



INDUSTRIAL TRAINING REPORT ON MAHKOTA MEDICAL CENTRE

1st Mac 2023 – 15th Aug 2023

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ACKNOWLEDGEMENT

First and foremost, I would like to express my gratitude to MMC (MMC) for allowing me to complete my 6 months internship at this company. The internship opportunity I had with MMC was a great chance for me to acquire valuable knowledge and develop my professional skills. Therefore, I am very lucky to have been a part of it.

Furthermore, I would like to take this opportunity to thank my boss, Ms Nurul Hasimah, Manager of Organization Development Human Resources at MMC, who, despite being extremely busy, took the time to listen, guide, and keep me on track during the training. Aside from that, my colleagues at MMC's Human Resources Department were always helpful and efficient in helping me with any needs or questions. I am grateful for this opportunity to collaborate with such a committed and competent team.

I would also like to acknowledge and give my warmest thanks to my advisor during industrial training, Madam Norazira Binti Mohd Abas who made this work possible. Her guidance and advice carried me through all the stages of writing my industrial training report. Without her guidance and advice, this report could not have been finished.

Last but not least, I would like to express my deepest gratitude to my family and friends, who endlessly supported me throughout my internship. In the absence of their support, I would not be able to complete my internship.

EXECUTIVE SUMMARY

This executive summary provides an overview of my internship experience as a Human Resources (HR) student and the finding derived from a SWOT analysis conducted for Mahkota Medical Centre. Mahkota Medical Centre or known as MMC is a private hospital that is located in Melaka. Following the outbreak of Covid-19, the healthcare industry appears to be blossoming in recent years. Due to the thriving of the healthcare industry, many companies in this industry, including MMC try to take an opportunity to expand or reinforce their operation. Before taking this action, the company must conduct extensive research from several perspectives to choose the appropriate course of action. Taking a wrong decision could give a significant impact on the business. The objectives of this report were to assess the internal strengths and weaknesses of the MMC as well as external opportunities and threats from every perspective. Therefore, I will be using SWOT analysis as a tool to evaluate MMC.

Throughout my internship, I had an opportunity to gain practical knowledge and hands-on experience in various HR functions such as recruitment, organization development and payroll. These experiences provide me a valuable insight that served as the foundation for conducting the SWOT analysis on MMC. According to Kenton (2023), SWOT analysis is a framework that is used to evaluate a company's competitive position and to develop strategic planning. The application of SWOT analysis in a business plan can be a useful tool for the company to evaluate the company's market position before making any decision to obtain a competitive advantage over rivals in the same industry. The findings of MMC's SWOT analysis will be discussed in depth through this report and at the end of the discussion, the recommendation presented aims to enhance business strategies, address weaknesses and capitalise on strength.

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COMPANY'S PROFILE

Name: Mahkota Medical Centre Sdn Bhd

Location: 3, Mahkota Melaka, Jalan Merdeka, 75000 Melaka

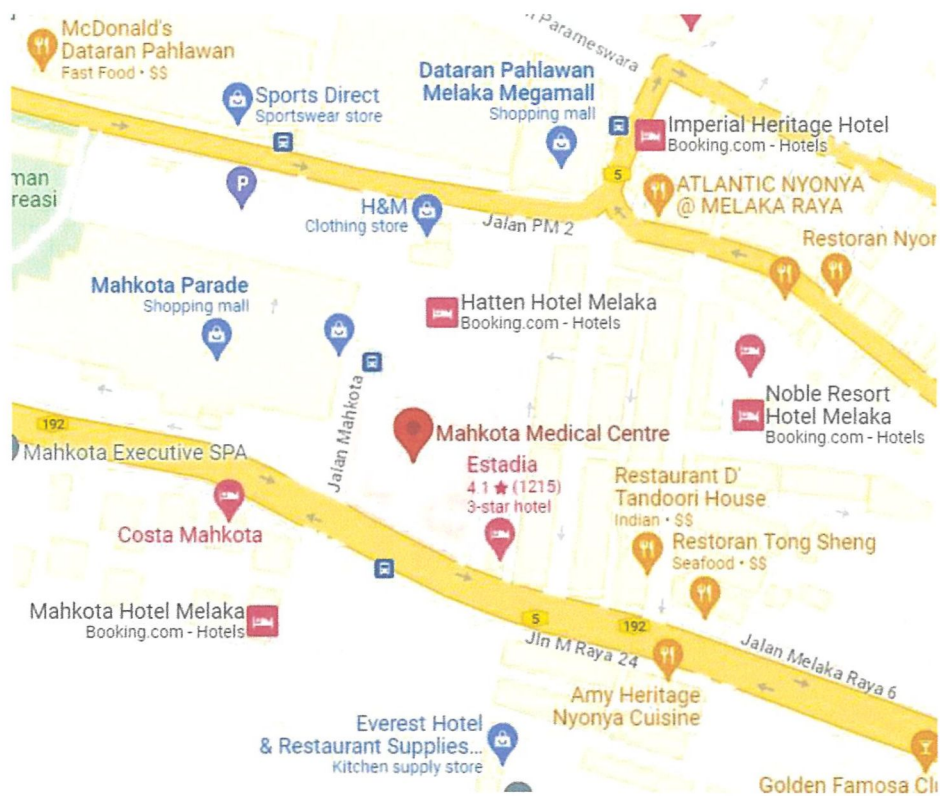


Figure 1.0 shows a map of Mahkota Medical Centre's location.

Background

Mahkota Medica Centre (MMC) is a subsidiary private hospital founded by Lion Group in 1994. When an economic crisis hit in 1998, the Health Management International (HMI) Group took over MMC. HMI Group is a rapidly-growing regional private healthcare provider with operations in Singapore, Malaysia, and Indonesia. HMI Group operates two tertiary hospitals in Malaysia which is MMC and Regency Specialist Hospital.



Figure 2.0 (a) shows a building of Mahkota Medical Centre.

MMC is located in Melaka, side by side with Mahkota Parade. MMC has emerged as a leading healthcare provider in the region, delivering high-quality medical care and advanced treatments. The hospital is currently licensed with 305 beds in eight wards and houses over 120 practising consultants across a wide range of medical and surgical disciplines. MMC is a top medical tourism destination in Malaysia, serving around 95,000 foreign patients annually, it is one of the most comprehensive hospitals focusing on medical sub-specialities with high surgical workloads.

MMC is equipped with state-of-the-art facilities and cutting-edge medical technology, ensuring that patients receive world-class healthcare services. The hospital has a team of highly skilled and experienced medical professionals, including doctors, surgeons, nurses, and support staff, who are dedicated to providing exceptional patient care. The medical specialities offered at MMC cover a wide range of areas, including cardiology, oncology, orthopaedics, neurology, gastroenterology, obstetrics and gynaecology, and other specialists. The hospital is committed to delivering comprehensive healthcare services, from diagnosis and treatment to post-operative care and rehabilitation.

One of the distinguishing features of MMC is its focus on medical tourists which has been serving 95,000 foreign patients annually. The hospital attracts a significant number of international patients who seek specialized medical treatments and procedures. MMC is committed to maintaining the highest standards of quality and safety. The hospital has obtained numerous accreditations and certifications, including the Joint Commission International (JCI) accreditation, which signifies compliance with rigorous international healthcare standards.



Figure 2.0 (b) shows a building of Regency Specialist Hospital.

Regency Specialist Hospital is a Sister Hospital of MMC that was founded in 2009. Regency Specialist Hospital is a fast-growing private hospital located in Masai, Johor Bahru about 15 minutes from the Singapore-Woodlands checkpoint and Johor Bahru city. Regency Specialist Hospital has a bed capacity of 218 that can serve around 150,000 patients annually. Regency has more than 70 specialists across a wide range of medical and surgical disciplines.

Vision

To be the most reputable referral hospital in South-East Asia by bringing together the most competent medical capabilities from within and outside of the hospital.

Mission

To deliver the highest quality of care to their patients by empowering and encouraging their employees to work together in the best interest of the patient.

