



اَبُو سَيِّدِي تَيْكُو لَوِي كِي مَبَارَا  
UNIVERSITI  
TEKNOLOGI  
MARA

Cawangan Melaka  
Kampus Bandaraya Melaka

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

**FACULTY OF BUSINESS AND MANAGEMENT**

**INDUSTRIAL TRAINING REPORT AT  
ISKANDAR INVESTMENT BERHAD  
(IIB)**

**HRM666  
(3<sup>rd</sup> March 2025 – 15<sup>th</sup> August 2025)**

**PREPARED BY:**

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**2022887678**

**GROUP:**

**BA2436B**

**ADVISOR:**

**AZEMAN BIN ABD MAJID**

## **EXECUTIVE SUMMARY**

Industrial training gave me a lot of useful experience before I'm starting my career in the future. It also helped build my confidence by giving me new knowledge and skills. I completed the six months of industrial training at Iskandar Investment Berhad under People & Cultures Department from March 3 to August 15 2025, under the supervision of the management team. I was given variety of task and responsibilities that helping to improved my skills, i believe this' can help me to develop more potential in my career. I gained a clear understanding of the organization's internal structure by handling various tasks. It was interesting to see how each department played their role for helping the company achieve its goals and profits.

Furthermore, in the report paper, i also presented a full description for Iskandar Investment Berhad history, vision, mission and their goals. In addition, the key component for the report is SWOT analysis, discussion and recommendation, which could impact the entire organization. A SWOT analysis can help me reflect on the job responsibilities I handled, the skills I developed over time, my thinking and problem-solving abilities, and the experience I gained through my accomplishments during the six months of my internship

After spending six months doing my industrial training at Iskandar Investment Berhad, I can honestly say it was a great experience that helped me grow both professionally and personally. Doing different tasks showed me how even small contributions can make a difference in people's lives, whether in a direct or indirect way. As a trainee, being part of the company's daily work life gave me a better idea of how things run and what a real working environment is like. This experience also encouraged me to keep learning new things so I can work toward achieving my future goals.

## SURAT KEBENARAN

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Tuan/Puan

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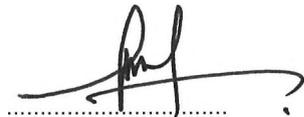
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<b>Tajuk Laporan</b>	INDUSTRIAL TRAINING REPORT AT ISKANDAR INVESTMENT BERHAD	<b>Nama Syarikat</b>	ISKANDAR INVESTMENT BERHAD (IIB)

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Yang Benar



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**No. Faks** :

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## **ACKNOWLEDGEMENT**

First and foremost, I sincerely thank Allah (SWT) for giving me the strength and opportunity to complete my industrial training, which is an important part of my studies in Human Resource Management.

I did my internship at Iskandar Investment Berhad in Johor, from March 3, 2025, to August 15, 2025. During these six months, I followed the company's guidelines and learned a lot about how the HR department operates. It was a valuable experience that helped me grow both professionally and personally.

I would also like to express my sincere gratitude to my supervisors, Nurlisa Tan Abdullah @ Kemmy and En. Abdul Aziz Bin Jameran, for giving me the opportunity to be part of this wonderful internship program during my sixth semester. I would like to express my heartfelt gratitude to the entire Iskandar Investment Berhad (IIB) staff for their unwavering support during my internship. The exchange of ideas and knowledge with them has made this self-reflective journey both rewarding and enriching.

Additionally, my deepest appreciation goes to my parents for their constant support and encouragement. Their belief in my abilities and motivating presence have played a crucial role in my academic journey. I acknowledge and appreciate their sacrifices and the invaluable life lessons they have imparted upon me. Thank you to everyone who has been a part of this journey, contributing to my growth and learning experience. May Allah SWT bless all of you and reward you in abundance

# 1.0 STUDENT PROFILE

MUHAMMAD HAZWAN BIN HISHAM



## CAREER OBJECTIVE

As a committed and enthusiastic student, I seek an internship opportunity to put into practice my academic background in human resources and my interpersonal abilities. I am highly interested in organizational development, talent management, and recruitment. I hope to contribute to the company's HR procedures while obtaining real-world experience to build an excellent human resources career.

## EDUCATION

<b>UNIVERSITI TEKNOLOGI MARA (UiTM)</b> <i>Bachelor of Business Administration (Hons.) Human Resource Management</i> <ul style="list-style-type: none"><li>• <i>Current CGPA : 3.21</i></li></ul>	<b>Melaka</b> (October 2022 – Now)
<b>KOLEJ MATRIKULASI MELAKA</b> <i>Accounting Major</i> <ul style="list-style-type: none"><li>• <i>CGPA : 3.71   Dean list for every semester</i></li></ul>	<b>Masjid Tanah, Melaka</b> (2021 – 2022)
<b>SMK TELOK KERANG</b> <i>Sijil Peajaran Malaysia</i> <ul style="list-style-type: none"><li>• <i>4A, 2B-, 2B and 1C</i></li></ul>	<b>Pontian, Johor</b> (2015 – 2021)

## EXPERIENCE

- Ninja Van [ August 2023 – September 2023 ]**  
Assistant Station
- Implemented proactive measures to enhance customer satisfaction, contributing to improved ratings.
  - Introduced a prioritization system for tasks, ensuring a more organized and productive workflow.
  - Managed time and location to send parcel to customer in the short time.
- Sogama [Jun 2022 - October 2022]**  
Waitress
- Ensured that all places have been cleaned and follow the SOPs that were given by the superior.
  - Have a good level of professionalism by following the dress code that were given and treat all customers with respect.
  - Give all customers a high level of service in any situation.

