



DRB-HICOM

# DRB-HICOM BERHAD

INDUSTRIAL TRAINING REPORT (HRM 666)

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Prepared For: Madam Nur Hidayah Binti Zaini



## EXECUTIVE SUMMARY

The internship programme is one of the requirements to complete a degree for a UiTM student. To completely fulfil the requirement, the student must undergo 24 weeks of the internship programme at their chosen company. This report will summarize the student's journey in completing her internship at DRB-HICOM.

The report's first section will show the student's resume that will be used once she graduates from her Degree studies. Then, the second section will cover the company profile, which includes its name, history, vision, mission, organizational structure and products and services offered.

The following section states the student's training reflection throughout the 24 weeks of internship. It will cover the student's working duration, department, roles, responsibilities, and the benefits gained as an intern at DRB-HICOM. Lastly is the SWOT Analysis. It is the student analysis when doing the internship at DRB-HICOM. Together with the SWOT analysis is the discussion and recommendation, which will be helpful for DRB-HICOM to implement it in the future.

# ACKNOWLEDGEMENT

Bismillahirrahmanirrahim. In the name of Allah, Most Gracious, Most Merciful. First, all praises and special thanks to Allah SWT for showering us with His blessings and guidance throughout my journey to completing this internship report.

Firstly, I would like to express my deepest thanks to my company, DRB-HICOM Berhad, for allowing me to be an intern here. This internship taught me a lot from every task and the people I got and met. To my supervisor, Puan Mia and my colleagues, thank you for your valuable guidance. I genuinely appreciate it.

I am also thankful and appreciate every single help from Madam Nur Hidayah Binti Zaini, for entrusting and guiding me to accomplish this task. This report has allowed me to understand my company better.

I would like to thank my classmates for sending help and guidance directly and indirectly in completing this report.

For my family, I want to extend my deep gratitude for providing constant moral support while completing this report. Thank you.



# TABLE OF CONTENTS

Resume	<b>1</b>
Company Profile	<b>3</b>
History	<b>4</b>
Vision, Mission	<b>5</b>
Group Management Committee	<b>6</b>
Organizational Structure	<b>8</b>
6 Core Businesses	<b>9</b>
Training Reflection	<b>10</b>
SWOT Analysis	<b>19</b>
Discussion & Recommendation	<b>27</b>
Conclusion	<b>32</b>
References	<b>33</b>
Appendices	<b>35</b>



# RESUME



## NURUL ATHIRAH BINTI RUZAIMI

Address :  
Mobile :  
Email :  
LinkedIn :

### ABOUT ME

A freshgraduate student in Bachelor of Business Administration (Hons), Human Resource Management from Universiti Teknologi MARA (UiTM) Bandaraya Melaka. I am looking forward to seek real working experiences and opportunities to strengthen and enhance my skills and knowledge in Human Resource Management field.

Available to start on 2 October 2023.

### EDUCATION

#### Universiti Teknologi MARA (UiTM) Bandaraya Melaka, Melaka | 2021 - 2023

- Bachelor of Business Administration (Hons) Human Resource Management
- CGPA 3.88

#### Universiti Teknologi MARA (UiTM) Alor Gajah, Melaka | 2018 - 2021

- Diploma in Business Studies
- CGPA 3.93

### WORKING EXPERIENCE

#### Employee Relations Intern at DRB-HICOM Berhad | Mac 2023 - Aug 2023

- Recording staff contributions from headquarters and subsidiaries for the Staff Welfare Fund.
- Assisting in the creation of proposals for projects related to employee engagement.
- Assisting in the development and distribution of internal communication materials, including memos and announcements regarding employee relations, events, and employee welfare matters.
- Organizing employee engagement events such as Health and Wellness Day.
- Preparing and maintaining Letters of Appointment for consultants.
- Collaborating closely with subsidiaries to monitor the progress of the Action Plan aimed at improving the Engagement Rate.
- Responsible for the collection and accurate recording of data for the Employee Engagement Survey, both for the headquarters and subsidiary employees.
- Designing and proposing two systems to streamline the Employee Relations process.