Values

Compassion, Competence, Collaboration

ORGANIZATIONAL STRUCTURE

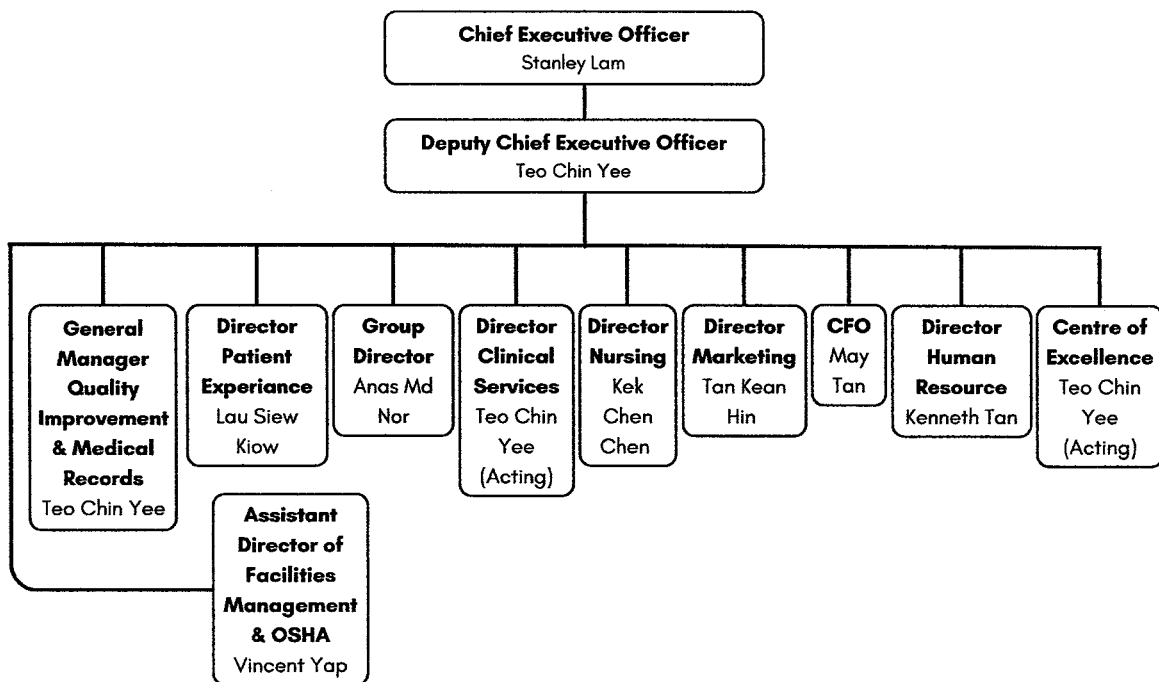


Figure 3.0 shows Mahkota Medical Centre's Top Management Organization Chart.

PRODUCT AND SERVICES

Clinical and Support Services

- Accident & Emergency
- Cardiac Catheterization Lab
- Chemotherapy Day Care Centre
- Day Surgery Unit
- Dental Centre
- Delivery Suite & Nursery
- Dermatology Centre (Aesthetic & Laser)
- Diabetic Care Centre
- Dietetics & Nutrition Services
- Diagnostic Imaging Centre
- Day Procedure Unit
 - Endoscopy Centre & Non-Invasive Cardiac Centre)
- Haemodialysis
- Health Screening Centre
- In-Vitro Fertilization (IVF)
- Laboratory
- Operating Theatres & Intensive Care Unit
- PET-CT Centre
- Pharmacy & Retail Pharmacy
- Radiotherapy
- Rehabilitation Centre (Physiotherapy, Occupational Therapy, Speech Therapy & Clinical Psychology)

Other Patient Support Services

- Corporate & Insurance Counters
- Transportation
- Free shuttle to/from Melaka International Airport & International Ferry Terminal
- Kitchen, Cafeteria & Bakery
- Housekeeping & Laundry
- Luggage & Safe Deposits Room
- Concierge & Customer Service (eg: Visa extension)
- Business Counters for currency exchange & ticketing (KLIA, KLIA2, Singapore etc.)
- Direct boarding from MMC

PRODUCT AND SERVICES

Specialist Services

- Anaesthesiology
- Breast Surgery
- Cardiology
- Cardiothoracic Surgery
- Colorectal Surgery
- Emergency Medicine
- Endocrinology
- Ear, Nose and Throat Surgery
- Gastroenterology and Hepatology
- Geriatrics
- Haematology and Haemo-Oncology
- Hepato-Pancreato-Biliary Surgery
- Internal Medicine
- General Dentistry
- General Surgery
- Neonatology
- Nephrology
- Neurology
- Neurosurgery
- Nuclear Medicine (PET-CT)
- O&G + Gynae -Oncology
- Occupational Health
- Oral and Maxillofacial Surgery
- Oncology & Radiotherapy
- Ophthalmology & Vitreous Retinal Surgery
- Orthopaedic & Trauma Surgery
- Plastic & Reconstructive Surgery
- Paediatric
- Pathology
- Psychiatric
- Radiology & Interventional Radiology
- Reproductive Medicine
- Respiratory Medicine
- Rheumatology
- Spine Surgery
- Urology

TRAINING REFLECTION

Duration

Specific date: 1st March 2023 - 15th August 2023

Working days: Monday to Friday

Time: 8.00 a.m. - 6 p.m.

Details

Department: Human Resource

Roles: Assistant of Human Resources

Responsibilities: Supporting day-to-day HR administrative tasks, such as maintaining employee records, updating HR databases, and organizing HR-related documents.

Assignment/Task:

- 1) Assist in updating the Job Description for all department at MMC.
- 2) Assist in sorting Patient Care Assistant (PCA) and State Registered Nurse (SRN) uniforms according to size.
- 3) Assisting in preparing booklets for culture training programme.
- 4) Dispose old uniforms.
- 5) Make final check and export the completed JD as PDF before printing.
- 6) Assist with entering employee's uniform size in excel.
- 7) Change old employees' personal files into new ones.
- 8) Organize and updating employees' personal file.
- 9) Attend a meeting on "Mental Well-being" with Ikatan Komuniti Selamat.
- 10) Making partitions for employees' personal files.
- 11) Send document to the person incharge.
- 12) Scan finalize JD and rename it.
- 13) Sorting documents according employee's id.
- 14) Assist in making "Moreh" voucher for employee.
- 15) Organize and filing completed JD.
- 16) Sorting "Moreh" voucher by departments.
- 17) Distribute "Moreh" voucher to person in charge by department.
- 18) Distribute Krisp Kreme donut for Moreh to the employees.
- 19) Updating nurse shoes data int excel.

- 20) Assist with entering employee overtime into excel.
- 21) Updating employee post basic bond data in excel.
- 22) Assist with updating organization chart for every department at MMC.
- 23) Organize and filing organization chart by department.
- 24) Distribute shoes to all nurses.
- 25) Attend engagement meeting with director of nursing.
- 26) Assist with entering annual employee medical checkup in excel.
- 27) Sorting nurse license according to the namelist.
- 28) Key in employee uniform purchases into excel.
- 29) Dispose rejected resume.
- 30) Scanning diploma certificate, post basic certificate and nurse license.
- 31) Do cross check external years of service for all employee at MMC.
- 32) Key in rejected candidates data for 2023 interview: nursing into excel.

Gains

Intrinsic Benefits

i) Practical knowledge and industry

My internship has been a gateway to a world of practical knowledge and industry insights that simply cannot be replicated in a classroom setting. Working within MMC has allowed me to witness firsthand how the industry operates. I have been exposed to day-to-day operations, and understanding how different departments collaborate to achieve common goals. This exposure has provided me with a comprehensive view of the industry's inner workings, including the challenges it faces and the strategies employed to stay competitive. Moreover, interacting with professionals who have accumulated years of experience has been an incredible learning experience. My supervisors and colleagues have generously shared their knowledge regarding HR functions, providing guidance and mentorship throughout my internship. These interactions have not only strengthened my knowledge in human resource but have also given me valuable insights into the industry's practical difficulties. Furthermore, observing how seasoned professionals approach their work and handle challenges has been inspiring. Learning from their successes and even their failures has given me a well-rounded understanding of the professional landscape and helped shape my own approach to work.

