resubmit your application with the documents and information as stated below -
Query Remarks - Kindly submit industrial training schedule in weekly

Appendix 15: Query Details for Grant Application



Appendix 16: Employee's CIDB Certificate



Appendix 17: Draft Representative Letter

Applied for Renew Construction Personnel Card

Company Registration No : 427885A Company Name : BWC CONSTRUCTION SDN. BHD.

Click icon for each process to continue

Summary			Registration Process								
Tick for Payment	Applicant Identity No	Applicant Name	Personnel Information	Employer/ Self-employed	Safety Certificate	Academic Information	Skilled Information	Job Category & Trade Summary	Beneficiary	Duration	Latest Card Expiry
			✓	✓	✓	✗	✗	✓	✓	✓	24/11/2026

Permohonan anda akan di proses dalam masa 3 hari. Sila hadir ke Pejabat CIDB bagi tujuan pengesahan maklumat jika sistem masih tidak memaparkan kotak pembayaran. Pemohon 871124385197 dikehendaki hadir ke pejabat CIDB yang dinyatakan dengan membawa dokumen pengenalan diri asal anda



Appendix 18: Construction Personnel Card Renewal Application

BORANG PERMOHONAN PROGRAM REKALIBRASI (RTK) 2.0

MAKLUMAT SYARIKAT

NAMA SYARIKAT : NO PENDAFTARAN SYARIKAT :
 ALAMAT SYARIKAT :
 NAMA PEGAWAI UNTUK DIBUBUNGI :
 NO TELEFON : ALAMAT EMEL : NO PENDAFTARAN CIDB :
 JUMLAH PATTI SEDIA ADA

(Sila isi maklumat PATTI dan WARIS di lampiran)

NAMA :
 JAWATAN :
 TANDATANGAN :
 COP SYARIKAT :

Tarikh kegunaan Pejalih Sejahtera
 TARIKH
 DITERIMA
 DITERIMA
 OLEH :
 CATATAN :

BORANG PERMOHONAN PROGRAM REKALIBRASI (RTK) 2.0

LAMPIRAN

MAKLUMAT PATTI :

NAMA
 NO PASPORT
 WARGANEGARA
 TARIKH TAMAT PASPORT

MAKLUMAT WARIS :

NAMA
 HUBUNGAN
 NO PENGENALAN
 NO TELEFON
 ALAMAT

(Sila berikan lampiran tambahan jika jumlah melebihi 3 PATTI dengan menggunakan format yang sama)

Appendix 19: Recalibration Program Application Form



Offer letter for Fix Term Contract

24/5/2023

Mohamed Ali Amin Bin Ahmad
 No. 62 Jalan Lakeville 2,
 Bandar University Sei Iskandar,
 32610 Bota, Perak

Dear Mohamed Ali Amin,

We are pleased to offer you the position of Site Supervisor based on fix term contract according to the period of the project titled: Jalan Baru dari Kamunting Ke Anak Kurau, LMS, Perak (Fasa 2). You will be reporting directly to Muhammad Rahaisham (Site Project Manager). The monthly salary should be a basic of RM 2,600.00 (Ringgit Malaysia Two Thousand and Six Hundred Only) with Travelling Allowance RM 200.00 (Ringgit Malaysia Two Hundred Only) which equal to RM 2,800.00 (Ringgit Malaysia Two Thousand and Eight Hundred Only) as per our contract.

Your Job Description is as per bullet point below:

- Supervise construction daily activities
- Planning, monitor & coordinate with workers and sub-contractor to get the job done
- Manage on site work progress, schedule, work quality
- Plan & monitor the usage of equipment, machinery & materials at site
- Ensure all materials use and works are carried out in accordance to specification of drawing and also hitting projected time schedule.
- Recording and compiling project information and keep track of stock availability on site
- Daily reporting via our internal social media group on site progress picture as well as documentation.

We believe your skills and experience are suitable to work in our organization and also to fill in the role and job description we laid out.

Please confirm your acceptance of this offer by signing and returning the copy of this offer letter. We are pleased to have you join our team and contribute your skills and experience towards the progress of the project.

Sincerely,

Chia Lee Wei

HR Manager of BWC Construction

NAME:

NRC NO:



NAME : MUHAMMAD AMIN BIN ABU BAKAR

NRC NO : 880223-35-5457

ADDRESS : NO 28, LALUAN MERU PERMAI 4, HALAMAN MERU PERMAI, 30020 IPOH, PERAK.