### LEADERSHIP EXPERIENCES

#### Treasurer of Team Recreation Club (TREC) of UiTM Bandaraya Melaka | Mac 2022 - Aug 2022

- Managed the expenses of the club
- Ensure all the transactions are in a proper record
- Planned the budget for every event conducted

#### Exco of Team Recreation Club (TREC) of UiTM Bandaraya Melaka | Oct 2021 - Feb 2022

- Promote the club events actively through social media
- Participated in the club events

#### Vice Secretary at Intellectual Students Association (INSAN) of UiTM Alor Gajah | Mac 2020 - Jan 2021

- Prepared minutes of meetings for the club members
- Recorded club members' data in a proper documentation
- Handled the recruitment and selection of new club members
- Prepared letters for club and event purposes

#### Exco of Intellectual and Academics at Intellectual Students Association (INSAN) | Mac 2019 - Jan 2020

- Recorded club members' academic performance in a proper documentation
- Prepared certificates for club members that obtained dean's list



# RESUME

## AWARDS

### Virtual Melaka International Intellectual Exposition (V-MIIE) 2022 | July 2022

- Silver medalist in the track innovation category for presentation on e-performance appraisal form for salespersons

### Virtual Talent Talk Battle (VATTLE) 2022 SERIES-2 | January 2022

- Silver medalist for talk battle titled "Downsides of Using Artificial Intelligence in Recruitment"

### Global Virtual Student Invention, Innovation, Design & Exhibition (GV-SIIDE) 2020 | December 2020

- Bronze medalist in the project category for presentation on food business idea in Malaysia

### Melaka International Intellectual Exposition (MIIE) 2019 | August 2019

- Bronze medalist in the nutrition category for presentation on a kids' board game called "Dr Nutrition (Dr N)"

## ACADEMIC AWARDS

### Bachelor of Business Administration (Hons), Human Resource Management

- Been awarded with dean's list award for four consecutive semesters

### Diploma in Business Studies

- Been awarded with the Vice Chancellor's Award for obtaining dean's list award throughout every semester of diploma program

## CONTRIBUTIONS

### Secretary of Malaysia Labour Law Reform: The Good And Bad From Industrial Relations Perspective Webinar | December 2022

- Prepared proposal and letters for event purposes

### Registration Bureau of Bang Bang E-Sport Tournament | May 2022

- Recorded participants' data in a proper documentation

### Head Project of *Pertandingan Teka Silang Kata* | April 2022

- Handled the event successfully from the initial planning to its completion

### Biro Latihan Dalam Kumpulan of Lindungan Kasih: Hearing The Silence | November 2019

- Planned and prepared games to be played with the kids of Rumah Kanak-Kanak Rembau

## LANGUAGES

Malay : Expert

English : Proficient

## SKILLS

### Personal skills:

Leadership  
Problem-solving  
Ethical  
Time Management

### Computer skills:

Microsoft Office  
(Word, PowerPoint and Excel)  
Canva  
Capcut

## REFERENCES

Puan Afzan Nor Binti Talib

Academic Advisor



## COMPANY PROFILE

DRB-HICOM Berhad is a Government Linked Companies founded by Tan Sri Yahaya Ahmad. It is based in Shah Alam, Selangor and the six-storey building is named Wisma DRB-HICOM. Approximately this building stored a total of 560 employees.

Operating Companies

**82**

Active Employees

**46,000**

Market Capitalisation

**RM2.76B**



Figure 1: Wisma DRB-HICOM





Figure 2: Lobby of Wisma DRB-HICOM

## HISTORY

On 11 March 1910, The New Serendah Rubber Company was incorporated and has been operating for 70 years. From 1980 to 1996, the company changed its name to The Heavy Industries Corporation of Malaysia Berhad or HICOM. It is based in Shah Alam, Selangor. On the other hand, DRB started as Peerless Assets Sdn Bhd in 1990 and changed to DRB a year later. In 1996, DRB-HICOM was born from the merger of both companies, which are DRB and HICOM. Now, DRB-HICOM Berhad is one of Malaysia's diverse conglomerates.