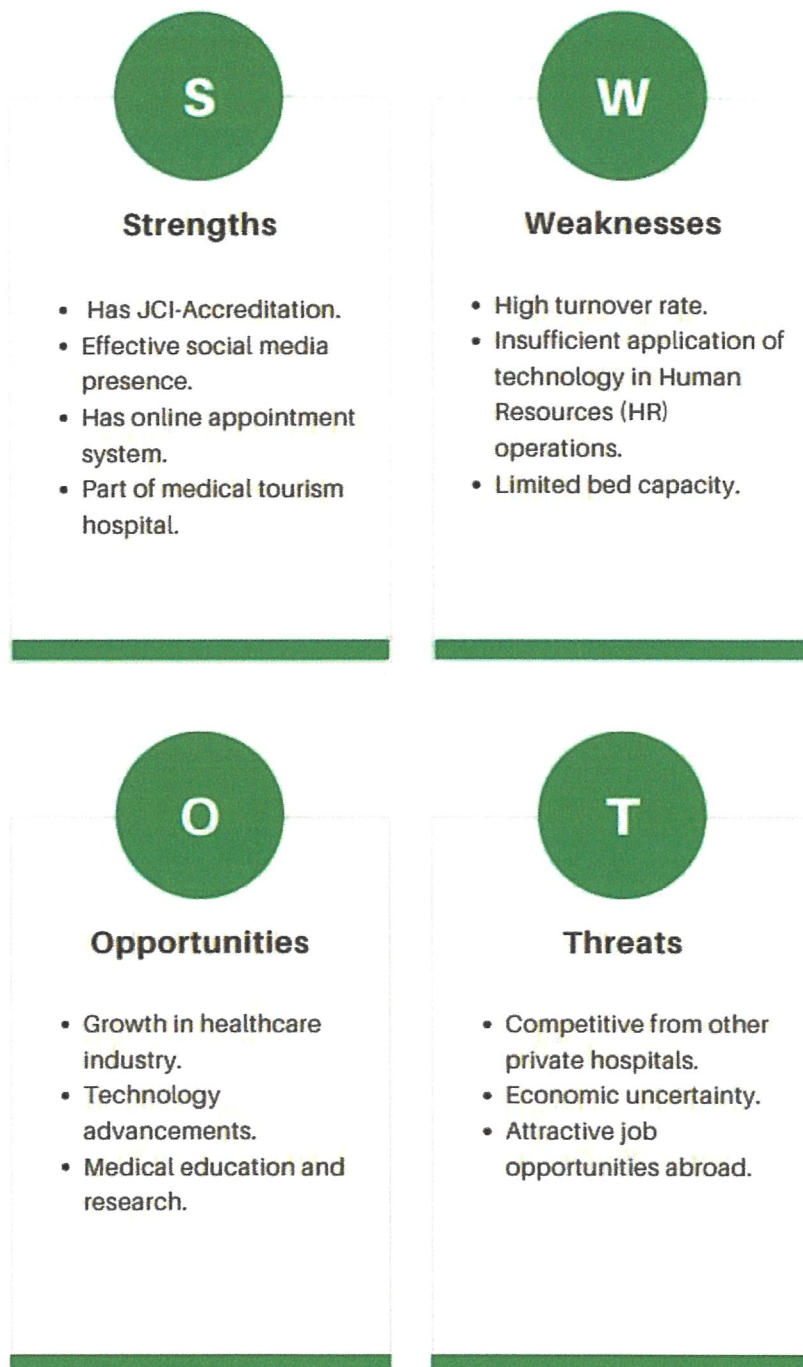
ii) Learn to be multitasking

During my internship as an HR student, I had the invaluable opportunity to develop and refine the skill of multitasking. As an HR intern, I was exposed to a diverse range of responsibilities and functions, each demanding attention and efficiency. Multitasking became an essential aspect of my daily routine, enabling me to navigate the dynamic and fast-paced HR environment with confidence and success. One of the primary areas where multitasking proved essential was in handling diverse HR functions. From recruitment and to payroll, I found myself managing various tasks simultaneously. Juggling these responsibilities allowed me to gain comprehensive insights into different aspects of HR, which it help me honing my ability to adapt quickly to varying situations and demands. A critical aspect of multitasking was the art of prioritization and time management. Understanding the urgency and importance of tasks allowed me to allocate time effectively and handle multiple projects without compromising on quality or attention to detail.

Extrinsic Benefits

- i) Allowance RM 18 per day
- ii) Discount Meal
- iii) Accommodation provided such as a prayer room and toilet

MAHKOTA MEDICAL CENTRE'S SWOT ANALYSIS



DISCUSSION AND RECOMMENDATION

1.0 Strengths

1.1 Has JCI-accreditation



Figure 1.1 shows Mahkota Medical Centre's JCI accreditation.

Since 2019, MMC has been becoming the first private hospital in Melaka that has been awarded by Joint Commission International (JCI) as an accredited hospital that received a gold standard for healthcare quality and patient safety (MMC, n.d.). Joint Commission International (JCI) is a US-based organisation that accredits and certifies hospitals worldwide. The goal of JCI accreditation is to evaluate care, standardise hospital processes, provide education and promote continuous quality improvement for an organization (Imagama et al., 2021). This shows that JCI accreditation is a prestigious award that not all private can acquire without undergoing rigorous procedures in order to receive this award. According to Babakkor and Kattan (2023), accreditation is a method of enhancing the quality, efficacy, and efficiency of healthcare organizations by focusing on their three significant levels of structure, procedure, and outcome. When MMC has JCI accreditation, it shows that they are very committed to making continuous improvements in order to comply with standards. The process of improving quality and patient safety should be continuous and always comply with global developments. Plus, having JCI accreditation is a huge achievement for Mahkota Medical Centre because this achievement will elevate the status of MMC and gives the hospital respect among other healthcare organizations, government ministries, and insurance companies.

The pursuit of JCI accreditation opens the doors for MMC to a wealth of worldwide best practices in healthcare. The accreditation process that MMC go through is not solely about highlighting the achievements; it is also about identifying areas for improvement. According to Dickmann (2023), making an improvement is crucial process that addressing business problems and establishes a strong foundation for an organization to be successful. Through the JCI evaluation, MMC are able to get an access the best practices which can help when making improvement. This is because during the evaluation, JCI surveyors, who are experienced healthcare professionals will conduct a thorough and impartial assessment and comparing the MMC's practices to the highest international standards. This comprehensive evaluation not only ensures that MMC meets minimal standard for accreditation but also exposes it to cutting-edge practices and innovative approaches being implemented by top healthcare providers worldwide. When there are any flaws or areas that need improvement are carefully highlighted, enabling MMC to make the appropriate adjustment in which it can elevate MMC's performance. Furthermore, JCI surveyors also bring a wealth of experience and knowledge to the evaluation process. This because they have a unique perspective on best practices and innovations in healthcare, having observed successful approaches in various healthcare settings globally. Through the evaluation, surveyors share these best practices with the MMC's staff and leadership, to fostering a culture of learning and continuous improvement. The sharing of successful practices from different parts of the world enables healthcare MMC to integrate new ideas and techniques into their own operations.

JCI accreditation holds significant weight in the international healthcare community due to its reputation as a globally recognized accrediting body. The Joint Commission International (JCI) is renowned for setting and upholding the highest standards in healthcare quality, patient safety, and organizational excellence. As a result, healthcare facilities that achieve JCI accreditation earn a seal of approval that resonates with stakeholders on a global scale, fostering trust and recognition both within the industry and among patients. Having JCI accreditation is an asset for MMC that can attract both local and international patients that seek for medical treatment. According to Jagyasi (2022), reliability is the most crucial factor for patients, especially medical tourists, when choosing a facility for medical treatment. This is because a reliable healthcare provider typically provide high-quality services. Therefore, choosing JCI-accreditaed hospital like MMC is the best way for patient since JCI accreditation serves as a reassuring symbol of international trust in the accredited facility's

standards of care and patient safety. This can provide patients with piece of mind, knowing they are receiving care at a facility that follows globally recognised best practises.

To maximize the benefits of holding JCI accreditation, MMC can leverage its accreditation status through collaborations with other JCI-accredited hospitals. By organizing regular workshops or virtual meetings in which MMC can use to create a platform for representatives from different JCI-accredited hospitals to come together and engage in knowledge sharing. Each hospital brings unique experiences and expertise to the table, and sharing these insights can lead to the identification of innovative solutions to common challenges. Moreover, learning from the successes and experiences of other accredited hospitals can be benchmark that allows MMC to implement tried-and-tested practices, further elevating the quality of patient care and safety. Plus, implementing collaborative initiatives could foster an environment of continuous learning, innovation, and improvement, while additionally strengthening MMC's reputation as a top-notch in healthcare industry.

1.2 Effective social media presence

In the era of digitalisation, most individuals spend their time on social media. Over 60% of the world's population uses social media, with an average daily usage of 2 hours and 24 minutes (Chaffey, 2023). Due to this many organizations across industries including MMC itself adopt the use of social media into their marketing strategy in order to promote their services and products to both local and international customers. According to Hayes (2023), more than 80% of consumers report that social media, particularly influencer content, has a significant impact on purchasing decisions. Therefore, it is important for MMC to effectively use social media in marketing strategies, since it becomes a crucial element that could significantly impact the organization. It does not end there; the existence of social media may also assist the organization in reinforcing and displaying a successful offline business in front of potential patients as well as those who are already acquainted with the organization (Pec, 2022). This is due to the fact that a strong brand strategy encompasses both online and offline platforms to create and consistent brand presence. In order to effectively engage patients, MMC must strike a balance between offline and online platforms.



Figure 1.2 shows a part of social media content that was created by Mahkota Medical Centre.

