



UNIVERSITI  
TEKNOLOGI  
MARA

Steelcase

# INDUSTRIAL TRAINING REPORT

HRM666 - BA243

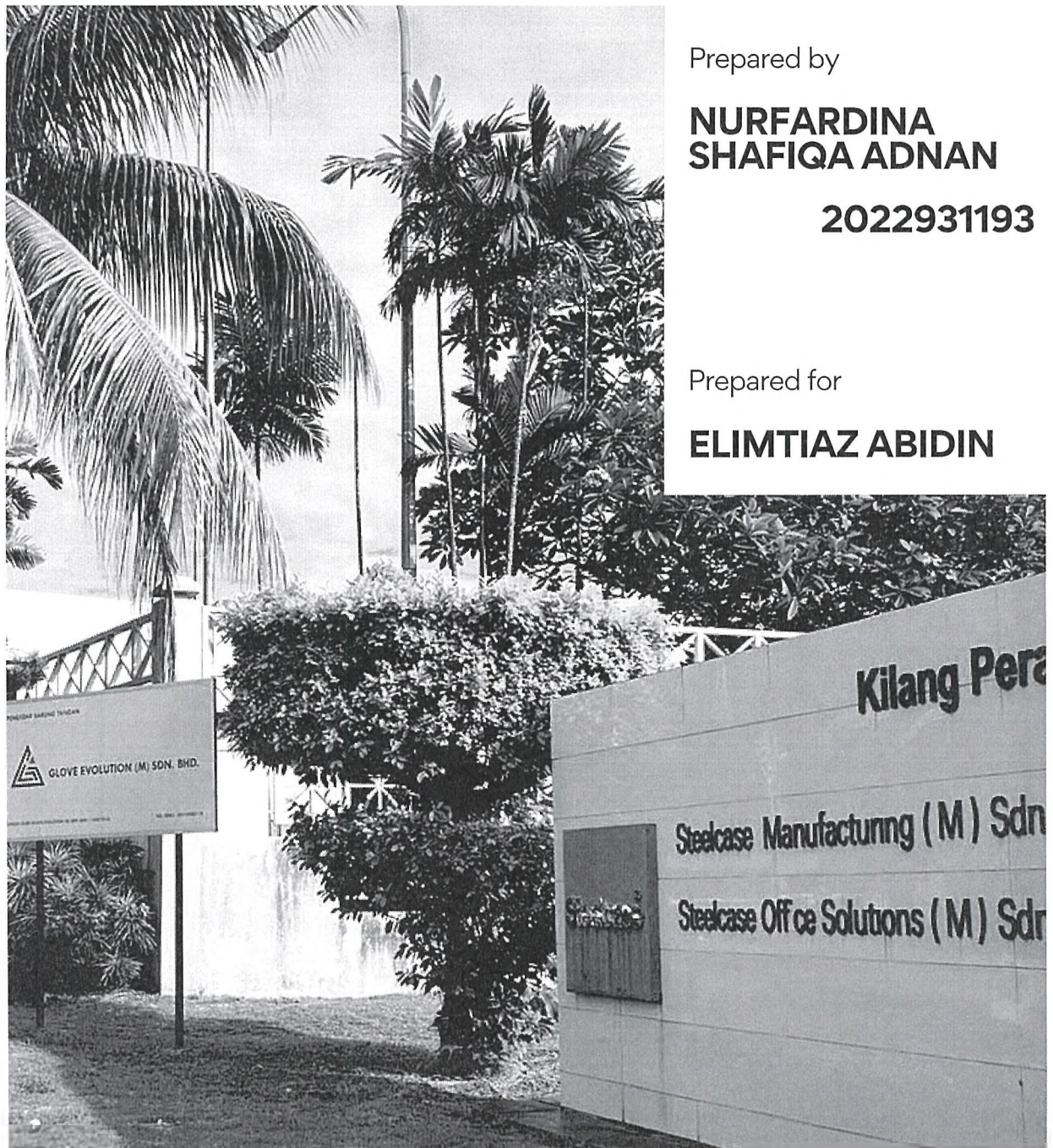
Prepared by

**NURFARDINA  
SHAFIQA ADNAN**

**2022931193**

Prepared for

**ELIMTIAZ ABIDIN**



## SURAT KEBENARAN

Tarikh : 22 Januari 2025

Kepada :

**Penyelaras Latihan Praktikal**  
Fakulti Pengurusan Perniagaan  
UiTM Kampus Bandaraya Melaka  
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Email : praktikalfppmelaka@uitm.edu.my

**Maklumbalas (/)**



Setuju



Tidak Bersetuju

Tuan/Puan

### KEBENARAN UNTUK MEMUAT NAIK HASIL LAPORAN PELAJAR LATIHAN INDUSTRI SEBAGAI "PUBLIC ACCESS" DI REPOSITORI UTM

1. Merujuk perkara di atas, pihak organisasi bersetuju / tidak bersetuju pihak universiti memuat naik hasil laporan pelajar latihan industri sebagai "public access" di repositori UTM.

Nama Pelajar	NURFARDINA SYAFIA BT ADNAN		
No. Matriks	2022931193	Nama Program	BIA 243
Tajuk Laporan	Latihan Industri	Nama Syarikat	Steelcase Manufacturing Malaysia Sdn. Bhd.

2. Tindakan ini adalah di bawah tanggungjawab dan kesedaran penuh oleh pihak organisasi.

3. Sekiranya terdapat sebarang masalah atau kebocoran maklumat sulit pihak organisasi tidak boleh mengenakan sebarang tindakan undang-undang kepada pihak universiti.

Yang Benar

Nama Pegawai : FAYRUL AIN BT JAMALUDIN  
Jawatan : BUSINESS PARTNER / HUMAN RESOURCE  
No. Tel. :  
No. Faks :

**Cop jabatan/organisasi:**

STEELCASE MANUFACTURING (MALAYSIA) SDN. BHD.  
(Company No. 200001031840 (534447-V))  
17 Jalan Puchong 22KM  
47100 Puchong, Selangor, Malaysia  
Tel: (603) 8064 5252 Fax: (603) 8062 7828



# EXECUTIVE SUMMARY

The internship report provides an overview of my internship experience at Steelcase Manufacturing Malaysia, highlighting key insights, observations, and recommendations. It captures my learning journey, contributions, and areas for potential improvement within the organization.

It begins with an introduction to Steelcase, covering its vision, mission, product offerings, and manufacturing operations in Malaysia. This sets the foundation for understanding the company's strategic direction and work environment.

A reflection on my daily tasks, responsibilities, and projects follows, focusing on my involvement in HR functions such as recruitment, onboarding, offboarding, employee engagement, and process improvements. This section also emphasizes the professional and personal growth I achieved throughout the internship.

To assess the company's current position, a SWOT analysis is conducted based on observations throughout the past six months. This analysis identifies Steelcase Malaysia's strengths, weaknesses, opportunities, and threats, providing valuable insights into its competitive standing and areas for improvement.

Building on the SWOT analysis, key findings are discussed, along with recommendations to improve HR processes, enhance employee engagement, and optimize operational efficiency. These suggestions aim to contribute to the company's long-term success.

The report concludes with a summary of key takeaways, the value gained from this experience, and the contributions made. By combining reflection, analysis, and strategic recommendations, this summary provides meaningful insights that support Steelcase's continuous improvement efforts.

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# ACKNOWLEDGMENT

I would like to express my sincere appreciation to everyone who has played a role in making my HR internship and this report a success. Your support, guidance, and encouragement have greatly contributed to my learning and professional growth.

First and foremost, my deepest gratitude goes to Mrs. Fajrul Ain Binti Jamaluddin for giving me the opportunity to intern in the HR department. I am also thankful to the entire HR team—Puan Salha and Puan Fajrul Ain—for their warm welcome and for fostering an environment where I could actively learn and contribute to various HR initiatives. Their willingness to share knowledge and expertise has been truly invaluable.

Additionally, I would like to extend my gratitude to my lecturer, Sir Elintiaz Abidin, for his guidance and mentorship throughout the preparation of this report. His constructive feedback and insights have played a key role in shaping both the content and structure of this document.

I am also deeply grateful to my family and friends for their unwavering encouragement and belief in my abilities. Their support has been a source of motivation throughout this journey.

Lastly, my appreciation goes to Steelcase Manufacturing (Malaysia) Sdn. Bhd. for providing an enriching and supportive environment for interns. The experience of working within a multinational company's HR operations has been an invaluable opportunity for my personal and professional growth.

In conclusion, I am sincerely thankful to everyone who has contributed to my internship experience and the completion of this report. Your support has made this journey both meaningful and rewarding.