DATE : 14.03.2023

FIX TERM CONTRACT FOR SITE ENGINEER

We are pleased to offer you employment as Site Engineer with BWC Construction Sdn Bhd. Upon the terms and conditions of employment contained herein below.

TERMS AND CONDITIONS OF EMPLOYMENT

- COMMENCEMENT**
Your employment with the Company shall commence on 1st _____ 2023.
- FIX TERM CONTRACT BASED ON PROJECT CONTRACT PERIOD**
JALAN BARU DARI KAMUNTING KE ANAK KURAU, LMS PERAK (FASA 2)
The Project Contract Period begins on 26th July 2022 and on 24th July 2025. Automatic renewal of your contract will be based on the EOT (Extension of Time) given by the client if the need of extension arise for the project.
- WORKING DAYS AND HOURS**
The Company's normal working days are in line with Employment Act 1955. Your official working hour are from 8.00am to 5.00pm, Mondays to Saturday excluding one (1) hour lunch break and a total of half (1/2) hour tea break according to work arrangement. The company reserves the right to amend the work hours and workdays at its sole discretion.
- PROBATION**
Your employment shall commence with a probationary period of three (3) months. The Company reserves the right to extend your probation period as per need. If you are not confirmed in, your service will be terminated following the expiry of the probation period.
- CONFIRMATION**
Your confirmation is subject to the completion of your probation period satisfactorily. You shall be considered as confirmed upon issuance of a Letter of Confirmation by the company. Adjustment of salary upon confirmation shall be decided at the sole discretion of the Company.
- DUTIES AND RESPONSIBILITIES**
6.1 You accept that the Company may in its discretion require you to perform other duties or tasks which do not fall within the scope of your normal duties hereunder without further remuneration and you agree that you shall perform those duties and undertake those tasks as if they were specifically required under this Letter and be subject to the same duties and obligations as set out in the offer letter with job description.
6.2 You warrant and agree that you have the skill, aptitude and ability to perform the services for which you are being employed, and that you shall adhere to the standards of performance prescribed by the Company from time to time in respect of the fulfilment of those duties.

Appendix 20: Example of Offer Letter

Appendix 21: Example of Employment Contract



CP22 (Phi. 1/02/21)

Borang pemberitahuan ini hendaklah diserahkan kepada Lembaga Hasil Dalam Negeri Malaysia (LHDN) dalam tempoh 30 hari dari tarikh mula pekerjaan.
 The notification form must be submitted to the Inland Revenue Board of Malaysia (IRSDA) within 30 days from the date of commencement of employment.

A. MAJIKAN MAJIKAN / PARTICULARS OF EMPLOYER	
A1. Nama majikan / Employer name BWC CONSTRUCTION SDN BHD	A2. Alamat majikan / Employer address PT 20, JALAN LOGAM 1, KAWASAN PERINDUSTRIAN KAMUNTING RAYA, 34600, KAMUNTING, PERAK.
A3. No. majikan / Employer's no E 9015764009	A4. e-Mail / e-Mail bwconstr@yahoo.com
A5. No. telefon / Telephone no 05-891 3227	
B. MAJIKAN PEKERJA BAHARU / PARTICULARS OF NEW EMPLOYEE	
B1. Nama penuh / Full name (Seperti dalam dokumen pengenalan diri / As per identification document)	B2. No. cukai pendapatan / Income tax no
B3. No. pengenalpastian / Identification no	B4. No. pasport / Passport no
B5. No. pasport / Passport no	B6. Warganegara / Citizen
B7. Tarikh lahir / Date of birth	B8. No. telefon / Telephone no
B9. Alamat semasa yang berkesan / Current residential address	B10. e-Mail / e-Mail
B11. Alamat surat-menyurat yang berkesan / Current correspondence address	
B12. Nama dan alamat pejabat / Office name and address	
B13. Nama dan alamat pejabat / Office name and address	
B14. Tarikh permulaan pekerjaan semasa / Commencement of current employment	B15. Jawatan / Designation
B16. Tempoh pekerjaan yang dijangkakan / Expected duration of employment	B17. Jenis pekerjaan / Nature of employment
C. MAJIKAN SUAMI / ISTERI / LUKA BERKAWIN / PARTICULARS OF HUSBAND / WIFE / MARRIED	
C1. Nama penuh suami / isteri / Full name of husband / wife	C2. No. pengenalpastian / Identification no
C3. No. cukai pendapatan / Income tax no	C4. No. telefon / Telephone no

