



UNIVERSITI
TEKNOLOGI
MARA

Cawangan Melaka
Kampus Bandaraya Melaka

UNIVERSITI TEKNOLOGI MARA (UiTM) KAMPUS BANDARAYA MELAKA

FACULTY OF BUSINESS AND MANAGEMENT

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

HR INTERNSHIP
(HRM666)

INDUSTRIAL TRAINING REPORT:
UNIVERSITI MALAYA MEDICAL CENTRE
(3RD MARCH 2025 – 15TH AUGUST 2025)

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DATE OF SUBMISSION:
18TH JULY 2025

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EXECUTIVE SUMMARY

According to the lesson plan, an internship is the final course for all undergraduate students in the Faculty of Business and Management. Students must complete an internship or on-the-job training in areas related to their degree and field of study. This internship course offers students a chance to gain and improve their practical knowledge, skills, and abilities. It provides work experience and responsibility in completing tasks assigned by the company. It is also a learning experience to get students ready for the workforce after graduation.

This report was created to meet a requirement for the Faculty of Business and Management as part of the Bachelor of Business Administration (Hons.) Human Resource Management program at UiTM Cawangan Melaka, Kampus Bandaraya Melaka. Most of the time spent at Universiti Malaya Medical Centre has been valuable to me. The experiences I gained will help me secure a better job after graduation. This report will outline all my responsibilities and tasks during the internship. I worked in the Human Resources Department with an administrative role. This position was very beneficial for me because it allowed me to learn and improve beyond what I studied in university. As a result, I broadened my understanding of the human resources field.

Universiti Malaya Medical Centre officially opened on August 5, 1968. It serves three main areas: teaching, research, and service. The Human Resources Department is located on Level 14 of Menara Utama at Universiti Malaya Medical Centre. The UMMC is led by the Director, Deputy Director of Professional Services, Deputy Director of Clinical Service (Medical), Deputy Director of Clinical Service (Surgical), and Management. They oversee the hospital's strategic direction to ensure high-quality patient care and effective healthcare services.

In summary, the conclusion of the SWOT Analysis helps me think about their strengths, weaknesses, opportunities, and threats. I have made some recommendations to address the shortcomings I found during my internship. This report concludes with the findings from my industrial training.

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1.0 STUDENT'S PROFILE



NUR AIDILA ADHARINA BINTI MOHD HAIROL AZHAR
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SUMMARY

An undergraduate student in the Bachelor of Business Administration (Hons.) Human Resource Management from Universiti Teknologi MARA (UTM), Cawangan Melaka, Kampus Bandaraya Melaka with a CGPA of 3.62. Actively took part in administrative tasks in the human resources department during the internship and participated in university projects to enhance my knowledge and skills. Currently seeking a job placement to apply theoretical knowledge in a particular HR environment. Proven ability to communicate effectively, collaborate with teams, and contribute to the strategic objectives of an organization.

EDUCATION BACKGROUND

Universiti Teknologi MARA (UTM)
Bachelor of Business Administration (Hons.) Human Resource Management
CGPA: 3.62
November 2022 – August 2025
Bandaraya Melaka

Universiti Teknologi MARA (UTM)
Diploma in Office Management and Technology
CGPA: 3.79
MUET: 3.5
Jengka, Pahang
January 2020 – August 2022
September 2022

SMK Seri Pantai
Sijil Pelajaran Malaysia

Pantai Dalam, Kuala Lumpur
January – November 2018

WORK EXPERIENCES

Human Resources Intern
Universiti Malaysia Medical Centre
• Process and update staff records, leave entitlements, and resignation details using HR systems
• Support recruitment, training, and performance activities, including interviews and promotion screenings
• Assist in HR events and welfare programs through logistics coordination and material design

Sales Assistant

Ibulina Enterprise
• Demonstrate the ability to meet sales targets through a strong understanding of product features
• Maintained an organized retail environment to ensure product displays were appealing and well-stocked
• Provide excellent customer service and collaborate with team members to ensure smooth operations

Kluang, Johor
January – October 2019

PROJECT INVOLVEMENTS

Guest Management
Majlis Penghargaan Perkhidmatan (MPP) at Connexion Conference & Event Centre, Kuala Lumpur
Multimedia Bureau
Glow & Go: Grooming Workshop at UTM Kampus Bandaraya Melaka
Secretary
Activate Potential Together: Mini Exhibition at UTM Kampus Bandaraya Melaka
Food Bureau and Trainer
Melekar Figura Holistik: Training with Tabung Haji at UTM Kampus Bandaraya Melaka
Gift Bureau
Service-Learning Malaysia (SULAM) at SMK Munshi Abdullah, Melaka
Food Bureau
Corporate Social Responsibility (CSR) at SK Telok Mas, Melaka
Secretary
Petanque Club at SMK Sen Pantai
Volunteer
Annual Sports Tournaments at SMK Sen Pantai
June 2025
January 2025
December 2024
December 2023
November 2023
May 2023
January – November 2018
September 2018

AWARDS AND ACHIEVEMENTS

Dean's List Award: Semesters 1, 3, and 4
Gold Award in Special Category: Melaka International Intellectual Exposition
Top 5 Winner: Talent Nexus Pro
Vice Chancellor's Award: Diploma in Office Management and Technology
Excellent Student Award: Best Subject Award

March 2023 – August 2024
June 2024
December 2023
November 2023
April 2018

SKILLS AND COMPETENCIES

Technical skills: Microsoft Word (Advanced), Microsoft Excel (Advanced), Microsoft PowerPoint (Advanced), Canva (Advanced)
Soft skills: Time Management, Problem-solving, and Teamwork
Languages: Bahasa Melayu (Fluent), English (Intermediate), Mandarin (Beginner)

REFERENCES

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Miss Rozana binti Othman
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Figure 1: Resume

ACKNOWLEDGEMENT

Firstly, I want to express my gratitude to Allah the Most Almighty for permission, I managed to complete my industrial training journey for the subject HR Internship (HRM666) within the required time. I would like to use this opportunity to express my gratitude to everyone who helped and supported me throughout finishing this report and my internship in my final semester.

