



اُنِيُوْزِيسِيْتِي تِيكْنُوْلُوْجِي مَارَا
UNIVERSITI
TEKNOLOGI
MARA

UNIVERSITI TEKNOLOGI MARA KAMPUS BANDARAYA MELAKA

FACULTY OF BUSINESS AND MANAGEMENT

BACHELOR OF BUSINESS ADMINISTRATION IN HUMAN
RESOURCE (BA243)

HRM666

REPORT OF INDUSTRIAL TRAINING

GROUP:

M1BA2436B

PREPARED BY:

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PREPARED FOR:

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SUBMISSION DATE:

2 FEBRUARY 2025

SURAT KEBENARAN

Tarikh : 24 JANUARY 2025

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Nama Pelajar	NURUL FATIMAH BT ALI		
No. Matriks	202272255	Nama Program	BA243
Tajuk Laporan	SWOT ANALYSIS	Nama Syarikat	UTM

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Nama Pegawai :

Jawatan

No. Tel.

No. Faks

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Pejabat Pendaftaran
Universiti Teknikal Malaysia Melaka



Cop jabatan/organisasi:

PART 1: PRELIMINARY PAGES

EXECUTIVE SUMMARY

The internship program is compulsory and serves as a requirement that need to be participated by all bachelor's students before completing their study. This program qualifies them to have real - work experience in various industries, enabling them to acquire valuable knowledge and skills related to courses they have studied. In Universiti Teknologi MARA (UiTM), the duration of the internship usually lasts to 3 - 6 months depending on the faculties requirements. The other requirements that the students also need to accomplish while proceeding the internship program are writing a report and doing a presentation a week before the internship ends.

In this report, it presents my overall memorable and enlightening 6 months journey at Universiti Teknikal Malaysia Melaka (UTeM) as an internship student. Universiti Teknikal Malaysia Melaka (UTeM) is one of the public universities in Malaysia which offers a diverse range of academic programmes, including diplomas and bachelor's degrees in industrial and manufacturing technology, engineering technology, and engineering. For this time, the period of internship started on 12 August 2024 until 24 January 2025, in a total of 24 weeks. My internship placement was at the Talent Development department under the Succession Planning unit. This department gives me a good opportunity to put my knowledge and skills into practice to the reality of the working environment as I have learnt it in my previous semester.

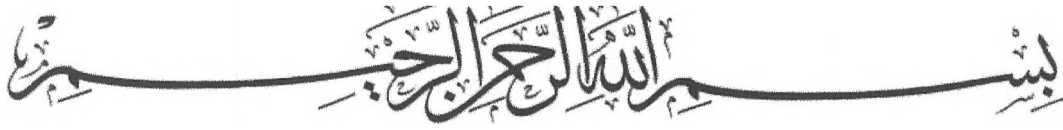
In this report, we will go through my student's profile which states my latest updated resume after obtaining some inputs from my Talent Development department. It consists of career objectives, working experience, educational background, achievements, leadership and involvement and skills. The next section is general information about the company's background which I have included vision and mission statement, objectives, goals, organizational structure and products or services that the company offers. Besides, this report highlights some of my responsibilities and tasks that I have assigned by my supervisor and head of department and benefits that I have gained during my internship.

Additionally, this report also discusses SWOT analysis of my department which I identified during the 6 months journey. From that analysis, I proposed some discussions and recommendations that enable the department to improve more on weaknesses in order to enhance their overall performances. At the end of this report, I will conclude all the information gained from my observations.

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ACKNOWLEDGEMENT



“In the name of Allah, The Most Gracious and The Most Merciful”

Bismillahirrahmanirahim. For His Almighty power and His blessings, Allah SWT, the Lord of the ‘Alamin, deserves all praise and thanks. Without His blessings for giving me courage, patience and knowledge, I might not be able to complete my internship journey and accomplish the report within the time given.

First and foremost, I am extremely grateful for experiencing an internship at Universiti Teknikal Malaysia Melaka (UTeM). This opportunity will not be felt without the assistance from my supervisor, Puan Azrina binti Alwi, the senior assistant registrar at Succession Planning Unit. It was such an honor that I am able to serve my knowledge and skills to the department and unit. Her unwavering guidance and care will be appreciated and not be forgotten after this internship.

I would like to express my utmost gratitude and sincere appreciation to Puan Rafidah binti Abdul Azis, for being my advisor throughout this internship. Her presence and guidance are invaluable to me to ensure that I did not feel lost during my internship period.

Next, I would like to extend my heartfelt gratitude to my colleagues in the Talent Development department for making my internship journey both enjoyable and valuable. Each of them plays a significant role in ensuring that I felt welcomed and supported from the moment I joined the department until the closure of my internship. Their laughter and kindness gives me a ray of hope that the upcoming day will be fine without me worrying about anything. This moment will be cherished from time to time as it might not be the same anymore if I work at a different place. May Allah SWT bless them with mercy.

Not to forget my family and friends who helped me directly or indirectly during this process. Without their dua’s and motivation words, I may not be able to finish this journey with success.

PART 2: STUDENT'S PROFILE

UPDATED RESUME



NURUL FATIMAH ALI

CAREER OBJECTIVE

A motivated human resources fresh graduate seeking for a employment opportunity in the field of human resources. To leverage my academic knowledge and enthusiasm for human resources to contribute to talent acquisition, employee engagement, and organizational success. I aim to develop my expertise while supporting a positive and productive workplace that aligns with the organization's goals and values.

WORK EXPERIENCE

Universiti Teknikal Malaysia Melaka (Internship)

August 2024 - Present

- Conducted background research and gathered data to support the development of research projects and presentations.
- Managed administrative tasks, such as scheduling meetings, preparing meeting rooms, and coordinating materials, to facilitate efficient project operations.
- Assisted in preparing detailed research reports, summaries, and presentations for stakeholders.
- Designed and developed visuals, including posters and slides, to communicate research findings effectively.
- Collaborated with team members to plan and execute research activities, ensuring efficiency and accuracy.

Poliklinik Azhali Medik, Melaka (Part-Time Clinic Assistant)

August - December 2023

- Oversee the continuous patient check-in procedures, accurately verifying and updating patient records to uphold data accuracy and compliance.
- Proficiently managed high volumes of incoming calls, delivering exemplary customer service by promptly addressing patient inquiries, and providing comprehensive information about clinic services and operational policies.
- Played a crucial role in patient care by accurately preparing prescribed medications demonstrating a strong commitment to patient well-being and safety.
- Proactively maintaining updated patient information, diligently ensuring that all relevant data is consistently keyed into the system, contributing to the integrity and completeness of patient records.