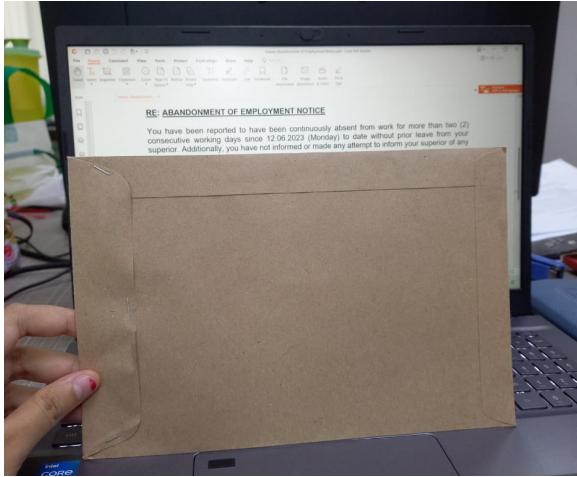
Appendix 22: CP22 Form for New Employee



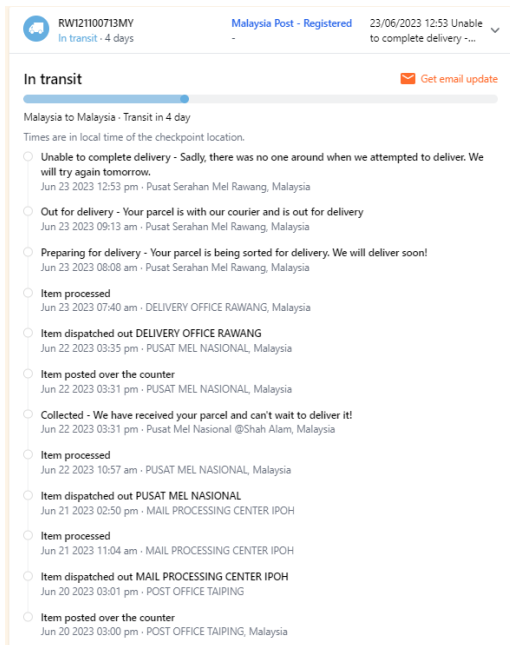
CP22A (Phi. 1/02/21)

Borang pemberitahuan ini hendaklah diserahkan kepada Lembaga Hasil Dalam Negeri Malaysia (LHDN) dalam tempoh 30 hari dari tarikh pemberhentian pekerja.
 The notification form must be submitted to the Inland Revenue Board of Malaysia (IRSDA) within 30 days from the date of resignation of employee.

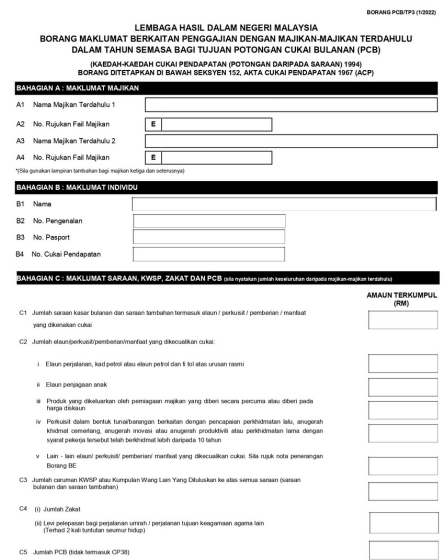
A. BUTIR-BUTIR PEKERJA YANG BERHENTI KERJA / BERSARA / MENINGGAL DUNIA	
A1. Nama Penuh	A2. No. Telefon Pekerja Yang Berhenti Kerja / Berbara
A3. Tarikh Mula Berkerja	A4. Alamat surat-menyurat terakhir
A5. Tarikh Berhenti / Pensiunan / Kemangkatan / Tarikh yang mana telah berkhidmat	A6. Tarikh lahir
A7. Tarikh Lahir	A8. Jenis Pensiunan / (sila tandakan X)
A9. Jenis Pensiunan / (sila tandakan X)	A10. No. Rujukan (No. Kad Pengenalan/Passport/Tortora/Passport)
A11. No. Rujukan (No. Kad Pengenalan/Passport/Tortora/Passport)	A12. No. Rujukan (No. Kad Pengenalan/Passport/Tortora/Passport)
A13. No. Rujukan (No. Kad Pengenalan/Passport/Tortora/Passport)	A14. No. Rujukan (No. Kad Pengenalan/Passport/Tortora/Passport)
A15. No. Rujukan (No. Kad Pengenalan/Passport/Tortora/Passport)	A16. No. Rujukan (No. Kad Pengenalan/Passport/Tortora/Passport)
A17. No. Rujukan (No. Kad Pengenalan/Passport/Tortora/Passport)	A18. No. Rujukan (No. Kad Pengenalan/Passport/Tortora/Passport)
A19. No. Rujukan (No. Kad Pengenalan/Passport/Tortora/Passport)	A20. No. Rujukan (No. Kad Pengenalan/Passport/Tortora/Passport)
A21. No. Rujukan (No. Kad Pengenalan/Passport/Tortora/Passport)	A22. No. Rujukan (No. Kad Pengenalan/Passport/Tortora/Passport)
A23. No. Rujukan (No. Kad Pengenalan/Passport/Tortora/Passport)	A24. No. Rujukan (No. Kad Pengenalan/Passport/Tortora/Passport)
A25. No. Rujukan (No. Kad Pengenalan/Passport/Tortora/Passport)	A26. No. Rujukan (No. Kad Pengenalan/Passport/Tortora/Passport)
A27. No. Rujukan (No. Kad Pengenalan/Passport/Tortora/Passport)	A28. No. Rujukan (No. Kad Pengenalan/Passport/Tortora/Passport)
A29. No. Rujukan (No. Kad Pengenalan/Passport/Tortora/Passport)	A30. No. Rujukan (No. Kad Pengenalan/Passport/Tortora/Passport)
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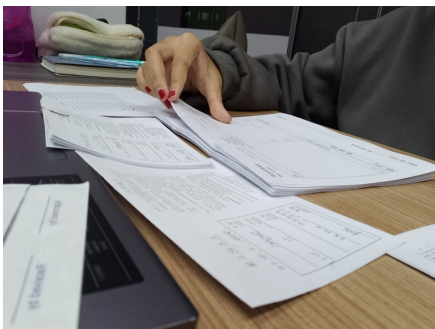
Appendix 24: AR Document of an Employee's Abscondment Case