Secondly, thank you to the Universiti Malaya Medical Centre (UMMC) for giving me a big opportunity to accept my application for an internship, especially in the Human Resources Department. My supervisor, Mrs. Norazlizawati, always provides the tasks, guides me to complete the tasks at work correctly, and constantly keeps an eye on and listens to my needs. My internship would not have been possible without her.

Furthermore, thanks to the faculty advisor, Dr. Siti Aishah, for the guidance in completing this internship report. Through her explanation and several meetings conducted with her, she helped me a lot in gaining understanding. The advisor was easy to approach and answered my inquiries most of the time. Not forgetting my colleagues at work for their endless guidance. They still took the time to instruct me on new knowledge in performing any tasks that I did not fully understand, despite their hectic schedules.

Besides that, thank you to my family and lecturers for their endless support, strength, and advice in completing my report and internship during this final semester. Their words and advice mean a lot to me in staying motivated and focused during the hardest time.

Lastly, thank you to all my friends who are always teaching and sharing their knowledge with me from the beginning of the semester until the end of the internship. Even though we could not meet in person, communication through written online platforms and calls gave me benefits from the sharing of ideas and thoughts, helped me hear from different members, and enhanced my knowledge in finishing the internship.

2.0 COMPANY PROFILE

2.1 Company's Name

Human Resources Department, Universiti Malaya Medical Centre.

2.2 Company's Logo



Figure 2: Universiti Malaya Medical Centre's Logo

2.3 Company's Location

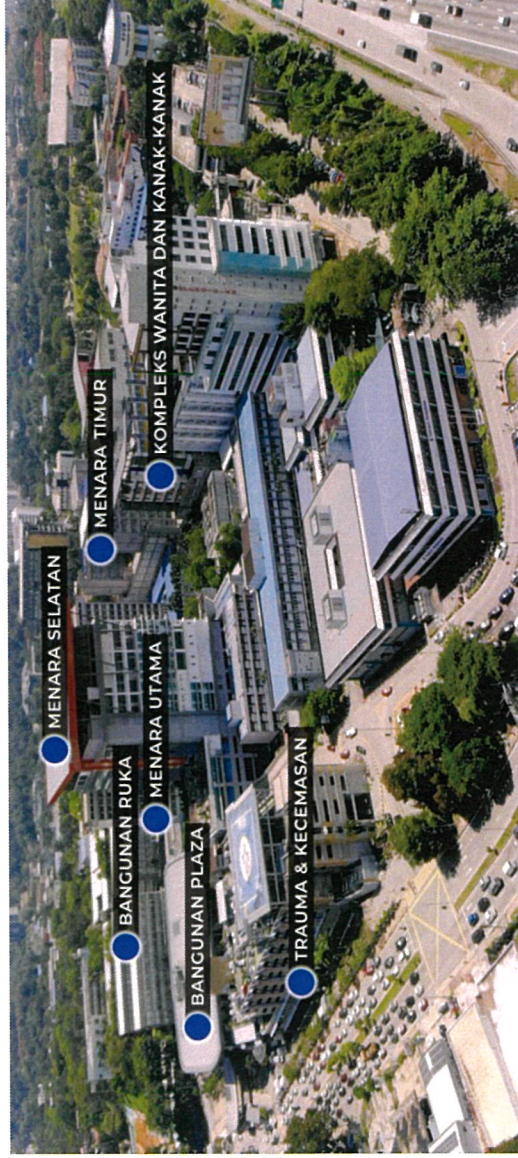


Figure 3: Universiti Malaya Medical Centre's Building

Human Resources Department, Menara Utama Level 14, Universiti Malaya Medical Centre,
Lembah Pantai, 59100 Kuala Lumpur.

2.4 Company's Background

The University of Malaya was established in Singapore in 1949. It combined two leading colleges from colonial Malaya and Singapore: Raffles College and King Edward VII College of Medicine. The goal was to meet the educational needs of the colony. In 1959, after Malaya gained independence in 1957, the university formed two separate branches: one in Singapore and another in Kuala Lumpur. The Malayan government wanted to elevate the Kuala Lumpur branch to a national university. In 1962, they created the University of Malaya by passing the necessary laws. The Singapore branch was renamed The University of Singapore. (Universiti Malaya Medical Centre, n.d.).

The University of Malaya Medical Centre (UMMC), previously called the Kuala Lumpur University Hospital, is a teaching hospital managed by the Ministry of Higher Education, Malaysia. UMMC is a legal entity created under the Statute of the University of Malaya (University of Malaya Medical Centre) 2000, the Universities and University Colleges Act 1971, and the Constitution of the University of Malaya.

To tackle the shortage of medical professionals in Malaya at the time, the University of Malaya's Board of Education proposed in 1961 that a medical school be established. In 1963, the University of Malaya launched Malaysia's first Faculty of Medicine. The first group of students started their training in 1964. Recalling that on 5 August 1968, UMMC was inaugurated by DYMM Seri Paduka Baginda Tuanku Ismail Nasarudin Shah Ibni Almarhum Sultan Zainal Abidin, the Fourth Yang Dipertuan Agong of Malaysia, with YAB Tun Haji Abdul Razak bin Hussein, who was the Deputy Prime Minister at the time, present.

Over the past 55 years, UMMC, as the first teaching hospital in Malaysia, has successfully trained thousands of medical specialists in various clinical and support fields. Many of these specialists have achieved success both nationally and internationally (JSM, 2024). The hospital has produced thousands of specialists, particularly medical professionals in different clinical and support areas. Additionally, several medical specialists have excelled at the international and national levels.

2.5 Company's Vision

UMMC is a leading teaching hospital of international standard.

2.6 Company's Mission

- a. Empowering competent and highly competent human capital.
- b. Driving excellence in clinical research.
- c. Maintaining a sustainable financial position.
- d. Upholding the institution through recognition and accreditation of education and healthcare.

2.7 Company's Objectives

- a. Establish, operate, and develop medical centers of international standard and standing.
- b. Collaborate with the Faculty in providing facilities for education, research, training, scholarship, and medical consultation.

2.8 Company's Goals

The UMMC and Faculty of Medicine continue to strive to the best of their ability to live up to this ideal. Universiti Malaya Medical Centre (UMMC) strives to provide the best services and treatment. The efforts that are ongoing are to provide medical services, learning, and research with the best efficiency for our customers.

2.9 Company's Motto

Knowledge is the Key to Success.