Iskandar Investment Berhad (IIB) [March 2025 – August 2025]  
Industrial Trainee for People & Culture

- Assigned to the Training Management section
- Coordinated training for enabler staff, including vendor communication, quotation requests, and registration forms
- Communicated with training providers/persons in charge of training events
- Updated training hours for employees
- Managed CSR (Corporate Social Responsibility) records for all staff

## ACTIVITIES AND INVOLVEMENT

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JPK | Jawatankuasa Perwakilan Kolej Sesi 2023/2024  
*Exco Aduan, Kebajikan dan Logistik*

Education Reconstruction (EDRECON) 2023  
*Ahli Jawatankuasa Kesejahteraan*

HOUSE OF TUNs Under JPK Community 2023  
*Head Of Programme*

Taklimat Kolej & Watukah Pelantikan JPK Sesi 2023/2024  
*Kerna Biro Tugaz-Tugaz Khas*

## ACHIEVEMENT

---

### LEADERSHIP ACHIEVEMENT

*Leader for the program House Of Tun*

Jawatankuasa Perwakilan Kolej Sesi 2023/2024

- Crafting a program with more precision involves careful planning and attention to detail in implementation.
- Keep an eye on how each department's tasks are progressing.
- Be the go-to place for any issues or questions about the program.
- Finding solutions when problems arise.

### FILE MANAGEMENT ACHIEVEMENT

*Secretary for Taklimat Kolej Sesi 2023/2024*

Jawatankuasa Perwakilan Kolej Sesi 2023/2024

- Oversee all meetings necessary to ensure the program's success.
- Participation in the conception and administration of the programme from the outset to the finish
- Involvement in managing the program budget in order to effectively use all materials without going overbudget.

## REFERENCE

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Madam Nur Hidayah Binti Zairi  
Academic Advisor  
UiTM Bandaraya Melaka  
Mobile No: 012-9134395

Encik Jaslan Bin Sidek  
Pengurus Asrama Kanun  
UiTM Bandaraya Melaka  
Mobile No: 013-7363334

Abul Aziz Bin Jamara  
Senior Vice President People & Culture  
Iskandar Investment Berhad  
Mobile No: 019-2822955

*Figure 1: Resume*

## 2.0 COMPANY PROFILE

### 2.1 NAME, LOCATION AND BACKGROUND



<b>COMPANY REGISTERED NAME</b>	<b>ISKANDAR INVESTMENT BERHAD</b>
<b>COMPANY NAME</b>	<b>ISKANDAR INVESTMENT BERHAD</b>
<b>INDUSTRY TYPE</b>	<b>PROPERTY DEVELOPMENT</b>
<b>REGISTERED ADDRESS</b>	<b>A18 &amp; A19, Menara IIB, Persiaran Medini Sentral 1, Bandar Medini Iskandar, 79250 Iskandar Puteri, Johor Darul Ta'zim</b>
<b>EMAIL</b>	<b><a href="mailto:info@iskandarinvestment.com">info@iskandarinvestment.com</a></b>
<b>NO. PHONE</b>	<b>07-5353 000</b>

- **LOCATION**



*Figure 2: Location for Iskandar Investment Berhad*

Iskandar Investment Berhad (IIB) is based in the heart of Medini, Iskandar Puteri, Johor, at Menara IIB. Medini Iskandar Malaysia IIB is strategically located in Medini Iskandar Malaysia, a prime flagship development area of Iskandar Malaysia. Situated in the midst of major projects like Legoland Malaysia, EduCity and Kota Iskandar, the company is boosting in a developed metropolis meant to lure foreign investment and entrepreneurship.

Located near Singapore, the major highways and the Senai International Airport offers easy accessibility for business and regional networking. By being in this dynamic region, IIB has a pivotal role to play in the transformation of Iskandar Puteri into a smart, sustainable city of international standing. The site also represents IIB’s focus on sustainable, community-based long-term economic growth and environmental responsibility, while at the same time preserving the diverse community that residents know and love.

- **BACKGROUND**

Iskandar Investment Berhad (IIB) IIB, which was incorporated in November 2006 (previously known as South Johor Investment Corporation Berhad) is not a government department or statutory body but is a government linked company (). Totally established by the Ninth Malaysia Plan, IIB is a “super developer” undertaking catalytic and high impact developments aimed at building, developing and transforming the region into a modern and advanced metropolis. Its major shareholders are Khazanah Nasional Berhad (60%), Employees Provident Fund (20%) and Kumpulan Prasarana Rakyat Johor (20%).

IIB has a large land bank of more than 6,600 acres, with emphasis on the growth of key economic sectors such as education, tourism & leisure, healthcare and creative industries. Key projects are EduCity, LEGOLAND® Malaysia Resort, Mall of Medini and Medini Central Business District. The group is actively involved in estate development and township management, through its subsidiaries such as Medini Iskandar Malaysia Sdn Bhd, Iskandar Capital Sdn Bhd, and Nusajaya Lifestyle Sdn Bhd.

IIB is highly guided by strong ethics and governance who does not only prioritize profits, but for environmental, social, and governance (ESG) such as green energy projects, water recycling systems and environmental conservation programme. "IIB, under the guidance of President and CEO Dato' Idzham Mohd Hashim and supported by international linkages such as its collaboration with KILSA Global of Korea, seeks to further establish the Iskandar Malaysia region as a regional epicentre for investment, innovation and equitable growth."

## 2.2 VISION, MISSION AND CORE VALUES

### Vision

*Building an Inclusive and Sustainable Metropolis of the Future*

IIB's vision speaks to the company's focus on the big picture goals—creating a progressive, healthy city that works for everyone in the community. The word “inclusive” signifies IIB's efforts to provide chances to all communities, not to leave anyone behind in the region's development. For its part, “sustainable” focuses on responsible growth, the careful marriage of economic progress with being good to the environment and one another for the long term. Finally, the expression “metropolis of the future” emphasizes IIB's aspirations to be an innovative pioneer with regard to smart infrastructure and modern urban planning that secures the future for the next generation.

### Mission

*“We Deliver Sustainable Value to our Stakeholders as we Transform Iskandar Malaysia into a Strong, Sustainable Conurbation of International Standing”.*

IIB and mission The mission of the IIB describes the task of catalyzing meaningful development in the region. ” The use of the word “deliver” and the phrase “sustainable value” suggest that IIB is targeting long-term value creation, rather than short-term profits for its shareholders, communities and government included. Transform Iskandar Malaysia means the key aspiration of IIB to upscale it into an urban city of the future, which is well-connected. By choosing the word “conurbation,” the article refers to a vast urban agglomeration directly competing with networked middle class cities and towns, and through “international standing,” IIB's objectives of reshaping Iskandar Malaysia to be competitive, recognized, and a livable place at a global scale.