EDUCATION BACKGROUND

Bachelor of Business Administration (Hons.) Human Resource Management

March 2022 - Present

- UiTM Kampus Bandaraya Melaka
- Current CGPA, 3.28

Diploma in Office Management and Technology

August 2019 - February 2022

- UiTM Kampus Alor Gajah, Melaka
- CGPA, 3.72

LEADERSHIP AND INVOLVEMENT

Hasta La Vista

2024

- Bureau of Multimedia

Profession & Pause Programme

2024

- Bureau of Certificate

Discovering Issues Globally: The Infographic Poster Competition	2024
<ul style="list-style-type: none">• Active Member	

Skillsync: Closing The Gap Between Employee Abilities and Organizational Demands	2024
<ul style="list-style-type: none">• Bureau of Protocol	

ACHIEVEMENTS

International Teaching Aid Competition	2023
<ul style="list-style-type: none">• Relief The Tax Card Game, Silver Award	

Virtual Melaka International Intellectual Exposition	2021
<ul style="list-style-type: none">• Cendawan Salted Egg Snack, Silver Award	

ACTIVITIES

Webinar: Business Registration with Company Commission of Malaysia (CCM)	2024
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SKILLS

SOFT SKILLS

- Creative
- Time management
- Adaptability
- Organize
- Detail

HARD SKILLS

- Microsoft Excel
- Microsoft PowerPoint
- Designing and administering surveys
- Canva

REFERENCE

(Reference available upon request)

PART 3: COMPANY'S PROFILE

NAME, LOCATION, BACKGROUND

Universiti Teknikal Malaysia Melaka



Universiti Teknikal Malaysia Melaka (UTeM) was also known as Kolej Universiti Teknikal Kebangsaan Malaysia (KUTKM) during that time. It was founded on 1 December 2000, in accordance with Section 20 of the Universities and University Colleges Act 1971 (Act 30). On 1 February 2007, Kolej Universiti Teknikal Kebangsaan Malaysia (KUTKM) rebranded its name to Universiti Teknikal Malaysia Melaka (UTeM). Then, Universiti Teknikal Malaysia Melaka (UTeM) became the first technical university and the 14th public university ranked in Malaysia located in Durian Tunggal, Malacca. As UTeM is the technical university, UTeM introduced the "practice and application oriented" teaching and learning style for Malaysian higher technical education. This is consistent with the government's decision to meet the high technical-skilled human resource needs of Malaysia's sectors.

UTeM currently has two campuses: the Main Campus and the Technology Campus. UTeM consists of six different faculties that offer in-depth expertise in engineering, engineering technology, ICT, and technology management disciplines, as well as the Institute of Technology Management and Technopreneurship and the Centre For Language Learning.

The faculties are:

1. Faculty of Electronics and Computer Technology and Engineering
2. Faculty of Electrical Technology and Engineering
3. Faculty of Mechanical Technology and Engineering
4. Faculty of Industrial and Manufacturing Technology and Engineering
5. Faculty of Information and Communications Technology
6. Faculty of Technology Management and Technopreneurship

The university provides academic programmes for Diploma, Bachelor, Masters and PhD candidates. UTeM welcomes both local and international students, including those from Indonesia, Korea, Japan, Saudi Arabia, Chad, Syria, Pakistan, Cameroon, Bangladesh, Tanzania, India, Somalia, Singapore, Qatar, Palestine, Libya, Iraq, Iran, Ghana, France, Yemen, Nigeria, and Jordan.



In UTeM, there is also a Registrar's Office which was established on 1 December 2000 together with the establishment of UTeM. This office is responsible for managing human resources, student academic, organization management, human resources development and policy implementation and providing management services to the university. The Registrar's

Office has structured its divisions and units according to functions and responsibilities to improve the quality of services and information delivery systems to the University.

The Registrar's Office is divided into four (4) sections namely:

1. Human Resources Division (BSM)
2. Organizational Governance & Management Division (BGPO)
3. Talent Development Division (BPB)
4. Academic Management Division (BPA)

VISION, MISSION, OBJECTIVE, GOAL

Vision Statement

- To Be One of the World's Leading Innovative and Creative Technical Universities.

Mission Statement

- UTeM is determined to lead and contribute to the wellbeing of the country and the world by:
- Promoting knowledge through innovative teaching & learning, research and technical scholarship;
- Developing professional leaders with impeccable moral values;
- Generating sustainable development through smart partnership with the community and industry