[illegible]

Figure 4: Organizational Structure of Universiti Malaya Medical Centre

2.11 Services Offered

Universiti Malaya Medical Centre offers a comprehensive range of clinical services. There are many services including anaesthesia and critical care services, biomedical imaging services, child health, ENT (otorhinolaryngology), internal medicine, nutrition services, obstetric & gynaecology, oncology & radiotherapy, orthopaedic surgery, primary care medicine, psychological medicine, psychiatry adolescent & child (PAC) unit, rehabilitation medicine, sports medicine, and surgery.

3.0 TRAINING REFLECTION

3.1 Duration: Specific Date, Working Day, and Time

The duration of my internship at Universiti Malaya Medical Centre is six months, which is 24 weeks starting from March 3, 2025, and ending on August 15, 2025. I received an internship offer on January 3, 2025, at the Human Resources Department in Level 14. I work a 9-hour day from Monday to Friday with flexible working hours. My workday can begin anytime between 7:30 AM to 9:00 AM, and it ends between 4:30 PM to 6:00 PM. I take a lunch break from 1:00 PM to 2:00 PM every day, except on Fridays when my lunch break is from 12:15 PM to 2:45 PM.

3.2 Details: Roles, Responsibilities, and Tasks

3.2.1 Staffing Division

- Processed House Officers' (HOs) records by preparing Certificates of Completion of Housemanship Training (CCHT) and Letters of Verification, including verifying six completed postings, durations, percentages, and grades from their logbooks.
- Organized House Officers' (HOs) service and leave statements by cutting and pasting them into the official government service record book and making a copy of them.
- Recorded resignation details of House Officers (HOs) by retrieving their last department and resignation date from the eHR system and reviewing personal files to obtain the resignation notice and reason for resigning.
- Set up laptops and ensure technical readiness for interview sessions in the meeting room.
- Updated Medical Officers' (MOs) statistics for a few years to ensure accurate and up-to-date records.
- Registered and activated Medical Officers (MOs) in the MPIS.
- Recorded leave breaks, and private and government sick leave for House Officers (HOs), and filed leave letters and medical certificates into their personal files.
- Made and answered phone calls for HO-related tasks.

3.2.2 Service Division

- Accessed the eHR system to retrieve contract staff leave records and review the personal files of staff who previously applied for cash in lieu of leave. Added service statements related to GCR in the eHR system and updated the *Gantian Cuti Rehat* (GCR) letter.
- Updated leave records for staff with an additional 5 days of leave entitlement for completing 10 years of service.
- Updated study leave eligibility for doctors by calculating leave entitlements based on the study period and processing the forfeiture of study leave and annual leave for staff who did not utilize their annual leave before the commencement of study leave.
- Prepared resignation leave reports for permanent and contract staff. Calculated annual leave entitlements, processed forfeitures under the resignation leave category, and printed reports for official signing.
- Updated leave eligibility for temporary, contract, and permanent staff.

3.2.3 Welfare Management Division

- Designed a poster for booking and operation by collecting relevant information.
- Collected information regarding monthly claims for panel clinics by staff by referring to the invoices.
- Recorded the medical facility expenditure for glasses and dental treatment of staff.

3.2.4 Performance Management and Career Development Division

- Updated the Staff Master Plan for management and professional staffing requirements by analyzing current workforce data to assess the required skills, training needs, and career development plans for various job positions within the hospital.
- Coordinated attendance during a drug awareness program by the National Anti-Drugs Agency (NADA), monitored staff movement to ensure full participation, and oversaw the execution of random urine screening tests for drug detection.
- Registered staff candidates for promotion on the Malaysian Anti-Corruption Commission (MACC) website as part of the mandatory screening process.

3.2.5 Policy and Information Management Division

- Updated personal data records of all staff in the HRMIS system to ensure accurate and up-to-date information
- File job descriptions for UMMC contract and permanent staff into their personal files.

3.2.6 Remuneration Division

- Prepared an infographic for changes in terms and conditions under vehicle and computer/smartphone financing at UMMC.
- Updated salary, allowances, and facilities documents for UMMC's staff according to the conditions and circulars currently in force through the official portal of the Public Service Department.

3.2.7 Event Management

- Assisted in the preparation of food and beverages and contributed to final festive decorations during Ramadan.
- Assisted in the food preparation for Eid celebrations organized by the Human Resources Department, including tasks such as cutting cakes and wrapping meals to ensure smooth event execution.
- Served as a member of the guest management team for the *Majlis Penghargaan Perkhidmatan* (MPP), a major event held at Connexion Conference & Event Centre (CCEC) to honor retiring staff, as well as recipients of the 30 and 20 years of service awards and Excellent Service Awards.

3.3 Gains: Experiences, Knowledge, and Skills

During my internship in the Human Resources Department, I encountered real work situations and had the chance to handle administrative tasks, document processing, and event coordination. I learned to think more critically by working alongside experienced colleagues who had been in the department for a long time. They provided support that helped me complete my tasks easily. These experiences taught me to manage responsibilities well, adjust to hospital settings, and collaborate in a team.

Furthermore, I learned more about government systems, personnel management policies, and human resources practices. I understood how to use systems like eHR, MPIS, and HRMIS to process resignations and service records, calculate leave entitlements, update employee data, and manage confidential documents. I now have a clearer picture of the HR industry and how my academic theory applies during my internship.

Finally, I acquired several skills. I became more familiar with using HR systems and software, which improved my technical skills. I organized files and urgent tasks, enhancing my organizational skills. I communicated with staff both in person and over the phone, which helped my communication skills. I also improved my ability to think creatively and solve problems when facing challenges or working with different divisions. These abilities helped me grow personally and professionally, and they also improved my work performance.

4.0 SWOT ANALYSIS

The SWOT analysis method is used to assess an organization's, plan's, project's, program's, individual's, or any type of business activity's strengths, weaknesses, opportunities, and threats. The most often used strategic planning method for evaluating an organization's internal and external aspects is the SWOT analysis. This is regarded as a successful framework plan and organizational resource management strategy to accomplish particular objectives within a given time frame. SWOT analysis is used in organizations to develop business strategies based on current internal and external factors (Kumar & Praveena, 2023).