- **CORE VALUES**

Iskandar Investment Berhad (IIB) upholds six core values that serve as the foundation of its organizational culture and guide how the company operates, makes decisions, and interacts with stakeholders. These values were clearly reflected throughout my internship experience and played a vital role in shaping the working environment

- 1. Passion**

IIB fosters a culture of “can-do” among its staff. What does passion mean at IIB? It means to go above and beyond all tasks; to have the motivation to always be doing your best, and to take ownership of your actions. This had its roots in the way people addressed challenges: with energy, with care, and with a desire to drive high-quality results. It’s about a precedent, an attitude; about being proactive and committed to doing a better job.

- 2. Excellence**

IIB always works to be “The Best You Can Be”. High performance, precision, and professionalism are the hallmarks of the company. If it’s while planning a project, engaging key stakeholders, or running a business there is an encouraging of all staff to strive for excellent results and high standards. That was evident in the quality and work that was put into even mundane tasks while I was an intern.

- 3. Teamwork**

I’m a believer in collaboration and earning one’s way. Team members are encouraged to work together, learn from each other and support each other across departments. This ethos is also reflected in our relationships with other stakeholders including the government agencies, private sector partners, and local communities. With teamwork and exchange of thought we are one. I had this 1st hand within meetings & conversations with cross functional teams.

- 4. Integrity**

Honesty is doing the right thing even when no one is watching. IIB means doing what is right and speaking the truth as such. They encourage an open and transparent culture and all actions are held accountable and done so in a professional way. This value also includes a commitment to make

and keep promises in a timely and reliable manner. As a trainee, I was taught that trust and reliability was important in managing the responsibility of a task or communicating with others.

### **5. Innovation**

IIB fosters creativity not only with technology but with everyday problem solving. The firm believes in ongoing learning, evolving and doing things better. This attitude is vital for remaining competitive and for sustained growth. I saw how departments were experimenting with digital tools and process innovations in order to be more efficient and remain future-ready.

### **6. Respect**

IIBE Lasting workplace relationships are built on respect at IIB. It means treating all people, whatever their rank, background or views, with fairness, humility and good manners. The company respects diversity and fosters an inclusive environment where all voices are heard. On my internship I was very much respected and supported which made me feel included and confident.

These values not only make up IIB's DNA as a corporate entity, but also helps to shape its people, leadership and long-term strategy. By seeing it in action each day like this I learned first-hand the value of culture in a successful organization

## 2.3 ORGANISATIONAL STRUCTURE OF ISKANDAR INVESTMENT BERHAD (IIB)

- All Department

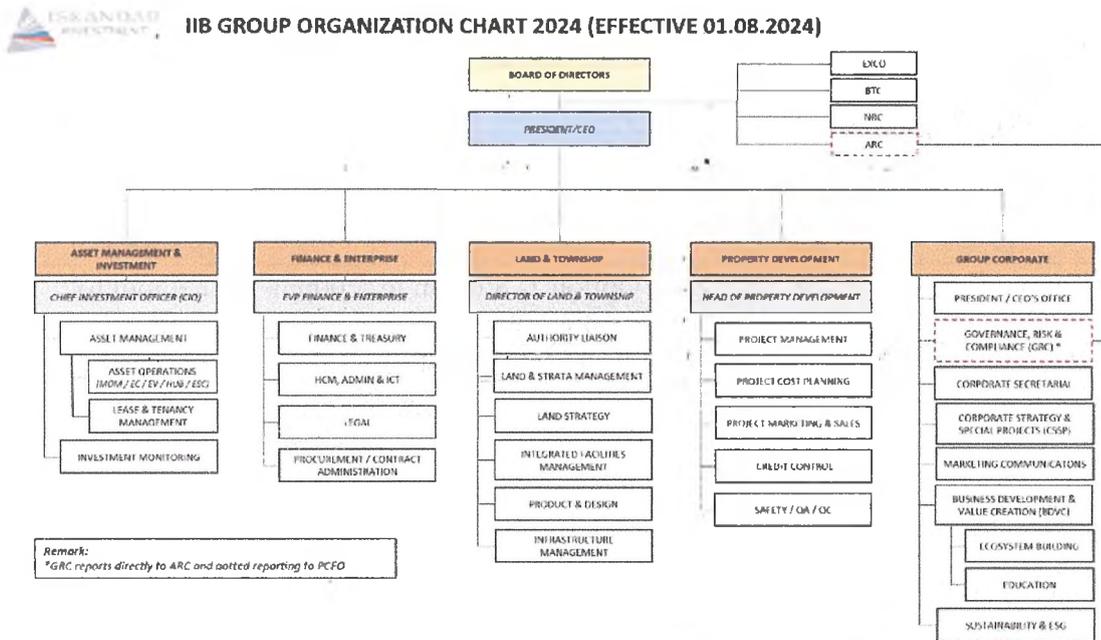


Figure 2: Organisational Chart of IIB

- People & Culture Department

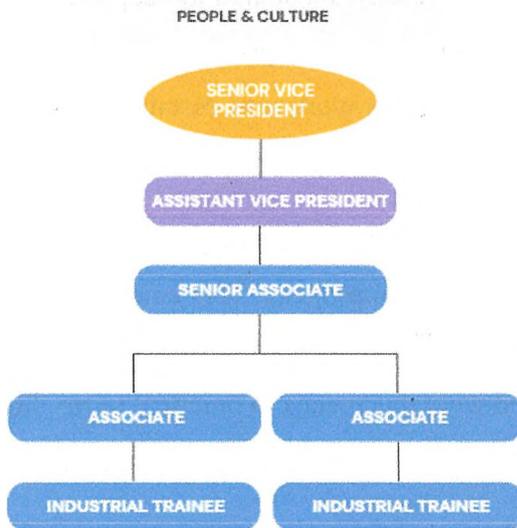


Figure 3: Organisational Chart of People & Culture

### 3.0 TRAINING REFLECTION

#### 3.1 Duration

- Specific Date for Industrial Training

START DATE	END DATE	TOTAL WEEK
3 MARCH 2025	15 AUGUST 2025	24 WEEKS

- Working Day and Time of IIB

DAYS	WORKING TIME	LUNCH BREAK
Monday - Thursday	<ul style="list-style-type: none"><li>• Option 1: 8:00am to 5:00pm</li><li>• Option 2: 8:30am to 5:30pm</li></ul>	12:45pm to 2:00pm
Friday	Work from Home (WFH)	

#### 3.2 Details

- Department

I was placed in the People & Culture Department in charge of the Training Management during my internship. The department is also responsible for aiding in the ongoing training and development of all employees throughout the firm. What did I do on the whole (duties): I mostly helped my peers managing the tasks related with the trainings. I was in charge of interfacing with external training providers and training program owners to ensure that all logistical and scheduling aspects were managed correctly. I also had to keep the training hours of employees up-to-date and maintain records, so I need a very good eye for detail and need to be accurate with the entering of data through HR. This work was essential to properly track staff for development, compliance, and performance review.