Objective and Goal

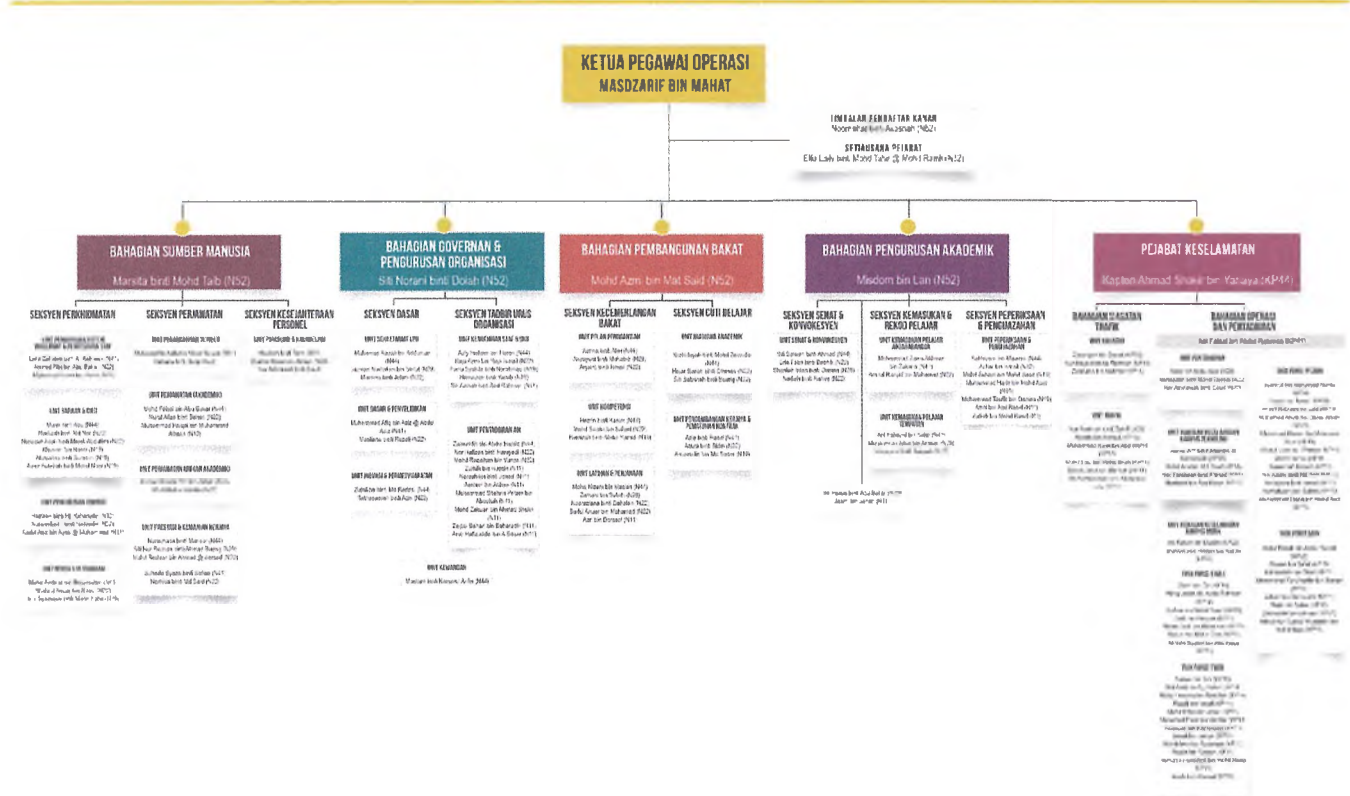
- To conduct academic and professional programmes based on relevant needs of the industries.
- To produce graduates with relevant knowledge, technical competency, soft skills, social responsibility and accountability.
- To cultivate scientific method, critical thinking, creative and innovative problem solving and autonomy in decision making amongst graduates.

- To foster development and innovation activities in collaboration with industries for the prosperity of the Nation.
- To equip graduates with leadership and teamwork skills as well as develop communication and life-long learning skills.
- To develop technopreneurship and managerial skills amongst graduates.
- To instill an appreciation of the arts and cultural values and awareness of healthy life styles amongst graduates.

ORGANIZATIONAL STRUCTURE

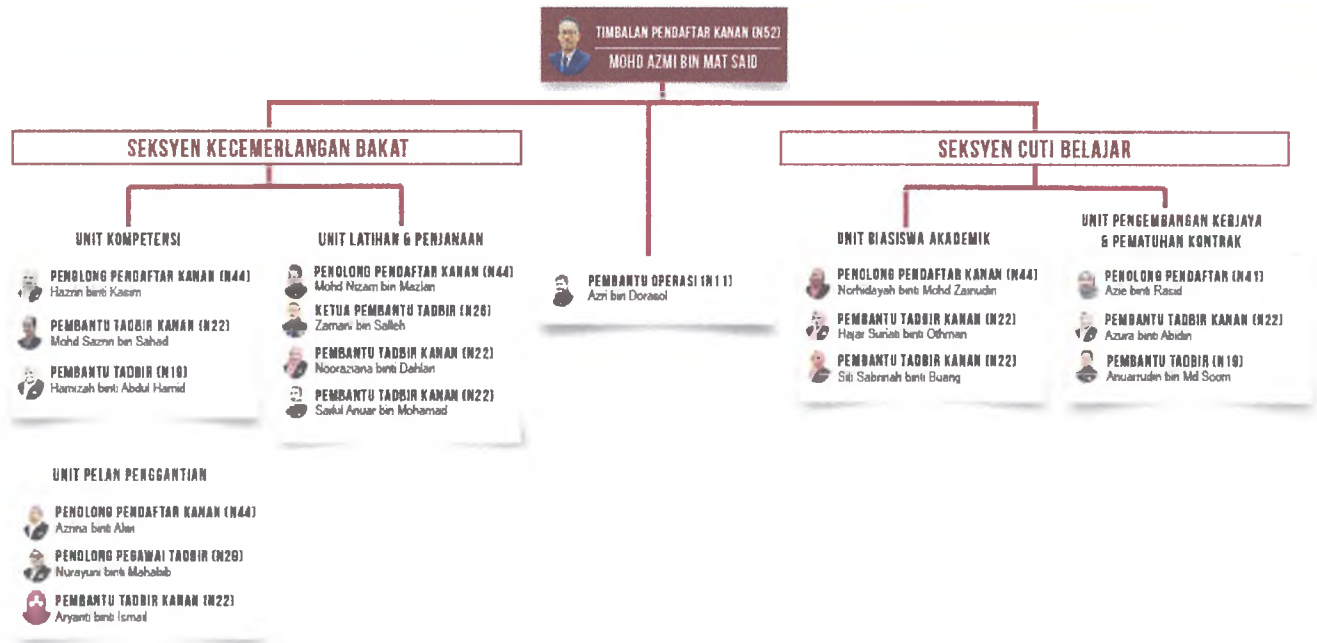
a) Registrar Office

CARTA ORGANISASI PEJABAT PENDAFTAR



b) Talent Development Department

**CARTA ORGANISASI
BAHAGIAN PEMBANGUNAN BAKAT (BPB)**



PRODUCTS OR SERVICES

Universiti Teknikal Malaysia Melaka (UTeM) offers a wide range of products and services that centralize education, research and development, training and professional development and industry collaboration. As a technical university, UTeM emphasizes producing high-quality, skilled graduates who specialize in IT, manufacturing and engineering and are ready to meet the industry requirements. The university provides undergraduate and postgraduate programs across the faculties in computer technology, electrical technology, mechanical technology, industrial and manufacturing technology, information and communication technology and technopreneurship. These programs stress theoretical knowledge and hands-on experience, ensuring the students can experience a real-world environment and evaluate their critical thinking to solve problems. Additionally, the university encourages students and faculty to participate in research and innovation activities to enhance analytical and creative thinking that

can help to contribute to technological advancement. This initiative has helped UTeM to be a forerunner in the technical sector and the highest vocational university in Malaysia.