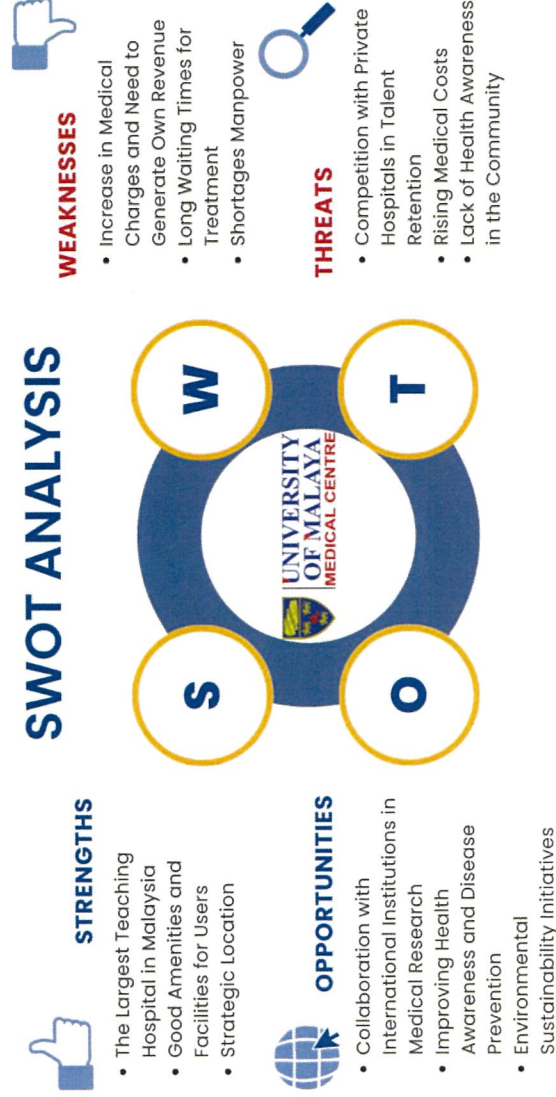


Figure 5: SWOT Analysis Diagram for Universiti Malaya Medical Centre

5.0 DISCUSSION AND RECOMMENDATIONS

5.1 Strengths

Strengths are an organization's areas of expertise or a quality that provides it with a significant advantage. In comparison to rivals and the requirements of a company that services or anticipates serving, it is a resource, ability, or other advantage (Kumar & Praveena, 2023).

5.1.1 The Largest Teaching Hospital in Malaysia

UMMC has a team of skilled doctors, medical specialists, nurses, and support staff, all with a lot of experience in different medical fields. As a large teaching hospital with over 1,000 beds and more than 1 million patients treated each year, it provides plenty of chances for students to observe and take part in medical practice. UMMC is also connected to the Faculty of Medicine at Universiti Malaya. It acts as a training center for medical students and researchers and offers resources for medical education, training, internships, research, and consultancy (Universiti Malaya Medical Centre, n.d.). For example, UMMC is one of three university hospitals accredited for housemanship training. Trainee doctors go through structured clinical training programs that blend clinical skills with hands-on experience.

To maintain and grow its strength, UMMC should lead the creation of a national academic health network. This network would connect Malaysia's 10 public teaching hospitals into a system for shared training, research, and innovation. UMMC is in a strong position to take on this initiative, much like the UK's NHS Academic Health Science Networks have enhanced regional healthcare. By forming partnerships with hospitals like HCTM and HUSM, UMMC can combine resources, standardize clinical education, and expand research efforts across institutions (Hassandarvish, 2025).

5.1.2 Good Amenities and Facilities for Users

UMMC provides a variety of facilities for patients, family members, and staff. These include different types of maternity wards designed to meet the needs of patients. Options range from private rooms with air conditioning and private bathrooms to more affordable shared rooms (Jamil, 2025). Furthermore, UMMC also offers accommodation facilities like Anjung Penyayang, which supports patients and families during their treatment. Anjung Kasih is the latest initiative from UMMC Management aimed at ensuring staff welfare. It makes it easier for staff to care for their parents who have appointments at the hospital during working days (Universiti Malaya Medical Centre, n.d.). Additionally, there are shuttle services available to transport staff from the bus station to UMMC.

To maintain and strengthen the quality of amenities and facilities, UMMC can keep investing in infrastructure that focuses on patients and staff. The successful programs Anjung Kasih and Anjung Penyayang serve as good examples for future development. These facilities improve patient comfort and support families during treatment, while also showing UMMC's commitment to staff welfare. For instance, expanding Anjung Kasih to include more units or setting it up in satellite clinics could further help staff manage family care during work hours. Upgrading shared maternity wards with modern equipment and better privacy features can raise the standard of care for everyone. UMMC could also improve its shuttle services by increasing the frequency and coverage, especially during busy hours, to help staff get to work on time. By collecting feedback from users and comparing itself with other top medical centers, UMMC can make sure its facilities stay responsive, inclusive, and in tune with changing healthcare needs.

5.1.3 Strategic Location

UMMC is located in Lembah Pantai, Kuala Lumpur. Its position makes it easy for patients, visitors, and medical staff to access the hospital using various transport options. The hospital is close to the Universiti LRT station, which offers a direct route to Kuala Lumpur city center. There is also a RapidKL bus service that passes through the hospital area, making it easier for patients and visitors to reach their destinations quickly and comfortably. For those driving, the hospital has plenty of parking, but it can get congested during peak hours. The Business Development Department manages parking at UMMC. There are a total of 1,554 parking spaces available at the Emergency and Trauma Building, the Multilevel Parking Building, the Women and Children's Health Complex, the East Tower, and the South Tower. The entire parking area at University Malaya Medical Centre covers about 533,247.78 square feet (Business Development Department, n.d.).

To maintain and grow its focus on accessibility, UMMC should work on improving existing transport links and making it easier for users with cost-effective solutions. Since it is close to the Universiti LRT station and RapidKL bus routes, UMMC can team up with local transit agencies to improve signage, pedestrian pathways, and shelters around the hospital. This will help make access safe and comfortable for everyone. To reduce congestion during busy times, the hospital can set up a smart parking system that offers real-time availability updates and digital booking options. This will help drivers plan better and lessen traffic. Also, UMMC could start scheduled shuttle services between key transit points and hospital entrances,

especially for elderly patients and staff during shift changes. These actions will improve accessibility and reinforce UMMC's role as a patient-friendly urban medical center. They can take advantage of its location without needing large infrastructure investments.