I also worked with CSR activity records, taking part in collecting, organizing and keeping the information about participation up to date for all employees. This enabled the department to identify employees that were engaged in CSR activities and measure their contributions to firm sustainability goals. String copy. I learned what this means in practical terms, how training and CSR meshes with IIB's broader mission to create a responsible and inclusive business.

The Training Management part was to setup such way that every team member had its own task and interest either training needs from different parts of business etc. For instance, some of the teams were dedicated to leadership and management, and others responsible for technical, compliance or soft skills. This assignment of responsibilities meant that every division within IIB had customised training programmes to fit with their strategic objectives and staff development requirements. I learned how crucial coordination, preparation and communication are in the effective administration of training schemes.

In general, I have learned how to manage a professional human capital development in a professional environment from the People & Culture Department. It has also made me refine my communication, organizational and teamwork skills and it applicable for whatever future career I would choose in the HR industry.

- **Roles, Responsibilities Assignments And Tasks**

Since the commencement of my industrial training as a Trainee and Certification of Training Undergoing Trainee, I have been given such a breadth and diversity of project work/tasks within the People & Culture Department in Iskandar Investment Berhad (IIB). This hands-on experience in the last six month has significantly expanded, and improved my appreciation for work-place dynamics, the positions in the HR department and the function of training and development in a corporate environment. Over the course of my internship, I assisted my boss Nurlisa and colleague Nur Amalina who was also very supportive, in-house training for the tasks in doing the job scope of Training Management section. I mostly worked on the training coordination but assisted in other departments when needed. What I learned The cross functional assignment exposed me to actual HR operations and helped me develop the ability to manage a diverse range of problems via watch and do.

In my role coordinating the training of enabler staff I was given certain responsibilities: I communicate with any vendors for out-of-town trainings. This involved soliciting training proposals and bids, confirming attendance forms, and seeing that required documentation was prepared and submitted for processing. Even if it's emailing and calling professionally, and dealing with outside vendors while representing the company.

On a fun note we had a Microsoft Excel Basic & Intermediate training session which I was part of. For this in-house session, I was involved more heavily in the preparing. I was put in-charge of the F& B for everyone and for the trainer. I reached out to the designated vendor to confirm the menu, and confirmed that the meals would accommodate all employees, including dietary preferences and restrictions. This took effective communication, attention to detail and timely delivery.

I helped to prepare the training room on the day of the training, before the training session started. So I took care of all the remaining preparations – I turned on the lights, turned on the TV, I checked the seating, I made sure that the training materials were in place. I helped with registration and attendance by having to make sign up sheets and going over who was all going to be participating. These are small details, but they definitely contribute to a professional and well-oiled learning environment. I helped gather feedback forms after the session and compiled the evaluation results at the end of the course for internal reflection. This enabled the department to evaluate the session and areas requiring development in future training events. I learnt the power of PAN evaluation and how that constructs the learning circle.

When not involved with specific training events, I was also able to help filling in the gaps with other tasks; updating hours of Training for employees, tracking CSR (Corporate Social Responsibility) participation, and keeping records for audits. On the administrative side, this process helped me gain a better understanding of what goes on behind the scenes to handle employee development and compliance. On the whole, IIB was a really enriching internship for me. Not only did it enable me to implement what I had learned at school, I also gained valuable skills I otherwise wouldn't have been able to develop, which are absolutely necessary for the workplace (i.e.: communication, time management, attention to detail, flexibility)." And a HUGE thanks goes to the mentors for teaching me throughout this internship. This journey has further deepened my passion for Human Resource Management and has inspired me to enter into the career of HRM.

### **3.3 GAINS: INTRINSIC & EXTRINSIC BENEFITS**

**For extrinsic benefits**, Iskandar Investment Berhad grants me an allowance of RM 700 per month, free accommodation and a laptop to carry out my work in the company.

**For intrinsic benefits**, throughout my practical training period, I developed valuable skills, gained hands-on experience, and expanded my knowledge.

- Experience

During my internship, I had the opportunity to be involved in various aspects of the company's daily operations. Every month, I either organized or participated in events or CSR activities planned by the company. For example, I helped organize the Amanah Saham Nasional Berhad (ASNB) Talk and Let's Talk Teeth! A Special Session with Happy Dental. I also took part in the Aid for Flood Victims in Iskandar Puteri CSR programme.

These experiences gave me valuable insights into how the company operates, how it maintains work-life balance, and how it builds relationships with the community. Participating in employee training sessions was also eye-opening, as it emphasized the importance of continuous learning and keeping everyone updated with essential knowledge. Even in a large organization, I observed how strong teamwork especially among the HR staff and across departments. This plays a key role in creating a sense of unity and collaboration.

Actively joining company events added meaningful experience to my internship journey. One of the highlights was the IIB Aidilfitri Open House 2025, where I served as part of the event committee. Being involved in the preparations, especially managing food arrangements, gave me a better understanding of the detailed planning and coordination needed to ensure a successful large-scale event.

- Knowledge

Being an intern at Iskandar Investment Berhad (IIB), I began to gain an in-depth understanding of how Training & Certification works under the auspices of the People & Culture department. This opportunity made me witness a professional organization manages training from both aspects of planning and realization. I was involved in various tasks such as communicating with vendors, getting quotations and preparing enrollment forms, all of which honed my appreciation for just how detailed and rigorous staff training can be when one needs it---or perhaps more importantly, maintenance of accurate records in stages is essential for future improvements. It also helped us to

understand still further this process-which when given together with the above communicates a more complete view that covers both training effectiveness and future planning.