With gratitude,  
Nurfardina Shafiqah



# 2.0 STUDENT'S PROFILE

**Nurfardina Shafiq, Adnan**



## Career Objective

Proactive and resilient Bachelor of Human Resource Management graduate, currently interning as a Human Resource at Steelcase Manufacturing (M) Sdn. Bhd. Actively seeking a Human Resource role to launch my career and apply the skills I have developed during my internship, which concludes on January 24, 2025. Open to relocate for the right opportunity.

## Education

**Universiti Teknologi MARA, UiTM**

Bachelor of Business Administration (Hons.) Human Resource Management

**Bandaraya, Melaka**

**2022 – Present**

**Universiti Teknologi MARA, UiTM**

Diploma in Office Management and Technology | **Class Representative**

CGPA: 3.70

**Alor Gajah, Melaka**

**2019 – 2022**

## Work Experience

**Steelcase Manufacturing (M) Sdn Bhd**

**Human Resources Intern**

**August 2024 – Present**

### Staffing & Recruitment/ Employee Cycle

- Managed **end-to-end recruitment** processes, including resume screening, initial interviews, and induction for both direct and indirect employee
- Coordinated interviews for managerial and executive positions
- Managed the entire **employee lifecycle**, including the **onboarding and offboarding**

### HR Documentation and Record Management

- Maintained accurate and organized employee records, including onboarding and offboarding
- Developed and updated onboarding materials to streamline new hire integration
- Administered HRDC levy and claims
- Facilitated the Double Tax Exemption Internship

### Employee Engagement and Communication

- Organized and led employee engagement programs, including DEI and Wellbeing-Wellness initiatives
- Coordinated small group feedback sessions to foster direct employee communication
- Assisted Town Hall meetings, All Leaders meetings, and company-wide Reward & Recognition events
- Actively involved in CSR program by leading the Changemakers PUC

### Project

- Led A3 project to improve onboarding and offboarding processes.

### KPIs/Metric

- Updated monthly HR metrics on Employee Experience and Diversity, Equity, and Inclusion (DEI) to track progress and inform strategic HR decisions

### Industrial Relations and Employee Relations

- Monitor discipline & misconduct management

Updated Resume

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## 2.0 STUDENT'S PROFILE

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### Leadership Experience

- Project Leader of A3 Project on Improving **Onboarding & Offboarding** process
- Certified **Lean Leadership Development**
- Represented and coordinated student activities, facilitated communication between faculty and students, and supported peer academic development
- Conducted a program called "Battle of Peers" at UiTM among Human Resource student for **Talent Recruitment and Selection course**
- Conducted a "Knowledge Transfer" programmed among student under **Organizational Development** course
- Conducted a program called "Professional Pause" to spread awareness towards students in balancing their career life: Work Life Balance at UiTM
- Conducted Webinar tittle "SkillSync: Closing the Gap Between Employee Abilities and Organization Demands" aims to discuss contemporary **Talent Management Issues** within the industry

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### Achievement

#### International Teaching Aid Competition 2023 (ITAC 2023)

ITAC UiTM, Kedah

- Invented and published e-proceedings teaching aid "B.I.J.A.K. V.1" about financial literacy for visual impairment people
- Awarded Gold on International Teaching Aid Competition 2023, Category B: Teaching and Learning Aids (ITAC212): Publication

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### Skills and Proficiency

#### Skills

- Project Management: Lead A3 Project
- HR Consulting and Communication
- Resilience: Demonstrated ability to recover and thrive in challenging situations.
- Knowledge on Lean Principles
- Proactive: Identified and acted on opportunities for improvement
- Content Creation & Engagement: Wrote and managed SPARK blog posts

#### Languages

- Native Proficiency in Malay
- English Full Professional Proficiency

**Technical Skills:** Microsoft Office Suite, Outlook, Autocrat, Notion

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### CSR Participation

- Volunteering and conducted Corporate Social Responsibility Programmed as the ethical role of the corporation in society at Orphanage, Rumah Kasih Abdul Aziz, Melaka
- Changemakers Committee: Lead ESG and Corporate Social Responsibility Program

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### References

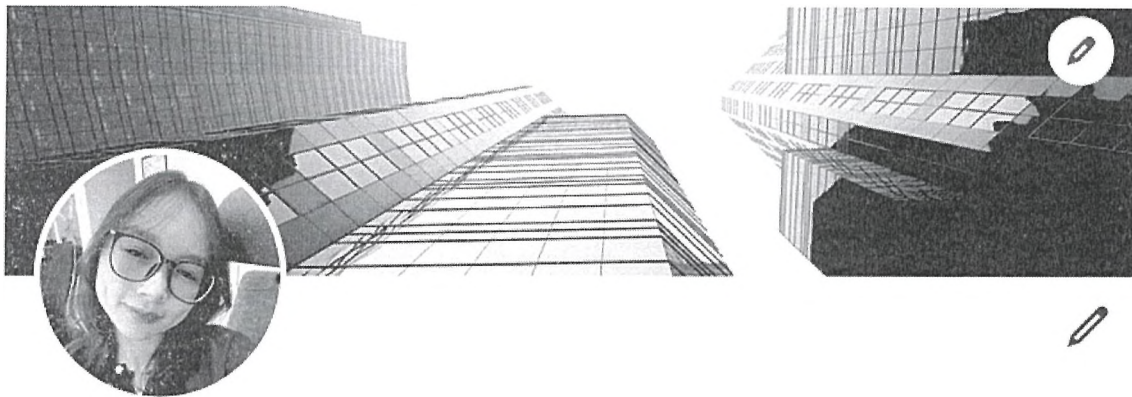
Fajrul Ain Jamaludin  
HRBP, Steelcase Manufacturing (M) Sdn. Bhd.

Prof. Madya Dr. Ahamd Fadhly, Arham  
Senior Lecturer, Universiti Teknologi MARA (UiTM)

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Updated Resume

## 2.0 STUDENT'S PROFILE



**Nurfardina Shafiqah (Dina) A.**  (She/Her)

Employee Experience & Communication | Employee Lifecycle |  
JPA Scholar |

Steelcase · Universiti Teknologi MARA  
Petaling Jaya, Selangor, Malaysia

500+ connections

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The company is deeply committed to sustainability, diversity, and corporate responsibility. It continuously invests in research to design products that improve productivity, collaboration, and well-being while minimizing environmental impacts. With operations spanning the Americas, Europe, the Middle East, Africa, and the Asia Pacific, Steelcase serves a global customer base and adapts its solutions to meet the unique needs of each region.

## **3.0 COMPANY PROFILE**

### **3.1 Name, Location, Background**

#### **STEELCASE INC.**

##### **Background**

Steelcase Inc. is a global leader in office furniture, interior architecture, and workspace solutions. Founded in 1912 and headquartered in Grand Rapids, Michigan, the company has over a century of experience in creating innovative, human-centered designs. Steelcase offers a broad portfolio of products and services, including seating, desks, tables, storage, and interior architectural elements, catering to diverse industries such as corporate offices, healthcare, and education.

#### **STEELCASE MANUFACTURING (M) SDN. BHD**

##### **Background**

Steelcase Manufacturing Malaysia, located in Puchong, Selangor, is a critical part of the company's global operations, supporting the Asia Pacific region. The facility is certified with ISO 9001 for quality management and ISO 14001 for environmental management, demonstrating its adherence to international standards in both product quality and environmental responsibility.



# **Vision, Mission & Core Value**

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## **Vision and Mission**

To help people do their best work by creating places that work better.

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## **Core Value**

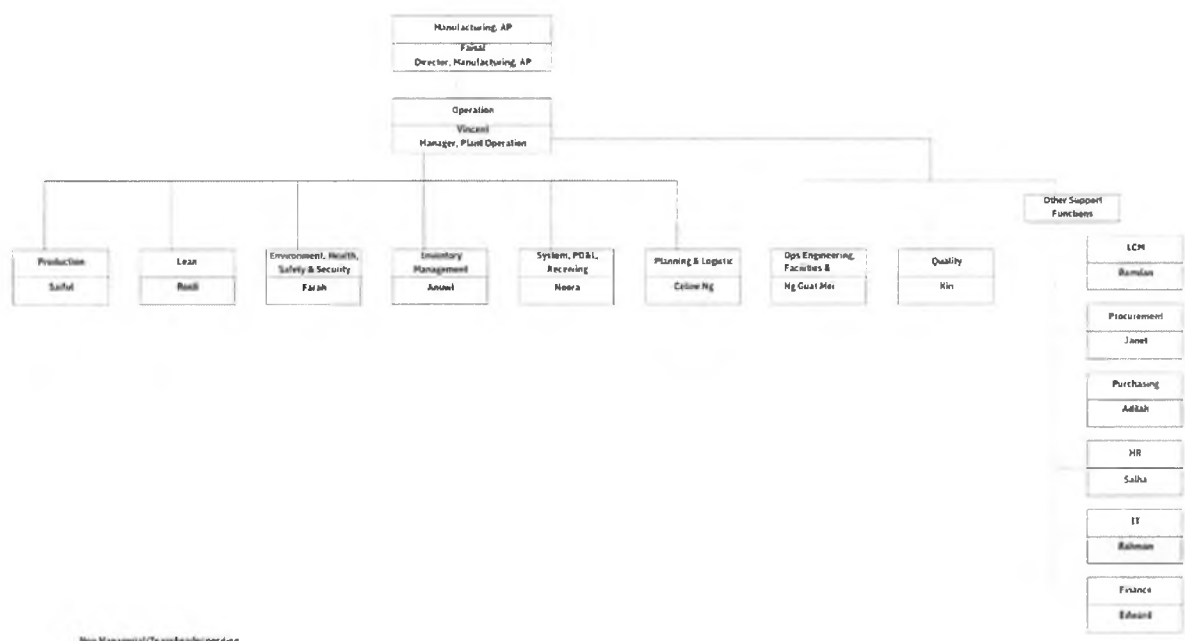
- Act with integrity
  - Tell the truth
  - Keep commitments
  - Treat people with dignity and respect
  - Promote positive relationships
  - Protect the environment
  - Excel
- 
-