## VISION

To be Number 1 and to continuously excel in all that we do.

## MISSION

To lead in the growth of the nation in the areas of DRB-HICOM's core businesses.

## PURPOSE STATEMENT

We are passionate about building trust to connect lives and businesses for a better tomorrow.

## SUCCESS BELIEFS



### OWN IT

I take ownership to achieve a great outcome



### BUILD TRUST

I win mutual trust with fairness & integrity, always



### ONE TEAM

I work together with others to achieve great results



### DRIVE INNOVATION

I challenge the way we do things to create better solutions



### MOVE FAST

I learn, simplify, adapt, & act quickly



### DELIGHT CUSTOMERS

I make our customers happy



# GROUP MANAGEMENT COMMITTEE

**Baevinraj Thiagarajah**

Group Director, Group  
Managing Director's Office



**Mahmood Razak Bahman**

Head, Group Strategic  
Communications

**Shamsol Anuar Ibrahim**

Head, Group Human Capital

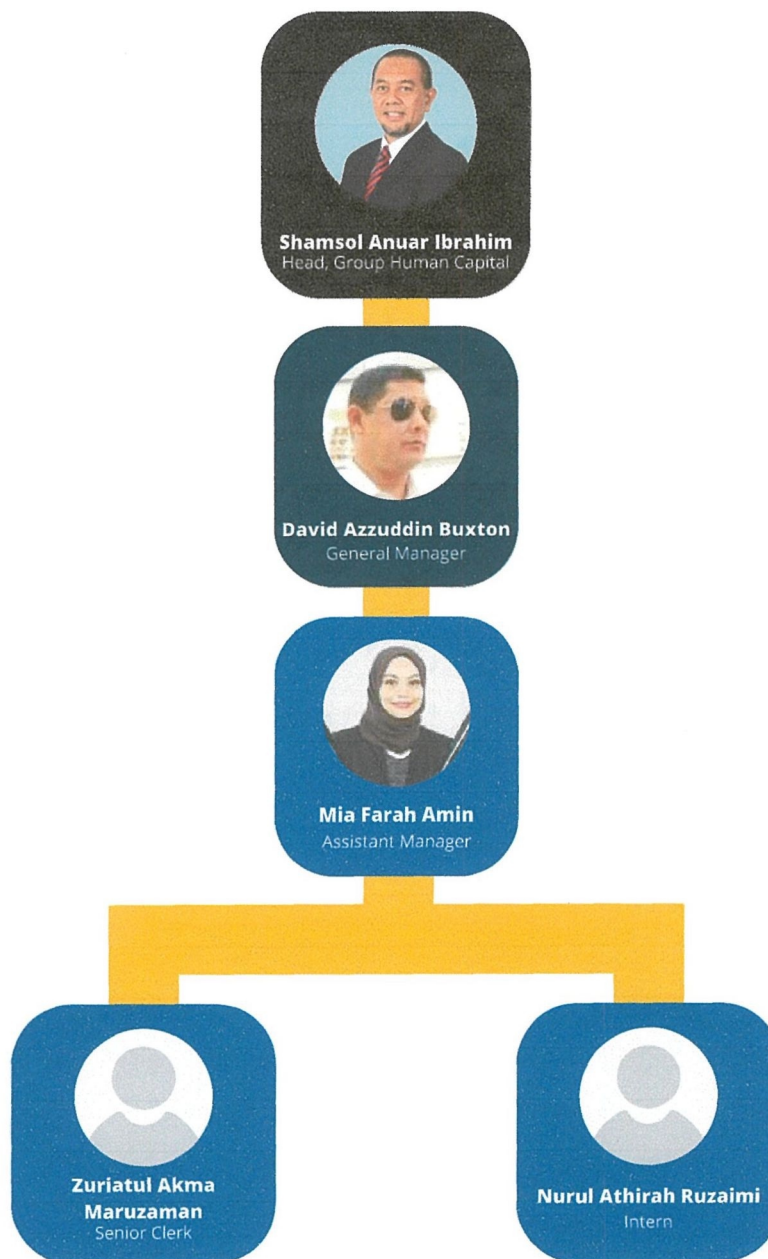


**Sabarina Laila Mohd Hashim**

Head, Company Secretarial &  
Legal Affairs



# ORGANIZATIONAL STRUCTURE



This is the organizational structure for my unit. In DRB-HICOM, the Human Resources is called as Human Capital. Encik Shamsol is the Head of Group Human Capital Division. Under him, is Mr. David as the General Manager who will supervise my unit which is Employee Relations (ER). My supervisor, Puan Mia is the Assistant Manager in ER while Puan Akma is the clerk.



# 6 CORE BUSINESSES

In DRB-HICOM, there are six core sectors: Aerospace and Defence, Automotive, Banking, Postal, Properties and Services. Having this diverse portfolio enables DRB-HICOM to increase profits and creates multiple revenue channels.

## 1 Aerospace and Defence



## 2 Automotive



## 3 Banking



## 4 Postal



## 5 Properties



## 6 Services





# TRAINING REFLECTION

## Duration

My internship starts from 1st March 2023 to 15th August 2023. Every Monday until Friday, I will begin work from 8:30 am to 5:45 pm. In DRB-HICOM, lunch break starts from 12:30 pm to 1:30 pm. However, during Ramadhan, working hour starts from 8:30 am to 5.00 pm., and the lunch break begins from 1:00 pm to 1:45 pm.

## Department

I was assigned under the division Group Human Capital (GHC) at Level 6. In GHC, there are three departments: Human Capital, Admin, and Group Security. I am in the Human Capital department, specifically the Employee Relations (ER) unit. Under the ER, I am reporting to Puan Mia Farah, my supervisor. She holds the position of Assistant Manager in ER. Under her is Puan Akma, a senior clerk.