In addition, I also learned how important cooperation is for holding internal training sessions such as Microsoft Excel Basic & Intermediate courses. I was responsible for food and beverages, setting up training rooms—actually making sure everything was ready before they began. These details may not seem more than an inconvenience to others in providing a service; however every little thing is actually related with achieving a smooth and natural learning environment for the personnel of an organization. From this role I got another bonus: understanding how training programs synchronize with the company's development goals and how different departments depend on People & Culture team for their manning staff needs.

Apart from training-related duties, I worked on how Corporate Social Responsibility (CSR) activities are recorded and monitored in the company. I helped manage CSR participation sheets for the employees, which gave me a new way of looking at both why businesses give back to society and what they contribute as well. This part of my work allowed me to see a side of human resources that goes beyond its own operations: The impact it has on the community can be vast—it's also about imparting values like social engagement, ethical behavior and the sense that we rely upon our neighbors.

The knowledge I gained from this internship has been very valuable indeed. I not only learned about HR systems and training processes, but also picked up professional communication skills, time management techniques and an eye for detail which will stand me in good stead elsewhere. I got an inkling of what it's really like to work in a corporate setting, stood as a delegate to carry out real tasks for my office's staff and was on staff here. That technique helped me grow more confident; it also fortified my interest in HR. I graduated with practical skills which I consider important-now for the future of my work life-to have learned from this internship.

## 4.0 SWOT ANALYSIS

<b>S</b>	<b>STRENGTH</b> <ul style="list-style-type: none"><li>• <b>Effective HR Management System</b></li><li>• <b>Workplace Culture with CSR</b></li></ul>
<b>W</b>	<b>WEAKNESS</b> <ul style="list-style-type: none"><li>• <b>Project-Based Workload Fluctuations</b></li><li>• <b>Slow Career Progression in Certain Roles</b></li></ul>
<b>O</b>	<b>OPPORTUNITIES</b> <ul style="list-style-type: none"><li>• <b>Younger Talent Integration</b></li><li>• <b>Growing Johor-Singapore Collaboration</b></li></ul>
<b>T</b>	<b>OPPORTUNITIES</b> <ul style="list-style-type: none"><li>• <b>Private Sector Competition</b></li><li>• <b>Fast-Paced Development Pressure</b></li></ul>

## 5.0 SWOT DISCUSSION AND RECOMMENDATION

### 5.1 STRENGTH

#### 5.1.1 EFFECTIVE HR MANAGEMENT SYSTEM

During my internship at Iskandar Investment Jaga, there was HR2U. HR2U is a Human Resources Management System (HRMS) that is designed specifically for the company. This cloud-based system simplifies and makes HR resources accessible, allowing employees to handle all their HR needs easily without abandoning one platform. Can be used for such things as checking pay slips or updating your personal details; applying for different kinds of leave or submitting claims like overtime HR2U integrates these tasks all within a single and easy-to-use interface. In particular, the feature which most impresses me is its ability to check the status of data submissions immediately. This avoids any guesswork and cuts down on unnecessary communication or follow-up. For other sections of the workforce, HR2U offers tools specifically designed either for the managers or supervisors. The Manager Self-Service (MSS) module facilitates the quick and smooth handling of team-related processes such as leave approvals, and attendance monitoring. This not only speeds up decision-making but also cuts down on paperwork between HR and management. Today this software does the heavy lifting of many complex and time-consuming HR tasks: payroll management; the handling of employee records or

performance evaluations over long periods of time To automate so many repetitive tasks breaks down human error and inconsistency between one task and the next, and in the course of time makes those tasks comply with our company policy for pay rates and labor law. Such systems not only save us from being bogged down in administration but also allow HR professionals to put more emphasis on people-oriented tasks and company coordination efficiently. **However, as these AI-powered systems come to affect or even determine more and more significant HR decisions, it becomes critical to maintain strong oversight in order to avoid issues such as bias and discrimination** (Morrone, 2025).

From an intern's perspective, HR2U illustrates a clear impress on snot view of IIB's committed drive to take digital tools and integrate them into central business operations. This illustrates a broader commitment by the organization, as a whole, to innovation and continual improvement in employee experience. By observing HR2U in use, I have begun to see first-hand how HR's digital transformation can mean increased efficiency, reduced administrative burden and ultimately contribute to a more agile reactive workplace environment for everyone involved.

### **Recommendation**

From what I learned and saw about the HR2U system during my internship at Iskandar Investment Berhad (IIB), I recommend the company to further invest in developing digital HR tools with advancement in user experience and training. As much as HR2U is functional in managing things like leave, claims and records, promoting more frequent workshops or refresher course will always make the system friendly among all staff including the new comers.

Another topic to explore would be features or tools that are more personal or supported by AI to help employees plan their career growth, set development goals or receive feedback. **While Malaysia is lifting the national cloud and AI infrastructure and also with significant investment from the global technology companies such as Microsoft and Google, there has been an increasing momentum for the AI driven workplace** (Azhar & Latiff, 2024). This would be another benefit to employee engagement and would be very

much in line with current trends in digital HR systems-of looking beyond efficiency to employee development and happiness.

Finally, given HR2U deal with a heck of a lot of personal data, I also recommend that IIB keeps reviewing its data protection practices to ensure that all employee information remains safe and secure. That will help build trust and will also keep the company in line with current data laws and employee expectations.

### **5.1.2 Workplace Culture with CSR**

IIB relies on its culture not just to get the job done on a daily basis but to build a positive, inspiring environment where the team feels connected to each other, and the community. One of the methods used by IIB to create this culture is engaging in Corporate Social Responsibility (CSR). These initiatives such as helping the needy do not only help, but build a good team work, boost morale and gives purpose to the staff.

Through CSR Program 2025, IIB had conducted numerous meaningful CSR activities including the Mental Wellness Run with NUMed (24 Jan), Gotong-Royong Tanah Perkuburan Islam Bukit Rodziah (22 Feb), Baju Raya Project (15 Mar), Majlis Edaran Bubur Lambuk Ramadan 2025 (18 Mar), Ramadan Amal Ride in Pontian (20 Mar), Bantuan Anak-Anak Banjir in Iskandar Puteri (26 Mar) and Program Korban Perdana Iskandar Puteri (9 June). I was allowed to serve the flood aid program at Iskandar Puteri, supplying necessities and assisting the needy families. It was a moving experience that not only gave me the opportunity to give something back, but the commitment to myself and my colleagues engendered a stronger bond between us. To whom does your Legacy extend?