## 3.3 ORGANIZATIONAL STRUCTURE

Steelcase Manufacturing Malaysia comprises various functional departments, including Production, Lean, Environmental, Health, Safety, and Security (ESH), Inventory Management, System, PD&L, Receiving, Planning & Logistics, Operations Engineering, Facilities & Maintenance, and Quality. Additionally, in Steelcase Manufacturing Malaysia (SMM), functions such as LCM, Procurement, Purchasing, HR, IT, and Finance are categorized as support functions. Each of these departments is overseen by a local manager to ensure effective operations.

Regular virtual meetings are conducted with the global headquarters and other regional branches to enhance communication and facilitate decision-making. These meetings ensure coordinated operations across the APAC region, promoting alignment with organizational goals and strategies.

Steelcase Manufacturing (Malaysia) Sdn. Bhd. (Organization Structure)



### SMM Leaders



# HR TEAM

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**Salha Tukirin**

Human Resources  
Manager



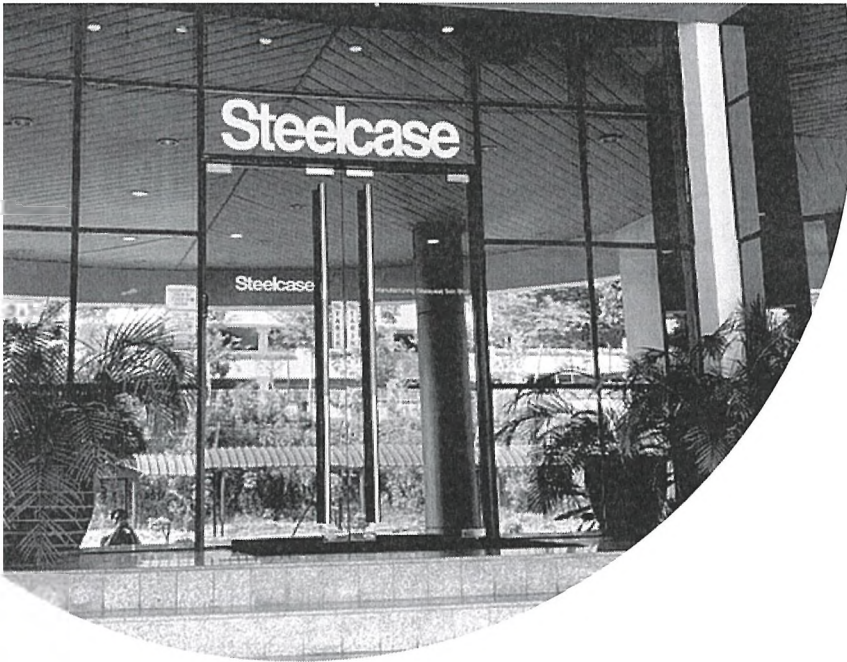
**Fajrul Ain**

Human Resource  
Business Partner



**Nurfardina  
Shafiqah**

Intern,  
Human Resource



### 3.4 COMPANY PRODUCTS

#### STEELCASE MANUFACTURING (M) SDN. BHD

Steelcase Manufacturing Malaysia main production includes coating processes for metal and plastic, where materials are treated to improve both their strength and visual appeal. The mechanism production focuses on designing and assembling key components required for chair functionality, ensuring ergonomic performance and seamless operation. Furthermore, the seating production process involves several critical stages: assembly, where individual parts are combined; upholstery, which adds fabric coverings for comfort and style; and stitching, which enhances the product's durability and ensures a high-quality finish.

In addition to production, the process incorporates efficient warehouse operations. This involves the proper storage of raw materials in dedicated facilities to maintain their quality and availability for production. It also includes the systematic handling of finished goods, ensuring they are safely stored, organized, and prepared for distribution to meet customer demands. Together, these processes ensure a seamless workflow from raw material input to final product delivery.



Seating Product



## 3.4.1 SEATING PRODUCTS



**GESTURE**



**THINK V2**



**LEAP V2**



**SERIES 2**



**SERIES 1**



**REPLY TASK**



## 4.0 TRAINING REFLECTION

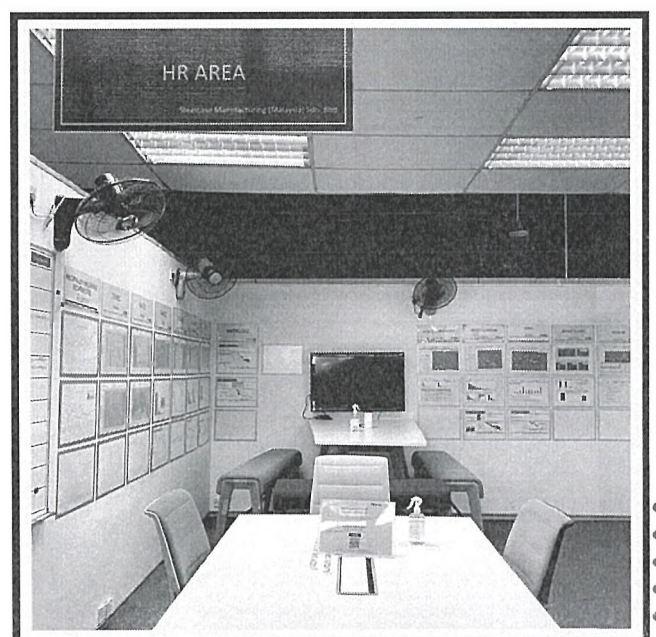
### 4.1 Duration: Specific Date, Working Day & Time



HR Department at Level 2

During my internship at Steelcase Manufacturing Malaysia (SMM), from 12 August 2024 to 24 January 2025, I experienced the company's well-structured work schedule. SMM operates Monday to Friday, with working hours from 8:00 AM to 5:00 PM, allowing for a one-hour lunch break between 12:30 PM and 1:30 PM. The company also follows a unique working calendar, which sets it apart from others. This includes adjustments like bringing forward certain public holidays as replacements, scheduling plant shutdowns, and not observing specific public holidays. These practices are designed to maintain operational efficiency and support the company's production goals.

Throughout my internship, my day was divided into two distinct parts. During the first half of the day, from 8:00 AM to 12:30 PM, I was stationed at the HR Counter in the production area, assisting employees with their inquiries and addressing their immediate concerns. In the second half of the day, I was based in the HR department on the second floor of the office building, where I focused on more specialized HR responsibilities. This arrangement allowed me to gain hands-on experience in both employee-facing and administrative aspects of HR operations.



HR Counter at Production



## 4.0 TRAINING REFLECTION

### 4.2 Training Details



#### 4.2.1 Department

During my internship, I worked under the Human Resources (HR) department at Steelcase Manufacturing Malaysia, serving as an HRBP Intern. I was directly supervised by Mrs. Fajrul Ain, the HR Business Partner (HRBP). My role involved supporting various HR functions and initiatives, including employee engagement, recruitment processes, onboarding, and handling employee inquiries. This experience provided me with valuable exposure to the practical aspects of HR management and allowed me to develop a deeper understanding of how HRBP contributes to aligning HR strategies with business goals.



#### 4.2.2 Day to Day Task & Responsibility

- Assisted employees with HR-related inquiries and concerns.
- Led weekly small group sessions to gather employee feedback.
- Updated employee experience and wellness wellbeing metrics.
- Conducted pre-screening calls, initial interviews, and interview scheduling.
- Responsible for conducting initial interviews for direct employees.
- Assisted in new hire onboarding and induction.

As part of my role in onboarding and induction, I was responsible for ensuring a smooth transition for new hires into the company. I coordinated the HR induction process by sending out invitations to department heads for upcoming employee inductions and ensuring all necessary preparations were in place. During the induction sessions, I conducted presentations covering key topics such as company policies and values, an introduction to Steelcase Manufacturing Malaysia (SMM), available facilities, workplace rules and regulations, compensation and benefits, working schedules, and the company's reward and recognition programs.