5.2 Weaknesses

Organizational weaknesses are circumstances where an organization's current existence and capabilities are less strong than those of other organizations and competitors (Kumar & Praveena, 2023).

5.2.1 Increase in Medical Charges and Need to Generate Own Revenue

UMMC has seen a significant rise in medical charges since early 2025, raising concerns among patients and the community. Even though UMMC gets funding from the government and academic institutions, this amount may not be enough to cover its growing operational needs. As a teaching hospital under Universiti Malaya, UMMC must generate its own revenue to handle increasing costs, such as buying medical equipment and supplies. These charge increases have affected patients, particularly those from low- and middle-income groups, who might struggle to access the treatment they need. For example, consultation fees have risen from RM5 to RM15 for general clinics, RM30 to RM80 for specialist consultations, and RM15 to RM50 for follow-up specialist visits. Admission costs have gone up from RM120 to RM300 for a single adult room, and new service charges have also been introduced (Ann, 2025). Because of these changes, some patients are thinking about cutting back on their visits to UMMC or looking for more affordable treatment options at other hospitals.

The effects of these weaknesses show up in patient complaints about rising treatment costs and trouble accessing subsidized services. For instance, patients needing specialized care, like cancer therapy or complex surgeries, might struggle to afford the higher treatment costs. Also, UMMC will need to depend on paid services, such as health screenings and premium treatments, to boost revenue. This shift could change the hospital's focus from public health services to a more profit-driven model. It might harm UMMC's reputation as a leading medical center meant to offer high-quality care to everyone.

To tackle the rising concern over medical costs, UMMC should set up targeted financial assistance programs and look into alternative revenue options that lessen the burden on low- and middle-income patients. One effective method is to create a tiered subsidy system based on household income. This is similar to Singapore's MediFund, which helps patients who can't afford subsidized medical care by covering unpaid bills through a needs assessment (Ministry of Health, 2024). UMMC can also partner with corporate sponsors, NGOs, and alumni networks to create a hospital endowment fund. This fund would support essential treatments and medical supplies for vulnerable groups. Moreover, expanding telehealth services for follow-up consultations can lower operational costs and provide more affordable care options. By balancing cost recovery with social responsibility, UMMC can ensure its financial health while continuing to be an inclusive and trusted healthcare provider.

5.2.2 Long Waiting Times for Treatment

As one of the major hospitals in Malaysia, UMMC sees a large number of patients every day, leading to longer waiting times for treatment. This issue arises from a shortage of medical staff and the limited capacity of the hospital to handle the growing patient load. Even though UMMC has many skilled medical specialists, their numbers may not be enough to meet the high demand for treatment, particularly in fields like oncology and cardiology.

The effects of this weakness show up as congestion in clinics and hospitals. Patients complain about long waiting times. For instance, those needing specialist treatment may wait several months for an appointment. This delay can harm their health. Moreover, long waiting times lead to dissatisfaction among patients and their families. Ultimately, this can impact UMMC's reputation as a top medical center.

To reduce long waiting times and lessen the impact of staff shortages, UMMC should focus on implementing a telemedicine system for non-critical consultations and follow-up care. By moving suitable cases to virtual platforms, UMMC can open up in-person appointments for patients with urgent or complex needs, especially in high-demand areas like oncology and cardiology. This method not only increases the availability of current medical staff but also makes it easier for patients to access care. Telemedicine has been successfully used by hospitals like Hospital Kuala Lumpur and private facilities such as KPJ Healthcare, leading to shorter waits and better resource use. With minimal investment in infrastructure and appropriate training, UMMC can greatly improve service efficiency while keeping high care standards.

5.2.3 Shortages of Manpower

UMMC is dealing with a manpower shortage, particularly for House Officers (HOs) or Medical Officers (MOs) in training. This shortage has increased the workload for current Medical Officers (MOs) and heightened the risk of burnout among staff. It raises questions about how a shortage of HOs can happen when 3,000 to 5,000 medical graduates enter the field each year. As a result, the UMMC Medical Department is considering the “Zero HO Protocol.”

This means they may have to operate without House Officers (HOs), which directly impacts the department’s ability to provide complete services and maintain high-quality patient care. The shortage also disrupts routine tasks, like blood collection and cannulation, which HOs typically handle. This adds more pressure on Medical Officers (MOs) and specialists involved in clinical, teaching, administrative, and research activities (Ng, 2024).

To address the shortage of House Officers (HOs) and ease the pressure on current medical staff, UMMC should set up a clear incentive and placement program with the Ministry of Health and medical universities. By providing specific incentives like housing support, flexible rotations, mentorship, and career development options, UMMC can draw more medical graduates to apply for housemanship roles at its facility. Additionally, establishing a quicker onboarding process for qualified graduates and improving the work environment with better scheduling and support can help keep HOs and lower burnout. By making UMMC a supportive place that fosters careers, the hospital can ensure a consistent supply of HOs, maintain service quality, and safeguard the well-being of its medical staff.

5.3 Opportunities

An opportunity is a significant, beneficial circumstance that exists both inside and outside the organization. These occur when a business can design and implement tactics that allow it to become more profitable by utilizing environmental conditions (Kumar & Praveena, 2023).

5.3.1 Collaboration with International Institutions in Medical Research

UMMC can work together with international institutions like the University of Oxford's Nuffield Department of Medicine to improve its medical research capabilities and global reputation. By taking part in joint research projects, especially in fields such as infectious diseases, cancer, and public health, UMMC can gain from shared expertise, access to better research facilities, and chances for co-authored publications. For example, Oxford's global health research programs have successfully partnered with hospitals in Asia to carry out clinical trials and epidemiological studies (OUCRU, n.d.).

UMMC can start Memorandums of Understanding (MoUs) to support staff exchange programs, joint grant applications, and data-sharing projects that match Malaysia's healthcare goals. These partnerships can result in better clinical practices, more research funding, and greater recognition in international academic circles. This will help UMMC become a regional leader in translational and collaborative medical research.