**Forbes survey finds 92% of CSR leaders agree that purpose-driven programs also help contribute to talent attraction and retention and company-sponsored volunteerism alone lowers turnover by 24% across all employees and 52% among new hires. Transparent CSR communication can maximise these advantages beyond the triple bottom line, as companies involved in regular transparent CSR communications to their employee base will often experience a 20% increase in employee satisfaction (Vorecol Editorial Team, 2024).**

These observations confirm this behavior at IIB. Employees who are empowered to do meaningful work and who hear about the results and have the chance to be key players in the outcomes they achieved, are more engaged and take pride in their involvement and that of their organization. CSR at IIB is not just about supporting the community, it's about creating a nurturing working environment where people are looking out for each other and pushing forward towards something bigger. It is a bonding experience that cannot be accomplished with work alone. It's an essential component of IIB's CSR, which helps to improve society and build a work environment which encourages loyalty, compassion, and longevity among its staff.

### **Recommendation**

IIB already organizes excellent opportunities to gather employees and participate in CSR-type events. To complement this, the company should create an all-year volunteer program that offers flexibility such as virtual volunteering, skill-based opportunities, and partnerships with local communities. It would enable more people to participate, no matter their schedule or location, and carry excitement beyond one-off events.

Secondly, IIB must enhance transparency of CSR communication. Periodic communication such as newsletters, intranet stories or short impact reports that showcase what was done and who was helped will help reinforce the value of these activities. As employees understand the impact that their participation made, it strengthens the emotional connection and pride they feel for the company.

Last of all, IIB can integrate CSR into its talent strategy. Integrate volunteering into onboarding, performance reviews, or leadership development. Formally acknowledging CSR contributions in the form of awards, points, or even just sharing success stories from employee case studies will make the people who do it feel as though their efforts count. This too encourages participation, which is especially important for younger hires who want to connect with a company's values. All of these improvements not only improve CSR and team building but also boost morale and influence a mission-driven culture.

## 5.2 WEAKNESS

### 5.2.1 Project-Based Workload Fluctuations

**Workload is the amount of tasks and other activities that organizations assign to employees and expect them to complete within certain deadlines (Janib et al., 2021).** High levels of burnout among employees can in part be due to a maintainably high workload. When employees are highly burned out, they feel both bodily and emotional fatigue, which can influence their individual among motivation to provide long-term services to the current organization. **The previous studies also warn on the symptoms of depression correlates from burnout that rise in job dissatisfaction breaking a long-term relationship between the employee and the organization (Sadiq, 2022).**

Higher status can be judged through company size, the type of industries and the formality of the organization beliefs that the role players have on prediction of the work load fluctuation in IIB There are many development and strategic investment projects that IIB is currently involved in, which naturally results to project-based workload fluctuations. These variances are based on the lifecycle stages of a project; i.e. planning, budgeting, procurement, execution and then post-project review. Employees in departments like project management, finance, legal and HR are frequently swamping during busy project times when deadlines are closing or work needs to be coordinated with external parties. It may result in long hours of work, late meetings and fast deliverables. If these are continually present without the proper supports in place this can result in high levels of stress, fatigue, and in some cases, burnout.

The psychological drag of workload swings must be considered. Long-standing states of high-demand, they explain, can cause frustration and low motivation as well as an overall lack of balance in work and non-work life. The pressure from meeting goals, being "right," and functioning in several capacities is what leads exhaustion for many employees participating in concurrent work or managing critical roles across overlapping projects.

## Recommendation

To minimize the adverse impact of workload variability and workload intensity on the employees' well-being and functioning at Iskandar Investment Berhad, action-oriented workload management, which supports the well-being and sustainable functioning of the employees, should be adopted. An absolute must be to have an eye of the loading of work among your different departments and projects. This can be accomplished with the right task tracking system or project management software which helps managers determine who's overworked and where help is necessary. By recognizing those high-pressure times in advance, the company can be more proactive, such as shifting some deadlines or redistributing work, or by leveraging contract workers.

Further, IIB should promote sensible planning for project subphases and timeframes, during budgeting and stakeholder outreach the systematic consideration of more realistic planning and timeframes for project phases, particularly during the budgeting and stakeholder engagement process. Clear timelines and buffers for unexpected problems can help avoid pushing late schedule pressure and the big overtime push. **Regular check-ins with teams during peak periods will also provide staff with an opportunity to raise any concerns regarding their workload or burnout symptoms before they escalate** (Armitage et al., 2024).

Therefore, another practical/possible solution would be a good support system with mental health services, flexible work breaks, and required break after intense ones for example is high productivity task. Employees can feel secure to take leave or request assistance without worrying about being perceived as unproductive. **In addition, managers can be more generous with regular and small extra acknowledgement and small rewards to help motivate and appreciate and, if necessary, to compensate for the extra effort in difficult projects** (UK Research and Innovation, 2023).

Finally, the creation of a multi-skilled, resistant workforce is a guarantee that over time a single employee will not become overpowered by duties. When you have cross-training among team members, you can share tasks more efficiently, especially during busy times. In the long-haul this decrease the risk of burnout and improves team dynamics.

IIB will not only enhance efficiency and results but create a healthy and more sustainable working environment where workload is balanced and people are well.

### **5.2.2 Slow Career Progression**

Career stagnation (also called a career plateau or dead-end job) refers to situations where employees are unable to advance in their careers. Although they always perform, they do not get much chance for promotion, increased responsibilities or higher salary. **HRZone also states that it is a stage in which progress is “hard or obstacle-ridden,” is influenced by internal factors such as motivation or confidence and external barriers like insufficient higher-level roles (HRZone, 2023).**

It seems that one of the problems in Iskandar Investment Berhad (IIB) is that the career development of employees in specific positions is too long. It has contributed significantly in developing southern corridor of Malaysia, but its hierarchical career advancement seems to be far left behind. Numerous employee complaints (from reputable sources like JobStreet and glassdoor) indicate that some members of staff have not been promoted nor see any major career development for a good 10 to 13 years at the company.