## 4.0 TRAINING REFLECTION

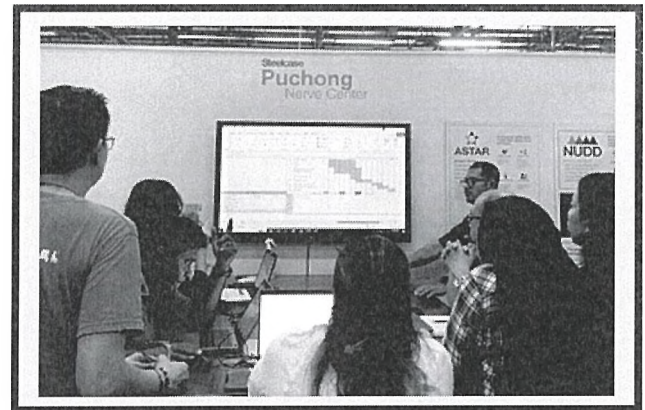
### 4.2.3 Project & Involvement

Project Name : Improving Onboarding + Offboarding Process		Project Manager/Leader : Nurfarida Shafiqah Adnan	Completion Date : 20 Jan 25																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																															
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1. The current onboarding and offboarding processes lack structure and consistency. 2. Induction materials and one-to-one sessions are either:  <b>Objectives/Goals:</b> 1. The goal is to create a structured onboarding and offboarding process that enhances employee engagement and socialization on their productivity. 2. Develop a smooth and professional transition when an employee decides to move on from the company. 3. Exit Interview Documentation and Compliance		1. Updated and Aligned Induction Materials 2. Guided introductory content 1:1 Partnership Conversations Sessions 3. Onboarding Checklist: To sustain the process and measure effectiveness																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																
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1. Inconsistent compliance of onboarding and offboarding program. 2. Inconsistent 1:1 partnership conversations (introductory content) 3. Induction materials are outdated and misaligned with current practices		<table><tr><th>No.</th><th>Task 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**A3 Project: Improving Onboarding & Offboarding process**

During my internship, I was assigned to lead an A3 Project focused on improving the onboarding and offboarding processes at Steelcase Manufacturing Malaysia. The project officially kicked off on October 23, 2024, and was successfully closed on January 20, 2025. This initiative aimed to streamline and enhance the employee transition experience by identifying inefficiencies, aligning key processes, and implementing structured improvements. It provided me with hands-on experience in problem-solving, project management, and cross-functional collaboration while working closely with various departments.

As part of the project, we successfully aligned and updated induction materials for Lean, Quality, Safety, and HR to ensure consistency in training for new employees.



**A3 Project Kick-Off**

Additionally, we introduced guidelines for structured 1:1 introductory sessions between the Head of Department (HOD) and new hires, as well as between supervisors and their new team members. This step was designed to create a more engaging onboarding experience, helping new employees integrate into their roles more effectively.

Furthermore, we refined the onboarding process by aligning with KL Business Centre (KBC) and incorporating a Joint KBC Induction into the onboarding framework, ensuring a more standardized approach across locations. On the offboarding side, we transitioned from physical exit interviews to Microsoft Forms, making the process more efficient and accessible. Lastly, we developed and implemented an updated onboarding checklist to provide HR and hiring managers with a structured and transparent approach to onboarding. Through this project, I gained valuable insights into HR process optimization and the importance of continuous improvement in employee experience initiatives.



## 4.0 TRAINING REFLECTION

### 4.2.3 Project & Involvement

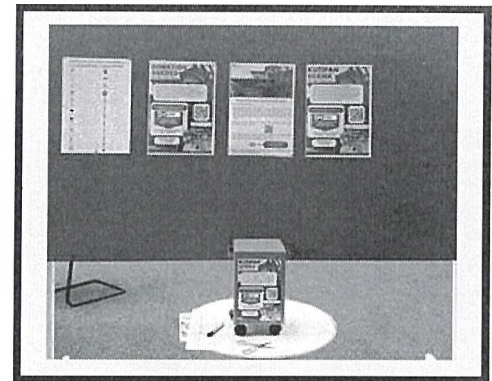
#### CHANGEMAKER PUC

As a member of the Changemaker Puchong Committee, I actively participated in CSR (Corporate Social Responsibility) initiatives that focused on environmental and social impact. This role allowed me to align HR practices with broader ESG (Environmental, Social, and Governance) commitments, reinforcing the company's mission of sustainability and corporate responsibility.



International Charity Day

During International Day of Charity, we successfully raised over RM2,000 for a local orphanage. The funds were used to purchase essential supplies, and our team also volunteered by cleaning and making minor repairs to improve the living conditions.



Donation Drive

For International Volunteer Day, we organize the "Meals of Hope" initiative, a collaboration with Assembly Soup Kitchen. We gathered over 20 volunteers to prepare, cook, and pack meals for the homeless, ensuring they had warm, nutritious food.



International Volunteer Day

## 4.0 TRAINING REFLECTION

### 4.2.3 Project & Involvement

#### EMPLOYEE ENGAGEMENT & DEI ACTIVITIES

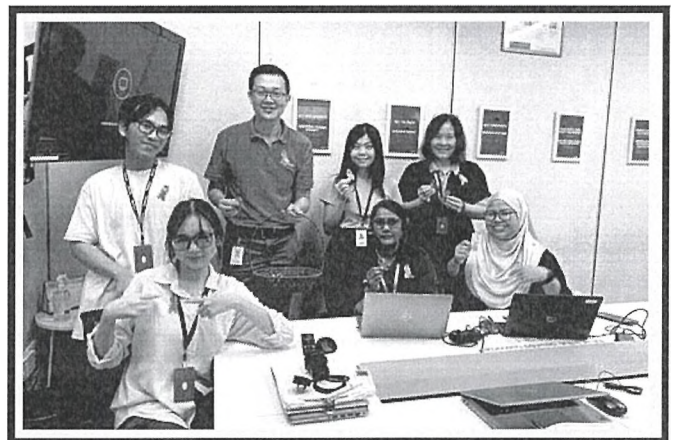
I was responsible for leading employee engagement and DEI activities as part of HR metrics, with a target of organizing three activities per quarter. These initiatives aimed to foster inclusivity, and create a more engaging workplace environment. Through careful planning and collaboration, we successfully designed and implemented activities that aligned with company values while meeting the quarterly target.



**International Men's Day**

For International Men's Day, I had the opportunity to lead the initiative of distributing thoughtful gifts and appreciation notes to all male employees in recognition of their contributions to the workplace. This initiative aimed to foster a culture of gratitude and inclusion, aligning with the company's employee engagement goals.

It was a meaningful experience to personally hand over the tokens of appreciation to Patrick and Terry, which added a personal and heartfelt touch to the day. Seeing the positive reactions and smiles from the employees reinforced the importance of celebrating such moments, as they create a more connected and appreciative workplace environment.



**Breast Cancer Awareness Day**

During Breast Cancer Awareness Day, I coordinated the distribution of pink ribbons to all staff and encouraged everyone to wear pink as a show of solidarity. The response was overwhelmingly positive, with many employees actively participating in the event. It was rewarding to see so many people coming together for such an important cause, and I was proud to contribute to raising awareness\* within the organization.

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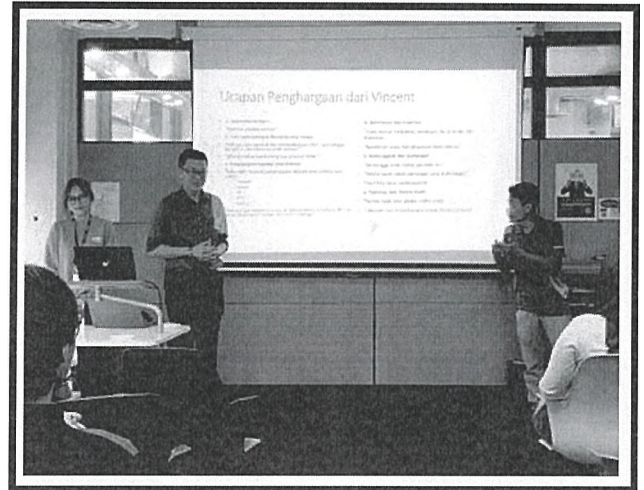


## 4.0 TRAINING REFLECTION

### 4.2.3 Project & Involvement

#### EMPLOYEE ENGAGEMENT & DEI ACTIVITIES

During my internship, I had the privilege of helping organize an event to celebrate the International Day of Persons with Disabilities on December 3rd. This day was dedicated to honoring the contributions, talents, and resilience of individuals with disabilities, while also emphasizing the importance of inclusivity and support within the workplace.