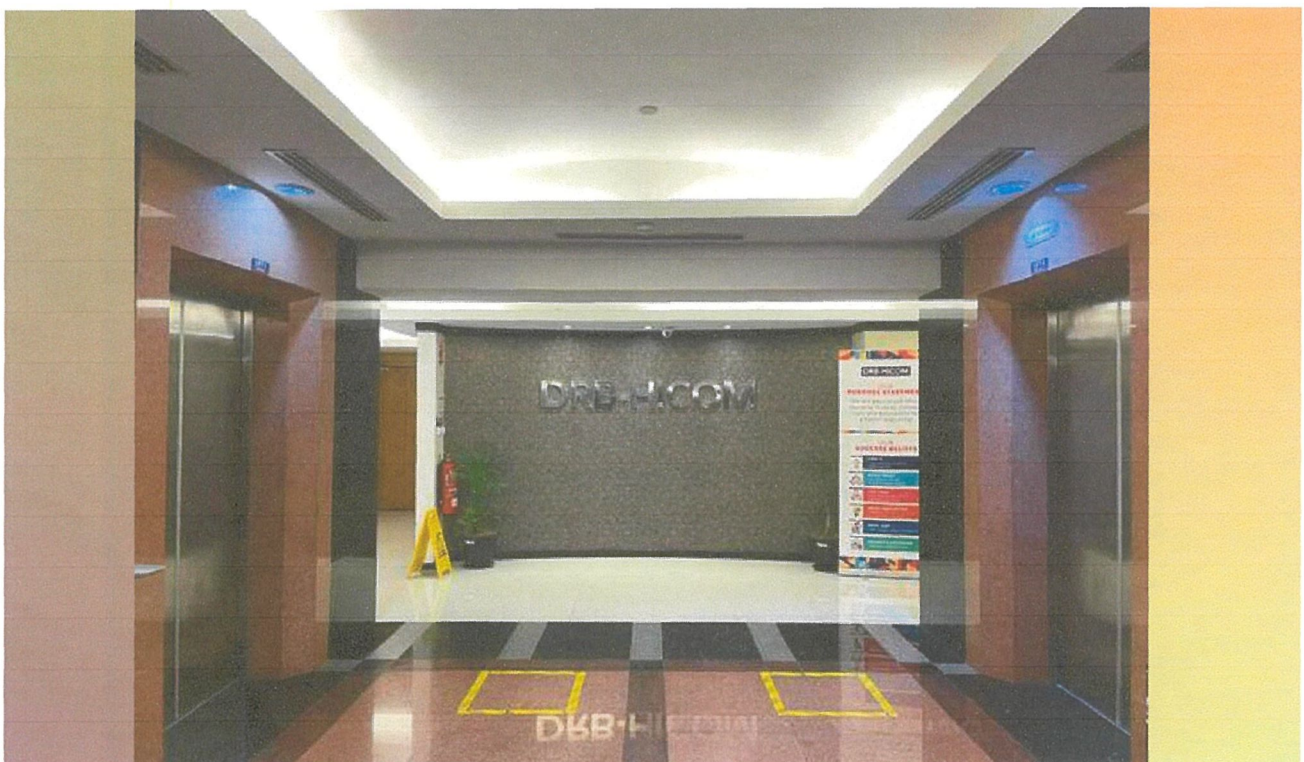


Figure 3: Level 6 of Wisma DRB-HICOM



## Roles, and Responsibilities

- **Update Staff Welfare Fund (SWF) Every Month**

Staff Welfare Fund is a fund introduced by DRB-HICOM for the staff neither from HQ nor subsidiaries during any emergency occasion or health problem. It is an optional contribution from the staff. If the staff decides to contribute, the payroll unit will deduct a certain amount from their salary to contribute to SWF. The amount varies depending on the job position. The minimum contribution starts from RM2 until RM10. Until today, the presence of SWF has helped numerous staff mainly cover their medical expenses.

Every month, I collect and record the staff contribution in the Masterfile of Microsoft Excel. The medium for the payroll unit of HQ and subsidiaries used to send the monthly contribution to me is solely through email. The document will be the list of staff contributing and proof of payment. Every 28th of the month, I will ensure that I record the amount accordingly and email it to the Treasury Department for their reference.

**Challenges:** Since all of the amounts are recorded manually, there will be the possibility for me to record the value incorrectly. This is because there are several subsidiary documents that they sent that required me to calculate the total number of staff by myself. Also, since it is a manual record, it takes time for me to record it as I need to record the value of 26 companies. I record the company name, total amount, number of contributors, reference no, and date of payment.