Next, UTeM products and services in research and development (R&D), representing its commitment and dedication to innovation, technology advancement and industry collaboration. To be the top university centralized in innovative and creative technical universities, UTeM undergoes outstanding achievements which focus on research exploration. The total number of reputable research journals that have been published shows the significant increment year by year which means that their researchers are very knowledgeable and expert in the field they possess. Due to the persistent growth of its research initiatives, it demonstrates the willingness of UTeM in contributing funds to assist the researcher and postgraduate population in bringing their research to the next phase. Besides, UTeM also encourages the collaborative partnership between companies and researchers to speed up the research process and development as well as provide a competitive advantage to both parties. The findings obtained from research through collaboration partnership are widely distributed to the community and industry through seminars, competitions and exhibitions in order for them to get an exposure towards the new knowledge. Due to the valuable research published, the university has secured the ownership through The University's Intellectual Property Initiatives. A central research organization has been established in UTeM which is the Centre for Research and Innovation Management (CRIM) to oversee and promote all research activities at the university.

PART 4: TRAINING'S REFLECTION

DURATION: SPECIFIC DATE, WORKING DAY AND TIME

My invaluable experience as an internship student at Universiti Teknikal Malaysia Melaka (UTeM) began on 12 August 2024 and it will end on 24 January 2025, lasting 6 months in total. This period of time is sufficient for internship students to obtain the knowledge from the senior employees, experience hands-on tasks and expose them to the real working environment. As UTeM is a government sector, the operating days are from Monday to Friday while Saturday and Sunday are the days off from work for the employees. However, for operating hours, UTeM's operating hours are from 8:00 a.m. until 5:00 p.m. while the given lunch hour break is 1 hour between 1:00 p.m. to 2:00 p.m.

DETAILS: DEPARTMENT, ROLES, RESPONSIBILITIES, ASSIGNMENTS, TASKS

1. Department

In the Talent Development Division, it is divided into 2 sections which are Talent Excellence section and Study Leave section. Under the talent excellence section, it has 3 different units which are competency unit, training and revenue generation unit and succession planning unit. However, under the study leave section, there are 2 different units which are academic scholarship unit and career development and contract compliance unit. For my internship placement, I was assigned to work under supervision of my supervisor, Puan Azrina binti Alwi (Senior Assistant Registrar) in the Succession Planning unit. There are another 2 employees working in this unit which are Puan Nurayuni binti Mahabib (Administrative Assistant Officer) and Puan Aryanti binti Ismail (Senior Administrative Assistant).

2. Roles, Responsibilities, Assignments and Tasks

Throughout my journey, I have been assigned roles and responsibilities as an internship student in my department and unit. As I am still a student, the responsibilities are not specific to

my unit but the employees in the Talent Development department can get assistance from me to help them complete their tasks. Here are a few tasks that I have done throughout my internship:

a) Research Assistant

Being a research assistant, I have performed various tasks which a few of them may relate to what I did during my last semester in subject Research Method. Furthermore, there are also some tasks that are new to me which I think will be the additional skills that benefited me in the upcoming future career. At the beginning of this research, I did my own understanding about the topic of research that has been given to my boss, Encik Mohd Azmi by the Jawatankuasa Sumber Manusia Universiti Awam (JKSMUA). As the title of research is 'Kajian Dasar Kemudahan dan Kebajikan Staf Universiti Awam dan Hospital Pengajar', it might be a struggle for me to gain a deep understanding about the topic because there are many elements of facilities and welfare staff that I need to focus on that applicable in every public universities and teaching hospitals in Malaysia. The elements of topic that have been discussed during the meeting were physical, mental and social in which the context of each element will be divided into many subtopics.

Besides, I have learnt about scheduling a meeting whenever my boss would like me to hold an upcoming meeting for them to exchange information regarding the research. Back then, the meeting was scheduled by my colleague, Puan Nurayuni who is also a personal assistant to my boss. After I have been assigned as a secretary for this research, I decided to set the meeting by myself with the help of my colleague without wanting to burden her with scheduling the next meeting. So, she assisted me to use Google Calendar application and explained further the features functionalities in that application. Fortunately, the application is easy to use and I get to understand it within a short period of time. Then, I am able to schedule upcoming meetings without any problem.

In the first meeting of this research, I have an opportunity to meet with a team researcher from another department. Most of them are from governance and management of the organization department and human resources department as well as they are coming from different positions. Before setting up a new meeting, it is important to communicate with the team researcher regarding their availability to attend the meeting because they also have other responsibilities that they have to focus on. Mostly, the step that I do is contacting them through

messaging them on WhatsApp or calling them a week before the meeting. After having done this many times, I noticed that this action helps me to get to know new people and the relationship is getting closer every time I am about to arrange a meeting.

Then, my further action after arranging and scheduling a meeting was preparing the meeting room a half an hour before the meeting was held. I began with organizing the seating arrangement to generate a comfortable and professional atmosphere to enhance productive discussions. It is important to ensure everyone is in a good posture while proceeding to a discussion in more than an hour. Moreover, I served the team researchers with some refreshment such as mineral water and sweets so that they have something to chew and not be bored to death along the discussions. Then, I checked the availability and functionality of all essential equipment, for instance laptop, projector and cables to ensure that everything is in a good condition without having any technical problems during the sessions. And not to forget to ensure the meeting room is in a clean condition to maintain a pleasant and engaging environment. By cautiously addressing these details, it is to be hoped that I can create an efficient arrangement, allowing effective communication in the discussion without any disruption by any side.

Next, I was in charge of designing a presentation slide for my boss to present about this research to Jawatankuasa Sumber Manusia Universiti Awam (JKSMUA). The slide that I used was from Canva in which I already get used to it whenever I do my assignments' presentation. Furthermore, my boss also recommended to me to use Canva because he supports his employees to be creative without limiting his employees' imagination. After finishing the design, I would proceed to show the draft of the slide to him in order to get his perspective as there will be some adjustments that need to be made before finalizing the slide.

In order to get the information about policy of facilities and welfare staff in each public university and teaching hospitals in Malaysia, the team researchers instructed me to establish a google form. The contexts that they discussed to be put in the google form were the background of persons in charge who manage the staff welfare, whether they own policies of facilities and welfare staff and the elements in facilities and welfare staff that they possessed in which it have categorized into three parts including physical, mental and social. Before getting into further discussion, the team researchers should get to know the persons in charge because it will help them to gain some insight about the policies in other universities and teaching

hospitals before they want to refine the policy. After constructing the google form, I proceeded to pass it to team researchers to distribute the google form to Jawatankuasa Sumber Manusia Universiti Awam WhatsApp group to obtain the details.