**INTERNATIONAL DAY OF PERSON  
WITH DISABILITY**

The event featured a range of activities, including inclusive games designed to foster teamwork and understanding. We also spotlighted the incredible achievements and resilience of our disabled employees, which was both inspiring and empowering. To maintain momentum beyond the event, we launched bi-monthly activities to keep the connection and focus on inclusion alive.

In addition, we encouraged everyone to wear purple on December 3rd, as the color symbolizes unity, inclusivity, and equality. The response was very positive, and it was rewarding to see everyone come together to support and celebrate our disabled colleagues.

This experience deepened my understanding of inclusivity and reinforced the value of creating an environment where everyone, regardless of ability, is recognized and supported





**Steelcase**  
Manufacturing (M) Sdn. Bhd.

## ALLOWANCE & COMPENSATION

- Allowance: RM1,000/month
- Accommodation (walking distance)
- Meal Allowance: RM180/month
- Medical Benefit: RM80/month
- Birthday Month:  
Birthday Cake with Company Gift

## Employee Lifecycle Management

- Gained hands-on experience managing the complete employee lifecycle, including recruitment, onboarding, and off-boarding.

## Data Analysis

- Enhanced my ability to analyze employee feedback data and track performance metrics.

## Project Management

- Improved my project management skills by leading an A3 project focused on improving the onboarding and offboarding processes.
- Strengthened my ability to coordinate with team members, identify areas for improvement, and implement solutions effectively.

## LEARNING EXPERIENCE

I experienced a culture of learning during my internship, with broad and accessible opportunities to develop new skills and adopt innovative ways of thinking and working. Over the past 6 months, I attended 6 classes of the Lean Leader Development Program and received certification in Lean Leader Development. This program provided me with valuable insights into process improvement and leadership, enhancing my ability to drive efficiency and lead change.



## Lean Leader Development Certification

In addition, I had the opportunity to attend a “Getting Things Done” training session with the plant manager, which equipped me with practical strategies for managing tasks and improving productivity. These learning experiences have significantly contributed to my professional growth and have empowered me with new tools to approach challenges more effectively.

## 5.0 SWOT ANALYSIS

**S**

### Strengths

- Employee Engagement and Experience
- Employee Growth and Development

**W**

### Weaknesses

- Management Lack of Awareness on Attendance Policies
- Manual Performance Management

**O**

### Opportunities

- ESG Commitment
- Empowerment and Ownership

**T**

### Threats

- Technological and Operational Risks
- Challenge in Attracting Skilled Talent



## 6.0 DISCUSSION & RECOMMENDATION

### 6.1 STRENGTH

#### Employee Engagement & Experience

Steelcase Manufacturing Malaysia demonstrates a strong commitment to employee engagement and experience through initiatives that foster a positive workplace culture and maintain transparency. The company's Open Door Policy encourages employees to voice concerns and share feedback, creating an inclusive environment where everyone feels heard. By prioritizing employee well-being and investing in tools and initiatives that meet diverse needs, Steelcase builds a supportive culture that values and motivates its workforce. The company further enhances employee engagement through initiatives focused on wellness, diversity, equity, and inclusion (DEI), and employee appreciation. Programs such as wellbeing activities, DEI initiatives, and employee appreciation days show employees they are valued not just for their work contributions but as individuals.

In addition, efforts to improve communication—such as anonymous Google Forms, Spark posts, and weekly small group sessions—promote inclusivity, transparency, and proactive issue resolution. HR counters in production areas provide direct access for employees to voice concerns, enhancing both satisfaction and retention.

### RECOMMENDATION

To sustain this strength, Steelcase should continue fostering transparent communication to build trust, satisfaction, and long-term loyalty. Employees whose feedback is acknowledged and valued often experience higher engagement and commitment (Vagner, Blix, Ortegren, & Sorensen, 2021). These efforts not only enhance communication and trust but also signal the company's investment in their well-being, fostering a deeper sense of connection and loyalty through a perceived social exchange relationship (Balkin & Werner, 2023).





## 6.0 DISCUSSION & RECOMMENDATION

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### 6.1 STRENGTH

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#### Employee Growth and Development

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Steelcase Manufacturing Malaysia has embraced coaching frameworks that prioritize regular conversations between leaders and employees, focusing on their personal and professional growth. These quarterly discussions are designed to help employees identify their goals, which are then captured in Individual Development Plans (IDPs). By creating a structured pathway for development, Steelcase ensures every employee has the support they need to thrive, with HR playing a key role in driving these initiatives. This approach reflects the company's dedication to helping individuals grow while aligning their aspirations with Steelcase's broader objectives.

Steelcase Manufacturing Malaysia's culture of learning and growth stands out as a cornerstone of its success. Through well-designed training programs, employees at every level feel supported, inspired, and equipped to take on challenges.

By prioritizing development initiatives, Steelcase fosters an environment where continuous improvement and engagement are celebrated. This strong foundation not only empowers employees to grow but also ensures that their efforts contribute meaningfully to the company's vision and success.

### RECOMMENDATION

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To sustain a culture of growth, Steelcase should continue aligning employee aspirations with business objectives through targeted development initiatives. Training programs at all levels provide guidance and support, fostering motivation and loyalty, which benefits both individuals and the company. By investing in employee development, Steelcase strengthens engagement, productivity, and retention, ensuring long-term success. In the long run, Steelcase's investment in development boosts morale and builds a more loyal, capable workforce, driving both personal and organizational growth (Kafetzopoulos, Psomas, & Bouranta, 2022; Sesen & Ertan, 2021).

## 6.0 DISCUSSION & RECOMMENDATION

### 6.2 WEAKNESS

#### Management Lack of Awareness on Attendance Policies

Supervisors' limited understanding and awareness of attendance policies have created difficulties in managing absenteeism, which has had a negative impact on production operations and HR metrics. The lack of consistent enforcement of policies, such as the requirement for leave requests to be submitted five days in advance, has resulted in operational inefficiencies and inconsistent staffing, making it harder to maintain a smooth workflow. The rise in unpaid and emergency leaves, particularly following public holidays and weekends, has caused further disruption to workforce planning and production schedules. These unscheduled absences put additional strain on operations, leading to delays and inefficiencies in production. Without clear enforcement and the right tools to manage attendance, Steelcase Manufacturing Malaysia risks ongoing disruptions and uneven staffing, which ultimately affects overall productivity.

### RECOMMENDATION

To address these challenges, Steelcase should consider implementing an automated attendance management system. Such a system would streamline the leave request process, ensure better compliance with attendance policies, and reduce human error. Supervisors would have real-time access to attendance data, making it easier to monitor, enforce the five-day advance notice for leave requests, and maintain consistent staffing levels. Automation would also free up time from administrative tasks, improving overall workplace productivity (Truein, 2022). Additionally, it would ensure more accurate tracking of attendance, reducing errors in the process (Wasp Barcode, 2021).





## 6.0 DISCUSSION & RECOMMENDATION

### 6.2 WEAKNESS

#### Manual Performance Management

The manual performance management and development tracking process at Steelcase limits efficiency, resulting in delays and inaccuracies when tracking employee progress. The manual system for monitoring Individual Development Plans (IDPs) is time-consuming and prone to errors, making it difficult to assess employee development accurately and on time. This inefficiency hampers the ability to provide effective support for employee growth and to monitor their progress against development goals.

Additionally, the lack of automation in the performance management process presents challenges in providing timely feedback and ensuring consistent follow-up on development goals. Without real-time tracking, HR teams struggle to deliver feedback quickly and accurately, reducing the effectiveness of the performance management system and impacting overall employee development. This lack of consistency in performance assessments further complicates the company's ability to improve employee engagement and performance.

### RECOMMENDATION

To address these issues, Steelcase should implement an automated performance management system to replace manual tracking. Such a system would allow for real-time tracking of employee development, streamline IDP assessments, and ensure timely feedback and follow-up on development goals. Automation would reduce errors, improve accuracy, and enhance efficiency in tracking employee progress. By implementing such a system, HR teams would be better positioned to monitor development goals effectively and support employees in their growth, ultimately improving employee development outcomes (Bersin, 2020).





## 6.0 DISCUSSION & RECOMMENDATION

### 6.3 OPPORTUNITY

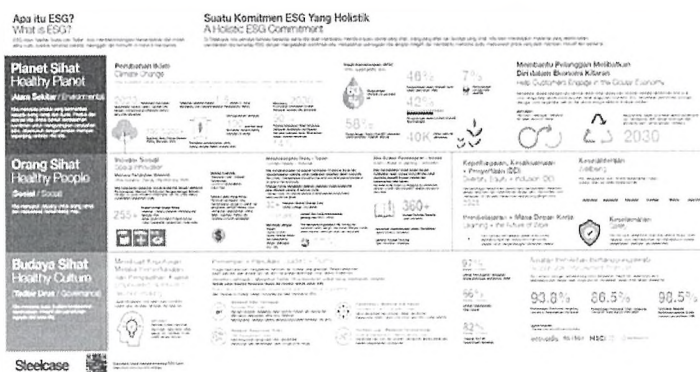
#### ESG Commitment

Steelcase has a significant opportunity to strengthen its ESG (Environmental, Social, and Governance) commitment, particularly through sustainable product development, which ties directly into the PESTLE factors of environmental and social trends. By incorporating recycled materials into new products, Steelcase can tap into the growing consumer demand for eco-friendly options. Research shows that 73% of consumers are willing to pay more for sustainable products (Nielsen, 2019), presenting Steelcase with an opportunity to expand its market share. This aligns with the environmental factor of PESTLE, where sustainability is becoming a key driver in consumer choices, pushing companies to adopt eco-friendly practices to meet market demands.