Nowadays, there is a massive amount of competition in the healthcare industry vying for consumer attention, standing out from the crowd is a considerable challenge for MMC to penetrate the market. In response to this situation, MMC has effectively adopted social media into its marketing strategy. For example, MMC regularly posts engaging content such as health tips, informative videos and healthcare practitioner sharing on Facebook in order to attract new audiences and encourage existing ones to share the content. Thereby increasing

the MMC's brand visibility to the community. According to Bhasin (2023), brand visibility refers to the rate at which a brand is visible, recognised and recalled by its target audience. Brand visibility is essential to every organization because it sets the stage for brand recognition and recall. Having a strong presence on social media platforms allows a brand to reach a massive audience and make a lasting impression.

The presence of an effective social media presence has significantly aided MMC in attracting a pool of competent healthcare practitioners such as nurses, physiotherapists, and radiographers to join the organization. According to Flynn (2023), 57% of job applicants utilize social media in their job hunts. This is because job applicants consider certain aspects of an organization's social media pages as indicators of that organization. Based on research by Carpentier et al. (2019), job applicants form an impression of the organization based on the perceived communication features of the page. Therefore, MMC uses this approach by sharing behind-the-scenes glimpses of the work environment, team activities, and employee recognition programs that highlight a positive and supportive work culture on its social media. Typically, job applicants want to find a culture that aligns with their values and ethics that make them feel a sense of purpose (DePaul, 2022). When considering which offer to accept, these career-minded practitioners prioritize organizational culture over appealing compensation and benefits. As a result, the applicant's perception of MMC specifically improved after viewing a social media page with an effective social presence.

In order to maximize MMC's social media presence, it is recommended for MMC to continuously monitor and analyze performance. This will help MMC to identify which types of content resonate best with the audience. By understanding what content drives engagement, MMC can create more of such content to keep followers interested and engaged. This data-driven approach not only enhances engagement and brand loyalty but also allows MMC to position itself as a leading healthcare provider on social media, driving meaningful interactions and positive patient experiences.

1.3 Has an online appointment system

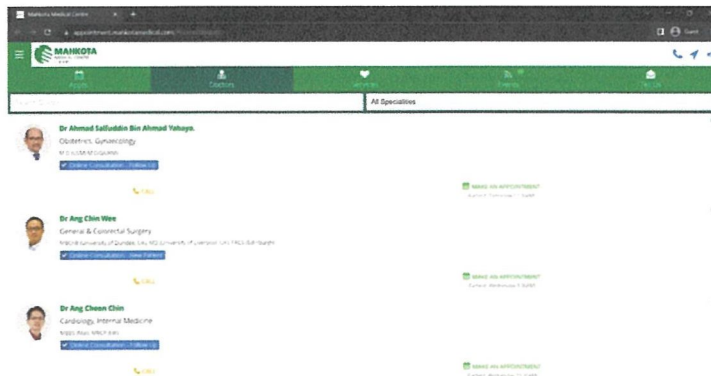


Figure 1.3 shows Mahkota Medical Centre's online appointment system.

In today's digital age, the healthcare industry is experiencing a rapid transformation driven by technological innovations. Private hospitals in their pursuit of providing exceptional patient care and optimizing healthcare services, have embraced the power of digital solutions. MMC is no exception, as they make an effort to fulfil the demands of the patient population while standing out in a crowded healthcare industry. One such transformative advancement is the integration of an online appointment system, which has revolutionized the way patients access healthcare services and interact with healthcare providers. The online appointment system is refer to a cloud-based system used by practitioners, enterprise merchants, banks, and other organizations to automate and organize their appointment calendars (Osbourne, 2022). According to Mazur (2022), only 58% of companies in the healthcare industry use an online appointment system in their daily operations. Offering an online appointment system can set MMC apart from its competitors and attract tech-savvy patients who prioritize convenience and efficiency. By utilizing digital technology, the online appointment system offers a seamless and user-friendly experience that responds to patients' demands while optimizing productivity within MMC.

Back in the day, patients frequently experienced annoyance and difficulty while attempting to book medical appointments. Lengthy waiting sessions or queuing in long lines to arrange appointments at healthcare facilities were commonly encountered by the patients. According to Rodriguez (2022), over 30% of patients would switch to healthcare providers that had an online appointment system. This shows that more patients prioritize the use of technology due to the convenience of the technology. With the emergence of an online appointment system at MMC, it gives an opportunity for patients to schedule their own appointment slots that align with their individual schedules, preferences, and urgency of medical needs. According to Bennett (2022), over 68% of patients are more inclined to choose healthcare providers that enable them to book, change, or cancel appointments online. This is because when MMC offers an online appointment system to the patients, they are able to schedule appointments with convenience and flexibility due to the 24/7 accessibility of the system. They no longer have to adhere to the constrained business hours of MMC instead, they can book appointments from the comfort of their homes or even while on their trips. This is because 34% of appointments that are scheduled are done so after working hours (Mazur, 2022). Plus, the convenience and ease of online appointments contribute to overall positive patient satisfaction. When booking appointments is seamless and efficient, patients will feel valued and respected as active participants in their healthcare. Indirectly, it will strengthen patient loyalty to MMC. This is because favourable experiences may encourage individuals to take a more proactive approach to their health and seek medical care as soon as it is required.

The implementation of an online appointment system in MMC has a significant influence on operational efficiency. The digitization of appointment scheduling represents a paradigm shift in how healthcare providers deal with their daily operations, transitioning from a traditional to a modern approach. By automating the appointment scheduling process, MMC can cut down on manual paperwork, the volume of phone calls, and other time-consuming administrative tasks. This not only saves valuable time for front-desk employees but also reduces the possibility of errors that could arise during manual data entry. This might result in a rise in workplace productivity among MMC employees. In research made by Perez (2023), he found that more than 90% of employees stated automation solutions enhanced their productivity. Increased productivity among MMC employees can result in enhanced effectiveness and efficiency in patient care. With administrative tasks reduced through the online system, the employee can now devote their focus and efforts to

offering more personalized care to patients. By doing so, they are able to engage in more meaningful interactions with patients, addressing their queries, concerns, and specific needs. This shift from a purely administrative role to a more patient-centric in which it can enhance the overall patient experience, as patients feel valued and well-attended during their interactions with staff. Positive experiences contribute to patient loyalty and word-of-mouth referrals (Parr, 2023) which can influence MMC's brand image as well as its revenue.

Due to this, developing customized appointment reminders is the best way for MMC to enhance its online appointment system. Not all patients choose the same approach of communicating for appointment reminders. Some might favour email reminders, whereas certain individuals may prefer via text or mobile application notifications. MMC may tailor the reminder delivery method to each patient's preferences, ensuring that patients receive reminders in the most convenient way for them. When patients receive reminders that are relevant to their individual appointments, they feel valued and cared for by the healthcare provider. This adaptability improves patient satisfaction and promotes clear communication.

1.4 Part of medical tourism hospital

In the realm of medical tourism, where healthcare institutions compete on a global stage, Mahkota Medical Centre (MMC) has distinguished itself as a beacon of excellence, capturing the attention and admiration of the global healthcare community. Recently, Malaysia has introduced Flagship Medical Tourism Hospital Programme is a collaborative effort between Malaysia Healthcare Travel Council (MHTC) and global medical accreditation bodies IQVIA, a global leader in advanced analytics, technology solutions, and clinical research services for the life sciences industry, and Joint Commission International (JCI), an accreditation body that works to improve patient safety and healthcare quality in the international community through education, publications, advisory services, and international accreditation and certification (Malaysia Debuts Flagship Medical Tourism Hospital Programme, n.d.). Through this programme, MMC has achieved the outstanding achievement of becoming a finalist for the Flagship Medical Tourism Hospital Programme alongside other three private hospitals in Malaysia, which include the National Heart Institute (IJN), Island Hospital, and Subang Jaya Medical Centre. To be a part of the finalists of the Flagship Medical Tourism Hospital Programme is not an easy process for MMC because there are a lot of requirements that MMC need to fulfil before being selected to join this programme. Based on the article "M'sia introduces first Flagship Medical Tourism Hospital Programme" published by New Straits Times on 17th March 2023, all finalists in Flagship Medical Tourism Hospital were selected through an extensive and rigorous qualifying process in 2022 that involved data analysis and on-site assessments. Extensive and rigorous qualifying is important in order to ensure all the finalists are qualified or exceed the requirement. This accolade stands as a testament to the tireless efforts, unwavering dedication, and visionary leadership that permeate every aspect of MMC's operations, making it a prime destination for medical tourists seeking top-notch healthcare solutions.