After receiving the details from google form, the next step involves data analyzation. First, I extracted the raw data from google form to turn it into Microsoft Excel so that I am able to perform the excel functions easily. Then, I performed the data cleaning to ensure the consistency and accuracy of data, avoiding any incomplete responses and any duplicates. Once prepared, I organized and categorized the data into 2 parts, public university and teaching hospital in order to perform the appropriate statistics. The result of analysis is then compiled to visualize the data into presentation or report for further discussion and decision making.

b) Administrative Task

In my unit, whenever there is a meeting conducted by my supervisor, I will follow my colleagues to prepare a meeting room at another level. We have to set up the room a half hour before the meeting starts which we should to ensure the room is in good condition to create a comfortable environment for discussion. Not only that, my unit also prepared some refreshments for those people who participated in the meeting.

Furthermore, my other task that I usually perform will be to learn how to use office tools and equipment. The equipment in the office that I have learnt was a shredding and printing machine, which I found that the equipment is essential to be put in the organization to ease the administrative process. In my early internship journey, I was helping my colleagues to clean and sort the old files in my supervisor's room, which will not be used anymore in the future. The papers contain confidential information about the candidates who would like to be appointed to a high position in Universiti Teknikal Malaysia Melaka (UTeM). So, instead of getting rid of all documents in the rubbish bin, it would be appropriate to shred them using a shredding machine. In result, the confidentiality will be better maintained. For the printing machine, I helped my colleagues to print out the documents that had been assigned by my supervisor to her. As she had some tasks that needed to be carried out, she wrote her username and password on a piece of paper and handed that to me. At first, she showed the

features of the printing machine and I was able to understand it in a short period of time. For the next time, I independently use the machine without her help.

Besides learning new knowledge and skills in this department, I also contribute by applying my expertise to assist the officers in creating and designing posters and presentation slides. As usual, my frequent application of designing is Canva and there are a lot of options of posters and presentation slides designed to be used for my preference purpose. For the posters, I was in charge of creating an infographic poster about the amendment of sponsorship conditions for the officer in the academic scholarship unit. As soon as I finished the draft, the result of the infographic poster was accepted by the officer, however, there are still some adjustments to be made. In order for my poster to be aligned with the requirements of UTeM, I met with the employee in governance and management of the organization department, Puan Ratnasaerah, for her overview of my infographic poster as she was responsible for designing the poster of the UTeM program. Then, I was assigned to enhance the previous powerpoint slide given by my supervisor.

In addition, there are some additional tasks such as helping staff to solve the problem related to Microsoft Excel and practising cleanliness in the office to make sure that the environment is conducive and proactive.

GAINS: INTRINSIC & EXTRINSIC BENEFITS

Intrinsic and extrinsic benefits refer to the rewards and outcomes that the company provides to its employees, usually when it comes to work, motivation or personal activities to ensure they become more engaged to perform job to business performance. These benefits may be used differently based on their nature and source looking at the situation and circumstances.

a) INTRINSIC BENEFITS

Intrinsic benefits play an important role in shaping the internship experience for students by offering personal and professional growth opportunities. These benefits include the sense of accomplishment the student feels when applying the theoretical knowledge in the

classroom to the real-work practice. Similar to other employees, the company should give the students some recognition and appreciation regarding their hard work on accomplishing the tasks given to them. Even though it is a small outcome, maintaining the motivation in the students to go through an internship journey is much more important for their future career growth. By that, these benefits help them be able to possess various skills that they gained by the tasks they performed.

1) Build confidence

Being the internship student in Universiti Teknikal Malaysia Melaka (UTeM) for 6 months has helped me to improve my confidence level in myself and the tasks that I performed. After not doing a part time job since 2023, I felt a bit anxious at first because I have many perspectives of that organization, which I think that I should not feel that way before I entered there. Also, I might not be able to reach their expectations in doing my jobs perfectly as a student intern. However, from time to time, I feel a sense of confidence in myself because I received so much compliments regarding my task's outcome from the boss, supervisor and other colleagues. They also provide some feedback about my performance so that I can improve which might be lacking in the future. With the feedback given by them, I am feeling more comfortable and confident with the abilities that I have and ready to seek upcoming challenges and opportunities. This experience has opened my eyes that with the support, effort and enthusiasm to learn that I exhibit, I am able to succeed in any professional setting.

2) Learning opportunities

In this internship journey, I gained much knowledge, especially in terms of facilities and welfare staff. I was able to learn about that with the person in charge who managed the welfare staff of UTeM. There are a lot of scopes of welfare staff that usually bring the issues among management and staff such as in financial assistance, healthcare and other services. By this overview, it helps me to understand more deeply about the needs of staff in an organization.

3) Enjoyment

During this 6 months internship, I have experienced a deep sense of enjoyment and fulfillment whenever I accomplish a certain task. This feeling not only brings the opportunity to me to apply the knowledge and skills I have obtained academically but also the feeling of

satisfaction after contributing to a meaningful real-world task. Each of the tasks has its different challenges which provides the chance to learn, grow and improve that helps me to add more sense of achievements. Furthermore, the positive work environment and support guidance from the surrounding also contributed to enhance this experience, making even the challenging tasks become worthwhile. This satisfaction inspires me to give my all effort, welcome each new challenge with excitement and the eagerness to proceed professionally.

b) EXTRINSIC BENEFITS

Extrinsic benefits come in the tangible and visible reward provided to an individual or an employee as their recognition in achieving a specific goal. These benefits include financial compensation, such as salary and hourly wages, flexible hours, pay raises and many more, which can serve to motivate the employee.

1) Monetary rewards

When it comes to an allowance, internship students frequently seek for the companies that are able to provide them remuneration for every month. This is driven by the rising cost of living in Malaysia which continues to increase year by year due to inflation. Many students struggle to cover their basic needs and daily expenses including transportation, food and accommodation, which makes financial support a factor of priority for internship decisions. Furthermore, allowance also serves to attract the students to be more enthusiastic to perform their assigned tasks which also contribute to boost the productivity of students and as a recognition for their hard work. In my case, for the students who choose Universiti Teknikal Malaysia Melaka (UTeM) as their internship placement, they will be paid RM17.00 per day or given a maximum amount of RM300 for a month. Even though the amount may seem modest, it plays an important role to lessen the financial burden faced by many students.