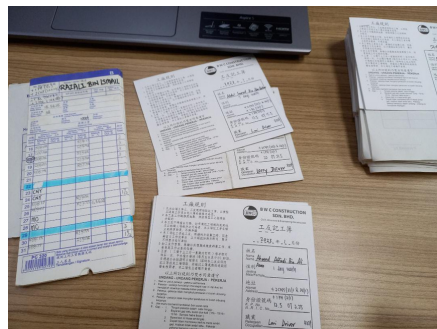
Appendix 25: AR Document's track record.



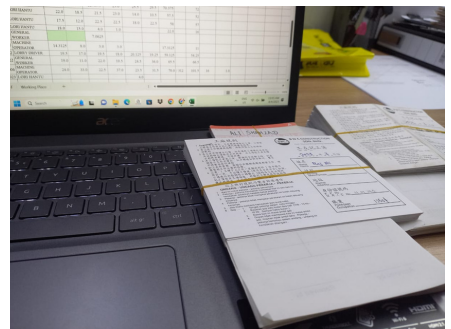
Appendix 26: TP3 Form for Protege Application

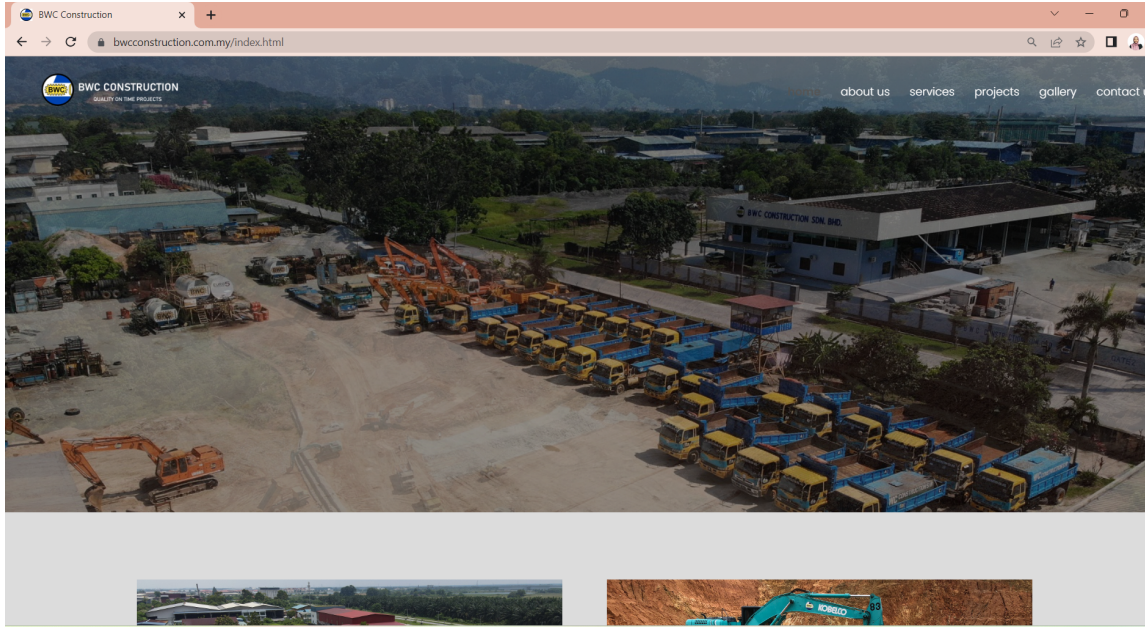


Appendix 27: Handling Monthly Pay Slip

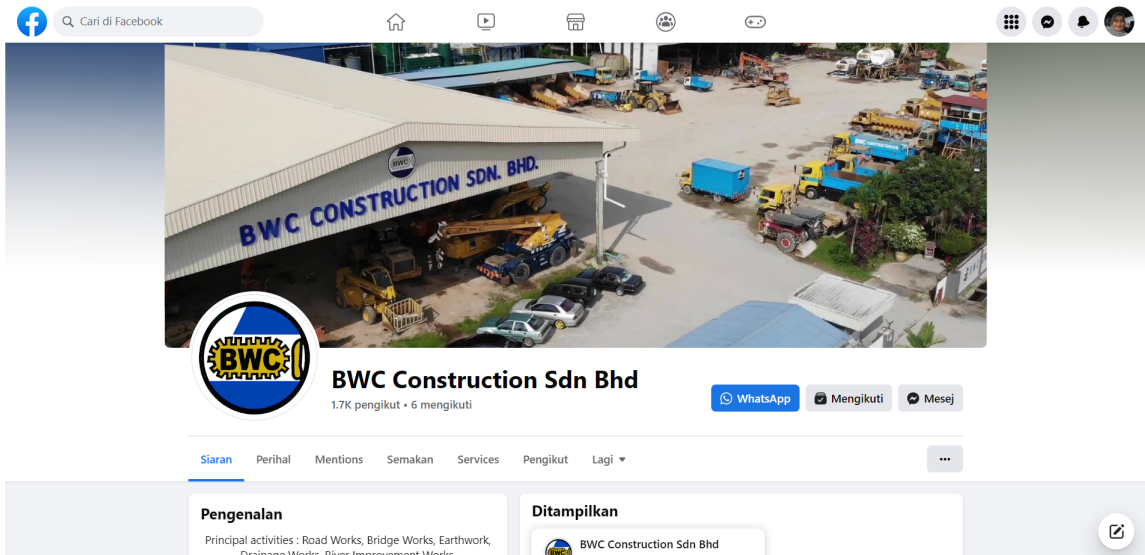


Appendix 28: Employee's Attendance Card





Appendix 29: BWC Construction Sdn Bhd's Official Website



Appendix 30: BWC Construction Sdn Bhd's Official Facebook Page



UNIVERSITI TEKNOLOGI MARA

ENDORSEMENT OF OUR ORIGINAL REPORT

Coordinator

Unit Jaminan Kualiti Akademik (UJKA)
Universiti Teknologi MARA Cawangan Perlis
02600 Arau
Perlis

Sir

**ENDORSEMENT OF OUR ORIGINAL REPORT FOR PROPOSAL/DISSERTATION/THESIS/PROJECT PAPER/
ASSIGNMENT**

With reference to the work of the candidate below:

Name : Nur Imanina Binti Zul

Matric No. : 2021132051

Faculty : Faculty of Business and Management

Programme : Bachelor of Business Administration (Hons.) Human Resource Management

Title : Industrial Training Report at BWC Construction Sdn Bhd

Percentage of Our original Report : 0%

I am pleased that the proposal/thesis/dissertation/project paper/ assignment of the above candidate has fulfilled the Our original percentage of the university's requirement.

Thank you.

1st advisor's signature and stamp

Name: SYAZWANI BINTI YA
FACULTY OF BUSINESS AND MANAGEMENT
UiTM PERLIS BRANCH, 02600 ARAU, PERLIS

26.7.2023

Date

** Please attach 1st page of original report.