5.3.2 Improving Health Awareness and Disease Prevention

UMMC has a great chance to improve health awareness and disease prevention. This benefits public health and also boosts its reputation and long-term sustainability. As a top teaching hospital, UMMC is in a strong position to lead community outreach programs, health screenings, and educational campaigns for preventable diseases like diabetes, hypertension, and cancer. By working with local schools, workplaces, and media outlets, UMMC can expand its reach and encourage healthier lifestyles for the public. This active approach lessens the impact of chronic illnesses, decreases hospital admissions, and builds trust in the community.

UMMC has already run initiatives like drug awareness programs and staff wellness screenings. This shows its ability to engage effectively. To make the most of this opportunity, UMMC should set up a dedicated public health unit. This unit can coordinate efforts, track outcomes, and build partnerships with NGOs and corporate sponsors. The potential benefits include lower healthcare costs, better population health, and a stronger brand identity as a leader in preventive care in Malaysia.

5.3.3 Environmental Sustainability Initiatives

UMMC can use environmental sustainability initiatives as a way to lower operational costs, improve workplace efficiency, and build its reputation as a socially responsible healthcare institution. As a facility that uses a lot of resources, UMMC consumes significant amounts of energy, water, and medical supplies every day. The hospital has started to adopt digital systems to cut down on paper use and make administrative tasks more efficient. This is a positive step toward sustainability.

To build on this, UMMC can use energy-saving technologies like LED lighting and smart climate control systems. It can also introduce waste segregation and recycling programs for both general and medical waste. By partnering with environmental organizations and applying for green healthcare grants, UMMC can fund these initiatives without hurting its budget. The impact on the business includes lower utility costs, better staff morale, and increased public trust. In the long run, UMMC could gain recognition as a Green Hospital. This would attract eco-conscious patients and position it as a leader in sustainable healthcare in Malaysia.

5.4 Threats

Threats are outside factors in the environment that have the potential to negatively impact the company and create significant negative circumstances. There is no control over threats (Kumar & Praveena, 2023).

5.4.1 Competition with Private Hospitals in Talent Retention

UMMC faces a serious challenge in retaining medical talent due to intense competition from private hospitals such as Pantai Hospital Kuala Lumpur, KPJ Tawakkal KL Specialist Hospital, and Prince Court Medical Centre. These institutions offer higher salaries, lighter workloads, and modern facilities, making them attractive to specialists, medical officers, and nurses. This competition is especially fierce in urban areas like Klang Valley, where private hospitals aggressively recruit both locally and internationally trained professionals.

UMMC should take on the challenge and accept full responsibility by using non-monetary retention strategies that have been shown to work in public healthcare systems. A study in the English NHS found that non-monetary measures like flexible scheduling and recognition cut nurse turnover by 4.49% and hospital mortality by 3.45%, preventing over 11,000 deaths (Moscelli, et al., 2023). UMMC can implement flexible rosters, wellness programs, and peer support groups to lower burnout and improve retention.

5.4.2 Rising Medical Costs

UMMC is currently facing the threat of rising medical costs. These costs have become clear through significant increases in consultation fees, specialist charges, and inpatient services. For example, general clinic consultation fees went up from RM5 to RM15, specialist consultations rose from RM30 to RM80, and single-room admissions increased from RM120 to RM300 (Ann, 2025). This trend reflects a larger national problem. Malaysia's medical cost inflation rate reached 12.6% in 2023, which is more than double the global average of 5.6% (Hassandarvish, 2024). These increases have raised concerns among patients, especially those from low- and middle-income groups. They may now struggle to afford essential care.

To solve this issue, UMMC should take on the challenge and accept responsibility by creating a tiered pricing system based on income levels. This system would ensure fair access while keeping finances stable. Patients can be sorted into B40, M40, and T20 groups using MyKad-linked income verification, with each group getting the right subsidies. By using this method, UMMC can reduce the effects of rising costs, continue its role as a public teaching hospital, and show its dedication to inclusive healthcare.

5.4.3 Lack of Health Awareness in the Community

UMMC faces an ongoing challenge with low health awareness in the community. This leads to late disease detection, preventable hospital admissions, and more pressure on medical resources. The problem is evident in the high number of patients arriving with advanced stages of chronic illnesses like diabetes, hypertension, and cancer. These conditions could be managed better or even prevented with early intervention and education.

The impact on UMMC includes overcrowded clinics, longer treatment times, and rising operational costs. These issues ultimately affect service quality and staff workload. Instead of avoiding this challenge or passing it on to others, UMMC should take responsibility by leading community health education efforts. This can involve regular health talks, mobile screening units, partnerships with schools and local councils, and online campaigns about preventive care.

For example, UMMC can send mobile health vans with basic diagnostic tools to underserved communities in Klang Valley and nearby areas. These units can provide blood pressure checks, blood glucose and cholesterol tests, BMI and nutritional assessments, basic eye and dental screenings, and mental health questionnaires. Target locations can be schools, mosques, community centers, or low-income housing areas, with services offered monthly or quarterly based on demand and resources. Staff could include medical officers, nurses, final-year medical students as part of their training, and volunteers. Through this initiative, UMMC can raise awareness, lower long-term healthcare costs, and reinforce its position as a proactive and trusted healthcare provider.

6.0 CONCLUSION

The Universiti Malaya Medical Centre (UMMC) is a respected teaching hospital with a strong focus on clinical quality, medical education, and research. During my six-month internship, I gained valuable exposure to multiple HR functions, including staffing, service management, performance management, policy, remuneration, and event coordination. These hands-on experiences helped me apply my theoretical knowledge to real-world tasks, improve my technical and interpersonal skills, and better understand human resource operations in a government healthcare setting.

The SWOT analysis of UMMC shows that while the hospital has several strengths, like being the largest teaching hospital in Malaysia, good facilities, and a strategic location, it also faces challenges such as rising medical costs, long waiting times, and staff shortages. However, UMMC has many growth opportunities, especially in global research partnerships, preventive healthcare outreach, and sustainability efforts. At the same time, it must address external threats like competition from private hospitals, increasing healthcare costs, and low community health awareness.

Every organization has its unique strengths, weaknesses, opportunities, and threats. UMMC needs to identify and tackle its internal gaps and external challenges to improve service delivery, support staff well-being, and strengthen its position as a leading public healthcare provider. Through effective performance management, innovative strategies, and a commitment to inclusive healthcare, UMMC can continue to thrive as a trusted institution in Malaysia's healthcare system.