Additionally, Steelcase's Changemakers committee demonstrates its commitment to environmental responsibility by collaborating with government initiatives, such as tree planting programs, which links to the environmental and political aspects of PESTLE. Government policies and initiatives aimed at reducing environmental footprints are increasingly influencing business practices, and Steelcase's active involvement helps the company stay ahead of regulatory requirements while promoting corporate social responsibility. These efforts also engage employees in community-based environmental activities, enhancing Steelcase's social impact, aligning with the social factor of PESTLE, where corporate engagement in social issues is valued by both employees and consumers.



Plant A Tree 3.0



## 6.0 DISCUSSION & RECOMMENDATION

### 6.3 OPPORTUNITY

#### ESG Commitment

Steelcase's focus on social innovation through its organizational culture and diversity, equity, and inclusion (DEI) initiatives presents an opportunity to further its commitment to inclusion and accessibility. By creating opportunities for differently-abled employees, including those who are deaf and mute, Steelcase is addressing the social aspect of PESTLE. This initiative resonates with broader social movements advocating for diversity and equal opportunity, and positions Steelcase as a company that values inclusivity. This can attract talent and customers who support these social causes, further enhancing the company's reputation.

### RECOMMENDATION

To capitalize on these opportunities, Steelcase should integrate sustainability goals into both product development and marketing strategies, aligning with the environmental and economic factors of PESTLE. Focusing on eco-friendly products will help Steelcase attract environmentally conscious consumers and investors, ensuring competitiveness in a market that increasingly prioritizes sustainability. Additionally, increasing transparency in ESG reporting and collaborating with stakeholders to improve supply chain sustainability will help Steelcase stay ahead of environmental regulations and satisfy the growing demand for corporate responsibility, strengthening its position in the global market (Nielsen, 2019). By emphasizing these opportunities, Steelcase can continue to drive positive change while aligning with key PESTLE factors to foster long-term success.



## 6.0 DISCUSSION & RECOMMENDATION

### 6.3 OPPORTUNITY

#### Empowerment and Ownership

Steelcase has a great opportunity to further empower its employees by encouraging them to take ownership of their work processes. When employees feel responsible for their roles, it creates a deeper sense of engagement and pride in their work. This empowerment can lead to better productivity, as employees are more likely to take initiative and seek out ways to improve their work. This sense of ownership not only benefits individual employees but also enhances the overall performance of the company, giving Steelcase a competitive edge.

Another key opportunity for Steelcase in improving how it communicates and educates employees about Lean initiatives. If employees fully understand the purpose and benefits of Lean concepts, they're more likely to adopt them in their daily tasks. Offering training programs will give employees the tools they need to embrace Lean methods and use them to streamline their work processes. By investing in education and making sure employees feel supported in applying these new skills, Steelcase can foster a culture of continuous learning and improvement.

Steelcase also has a strong opportunity to build on its Continuous Improvement Program (CiP) by nurturing a culture that celebrates innovation and problem-solving. By rewarding employees for their creative ideas and actively seeking suggestions for process improvements, Steelcase can create an environment where everyone feels like they're part of the solution. This not only enhances operational efficiency but also helps employees feel valued and heard, which can boost morale and create a more motivated workforce.

Continuous Improvement Program  
[Steelcase Manufacturing Malaysia](#)



[Continuous Improvement Program](#)

## RECOMMENDATION

Steelcase should continue promoting empowerment by training employees in Lean principles, encouraging innovation, and rewarding problem-solving. Implementing systems to capture employee suggestions for process improvements will foster continuous improvement and enhance operational efficiency. This culture of continuous improvement will increase employee engagement, boost performance, and strengthen Steelcase's competitive edge.

Wright, M. (2023)



## 6.0 DISCUSSION & RECOMMENDATION

### 6.4 THREAT

#### Technological and Operational Risks

Steelcase faces a significant threat in its reliance on outdated systems for tracking employee skills and managing job rotation. The current employee skill matrix and manual marking by supervisors create inconsistencies and gaps in the visibility of employees' skills. This results in missed opportunities for job rotation and skill development, ultimately limiting employee growth and engagement. As a result, Steelcase risks underutilizing its workforce, which can hinder productivity and overall operational performance. This issue also ties into the social and technological aspects of PESTLE, as it highlights inefficiencies in managing human resources and adapting to modern workforce needs.

The lack of automation on the production floor exacerbates operational inefficiencies, making it difficult to quickly reassign workers during absences or production fluctuations. This absence of automated systems leads to disruptions in production schedules and delays in meeting customer demands.

In an increasingly competitive market, these inefficiencies could negatively impact Steelcase's ability to remain responsive and agile. From an economic perspective, operational delays also increase costs, as resources may be misallocated or underutilized, impacting Steelcase's bottom line and overall market position.

### RECOMMENDATION

To address these issues, Steelcase should implement a Plant Assistant system that enhances workforce management and operational efficiency. By transitioning to a digital solution for tracking employee skills and automating key processes, Steelcase can ensure more accurate and consistent monitoring of workforce capabilities. This would not only streamline job rotation but also help to address gaps in workforce planning by easily identifying available and qualified workers. Automating these processes would improve efficiency, reduce human error, and ensure that Steelcase remains competitive and responsive in a rapidly evolving industry (Balkin & Werner, 2023; Noe et al., 2023).

## 6.0 DISCUSSION & RECOMMENDATION

### 6.4 THREAT

#### Challenge in Attracting Skilled Talent

Steelcase faces a significant threat due to its reliance on manual processes in production, particularly for skill-intensive roles such as sewing. These positions, which depend heavily on human skill and effort, are becoming increasingly less attractive to younger talent. The physically demanding nature of these roles, combined with outdated processes, raises concerns about the long-term sustainability of the workforce. This situation is compounded by a turnover among experienced employees, further heightening the risk of skill shortages that could disrupt production efficiency and operational stability. The challenge of attracting and retaining new talent makes it difficult for Steelcase to ensure a consistent and capable workforce, threatening its long-term competitiveness.

Additionally, the ongoing reliance on manual processes and a workforce that may lack necessary modern skills limits Steelcase's ability to adapt to industry changes. As younger workers gravitate toward roles that offer more technological integration and better work-life balance, Steelcase risks falling behind in terms of innovation and workforce capabilities.

From a social and technological standpoint, failing to update processes and invest in new talent means Steelcase may miss opportunities to improve operational efficiency, which could result in higher operational costs and a reduction in overall productivity. This issue also touches on the economic aspect of PESTLE, as skill shortages and operational inefficiencies could affect profitability and market position.

### RECOMMENDATION

To address these challenges, Steelcase should strengthen its collaboration with Technical and Vocational Education and Training (TVET) institutions in Malaysia. By working with Talent House to engage skilled students, Steelcase can bridge the skills gap and bring in new talent equipped with the necessary industry exposure. This collaboration not only ensures operational continuity but also fosters a culture of learning and adaptability, which is crucial for the company's growth. Integrating TVET graduates will help Steelcase remain agile, meet changing labor market demands, and ultimately strengthen its competitive edge in the manufacturing sector (World Bank, 2020; OECD, 2022).

Empowering the Future Workforce: SMM's Role in MPC's 'Academy in Industry' Program





## 7.0 CONCLUSION

In conclusion, my internship at Steelcase has been a valuable learning experience. I've had the chance to develop new skills and learn to think more critically, helping me transition from a student mindset to a professional one.

I've gained a better understanding of how the company operates, not just through SWOT analysis but as a whole, which gave me a clear view of its functions and culture.

This experience also helped me recognize my strengths and areas for improvement, which will allow me to better use my potential in the future. The open-door culture at Steelcase helped me build my confidence and improve my social skills through open communication and discussions.