As an intern, I can't help but wonder about the long-term career viability within these kinds of organizations. And while IIB was great exposure and high impact projects, it may have difficulty retaining high potential young professionals unless they can institutionalize and make career development plans more fluid and structured. With more competitive industries, and employees particularly millennials and Gen Z valuing growth and learning, organizations need to implement clearer promotion policies, systems that evaluate fairly, and active mentorship models. Without those, you risk brain drain or the outflow of potential talent to more nimble organizations that value always learning and being recognized.

## **Recommendation**

Iskandar Investment Berhad (IIB) should build a strong foundation for career growth by implementing structured and transparent development frameworks across all levels. This begins with establishing clear career pathways, defining specific roles, associated competencies, and the criteria required to advance. Employees should understand what is expected for promotions and how to align their goals accordingly. **This clarity, supported by regular and constructive performance reviews, keeps staff motivated and aware of their progress (Price, 2025).**

To support skill development, IIB should invest in ongoing training initiatives such as workshops, certifications, mentorship programs, and internal rotations. These offerings not

## 5.3 Opportunities

### 5.3.1 Younger Talent Integration

How you onboard young ones can help you create young-forward organizations that are innovative, nimble, and future-proofed. Younger employees, especially among Gen Zers and the latter part of the millennial spectrum, come with new perspectives, solid digital skills and a willingness to learn and grow. Their flexibility, willingness to learn and intellectual curiosity render them indispensable in lightning-quick, rapidly changing scenarios. It not only improves the personal contributions, but also improves the team work and organisation culture.

**Young workers, interestingly enough, are more likely to embrace development programs especially those emphasizing psychological positive aspects and thought growth. This may be one reason why a recent meta-analysis of strengths interventions in the workplace (Virga et al., 2023) found that, in the aggregate, younger workers benefited more from such interventions compared to older workers in the areas of self-efficacy, hope, optimism, and resilience. These psychological resources are essential to cope with work-related stressors, to adapt to changes, and to sustain high motivation in demanding and challenging roles.**

Because young people have not yet had the opportunity to develop a full picture of their strengths, strengths interventions could be particularly beneficial by assisting these young people in becoming aware of their own strengths and talents and in applying this self-knowledge in dealing with the manifold job stressors (Van Woerkom, 2024). Looking at their chairs more in-depth will help your younger employees be more confident, be more willing to take the reins, and will be more proactive in addressing hurdles.

Furthermore, their strong response to interventions indicates an opportunity for firms to nurture and mold young talent at the very outset of their careers. When those individuals are equipped with the tools to make sense of and leverage their superpowers, it's not just that they perform better but it's that their impact creates a more engaged, energized, focused future-ready workforce. They are also in a good position to foster intergenerational

teamwork, by which old working methods are questioned and new ones learned from older co-workers.

Pulling it All Together In the end, getting young talent right is more than hiring; it's identifying emerging talent, knowing how to tap into what they care about, recognizing where you're going to need to reinforce their weaknesses, and how targeted interventions can give them the ability to succeed both within your organization, and apart of it.

### **Recommendation**

Organizations should prioritize structured mentorship and strengths-based development to effectively integrate younger talent into their workforce. **Research indicates that 83% of Gen Z view mentorship as crucial, yet just over half currently have access to it—highlighting a significant opportunity for companies to close this gap through formal programs with clear objectives and mutual expectations (Khan, 2023).** Pairing Gen Z with experienced Gen X mentors is especially valuable: Gen X mentors offer patience, cultural synergy, and a non-competitive perspective that resonates with younger workers and boosts retention

Alongside mentorship, organizations should offer real leadership opportunities to younger employees. **When Gen Z individuals lead projects or join innovation task forces, they're 22% more likely to remain with their company, thus cultivating not only ownership and engagement but also long-term retention (Gaffin, 2025).** This sense of purpose aligns with their deep desire to feel meaningful contributions and to work for purpose-driven employers. To fully support younger talent, organizations must also embrace reverse mentoring: enabling Gen Z employees to advise senior leaders on digital trends and fresh perspectives. This two-way mentorship fosters psychological safety, mutual respect, and ensures that guidance is not just top-down but reciprocal.

Finally, building a psychologically safe, flexible workplace is vital. Gen Z strongly values work-life balance and mental wellness. Creating open channels for feedback, offering mental health days, and enabling healthy boundary-setting are critical to maintaining their engagement and thrive ability.

### 5.3.2 Growing Johor-Singapore Collaboration

During my internship, I found that one of the biggest opportunities for companies in Johor, especially for Iskandar Investment Berhad (IIB), is the launch of the Johor–Singapore Special Economic Zone (JS-SEZ) in January 2025. This special zone is a joint effort between Malaysia and Singapore to create a connected and business-friendly area that combines the strengths of both countries. Johor offers more land, lower costs, and a growing workforce, while Singapore brings in advanced technology, financial support, and global connections. By working together, both countries aim to attract more investors and grow the economy on both sides of the border.

For IIB, the JS-SEZ opens up many new possibilities. **With tax benefits such as only 5% corporate tax for certain industries and 15% income tax for skilled workers, the zone is expected to attract many high-value companies in areas like technology, aerospace, green energy, healthcare, and education (Loheswar, 2025).** This could lead to more development projects, higher land value, and greater demand for office and industrial spaces managed by IIB. On top of that, infrastructure is also improving. The upcoming Johor–Singapore Rapid Transit System (RTS) and faster immigration processes will make it easier for people to travel between Johor and Singapore, which helps with talent movement and business operations.

The zone also encourages growth in new industries, which gives IIB a chance to expand into other sectors beyond just property development. With government support through platforms like the Invest Malaysia Facilitation Centre – Johor (IMFC-J), investors can get help with paperwork, approvals, and setting up their business. Overall, the JS-SEZ is a major opportunity for IIB to grow, attract new partnerships, and play a key role in building Johor into a leading business and innovation hub in Southeast Asia.