**Solution:** I have proposed digitalizing this process to my department, IT Analysts, Encik Anas. If the process is fully digitalized, it will save time and ease the data recording process.





## Roles, and Responsibilities

- **Arrange Fruit Basket and Baby Hamper**

DRB-HICOM ensure that all of its employees feel appreciated in the organization. Whenever an employee is being warded, a fruit basket will be delivered to them at the hospital. For employees who welcome the joy of their bundle, neither the staff is a mother nor a father; they are eligible to receive a baby hamper from the GHC.

First, my supervisor will forward the email from our healthcare vendor, MediExpress informing the staff that is being warded. Once I receive the email, I will check the staff's personal information and refer to Microsoft Excel, which contains the list of DRB staff, to obtain the staff department. The secretary will be called to get the staff contact number. Then, I will WhatsApp the staff and ask about their current health status and room details. After obtaining all the necessary information, I will contact our vendor, Puan Shereen, and email the details to her to arrange the staff's fruit basket.

For the baby hamper, Encik Nizam, Assistant Manager GHC, will update me bimonthly on the list of staffs' newborns. Like the fruit basket process, I will contact and email the vendor to send the baby hamper to the DRB-HICOM office. The eligible staff will be called to collect their baby hamper at the GHC office. Since this is a budgeted expenses, all the payments will be recorded by me in Microsoft Excel.