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APPENDICES

My Workplace:

- The entrance door to the administrative workplace and a group photo of human resources at UMMC.



Figure 6: Human Resources Department

My Industrial Training Tasks:

- Updated the Staff Master Plan for Management and Professional Staffing Requirements at UMMC in the PowerPoint.

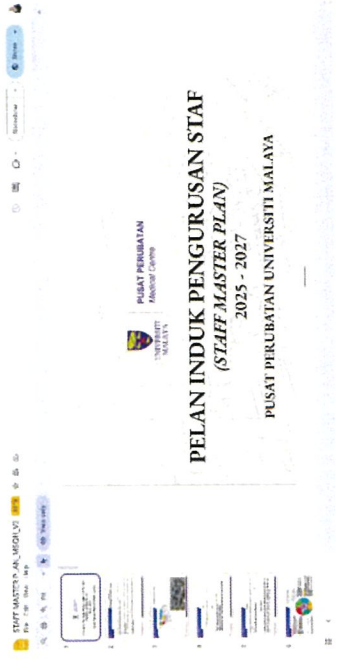


Figure 7: PowerPoint of Staff Master Plan 2025 – 2027

- Prepared the Certificate of Completion of Housemanship Training (CCHT) and Letter of Verification of Housemanship training for the House Officers (HOs) who completed their six postings.

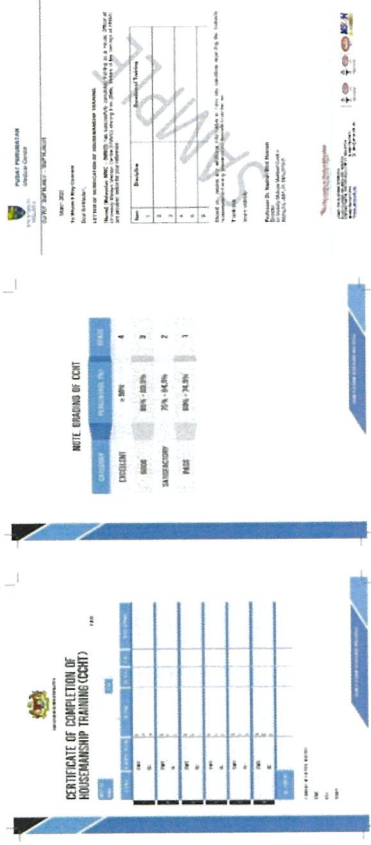


Figure 8: Template of The Certificate and Verification Letter

- Designed a poster for the booking and operation of Anjung Kasih at UMMC.



Figure 9: Poster of Anjung Kasih

- Updated UMMC panel clinics' monthly claim details, Bantuan Cermin Mata, and Bantuan Rawatan Pergigian in Google Sheets.

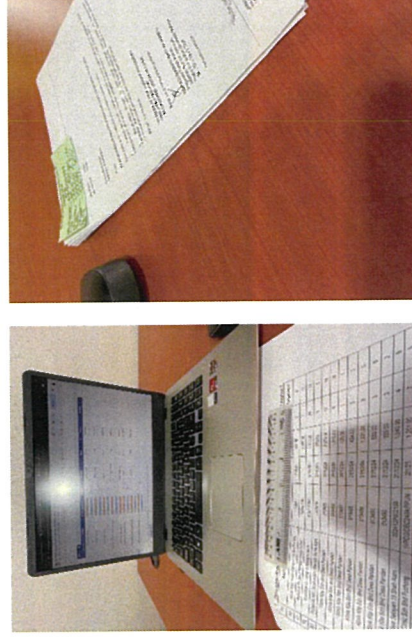


Figure 10: Documents of UMMC Panel Clinics Monthly Claim and Medical Facility Expenditure Report 2025

- Cut and paste service statements and leave statements for House Officers (HOs) and permanent staff in the government service book.

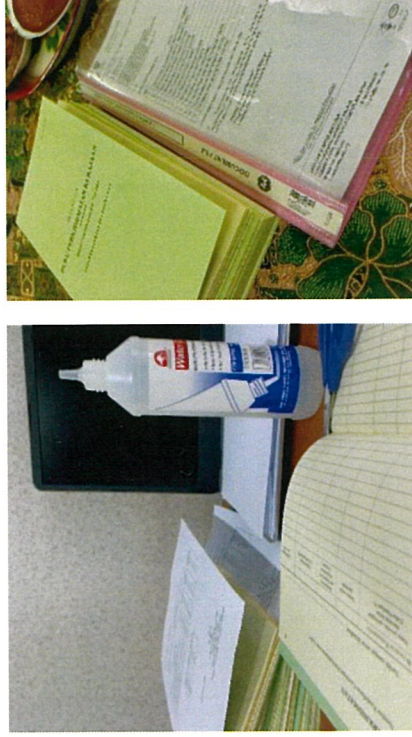


Figure 11: Service Statements and Leave Statements

- Filled out the form of *Gantian Cuti Rehat* (GCR) for contract staff 2025 and updated it in Microsoft Excel.

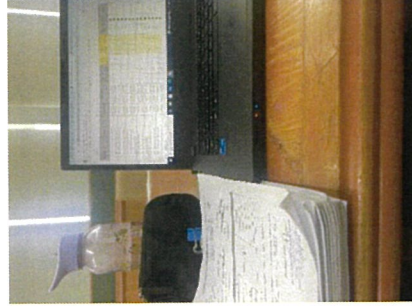


Figure 12: *Gantian Cuti Rehat* (GCR) Form for Contract Staff 2025

- Updated leave information for the staff who started working in 2014 in the eHR in the online leave section.