Figure 1.4 shows CEO of Mahkota Medical Centre, Stanley Lam received award as Finalist Flagship Medical Tourism Hospital. .

As a medical tourism hospital, MMC interacts with healthcare practitioners from various countries that help MMC to contribute to employees' knowledge exchange and skill enhancement particularly, healthcare practitioners. When healthcare practitioners are exposed to diverse patient cases challenges healthcare practitioners to approach healthcare from different perspectives and adapt their skills to cater to individual patient needs effectively. According to Mahure (2023), learning from experience is the most effective way to foster continuous learning and personal development. Through experiences, healthcare practitioners can gain valuable insights that help them to make better decisions and avoid making the same mistakes in the future. Lack of experience in the field of healthcare will raise the likelihood of a healthcare practitioner making a medical error. According to Shaikh and Al-Ruzaiqi (2019), human errors account for over 80% of unfavourable impacts in complicated healthcare institutions. In the process of treating international patients with diverse medical conditions and complex cases, MMC's employees will develop problem-solving skills and acquire expertise in handling a variety of medical situations which will minimize medical errors. Furthermore, as a finalist flagship medical tourism hospital, MMC is likely to attract medical practitioners from diverse backgrounds and expertise. This diverse workforce creates a fertile ground for knowledge exchange, where healthcare practitioners can learn from each other's experiences, share best practices, and gain insights into different medical approaches and techniques.

In 2022, Malaysia Healthcare Travel Council (MHTC) reported that there were 800,000 medical tourists visiting Malaysia for medical treatment and this figure is expected to rise in 2023 (Supramani, 2023). The increase in medical tourists visiting Malaysia indirectly leads to a rise in the number of people seeking medical treatment at MMC. The surge of medical tourists contributes to higher patient volume, which results in a significant increase in MMC's revenue. With higher revenue, it provides MMC with the financial resources needed to attract and retain top medical practitioners, specialists and support staff. According to Azuar (2021), 72% of Malaysian employees desire appealing salaries and benefits from their employers in order to stay with the company for a longer period of time. This is due to the fact that both employees and job applicants want appealing salaries and benefits in order to secure their financial security, especially during economic instability. Lower salaries and no benefits will give them a hard time surviving during economic instability. Apart from that, higher revenue provided MMC with funds to invest in training and practitioner development for its employees, so that they could further develop their skills and expertise. Based

on research by Hess (2019), 94% of employees say that they would stay at the organization for a longer period of time if the organization merely invested in their continuous learning. By investing funds in training and professional development, MMC exhibits its commitment to its employees' continuous learning and, in turn, contributes to retaining them working for MMC for a longer time.

To enhance this strengths, it is recommended that MMC collaborate with medical tourism agencies such as MEDIGO. Collaborating with MEDIGO can significantly enhance MMC's position as a premier medical tourism destination. MEDIGO is a well-established global medical travel agency with a broad international reach and an impressive track record of serving a large number of patients from diverse countries (Medigo, n.d.). By leveraging this collaboration, MMC can capitalise on the benefits of medical tourism and expand its patient base, thereby boosting its strengths and reputation in the healthcare industry.

2.0 Weaknesses

2.1 High Employee Turnover Rates

According to Shweta (2022), employee turnover rate is defined as the percentage of employees who leave the organization in a certain time of period. Employee turnover can provide insight into the organizational culture, effective hiring policies, and general employee management. Healthcare organizations often face challenges related to high employee turnover rates, especially in demanding roles such as nursing and allied healthcare professions. This could lead to losing valuable talent and expertise within an organization. As experienced employees depart, their unique skills, knowledge, and institutional insights are lost. The loss of talent and expertise creates a void that can be challenging to fill. When an organization's employee turnover rate exceeds the 3.5% average rate (Nic, 2023) it typically means there are issues with the management of the organization, such as incompetence or a weak leadership style. Based on my observation, MMC is also struggling with high employee turnover. The majority of employees who are leaving MMC are nurses. Due to this, MMC experienced a shortage of labour that could affect business operations.

According to Lancaster (2023), A high turnover rate could have a substantial effect on the organisation, resulting in lower productivity for the existing employee. When an employee departs from their jobs, the organization will experience a labour shortage. A labour shortage arises when the demand for employees in a given occupation exceeds the supply of individuals who are competent, readily accessible, and motivated to perform that job (Doyle, 2022). Due to the shortage of labour, existing employees will be facing a workload. This can happen mainly because the existing employee might have to take on additional responsibilities and work longer hours in order to fulfil the task that is left by resigned coworkers. This could be made worse if the existing employee has poor competency skills that could affect their motivation to fulfil the task. The unmotivated employee could lead to decreasing in productivity at the workplace because they feel far less likely to perform well in their job. Based on the article "The Effects of an Unproductive Workplace" published by Chron on 27th July 2020 stated that unproductive employees can jeopardise the organization's long-term performance and goals. This might happen when the unproductive employee is not able to meet project deadlines or cannot complete goals within a reasonable amount of time. As a result, customers will begin to question the company's capabilities in handling a project.

Furthermore, a high staff turnover rate could also raise the cost of recruitment and training. According to Hall (2019), the average cost of a departing employee to an employer is 33% of their annual compensation. The percentage shows that losing an employee could affect an organization's finances. This is because the organization need to spend a lot of money on expenses during recruitment and selection to find suitable candidates that fit the vacancy. The expenses reflect the productivity lost due to the employee's departure, the expenses of hiring a replacement, and the training costs that the organization must face while waiting for the newly hired employee to adapt to the new environment and show some progress. If MMC frequently faces turnover, this will raise these expenditures and takes funds away from other areas that could use development or investment for the employee.

Due to this issue, it is critical for MMC to respond proactively and properly address this issue to prevent harm to the organisation. It is recommended to MMC enhance its onboarding process by constantly monitoring new employees' progress and getting feedback from them. Onboarding is the process of acquainting a new employee with the policies of the organisation, the individual's position within the organisation, and the organisational culture (Lalwani, 2021). By monitoring and getting feedback will help the HR department to make some improvements in certain areas. This improvement will be beneficial for the next onboarding session. This is a crucial step for the HR department to focus on because approximately 90% of all new employees decided whether to stay within the first six months of their new job (Van Vliet, 2023). Therefore, it is important for MMC to engage with the new employees during the first six months. Employees who are not properly onboarded may feel unsupported and unattached to the organization. This may be a contributing reason to their desire to leave the company.

2.2 Insufficient application of technology in Human Resources (HR) operations

Nowadays, technological advancement plays a significant role in moulding the workforce. Due to advancements in technology, every organisation in different industries, including the healthcare industry, is now adopting technology-based management to manage its operations. Traditional human resource practices might be outdated and insufficient to be practised in today's fast-paced and technology-driven economy. Hence, HR technology has evolved into an essential component of every organisation's strategy for staying ahead of the competition. Based on the article "Trends in HR Technology for 2023," published by Paychex on 27th June 2023, HR technology refers to the use of software and hardware to facilitate a broad range of human resource functions and duties. HR technology is primarily used for payroll, employee benefits, and applicant recruitment. Based on my observations, MMC has yet to fully embrace technology adoption in HR operations. This is because some HR processes at MMC are still performed manually. For example, HR staff at MMC need to manually handle employee data and documentation, which means they must spend extensive time inputting, organising, and updating employee information, limiting their capacity to focus on strategic objectives and value-added duties. Insufficient application of technology may affect the performance of HR practises without our realising it.

When technology is not adequately utilized in HR operations, employees face challenges in accessing critical HR information. For example, without user-friendly self-service portals, employees may struggle to update personal information, payroll data or access important HR policies and documents. According to Peek (2023), self-service is a software programme that empowers employees by providing them authority over their HR data and allowing them to do numerous job-related duties that were typically handled by the HR function. Giving them the authority to access their own HR data, make the employee feel engaged with the organization. Based on the article "Benefits of Employee Self-Service and How it can increase HR efficiency" by Paychex on 29th May 2020 stated that by providing employees with unlimited accessibility to their organisation as well as private data will allow them to perform duties without being burdened by several phone calls and documentation which lead to the increasing the level of active engagement of employees with the company. This may have a significant impact on retention and productivity levels. However, the lack of accessibility and self-service options creates dependencies on HR personnel, leading to delays in accessing information and resolving basic inquiries. This delay will make

employees feel disempowered and frustrated when they are unable to find the information they need independently. This can lead to decreased engagement.