**Challenges:** All the warded staff details will be sent via email. Every day, there will be multiple emails in the inbox. Therefore, we, the ER team, tend to miss these emails, which causes some staff to be unable to get the Fruit Basket when they are warded.

**Solution:** We are currently communicating with our healthcare provider to find the best solution.





## Roles, and Responsibilities

- **Handle Kurma and *Sampul Raya* Distribution**

ER handles the Kurma and *Sampul Raya* distribution for the festive season Ramadhan and *Hari Raya Puasa* every year. For Kurma, we will start distributing it to all departments in HQ once we collect it at Bernas, our vendor for Kurma. I will sort it based on the quantity and label it based on the department to ease the distribution process. Then, I will call every department's secretary for them to collect it at the GHC office.

In DRB, we also have secondees. Staff that is employed under DRB-HICOM but is located in another company. Preparing for Kurma for the secondee is started by printing out their office address. Then, pack them in parcels and send them to Kak Arina, Admin staff, for her to arrange the postage of the parcels.

*Sampul Raya*'s process differs from Kurma's. We collected it at Group Strategic Communication (GSC). This is because GSC is responsible for designing the *Sampul Raya*.

**Challenges:** At the end of the year, ER unit will blast an announcement to the HQ and subsidiaries employees to place their Kurma orders through our online form. However, several subsidiaries forgot to place their order, and this confused our side as we had already recorded every order accordingly.

**Solution:** Same as SWF, I have proposed digitalizing this process to my department, IT Analysts, Encik Anas. If the process is fully digitalized, it will save time and ease the data recording process.





## Roles, and Responsibilities

- **Assists in Preparing and Submitting the Proposal**

My supervisor will prepare the proposal for every event we plan to conduct. Once the proposal is ready, I will assist her in checking the formats, spelling errors and adding necessary points to furnish the proposal. A finalized proposal will be printed, and I will pass the proposal to our General Manager and Head of Human Capital to sign. The proposal will then be sent to the secretary of the Group Managing Director.

- **Prepare Memo**

As for now, I have prepared two memos on my own: Acceptance Memo and Memo for *Anugerah Kecemerlangan Pelajar*. Acceptance Memo is written to the Legal Department to tell our willingness to accept the clauses suggested by consultants. Other Memo is for *Anugerah Kecemerlangan Pelajar*. Every year, DRB-HICOM rewards employees' children who obtained good results in SPM, STPM or STAM. This memo announces the current criteria for each category, submission date, and platform to be submitted.

- **Prepare Letter of Appointment (LOA) for the Client**

During my internship, my unit conducted two programs: Employee Assistant Program and Employee Wellness Program. Both programs hired two consultants, FamilyFirst Consultancy and Ms Nasreen Ma. My supervisor empowered me to be in charge of preparing a Letter of Appointment for these two consultants. To prepare this, I must liaise with the Legal Department and work closely with the FamilyFirst Consultancy and Ms Nasreen Ma. After both parties agree on the suggested clauses by our Legal Department, I will get the sign of our Head of Human Capital and email them the final LOA.





## Roles, and Responsibilities

- **Liased with the Head of HR or HR staff of subsidiaries**

Last year, DRB-HICOM conducted Employee Engagement Survey (EES) for all the HQ and subsidiaries employees at the Executive and above job level. The findings show six companies have low and unsatisfied engagement rate percentages. Therefore, the HQ, specifically the Group Human Capital and Culture Management, wanted these six-engagement rates to improve. This can be done by monitoring their Action Plan for one year by every quarter.

Before we arrange a meeting session with them, my team will categorize the survey findings. This is for the companies to analyze which areas need to be improved. By every quarter, the HQ will conduct an online meeting session for every company to present their current quarter action plan to increase their engagement rate. Therefore, I am responsible for contacting and emailing these six participating companies' HR staff to set a meeting with them. Through this task, I am now engaged and connected with many Human Resource staffs from the subsidiaries.