2) Resume enhance

Resume can be described as a personal branding of the employees whenever they want to seek a vacancy in a certain organization for career advancement. It represents someone's experiences from the previous work involvement, relevant skills they have possessed, and achievements that they gained in their previous workplace. For students like me, an internship provides a great opportunity to collect as much knowledge, skills and

experience in confronting the real-work situation. Perhaps that whenever I work in an industry, these skills and experiences may drive me to get my desired position in the organization.

3) Academic credit

Pursuing internship is one of the requirements that must be fulfilled by the university's students in order to successfully earn the credits of accomplishment. The period of internship shall vary for each university in Malaysia which can be 3 - 6 months. Also, the students must follow the requirements of their industrial training unit such as writing the tasks done in a log book, doing the presentation, and others. So in my case, the internship has been placed at my last semester in the last year of my degree. In order to gain the credits successfully by my university, it is necessary to participate myself in 6 months of internship. However, some tasks that should be done such as writing down my daily tasks, completing my report, doing a presentation and fulfilling other additional documents. Other than that, I should show a good personality and behaviour along the period of internship in order to get a better first impression with the other employees.

PART 5: SWOT ANALYSIS

SWOT ANALYSIS



STRENGTHS

- Provide with a leadership continuity
- Readiness of the candidates



WEAKNESSES

- Data fraud
- Resistance to change



OPPORTUNITIES

- Collaboration with other public universities
- Encourage more the involvement of female candidates



THREATS

- Limited expertise in competency
- Bureaucratic barrier

PART 6: DISCUSSION & RECOMMENDATION

a) STRENGTHS

1. Provide with a leadership continuity

According to the institutional leadership succession plan guidelines at UTeM, it is already provided with a comprehensive strategic framework in which the unit in charge for succession planning can help in identifying talent pools, implementing systematic assessments, and executing development programs to seek for high level role's replacement. The candidates in grade 48 and above who participated in the assessment have to answer the questions in the I-Pro system in order for them to have their own profiling as a reference for the unit to hire them for upcoming key positions. From the outcome, it shows the level of competency depending on the response that has been provided by the candidates whether they are basic, capable, skilled and expert. Then, in the succession planning unit's evaluation, they will only choose the best three candidates and evaluate which one of them is more qualified to fulfill the key position. This initiative not only provides a smooth transition in leadership but also it may result in leadership continuity, allowing them to contribute effectively to the organization's success (Wiesz, A., 2025).

2. Readiness of the candidates

The readiness of candidates in succession planning refers to how well-prepared individuals are to step into leadership roles when needed. This preparedness is determined by their skills, experience, and ability to handle the challenges associated with higher-level positions (Motylska-Kuzma et al., 2022). Ready candidates possess not only the technical expertise required for the role but also the leadership qualities such as decision-making abilities, communication skills, and emotional intelligence that are essential for effective management. Readiness also involves candidates having a strong understanding of the organization's goals, values, and culture, ensuring that they can align their leadership approach with the organization's long-term vision. In succession planning, assessing the readiness of candidates involves evaluating their current competencies, their potential for growth, and their willingness to take on new

responsibilities. In the guideline, it states 8 institutional leadership competencies that are defined in details about the competencies that individuals must possess. The candidates may refer to those guidelines in order for them to be prepared and enhance their skills, add up their leadership experience to align with the mission, vision and strategic objectives of UTeM.

RECOMMENDATIONS

a) Enhance leadership training and development programs

The unit in succession planning always provides numerous approaches in maintaining their successors' skills and expertise that can bring benefits to the UTeM itself and align with the UTeM's objectives. In order to maintain and enhance the knowledge of successors to encourage leadership continuity in UTeM, the succession planning unit can enhance leadership in the successors by providing training and development programs for polishing their skills and abilities (Mehreen & Ali, 2022). Even though the successor is already exposed with many experiences, it still becomes essential to them in polishing more of the skills they possess. Some of the training and development programs that can be carried out by the future leaders are such as cross-training and job rotation. This process involves the successors gaining exposure in different roles and responsibilities within the organization in which the practice can develop their skills even more in the other perspective that match to the key roles. It helps the successors acquire not only skills and expertise but also capable them in handling the diverse responsibilities and challenges in every department they work on.

b) Implement a mentorship and coaching system

Implementing a mentorship and coaching system enables the potential leaders to be paired with experienced senior leaders within the organization to encourage professional development (Deng et al., 2022). The purpose of the program is to ensure the candidates for succession planning obtain more details about leadership responsibilities in their key roles, culture in the organization, and strategic

decision-making process. Mentorship programs can be formal and informal in which formal mentoring programs are structured and have specific objectives that they must achieve while informal mentoring is more focusing on the relationship development between the person so that they can be comfortable to have a discussion. Both types of mentoring provide support such as social and psychological support that promotes personal development in terms of friendship and acceptance, instrumental support that refer to behavior of mentor in helping the candidates to acquire the goals and role modeling in which the mentor should display good example to their mentees. With the proper guidance from the mentor in driving the candidates to achieve skills and competencies, it promotes confidence in candidates that can make them become high achiever candidates, as well as increase their preparedness to move into upper level positions effectively.

b) WEAKNESSES

1. Data fraud

Data fraud in the context of succession planning usually takes place when the individuals provide false or manipulative information during the process of identification, assessment, and selection of employees for new leadership positions. This act significantly unethical behaviors which might have caused the ineffective and unfair succession planning process that can harm the organization. During the succession planning implementation, there will be a circumstance in which the candidates provide incorrect information about their experience, achievements or qualifications that they never had or reached in order to possess the higher positions in the organization. Furthermore, it can interfere with the decision making process, which affects the selection of unqualified candidates who may lack the necessary skills, leadership qualities and competencies to fulfill the demands of vacancy. Not only that, the reason behind the data fraud may reflect bias and favoritism among the candidates and their leaders (Whysall, Z. 2021). When they are developing a good relationship between them, the candidates have a privilege to gain the position without having a hard time to accomplish certain things that are required by them. Such action can lead to ineffectiveness of process, diminish the employee morale to be competitive in achieving

the goals, as well as overlooked and undervalued the candidates. In other perspectives, the potential candidates feel unmotivated, disqualified and decide to apply for the position outside the organization. Besides, when the organization refuses to help to address the issue and continue supporting it, they are actually risking their reputation and becoming dishonest with the decision they made to attract and maintain the potential professional. Not only that, the organization is unable to achieve the objectives and goals to sustain in the long-term success.