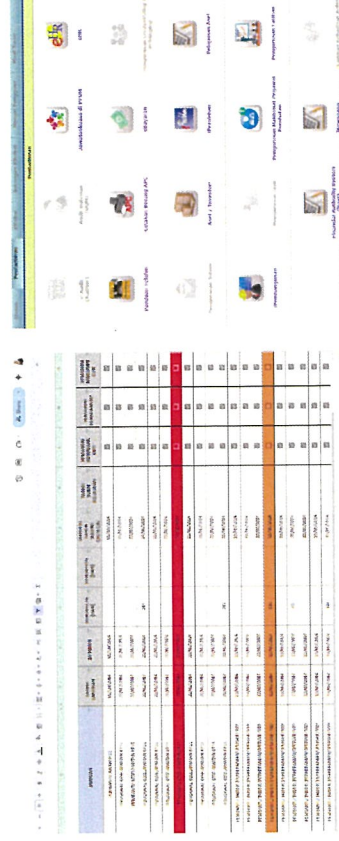


Figure 13: Microsoft Excel for the Staff Started Working in 2014 and eHR System

- Understand the Human Resources Service Circular (MyPPSM) on the *Pemangkuhan dan Kenaikan Pangkat* and memorize the standardization and redeployment from the SSM grade to the SSPA grade.

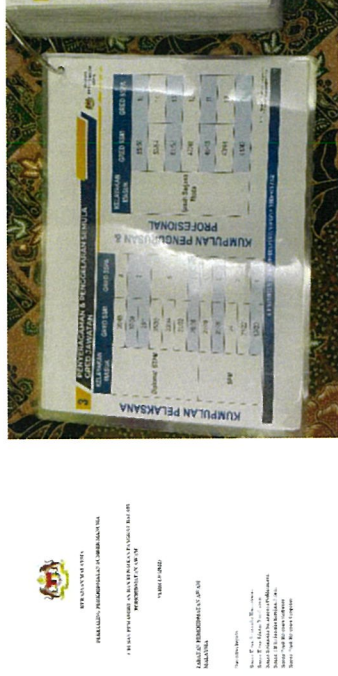


Figure 14: Human Resources Service Circular (MyPPSM) and The Public Service Remuneration System (SSPA)

- Listened to the talk from the National Anti-Drugs Agency (NADA) while monitoring staff involved in the urine test screening.



Figure 15: Talk from The National Anti-Drugs Agency (NADA)

- Helped make decorations and prepare meals, such as cutting cakes and wrapping food for Eid celebrations at the Human Resources Department.



Figure 16: The Decorations and Various Foods for Eid Celebrations

- Updated information on study leave eligibility in eHR for doctors continuing their study in a master's degree in clinical program, parallel pathway, master's, and Doctor of Public Health. Calculate leave eligibility according to the study period.

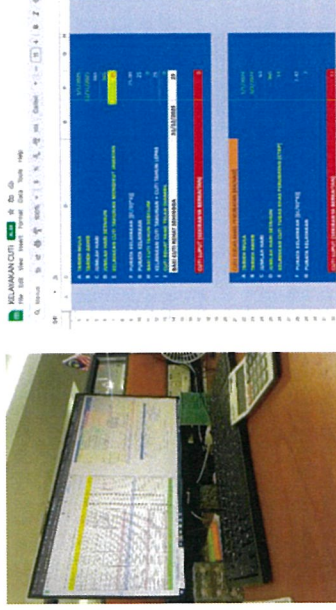


Figure 17: Microsoft Excel to Calculate Leave Eligibility

- Update personal data records of all UMMC staff in the HRMIS.



Figure 18: Human Resource Management Information System

- Served as guest management secretariat during the Majlis Penghargaan Perkhidmatan to recipients of the *Gemulah*, Retirees, 30-year of service, 20-year of service, and Excellent Service Awards.



Figure 19: Majlis Penghargaan Perkhidmatan at Connexion Conference & Event Centre (CCEC)

- Recorded the Visiting Specialist file at UMMC in Microsoft Excel.



Figure 20: Visiting Specialist Files

- Recorded the private leave, government leave, and sick leave for House Officers (HOs) in eHR.

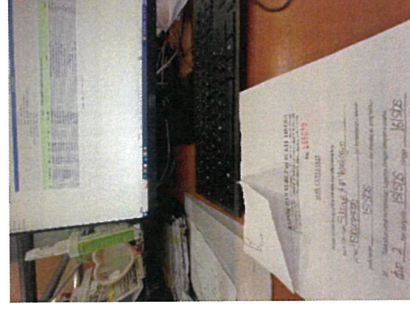


Figure 21: Medical Certificate (MC) of House Officer (HO)

- Updated digital logbook marks and leave taken for House Officers (HOs) in the MPIS.

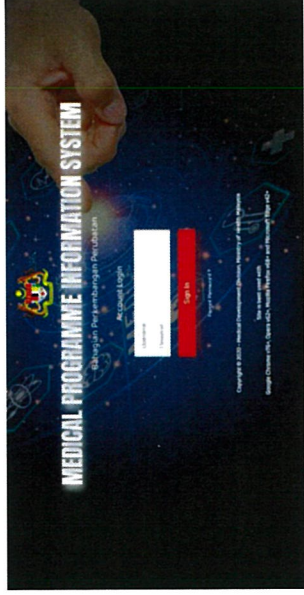


Figure 22: Medical Programme Information System

- House Officers (HOs) reported for duty and checked their documents to ensure that they were complete.



Figure 23: House Officers (HOs) Training Management Briefing

- Prepared leave statements for House Officers (HOs).

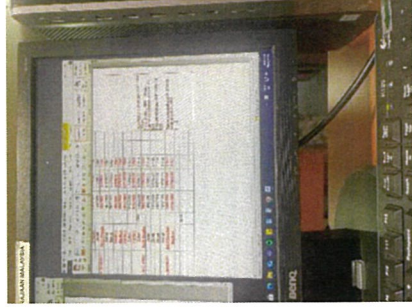


Figure 24: Leave Statement for House Officer (HO)

- Updated the logbook and Form A in Microsoft Excel by checking the marks and Form A to ensure that the date and signature have been filled in. Insert the logbook and Form A into the file.



Figure 25: Logbook of House Officers (HOs)

- Made an infographic for changes in terms and conditions under vehicle and computer/smartphone financing at UMMC.

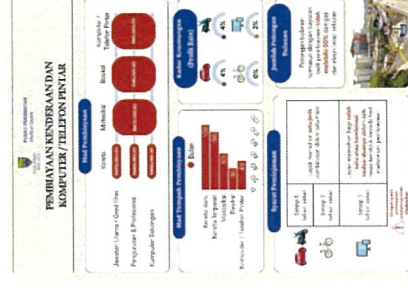


Figure 26: An Infographic for Terms and Conditions Under Vehicle and Computer/Smartphone Financing at UMMC

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