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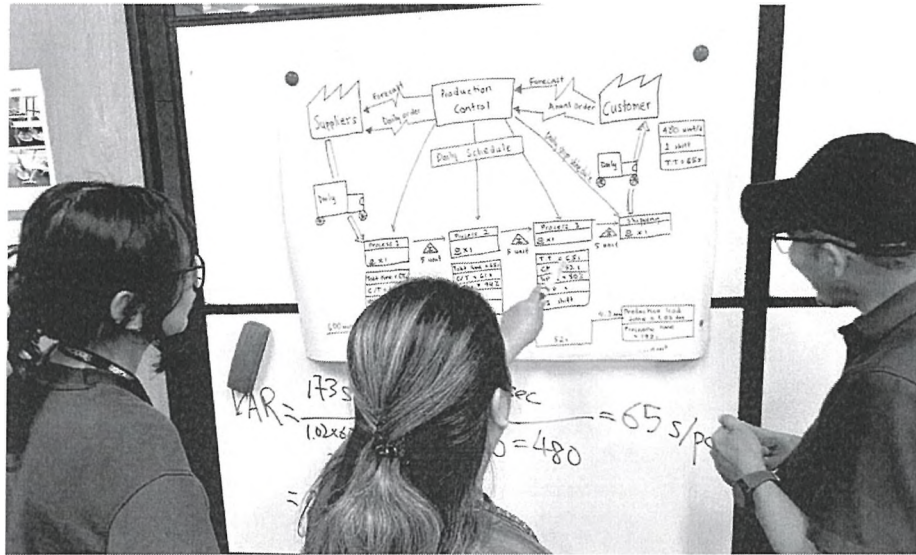
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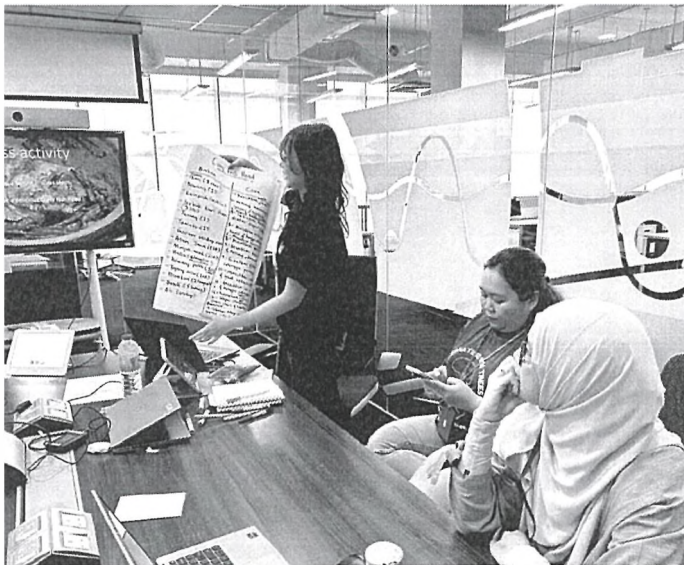
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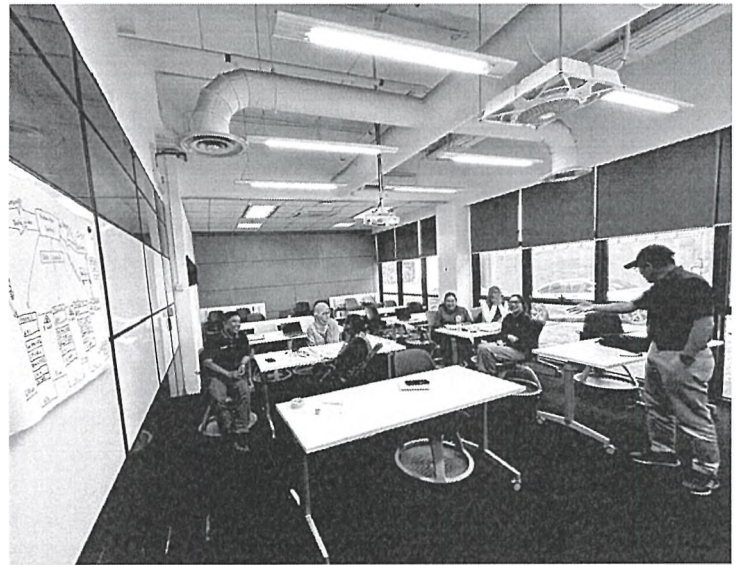




## LEAN LEADER DEVELOPMENT PROGRAM



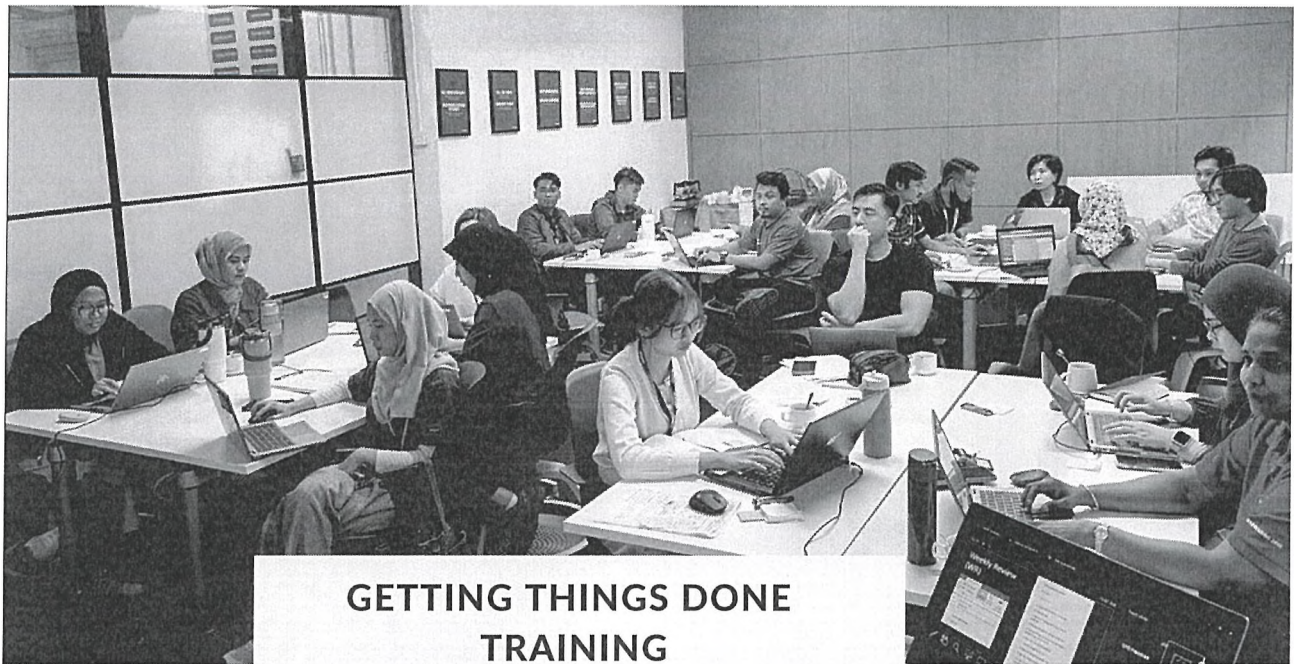
### LEAN LEADER DEVELOPMENT PROGRAM: CLASS 1