2. Resistance to change

During the succession planning process, the organization may face a significant challenge in which the candidates resist making changes either in themselves or the organization. This is because the potential talents lack interest in pursuing further leadership positions when they have already gained many achievements in their current positions (Chia et al., 2021). The candidates may perceive that transitions to a higher position is unnecessary and burdensome because their current responsibilities are quite challenging and demanding to perform. Therefore, the individuals might choose to prioritize accomplishing the ongoing assessment and reaching specific goals within the existing role before taking on additional challenges. In addition, those candidates in a range of grade 48 and above, especially at senior level, prefer to resist in getting a higher-level role because of the commitment and stress that is linked with them. They would prioritize spending quality time with their beloved family members while creating meaningful memories together. Consequently, these challenges that arise limit the organization's ability to develop and maintain the potential talents that are willing to take the role of leadership in the future for the sake of organization success.

RECOMMENDATIONS

a) Involvement of third-party audits

Data fraud presents illegal activity that must be taken action in order to promote the smooth succession planning process in the organization. To address the issue, it is required to get an involvement by the third-party audits from independent auditors, external organizations or professionals to prove the accuracy of information obtained

during the succession planning implementation (Kumoi et al., 2024). These audits provide an unbiased system in ensuring that the information given by candidates, such as qualifications, achievements and experience, is valid and meets the organization's needs. Auditors often apply approaches, including analyzing documents, background checking and interviewing references. Third-party auditors are neutral, which eliminates internal biases and discrimination and allows for an objective examination of candidates. Implementing such audits improves the credibility and integrity of the succession planning process by ensuring that decisions are made based on accurate information rather than manipulated data. It also discourages potential cheating because candidates are aware that their claims will be carefully examined, establishing an environment of honesty and accountability inside the firm.

b) Provide flexible working

By addressing the issue regarding resistance to change, the organization can help with the flexible working arrangements to the successors who are concerned about work-life balance and their additional responsibilities that are linked with leadership positions (Ballantine et al., 2022). This initiative offers the candidates remote work or flexible hours so that they can reduce the pressure and time constraint that frequently cause lower motivation in the candidates from furthering higher-level positions. In addition, flexible working has been shown to be beneficial by contributing to productivity increment and enhancing job satisfaction. So, the candidates still can manage their overwhelming workload together with family commitments, balancing their emotions and encouraging more positive behavior toward embracing new responsibilities. Besides, flexible working indicates the organization's concern for employee well-being, which exhibits trust, enthusiasm and ready to adapt to any changes.

c) OPPORTUNITIES

1. Collaboration with other public universities

Collaboration with other public universities for succession planning involves creating collaborative relationships to share resources, information, and skills in leadership development (Koppolu et al., 2021). By collaborating, public institutions may

build a talent pool of potential leaders, encourage knowledge exchange, and develop best practices for leadership succession. This partnership can include cooperative programs, shared research, and mutual mentoring for emerging leaders, allowing institutions to better discover, environment, and develop future leaders. Furthermore, such collaboration may promote a feeling of community and unity among universities, allowing them to address common difficulties in higher education while also providing a pool of qualified leaders ready to take the institutions into the future.

2. Encourage more the involvement of female candidates

Encouraging the participation of female candidates in succession planning means ensuring that women are involved and encouraged in the process of developing future leaders within an organization. The organization must remove obstacles that may prohibit women from reaching top positions, such as gender biases or a lack of access to crucial leadership opportunities (Shahzad et al., 2024). Organizations that establish an inclusive environment can assist women in developing the skills and experiences required to take on leadership roles. This includes not only recognizing their potential, but also giving them the resources, mentorship, and professional support they need to succeed. The goal is to build a wide leadership pool that represents the variety of opinions in the workforce, resulting in more innovative decision-making and a better corporate culture. Women's active participation in succession planning enables a more equal and forward-thinking approach to leadership development, which benefits both individuals and the organization as a whole.

RECOMMENDATIONS

a) Joining networking events and conferences

Joining networking events and conferences enable public universities to collaborate on leadership development by bringing together current and potential leaders, as well as professionals from diverse institutions. These gatherings encourage the sharing of best practices, difficulties, and initiatives for succession planning and leadership development. Attendees can engage in seminars, panel discussions, and collaborative sessions to learn from one another's experiences and perspectives. Such

events also allow colleges to share their leadership programs, form relationships, and identify potential leaders for mentoring (Bano et al., 2022). Regularly conducting these events allows educational institutions to develop their leadership lines and develop a culture of ongoing learning and collaboration.

b) Promote female roles

Promoting female role models within the organization involves actively highlighting women in leadership roles who can serve as models of success, determination, and ability (Franco et al., 2023). Organizations that promote the accomplishments and career paths of these women not only illustrate that leadership roles are accessible to women, but also motivate others to follow in their footsteps. Female role models can share their experiences, serve as mentors, and support for other women seeking leadership roles. Their visibility within the organization provides a sense of belonging and inspires women to pursue similar roles, knowing that others have overcome similar obstacles. Furthermore, showing female role models helps to break down biases and stereotypes, promoting the message that women can lead and achieve in high-level positions. Organizations may create a more inclusive diverse leadership pool by recognizing and appreciating female leaders, who represent a wider range of perspectives and experiences.

d) THREATS

1. Limited expertise in competency

Succession planning is an ongoing process of identifying competent individuals who are ready to take on significant roles in the firm. However, in order to identify the competent candidates, there must be an individual or unit that is knowledgeable in competency so that the candidates they choose for the roles are really potential in handling the future challenges in that position. After all, developing candidates with the competencies is pivotal to attaining long-term organization goals and objectives (Bano et al., 2022). However, the succession planning unit at UTeM occasionally lacks individuals with the necessary expertise and skills to successfully prepare for leadership transitions or critical job replacement. Even during the interview with a few candidates, they have no

ideas of what competencies are about when being asked by the head of the succession planning unit. This kind of situation can result in numerous issues and challenges, including leadership shortages, a lack of readiness for future organizational changes, and an inability to successfully retain and develop employees. The unit may invite the competency person in Higher Education Leadership Academy (AKEPT), but they cannot depend on AKEPT to implement in the whole process. Instead they only can be invited as a motivator to give a sharing regarding the competencies to the candidates.