Other than that, the insufficient application of technology in HR operations leads to inefficient and time-consuming processes. Insufficient technology application in HR operations can lead to inefficient processes and an increased workload for HR professionals. Manual handling of tasks without adequate technological support can result in numerous challenges and negative impacts on the efficiency and productivity of HR operations. Without the automation and streamlining capabilities provided by technology, HR processes become time-consuming and prone to errors (Susko, 2022). For instance, employee data management, including onboarding, personnel records, and benefits administration, can become tedious when handled manually. HR professionals may spend excessive time and effort on data entry, verification, and maintenance, leaving less time for strategic and value-added activities. This not only hampers productivity but also leads to an imbalance in workload distribution within the HR department. Moreover, manual processes are more susceptible to errors and inconsistencies (Munir, 2023). HR professionals may face challenges in maintaining accurate and up-to-date employee data, resulting in potential mistakes in payroll processing, benefits calculations, or compliance reporting. These errors can lead to financial implications, compliance issues, and employee dissatisfaction. Inefficiency in HR processes also impacts employee experiences. For example, manual recruitment processes, such as manually reviewing resumes, scheduling interviews, and communicating with candidates, can be time-consuming and inefficient. This can result in delays in hiring, missed opportunities to attract top talent and a negative candidate experience.

Due to the advancement of technology, it is recommended to MMC make an investment in Human Resource Information System (HRIS). According to Ghosh (2023), HRIS defined as a software programme that stores employee information and supports numerous human resource operations such as benefits, payroll, recruiting, and training. By investing in HRIS will enable MMC to transform apart of its traditional HR operations into HRIS. For example, imigrate employee information into HRIS. improve efficiency, enhance data accuracy, and drive better decision-making. This will empower HR professionals, increases employee satisfaction, and optimizes workforce management.

2.3 Limited bed capacity

The provision of quality healthcare services is a fundamental aspect of any society, and private hospitals play a crucial role in meeting the healthcare needs of individuals. According to Subramaniam (2023), in the first quarter of 2023, there was an increase in the number of patients due to the healthcare industry's need for private healthcare services. Due to this demand, there were higher bed occupancy rates, which refer to the percentage ratio of occupied beds to available beds. Nevertheless, the rising volume of patients may result in limited bed capacity within a private hospital. These could pose significant challenges to them because they can impact patient care, operational efficiency, and the overall delivery of healthcare services. The term "limited bed capacity" refers to the limited number of beds that are accessible in a private hospital facility. This capacity limitation may result from a variety of circumstances, including physical space limitations, funding constraints, or manpower constraints. When the demand for hospital services surpasses its accessible bed capacity, the hospital encounters the tricky task of dealing with patient access and treatment while adhering to these limits. This is a crisis that MMC is facing, and it requires immediate action to be resolved. The issue of limited bed capacity in private hospitals is complex, requiring careful consideration and strategic planning in order to ensure maximum capacity utilisation and promptly delivered patient treatment.

When the demand for hospital services exceeds the available bed capacity, it will be decreasing in patient access which leaves hospitals struggling to accommodate all patients seeking care. The consequences of reduced patient access are multifaceted and warrant careful examination to ensure the equitable provision of healthcare services. One of the most immediate impacts of limited bed capacity is prolonged waiting times for patients requiring admission or elective procedures (Lorange, 2021). With a limited number of beds available, MMC face the challenge of prioritizing patients based on medical urgency. This results in delays in accessing necessary medical care, which can seriously affect patients' health outcomes. Moreover, the strain on bed capacity increases the risk of patient diversion, where hospitals are forced to redirect patients to other healthcare facilities due to the unavailability of beds. Patient diversion disrupts continuity of care, adding further stress and inconvenience to patients and their families. It may lead to longer travel distances, delayed treatment, and fragmented healthcare experiences. These factors contribute to a diminished quality of care and a sense of uncertainty and frustration among patients who seek healthcare services.

In addition, limited bed capacity directly affects the hospital's revenue streams. Private hospitals heavily rely on inpatient services, which typically generate higher reimbursement rates compared to outpatient or ambulatory care. Limited bed capacity often forces private hospitals to divert or postpone patient admissions, leading to missed revenue opportunities (Lorange, 2021). When patients are diverted to other facilities or encounter delays in accessing inpatient services, MMC will experience a decline in revenue from these high-value services. This financial strain can limit the hospital's ability to invest in staff recruitment, training, and cutting-edge medical technologies.

To overcome this issue MMC should optimize bed management by implementing incentives for patients discharged before noon. MMC can offer incentives to patients who are medically ready for discharge and agree to be discharged before noon. These incentives can be in the form of reduced billing for the day of discharge, complimentary services, or gift cards for local establishments. By offering tangible rewards, patients are motivated to cooperate with the discharge process, thereby freeing up beds for incoming patients. Plus, it also helps MMC effectively address bed shortages.

3.0 Opportunities

3.1 Growth in healthcare industry.

The healthcare industry, without a doubt, remains one of the most essential industries in the world including Malaysia. In recent years, we can see the healthcare industry in Malaysia has risen as a result of enhanced healthcare awareness, population growth, and escalating healthcare prices. As the population grows and becomes more aware of healthcare needs especially after the outbreak of Covid 19, the demand for healthcare services rises, creating a larger customer base for healthcare companies to serve. Due to this, Malaysia's government has taken an initiative by introducing a number of incentives that encourage the growth of all healthcare organization as well as strengthen the healthcare industry in Malaysia. One of the incentives that the government do is allocate RM 36.14 billion for the Health Ministry in Budget 2023. This allocation is a greater allocation than the previous year's allocation of RM 32.41 billion in Budget 2022 (Hazim & Naharul, 2022). Investing in healthcare expenditure can be a good investment for the country which can contribute to Malaysia's economy. This is because health expenditures show a positive relationship between economic growth in both the short run and long run (Ozyilmaz et al., 2022). Therefore, MMC should use this opportunity to expand its business locally or globally.

The growth in the healthcare industry can create numerous professional development opportunities for healthcare practitioners to enhance their skills and knowledge. Since the government has set out RM 36.14 billion for the healthcare industry, MMC should take advantage of this chance to invest in programmes that would help employees develop their skills and expertise, such as tuition reimbursement programmes. By offering tuition reimbursement, MMC sends a clear message that it values and supports its employees' ongoing education. This fosters a culture of continuous learning and encourages the employee to seek opportunities for skill enhancement and career advancement throughout their professional journey. According to (Zinn, 2023), tuition reimbursement is an agreement between an employer and an employee in which the employer pay a full or part of the employee's tuition for those who wish to pursue higher education degrees or certifications related to their field of work. Due to the rising cost of tuition, 76% of employees claim that a tuition reimbursement program make them more likely to stick with their employer for a long period of time Wingo (2021). This will result in a win-win situation for MMC and its employees. Investing in such tuition reimbursement could help MMC to retain its talented employee beside fostering their professional development. Meanwhile, with this investment,

employees can pursue education in order to enhance their skills and expertise, allowing them to make contributions to MMC

Based on the article “Malaysia healthcare sector in good shape” published by The Star on 07th December 2022, stated that the growth of the healthcare market in Malaysia has spurred the demand for high-quality medical services across the country. Due to this, it created significant opportunities for MMC to expand its market presence and offerings both domestically and globally. In response to the evolving healthcare industry, it a strategic way for MMC to focus on its specialized medical services and centers of excellence. By concentrating on specific medical disciplines such as cardiology, neurosurgery, nephrology and more, MMC has established itself as a hub for specialized care. This strategic approach will enabled for MMC to explore new market niches and broaden its service offerings that meet the diverse needs of the population. With a larger customer base seeking healthcare services, MMC has the potential to attract more patients that seeking highest standard of care and latest medical advancements, resulting in higher revenue.

Hence, to fully utilize this opportunity, it is recommended for MMC conduct market research and analysis to identify target demographics, assess competition, and tailor their services to meet the specific needs of the population. By conducting a lot of research and analysis, it will help MMC to understand more about patient preferences, cultural nuances, and healthcare trends in order to develop an effective marketing strategies and service offerings that resonate with the target market. This is because organizations that can effectively tap into these opportunities and provide high-quality, accessible, and patient-centred care are well-positioned to capitalize on the expanding market.

3.2 Technology advancement

In recent years, the rapid pace of technology advancement has ushered in a new era of possibilities for the healthcare sector. From electronic health records to telemedicine, artificial intelligence to wearable devices, technology has revolutionized how healthcare is delivered, making it more efficient, accessible, and patient-centric than ever before. According to Thomas (2022), the integration of technology in the healthcare industry has resulted in transformative changes, impacting various aspects of healthcare delivery, administration, and research. With the advent of digital health solutions, medical professionals can now access and exchange patient information in real-time, leading to quicker diagnoses and personalized treatment plans.