### LEAN LEADER DEVELOPMENT PROGRAM: CLASS 4

# APPENDICES



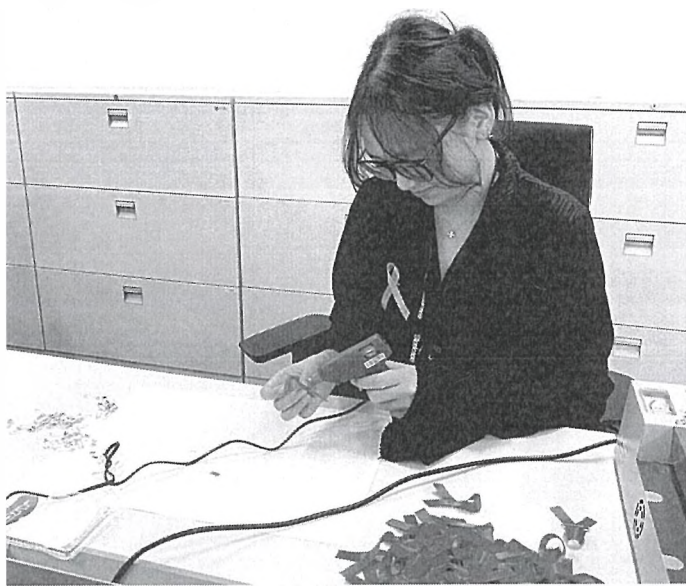


# APPENDICES





**INDEPENDENCE DAY**



**RIBBON FOR BREAST CANCER  
AWARENESS**



**DISTRIBUTED CHRISTMAS GIFT**

# APPENDICES





**TERRY WITH LEAN QUALITY**



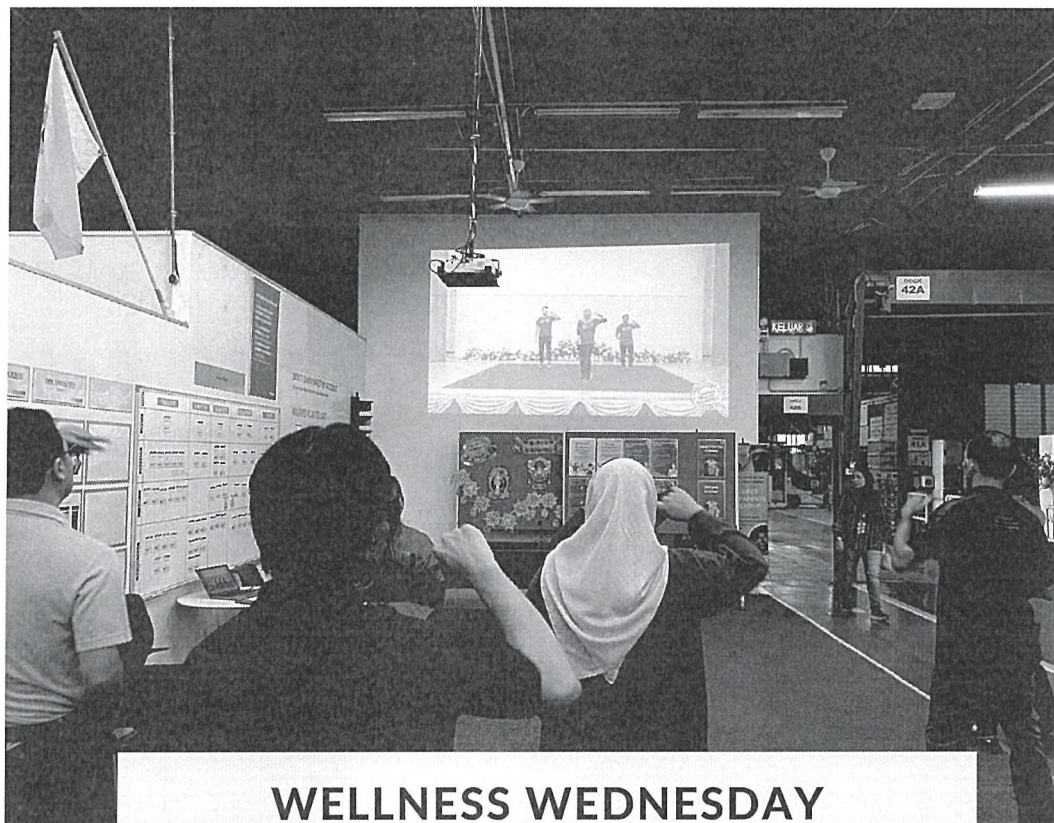
**INTERNATIONAL MEN'S DAY**



**TERRY VISIT SMM**

## APPENDICES





## WELLNESS WEDNESDAY

Empowering the Future Workforce: SMM's Role in MPC's 'Academy in Industry' Program

Human Resources Malaysia Manufacturing - Blog

Published on November 4, 2021 | 10 views | 1 follower



Nurhidaya Shariza Alishah | HR & Talent Acquisition

Our Graduate Trainee (GTT) program is an important training with leaders from the Malaysia Productivity Corporation (MPC) to discuss our potential for future leadership in industry. This initiative marks a significant step towards addressing the skills gap in the Malaysian workforce by a new 'MPC Skills Hub' through a work study program designed to develop a skilled workforce response to the needs of our industry.



## SPARK POST



November 21, 2021  
Honoring Strength and Dedication: International Men's Day Celebration at Steelcase

By Nurhidaya Shariza Alishah

International Men's Day is a day to celebrate the contributions of men to society.

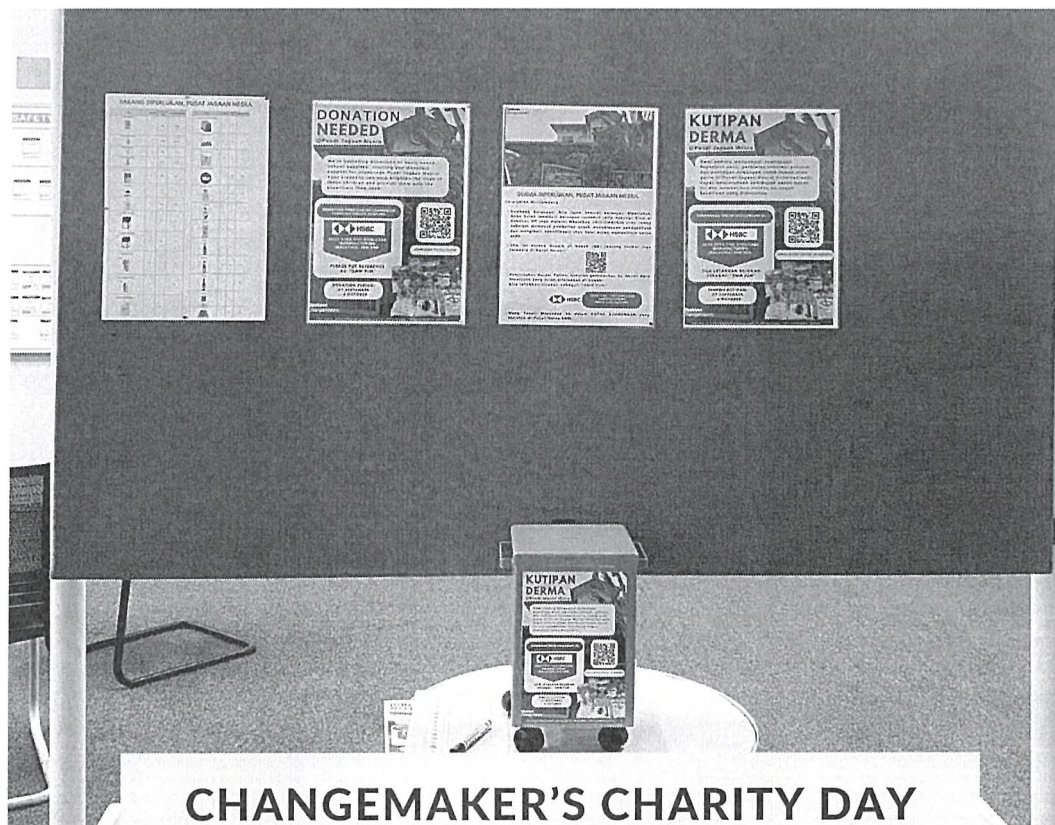
On November 19, 2021, Steelcase Manufacturing Malaysia celebrated International Men's Day to honor the hard work, dedication, and courage that is contributing to the Malaysian steel industry.



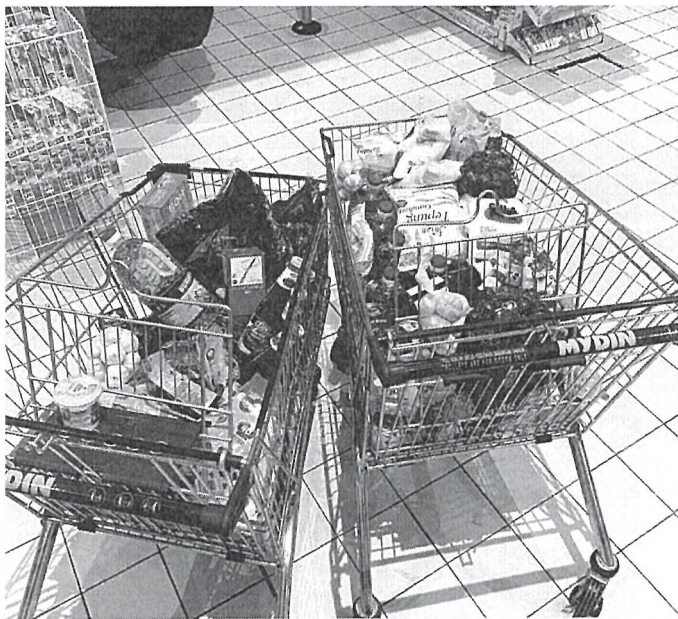
## SPARK POST

# APPENDICES





## CHANGEMAKER'S CHARITY DAY



## DONATION

### DONATION NEEDED

@Pusat Jagaan Mesra

We're gathering donations of basic needs, school supplies, clothing and monetary support for orphanage Pusat Jagaan Mesra! Your kindness can help brighten the lives of these children and provide them with the essentials they need.

DONATION FUND CAN BE CHanneled THROUGH ONLINE BANKING

3522 5792 7101 STEELCASE MANUFACTURING (MALAYSIA) SDN BHD

PLEASE PUT REFERENCE AS "SMM PJM"

SCAN HERE TO FILL FORM

DONATION PERIOD:  
27 SEPTEMBER  
- 4 OCTOBER

## POSTER DONATION DRIVE

# APPENDICES





**BRIEFING VOLUNTEERS**



**AT ASSEMBLY SOUP KITCHEN**



**PACKING FOOD**

# APPENDICES

## CHANGEMAKER'S VOLUNTEER DAY