2. Bureaucratic barrier

Bureaucratic barriers in the context of succession planning may impact individual competencies (Abdul Rezaei et al., 2024). In the organization, the decisions of top management are important to ensure the talents are suitable to fit in the certain positions. However, bureaucratic barriers become complicated due to being so focused on rules, hierarchy, and formal processes that they end up slowing down decision-making and stifling progress. However, in the real scenario of the working environment, some replacements of positions in the succession planning do not follow accordingly as instructed by the government but the management would prefer to choose talents based on their own preference. For instance, there are 2 successors that have done their profiling in the succession planning system and it shows the difference of result among them. At the same time, there is a vacancy for the head of department in which the designated unit for succession planning will seek the exact candidates to fill up the positions by looking at the candidates' profiling by the talent pool. Between these candidates, one of them has a good relationship with the previous head of department and that person is liked by him. With the connection they made together, that person will be appointed to become the next head of department even though his profiling states that he is not suitable to hold the position due to lack of skills, abilities or knowledge. This act of dishonesty may ruin the credibility and image of the organization because they provide the non-suitable talent to carry out the duties and lead the employees under him. Not only that, in order to qualify that person for the position, the succession planning unit must conduct a training development program in which this process may require a lot of time to develop the person to match the position.

RECOMMENDATIONS

a) Encourage internal knowledge sharing

Internal knowledge sharing is the systematic exchange of experience, insights, and best practices among people within a company to improve overall capabilities (Coffie et al, 2024). In the context of succession planning, this technique enables experienced leaders, managers, or subject matter experts to mentor and guide the succession planning team and possible candidates, filling knowledge gaps about capabilities and leadership expectations. This can be accomplished through frequent meetings, workshops, or digital knowledge centers where useful information is documented and readily available. Internal knowledge sharing promotes a culture of collaboration and open communication, not just increasing team competence but also ensuring consistency in evaluating and developing candidates. Finally, it enables the organization to develop a sustainable and successful succession planning strategy that is linked with its strategic objectives.

b) Transparency in decision making

Transparency in decision-making minimizes bureaucratic barriers to succession planning by increasing trust, enhancing procedures, and assuring fairness (Nwadiogo et al., 2024). When the criteria for leadership roles and the selection process are properly stated, stakeholders understand the reasoning behind decisions, which reduces misunderstanding and disagreement. Transparent methods also discourage bias and favoritism by proving that selections are merit-based, increasing employee confidence and engagement. This transparency improves integrity since decision-makers must document and justify their choices, resulting in faster approvals and fewer conflicts. It also promotes open communication, which helps to resolve misconceptions early on and simplifies workflow processes. Transparency reduces inefficiencies and improves the effectiveness of succession planning by creating trust and ensuring that decisions fit with organizational objectives.

PART 7: CONCLUSION

In conclusion, the industrial training at Universiti Teknikal Malaysia Melaka (UTeM) offered invaluable hands-on experience, enhancing both technical and soft skills. This journey provided insights into real-world applications of theoretical knowledge, fostered professional growth, and prepared me for future career challenges. Through diverse roles and responsibilities, I gained confidence, improved my adaptability. In conclusion, the industrial training at Universiti Teknikal Malaysia Melaka (UTeM) provided invaluable hands-on experience that improved both technical and soft skills. This journey gave me insights into practical uses of academic knowledge, encouraged professional development, and prepared me for future career challenges. Through various roles and responsibilities, I acquired confidence, increased my adaptability, and obtained a better understanding of organizational processes. This internship has played a vital role in my educational and personal growth, providing me with the tools I need to succeed in the professional world.and developed a deeper understanding of organizational dynamics. This internship has been an important component in my educati

PART 8: REFERENCES

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PART 9: APPENDICES



Figure 1: Presentation slides for the preliminary report on the policy study of public university staff facilities and welfare, which needs to be presented to the Jawatankuasa Sumber Manusia Universiti Awam (JKSMUA).



Figure 2: Presentation slides to discuss the scope of facilities and welfare for staff in public universities



Figure 3: Infographic poster

SOAL SELIDIK DASAR/PERATURAN/GARIS PANDUAN KEMUDAHAN DAN KEBAJIKAN STAF DI UNIVERSITI AWAM

Tuan/Puan

Dengan penuh tanggungjawab saya, Mohd Azmi bin Mat Said bersama pasukan sedang melaksanakan kajian tentang Dasar Kemudahan dan Kebajikan Staf di Universiti Awam Malaysia.

Kajian ini bertujuan untuk memenuhi hasrat Jawatankuasa Sumber Manusia Universiti Awam (JUSMAUA) dalam meriada dan mengana nnti dasar-dasar kemudahan dan kebajikan yang disediakan kepada staf di universiti awam di Malaysia. Dalam konteks institusi pendidikan tinggi, kesejahteraan staf akademik dan bukan akademik memainkan peranan penting dalam memastikan produktiviti dan prestasi keseluruhan universiti. Oleh itu, penyediaan kemudahan yang mencukupi serta pelaksanaan dasar kebajikan yang berkesan merupakan elemen kritikal dalam menyokong keseimbangan kerja-kehidupan dan motivasi pekerja. Kajian ini juga akan meneliti pelbagai komponen yang mempengaruhi kepuasan kerja staf dan segi fizikal, mental dan sosial. Melalui kajian ini kami berharap dapat mengumpul kan garis panduan kemudahan dan kebajikan staf yang ada di universiti/kepentingan anda serta mengemukakan cadangan yang relevan untuk memperbaiki dasar kemudahan dan kebajikan yang sedia ada demi meningkatkan kesejahteraan dan prestasi staf di universiti awam.

Justeru, kami sangat menghargai kerjasama tuan/puan dalam mengkapkan soal selidik ini yang hanya memerlukan sekitar 10 minit untuk diselesaikan.

Sila jawab semua soalan yang disediakan. Semua jawapan adalah suat dan hanya akan digunakan untuk kajian ini. Jika anda mempunyai sebarang pertanyaan, sila hubungi kami. Terima kasih, kerjasama anda amat kami hargai.

Salam hormat,

Mohd Azmi bin Mat Said

Timbalan Pendafar Kanan

Bahagian Pembangunan Bakat

Universiti Teknikal Malaysia Melaka

Figure 4: Survey form



Figure 5: Independence Day Celebration and the Birthday of UTeM
Vice-Chancellor, PROF. TS Dr. Massila Binti Kamalrudin



Figure 6: Explanation on I-Pro and the implementation of the succession plan



Figure 7: *Secangkir Kopi* Program with the Chief Operating Officer, Mr. Masdzarif Bin Mahat



Figure 8: Kesidang Mas: Chief Operating Officer with Executive Staff



Figure 9: Benchmarking Visit from Universiti Putra Malaysia