One of the most significant impacts of technology advancement is evident in its contribution to cost efficiency and resources optimization. Automated processes, driven by technology, create streamlined workflow that lead to administrative efficiency (Aguirre, 2020). Because of technology advancement, appointment scheduling, billing, and insurance claim processing can now be automated which it can minimize human error and speeding up administrative procedures. When administrative process is automated, healthcare practitioner will have more time to focus on patient care, thereby improving patient outcomes and enhancing cost efficiency. Beside that, the advanced technologies also enable the analysis of vast amounts of patient data, identifying trends, and predicting patient needs that come to MMC to seek medical treatment. This data-driven approach empowers MMC to optimize resource allocation, including staffing levels, inventory management, and medical equipment maintenance. Through real-time monitoring and analysis, MMC can identify peak periods of patient demand and adjust staffing accordingly. This approach not only ensures that the facilities at MMC are adequately staffed but also reduces unnecessary overtime expenses.

Technology advancement is crucial in assisting decision-making across a wide range of industries, including healthcare industry. In the context of healthcare, technology provides valuable tools and resources that enable healthcare practitioners and administrators to make more informed, data-driven, and timely decisions. Data is one of the valuable asset for organization. This is because from the data, it can provides the objective and quantifiable insights into various aspects of the organization's operations, performance, and customer behavior. According to Musa (2023), data-driven organization claim that 58% more likely to surpass their revenue goals than non-data-driven. This is show that by analyzing data allows decision-makers to have a comprehensive understanding of the current state of affairs, enabling them to make more informed and strategic decisions.

To stay at the forefront of technology advancement in healthcare industry, it essential for MMC to do continuous investment in technological infrastructure. Begin by conducting a comprehensive assessment of MMC's existing technological infrastructure and identifying areas that require upgrades or enhancements. This assessment should take into account the current and future needs of the medical center, as well as industry trends and emerging technologies. Plus, it is also important for MMC to allocate adequate budget for technology.

3.3 Medical education and research

In the ever-changing world of modern healthcare, medical education and research are becoming more vital in advancing medical practices, improving patient outcomes, as well as shaping the future of medicine. Medical education involves the systematic training and development of aspiring healthcare professionals, equipping them with the knowledge, skills, and expertise needed to provide high-quality medical care. Research, on the other hand, focuses on generating new knowledge, understanding diseases, developing innovative treatments, and refining medical practices. With a vision to provide comprehensive and cutting-edge healthcare services, MMC recognizes that continuous improvement and innovation are essential. By strategically investing in medical education and research initiatives, MMC can position itself at the forefront of healthcare excellence, redefining its role as a leader in the region's medical landscape.

First and foremost, when MMC prioritize medical education and research will help MMC to attract highly skilled healthcare practitioner. Since the field of medicine is constantly evolving with new research findings, technologies, and treatment modalities, it is very crucial for healthcare professional to stay updated with the latest development. By staying up-to date on the latest medical research and development will help healthcare practitioner to be more informed before making any decision regarding to patient treatment plans, so that they can provide the best possible care to their patients (John, 2022). Furthermore, by fostering medical education these practitioner are more likely to be more motivated to work in environments that value their ongoing education, research opportunities, and the pursuit of medical advancements. As a result, private hospitals benefit from a talented workforce capable of delivering high-quality care and contributing to the hospital's reputation and success.

Furthermore, medical education and research are critical components that drive the advancement of medical knowledge and greatly contribute to the improvement of healthcare practices. Together, these two components create a mutually beneficial relationship in which medical education offers the groundwork for researchers to conduct scientific questions, and research findings, in turn, enrich medical education with the most recent discoveries and evidence-based practices. Evidence-based practice is an important tool for providing high-quality patient care (Regis College, n.d.). When the practitioner applies evidence-based practices, it will enable them to use data-driven solutions that blend clinical expertise and new research into decision-making. By incorporating the latest research findings into clinical practice, MMC can ensure that patients receive the most effective and safe treatments.

Collaborating with academic institutions can be a valuable recommendation for MMC to enhance its medical education and research initiatives. Such collaborations can bring numerous benefits to MMC, its healthcare professionals, and the broader medical community. To foster this collaboration, MMC can initiate joint research projects with academic institutions, including medical schools and universities. Collaborative research projects can address complex medical concerns, provide significant findings, and enhance medical knowledge. These projects can also lead to co-authored publications and presentations, enhancing the reputation of both MMC and the academic partner.

4.0 Threats

4.1 Competitive with other private hospitals

Nowadays, the world of business has become overcrowded and it creates a competitive environment. According to Bhasin (2023), a competitive environment occurs when all organisations in the same industry attempt to compete against each other for the same market share. This is what happened in the healthcare industry recently, where all private hospitals are facing an increasingly competitive environment. This competitive environment exists due to healthcare having undergone significant change as a result of technological innovations, rising patient demands, and evolving regulatory settings (Buckman, 2022). Therefore as independent entities, MMC must not only cater to the diverse healthcare needs of their communities but also grapple with rival establishments vying for the same pool of patients. In order to set MMC apart from its competitors, it is now essential to strive for excellence and be dedicated to offering the highest standards of patient care. However, with the fierce competition occurring in the healthcare industry, MMC might need help to secure a leading position in the healthcare industry. This is because this fierce competition might give a negative impact on MMC's business operation such as challenges in retaining patients and facing the risk of lowering quality. If this issue is not addressed appropriately, it could harm the hospital's operation.

Indeed, patients are the most valuable asset for private hospitals. A hospital would not exist without patients, and its services would not be significant or influential to the community. Due to the fierce competition in the healthcare industry, MMC, like many other private hospitals, facing difficulty retaining its patients. Hence, patient retention has become a primary concern for MMC. According to Prasad (2022), hospital business can suffer a lifetime loss of up to \$200,000 which is approximately RM 912,200 if a patient switches to other hospitals. These losses might be significantly greater if there is a serious underlying issue with the healthcare experiences provided to the patients at every touch point. Due to this, it is very crucial for MMC to tackle every patient interaction starting from the initial phone conversation and consultation to treatment and subsequent follow-up, is a possibility to establish a favourable perception and boost patient satisfaction. When MMC takes the initiative to tackle this issue, it will increase the probability of existing patients coming to MMC to receive healthcare services, which is 60% to 70% (Prasad, 2022).

In an effort to remain competitive and attract more patients, MMC may be facing the risk of lowering quality. This scenario may arise when an organization engages in a price war, forcing the organization to take risks in lowering the quality of products or services. According to Kenton (2023), a price war is a conflict between rival businesses that involves the lowering of product prices in an effort to strategically undercut the competition and increase market share. In such a competitive environment, the organization may fear losing market share if they do not match or undercut their competitors' prices. Therefore, they seem to believe that lowering the quality of its product or services is a strategic plan to encounter this competition. However, if MMC take this unfortunate decision, it could lead to a decline in patient satisfaction. This is due to the fact that patients frequently visit healthcare facilities with preconceived notions about the quality of care they will get. If these expectations are not met owing to poor service quality, the patient may be dissatisfied. Due to this, it is hard for MMC to retain its patient. Patient loyalty is crucial for healthcare organizations' success, and losing patients to competitors can negatively affect the facility's revenue and reputation.

Thus, it is recommended that MMC focus on quality and patient-centred care by actively seeking feedback from patients through surveys, focus groups or suggestion boxes. Based on the article “ The Importance of Customer Feedback” published by Chron on 05th October 2021 stated that Customer feedback is important for determining a customer's needs and tastes, particularly when a business introduces new products. in order to stay in this fierce competition. Implementing quality improvement initiatives, patient feedback mechanisms, and continuous training programs will ensure MMC consistently delivers exceptional care.

4.2 Economic uncertainty

In the dynamic landscape of the global economy, every organization in the healthcare industry including MMC constantly navigate a vast sea of opportunities and challenges. However, despite the ups and downs of economic cycles, one element that unavoidably exists as a threatening shadow is "economic uncertainty" that give a negative impact on MMC which leads to increasing healthcare costs and decreasing patient demand. According to Gao and Tsusaka (2023), uncertainty is the perceived inability to forecast something precisely which is recognized as an environmental variable that affects a whole industry or economy rather than a single organization. There is always uncertainty about the future; but, massive spikes in uncertainty of the type that the organisation is currently confronting are anticipated to muddle the ability to create a confident judgement about the prospects for the future. When this situation happens, it will give a hard time for the upper-level management of MMC such as the CEO and board of directors to analyze and predict the outcome that could be beneficial for the organization. According to McMahon (2020), The effect of increased uncertainty on the economy is frequently summed up as "the option value of waiting". Typically when there is increasing in the uncertain future, the organization often makes sense to postpone a major decision until there is more clarity in order to minimize the risk. This is because, during economic uncertainty, dramatic drops in profits, the need to lay off people, difficulties staying afloat, or even declaring bankruptcy and shutting the business entirely are all risks that the organization must confront Concha (2023). A single mistake made by MMC during decision-making in order to respond to this issue will have a significant impact on the entire organization.