## **Recommendation**

Another important recommendation for Iskandar Investment Berhad (IIB) is to focus on developing local talent and workforce skills to support the future growth of the Johor–Singapore Special Economic Zone (JS-SEZ). **As stated in *Fang (2025)*, the JS-SEZ is expected to bring in high-value industries such as digital economy, healthcare, renewable energy, smart logistics, and advanced manufacturing. These sectors will require workers with specific skills and knowledge, which presents a good opportunity for IIB to support talent development in the region.**

To take advantage of this, IIB can work together with local universities, colleges, and training centres to create courses and programs that match the needs of these industries. For example, training in areas such as software development, green energy systems, robotics, data analysis, and medical technology can help local students and job seekers become more prepared for future jobs. IIB can also provide internship placements, industrial training, and career talks to give young people a better understanding of what skills are needed and how to enter these new fields.

In addition, IIB can create or support job-matching and workforce readiness programs that connect skilled graduates with companies coming into the JS-SEZ. By doing this, IIB helps both the local community and investors, young people get jobs, and companies can easily find qualified staff. A strong local workforce also makes the SEZ more attractive to investors from Singapore and other countries.

IIB can also consider setting up a Talent Development Centre that works as a hub for training, certification, and upskilling. This centre can work with both government and industry partners to offer short courses or skill-boosting programs that prepare people for the jobs of the future. Promoting this centre as part of IIB's strategy will show its commitment not just to infrastructure development, but also to supporting the community and economy in the long term.

In conclusion, by helping grow local talent, IIB is supporting the success of the JS-SEZ while also making sure local people benefit from the new job opportunities created. This

approach can build IIB's reputation as a responsible and forward-thinking developer that values both business growth and human development

## 5.4 THREATS

### 5.4.1 Private Sector Competition for Talent

One of the biggest external threats that I see to Iskandar Investment Berhad (IIB)'s Human Resource (HR) department is the strong competition for talent from private sector companies, especially in Johor's growing property and infrastructure market. Major developers such as Sunway Property, EcoWorld, and UEM Sunrise offer highly competitive salary packages, performance bonuses, flexible work arrangements, and faster career advancement opportunities. These benefits attract skilled professionals who are seeking better compensation and a more modern work culture. For IIB, which is a government-linked company (GLC), attracting and retaining talent becomes more difficult when private firms offer faster promotions and better financial incentives.

The issue has become more critical with the ongoing development of the Johor-Singapore Special Economic Zone (JS-SEZ), which aims to create over **20,000 high-skilled jobs** in the next five years. According to **Azhar (2025)** this initiative is expected to drive demand for professionals in sectors such as real estate, digital technology, and logistics. Many of which overlap with IIB's investment focus. If IIB cannot offer competitive packages and clear career development paths, it risks losing its top talent to these private employers.

Private companies are capitalizing on this by building strong online presence and offering employee perks such as hybrid work and training programs. On the other hand, GLCs like IIB are sometimes seen as traditional or slow-moving, which can discourage younger generations from applying. If the company don't take any action, it will to lose talent to private companies that offer not only better salaries but also more dynamic and inclusive workplace cultures.

## Recommendation

To stay competitive in the face of rising private sector competition, Iskandar Investment Berhad (IIB) should take stronger action to improve how it attracts and retains talent. These benefits appeal to younger professionals and mid-career talents who are looking for meaningful career growth and modern working environments. According to a report, almost **50% of Malaysian workers** said they would leave their jobs if there were no chances to grow or upskill, while **47% said they wouldn't accept a job offer without clear development opportunities** (Randstad, 2024).

Because of this, IIB should do more by improving internal career growth programs, offering structured mentorship, and expanding digital training. For example, the HR department could create clearer promotion paths and ensure that managers actively support employee development. This would help retain existing staff and reduce the risk of losing them to private firms that invest more in training. At the same time, IIB should do something new by strengthening its online presence and employer branding. In today's digital age, many job seekers check a company's image on social media before applying.

IIB can respond by promoting employee stories, flexible work arrangements, and its role in meaningful national projects. Small steps like posting staff testimonials or showing behind-the-scenes work can help reshape how IIB is perceived by young professionals. By focusing on both employee development and brand visibility, IIB can improve its position in the job market, reduce turnover, and attract new talent even in a competitive environment. These changes will not only strengthen the HR function but also support IIB's long-term growth in the region.

#### 5.4.2 Changing Labour Laws and Government Regulations

Another major external threat facing the HR department at IIB is the frequent updates to Malaysia's labour laws and wage policies. In early **2025**, the Malaysian government officially raised the **minimum wage from RM1,500 to RM1,700**, with enforcement starting on **1 February 2025** for all companies with more than five employees. Smaller firms will need to comply by **1 August 2025**. **This policy aims to help lower-income workers cope with rising living costs, but it also creates financial pressure on employers, especially those with large workforces** (The Star, 2025).

For IIB, this wage increase means higher payroll expenses, budget adjustments, and updates to HR and accounting systems. The HR team must ensure all employment contracts reflect the new wage structure and that all managers are briefed on the changes. **According to the Malaysian Employers Federation (MEF), this increase affects over 4.3 million workers nationwide and could lead to cost-cutting in other areas such as training or recruitment if not properly managed** (Tilo, 2025).

These changes come on top of other labour law reforms, such as the **2022 amendments to the Employment Act**, which reduced the maximum weekly working hours to **45**, added protections for pregnant and gig workers, and introduced the right to request flexible working arrangements. While these changes are positive from an employee welfare perspective, they increase the administrative workload for HR departments. IIB must revise internal policies, retrain supervisors, and align with legal standards quickly to avoid non-compliance risks.

This constant legal pressure diverts time and resources from strategic priorities such as digital HR transformation and talent development. For IIB, failure to stay up to date with labor law changes could result in penalties, reputational damage, and lower employee trust. The HR team must therefore be proactive, well-informed, and flexible in handling these evolving requirements.

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## 8.0 APPENDICES



*Figure 4: Internship Picture for first day*



*Figure 5: Joyous Iftar Celebration - Finance & Support Services Division*



*Figure 6: Majlis Rumah Terbuka Hari Raya Aidilfitri*



*Figure 7: Women International Day*



*Figure 8: Let's Talk Teeth! A Special Session with Happy Dental*



*Figure 9: CSR – Aid for Flood Victims in Iskandar Puteri*



*Figure 10 &11: Excel Basic & Intermediate Training*



*Figure 12: Brainstorming Session with People & Culture and Admin & ICT*