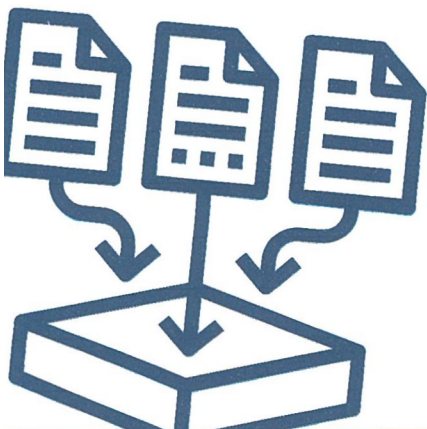


## Roles, and Responsibilities

- **Record Employee Engagement Survey (EES) 2023 Data**

This year's EES differs from last year's because this year includes non-executive levels too. First, we will email every head of Human Resources and the Person In Charge (PIC) of every company regarding the timeline and the data template. The template data contains employees' names, ID numbers, supervisors' names, and performance ratings. In that email, we will mention the date that every company should revert the template. Handling this data is challenging since it involves many companies under DRB-HICOM.

I need to check every data of the companies carefully and thoroughly. Most of the errors I encountered from every company are they sent the wrong template, fill the incorrect information and left certain areas blank. Whenever I encounter these errors, I need to email and list their mistakes for them to amend. Luckily, all the PICs performed their roles and cooperated whenever I informed them to amend as soon as possible since it is time-sensitive data. Once everything is okay, I will pass the final document to my supervisor to be sent to our independent survey consultant, Willis Towers Watson (WTW).





## Gains

- **Allowance**

The allowance I received during this internship period was RM1,000. However, my allowance would be deducted if I took leave on certain days. Certain conditions, such as sick leave and university matters, are not allowance deductible.

- **Improve my Microsoft Excel Skills**

Before I started my internship, my proficiency in Excel was very basic. This is because I seldom use Excel in my everyday life. During the internship, most tasks required me to have a good grasp of knowledge in Excel. My colleagues helped me the most. They taught me several shortcuts and how to use Excel effectively. Now, my skills in Excel have improved.

- **Build Connection**

This internship able me to build connections with industry people. Since DRB-HICOM has many subsidiaries, I now have many contacts, specifically the HR employees from the subsidiaries such as EON, DHAS, HAMM, DHU and Modenas. Also, through the event my unit conducted last March, I can know and build connections with vendors in the Food and Beverage (FnB) sector, Healthcare sector and Services Sector.





## Gains

- **Confidence**

I used to have low confidence when contacting other people through calls. However, most of my tasks require me to contact people directly, such as vendors or other HR staff from subsidiaries. My supervisor always encourages me to stay confident when I reach them. It took me some time, but since I am already used to it, I am now confident in contacting other employees. Not only that, since I start my internship, I am now comfortable talking with other colleagues. Although most of their age level is 30s and above, there is always one topic we can discuss on. My colleagues are very supportive, and I genuinely love the environment there.

- **Teamwork**

Through this internship, my supervisor also exposes me to collaborate with other departments, such as Group Strategic Communication and Group Culture Management. With this collaboration, I learn teamwork with the different departments, which also builds my connection.





# SWOT ANALYSIS

## S

### Strengths

- A Learning Organization
- Tight-Knit Company Culture
- Strategic Partnership

## W

### Weaknesses

- Low Social Media Presence
- Most of the Processes in HR are Conducted Manually

## O

### Opportunities

- DRB-HICOM Involvement in TVET Programs
- Developing New Products and Services
- Development of the Automotive High Technology Valley (AHTV)

## T

### Threats

- Technological Changes
- Intense Competition
- Economical Effects



# STRENGTHS

## A Learning Organization

DRB-HICOM is a learning organization. They emphasize the importance of sharing knowledge with the employees. Every month, there will be a session called Learning Nuggets for employees to expand and broaden their knowledge on specific topics. This session can also be hosted by the employees or by inviting external speakers. The topic can be varies depending on the staff's expertise. All staff from HQ and subsidiaries will join this session through Microsoft Teams.