It is undeniable that economic uncertainty will lead to increasing in healthcare costs. Economic uncertainty tends to be caused by trade disputes and instability in the world's politics, which can affect the global supply chains for medical supplies and equipment. The majority of medical products and technology rely on foreign-sourced for raw materials and components such as vaccines. Based on article "Vaccine Trade And Its Intersection With Trade Policies" published by BusinessToday on 07th June 2021 stated that over the past decade, the major sources for vaccines used by all hospitals in Malaysia either public nor private are often imported from France (30%), Belgium (20%), United Kingdom (18%) and United States (15%). From this article, it proved that Malaysia relies on foreign-sourced for medical supplies from these countries- France, Belgium, the United Kingdom and the United States, due to the country's expertise and access to specific resources in producing specific

raw materials and components for medical products. However, when this supply chain is disrupted due to economic uncertainty, it will lead to a shortage of medical supplies. Due to a shortage of medical supplies, the demand for available critical medical equipment and pharmaceuticals might increase as well. This situation will lead to increased healthcare costs because typically suppliers will increase the price. This happens due to a surge in labour costs, a rise in transport cost and a spike in commodity prices resulting from high demand (Leonard, 2021). When there is increasing demand in medical equipment and pharmaceuticals during economic uncertainty, the majority of healthcare providers including MMC may be forced to make emergency purchases from different vendors at premium prices in order to secure necessary medical urgently. These emergency purchases will disturb MMC'S budget and financial sustainability.

In addition, economic uncertainty can give significant impact on patient demand for healthcare services. This is because, during times of economic uncertainty, individuals and families may experience limited financial resources thus they are more cautious about their spending and prioritize on essential needs such as food over healthcare. According to Curtis (2022), 52% of customers feel that rising expenses are limiting their ability to purchase goods. When there is a decline in patient purchasing power resulting in a loss of health insurance coverage. Purchasing power refers to the value of a currency stated in terms of the quantity of goods or services that one unit of money can buy (Hayes, 2022). Declining purchasing power might impact on patients' ability to pay for the medical treatment due to increasing healthcare cost and they might totally depend on health insurance coverage when they need a medical treatment. As a result, patients are more cautious about using medical services, which leads to a drop in patient demand at MMC. With fewer patients seeking medical treatments, the number of billable procedures and consultations may decrease, impacting the financial health of MMC which results in an overall decline in MMC's revenue.

In order to encounter the issue that arise during economic uncertainty, it is recommended for MMC to enhancing financial planning and management by forecasting and scenario analysis. According to Garruto et al. (2020), an organisation that performs forecasting and scenario analysis will be best positioned to understand and capitalise on opportunities to change or enhance core business when confronted with a crisis, allowing them to stay ahead of market disruptions and innovation breakthroughs. During uncertain economic times, healthcare facilities like MMC may face revenue fluctuations, changing patient demand, and potential financial challenges. Effective financial planning and management strategies can help MMC maintain financial stability, optimize resource allocation, and ensure continued provision of quality healthcare services.

4.3 Attractive job opportunities abroad

In today's increasingly interconnected and globalized world, the allure of working abroad has captured the imagination of many skilled healthcare professionals. This enticing prospect promises a wealth of exciting opportunities and unique experiences beyond the confines of their home country. Based on the article "90% of Malaysians would emigrate to improve career and work-life balance" published by Randstad Malaysia on 25th October 2019 stated that 90% of Malaysian would relocate and work abroad for career development. As these talented medical experts embrace the chance to practice medicine in foreign lands, they embark on a transformative journey that not only fulfils their passion for healing but also offers enriching experiences of cultural immersion and professional growth (Lachs, 2022). The idea of working abroad as a healthcare professional resonates deeply with the innate curiosity and adventurous spirit that drives individuals to seek new horizons and broaden their horizons. For many, the allure lies in the chance to explore diverse medical practices, embrace cutting-edge technologies, and engage with challenging medical cases that may not be as prevalent in their home country. This global exposure allows these medical practitioners to expand their expertise, making them more versatile and adaptable in their careers. However, abroad job opportunities can threaten MMC which significantly impact to MMC.

The increasing attractive job opportunities abroad presents a significant challenge for MMC in retaining its talented workforce. Compensation and benefit are typically the most influential in an employee's decision to leave their current employment. According to Robinson (2022), 47% of employee demand for higher salary while 42% demand on better benefits. Countries with developed healthcare systems tend to offer higher salaries and more attractive benefits for healthcare practitioner. Malaysian healthcare practitioner may discover that working in country with stronger currencies, such as Saudi Arabia and Singapore can greatly boosts their earning potential. This may lead to a rise in disposable income and improved financial security, which could potentially render chances for international employment more alluring. Aside from greater base salary, international organization may offer extra incentives, such as relocation allowances, coverage of housing costs and healthcare coverage. These perks can make the whole remuneration package considerably more appealing.

Beside that, training opportunities are also key drivers that entice healthcare professionals, particularly those in the early stages of their careers, to explore job opportunities abroad (Theodorou, 2021). Internationally renowned healthcare organization frequently offer specialized and advanced training programs that are not widely accessible in any regions. These programs can help the healthcare professionals to acquire specialized skills, competence, and knowledge in their respective fields, allowing them to position themselves as experts in their areas of interest. In response to these challenges, MMC may opt to increase its training expenditure as a strategic approach to talent retention. However this approach could lead to budget constraints. If MMC is facing financial constraints, allocating significant resources to training may not be sustainable in the long run. This is due to the fact that training programmes can be costly. According to Freifeld (2022), services organizations spent the most per learner cost around \$1,51 which is approximately RM 6,884. If MMC overcommitting to training expenditure without a clear return on investment may strain the MMC's financial stability and limit resources available for other critical needs.

In an industry where skilled professionals are in demand, offering competitive compensation and benefit packages is the best way for MMC to attract and retain talented healthcare practitioner in highly competitive market. Therefore to ensure this strategy can work optimal, MMC should regularly conduct salary benchmarking that can help MMC make data-driven decisions (Luther, 2022). By conducting salary benchmarking, it enable MMC to assess how its compensation packages compare to those offered by other healthcare facilities in the region and internationally. This practice allows MMC to identify any gaps and make necessary adjustments to stay competitive in the market.

CONCLUSION

During my internship at MMC's HR department, I was fortunate to be part of a transformative experience that bridged the gap between theoretical knowledge and real-world application. As an HR student, I had studied various HR concepts and practices in classrooms, but being immersed in the daily operations of a renowned medical tourism hospital like MMC offered me a whole new perspective on the intricacies of human resources management in a dynamic and fast-paced environment. The internship provided me with the unique opportunity to work alongside seasoned HR professionals who generously shared their expertise and guided me through various HR functions. Overall, my internship at MMC's HR department has left an indelible mark on my professional journey. The knowledge and skills gained during this experience will undoubtedly serve as a strong foundation for my future career in HR. As MMC continues to excel in the medical tourism industry, I am deeply grateful for the invaluable learning experience and the opportunities for personal and professional growth that this internship has provided me. The guidance and mentorship of the HR team at MMC have not only bolstered my confidence in my abilities but have also instilled in me a passion for contributing meaningfully to the field of human resources. I am excited to carry these learnings forward as I embark on a fulfilling career path dedicated to making a positive impact on both employees and organizations alike.

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APPENDICES



Figure 4.0 (a) shows a picture of HR staff during the celebration of Hari Raya Aidilfitri.



Figure 4.0 (b) and (c) show patient care assistant uniforms and state registered nurse uniforms that will be distributed to nurses and PCA.



Figure 4.0 (d) shows nursing shoes that will be distributed to the nurses.



Figure 4.0 (e) shows the activities that organized by MMC for OSHA Week.

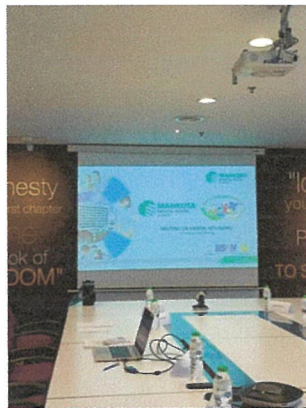


Figure 4.0 (f) shows a meeting regarding Mental Wellbeing between MMC and Ikatan Komuniti Selamat.



Figure 4.0 (g) shows all HR staff distribute Krispy Kreme for Moreh to all employees.