The culture of learning is not only limited to Learning Nuggets. Every division is encouraged to inculcate this culture. Whenever an employee goes on a travel trip, there will be a sharing session in the division to share their insights during that trip. It is such a fruitful session as the employees gain new knowledge, such as Dos and Don'ts, when visiting specific countries or states.

DRB-HICOM has also introduced online learning courses for its employees. Every course is equipped with its lesson plan. Once the employee completes all the quizzes and lessons, they can obtain a certificate as proof they completed the course.

The impact of this culture is that it can improve employees' performance. Attending Learning Nuggets and online learning courses helped employees to sharpen their skills in certain areas. As a result, it will improve their efficiency in doing their job. According to Tan and Olaore (2021), learning organization is one of the significant factors that leads to long-term sustainability and high performance in the organization.



## Tight-Knit Company Culture

DRB-HICOM family care and values each other. If an employee receives a promotion or any good happens to them, the whole department will celebrate it together to congratulate them. This also applies when the employee is having difficult times. They always are there for them. If any unfortunate event happens to any staff, they are committed to supporting one another through thick and thin. For example, a recent case is Mas Muhammad Luth, one of the beloved son of a DRB-HICOM employee that needs RM6 million for his son's operations. When DRB-HICOM knew that child was the son of one of the employees, GHC immediately released an email announcement and WhatsApp messages to be distributed to the HQ and subsidiaries employees. Fortunately, many are concerned with Aliff's condition and helped him as much as possible.

### Assalamu'alaikum and Salam Sejahtera to all HICOM Holdings Family

It is with heavy hearts and unwavering determination that we, at HICOM Holdings, come together as a compassionate community to raise awareness and funds for the child of one of our esteemed employees who is bravely battling High Grade Glioma Stage Four.

Mas Muhammad Luth Bin Muhammad Aliff, the beloved son of **Encik Muhammad Aliff Bin Ahmad**, from Group Insurance and Services is facing an incredibly difficult journey as they fight against this rare disease. As a tight-knit organization, we firmly believe that our employees are part of our extended family, and we are committed to supporting one another through thick and thin.

The purpose of this announcement is to rally our staff members to join forces and offer assistance to Encik Muhammad Aliff Bin Ahmad and their family during this challenging time. Together, we can provide them with the vital support they need to ensure Mas Muhammad Luth receives the best possible care and a chance for a brighter future.

You may click the link below to donate and for Luth's full story.

Instagram: <https://instagram.com/luthfighterboy>

Fund Link: <https://shorturl.at/vAI0U>

#MisiBantuLuth

*Figure 4: Email Announcement For Mas Muhammad Luth*

## Strategic Partnership

DRB-HICOM has formed strategic partnerships with reputable international companies, such as Geely and Petromin. This partnership will bring more positive impacts to DRB-HICOM Berhad and its partner. Partnering with Zhejiang Geely Holding Group Co Ltd can help Proton, a DRB-HICOM subsidiary, to learn and benefit from Geely's technology and expertise. Through this collaboration, technology sharing and product development can be done. Last year, DRB-HICOM Berhad also announced its partnership with Petromin Corporation through its wholly-owned subsidiary Edaran Otomobil Nasional Berhad (EON). This joint venture aims to improve the aftersales service market that can fit the strategic objective of both parties. This collaboration also does not benefit EON only, but it also affects DRB-HICOM subsidiaries in the automotive sector, such as Proton and Puspakom. These two will also benefit both entities as they offer after-sales service for its user.



Figure 5: MoU Witnessing Ceremony between DRB-HICOM and Geely



Figure 6: Joint-Venture Ceremony between DRB-HICOM and Petromin



# WEAKNESSES

## Low Social Media Presence

Social media plays a significant role in today's organizations. It is a powerful tool for delivering the latest information to its user. Its interactive features, such as adding audio, video and images into a post, are one of the factors why people today prefer to use social media. Based on the Forbes website, the average time a person spends browsing social media is 145 minutes (Wong, 2023). This is almost 2 hours a day. However, DRB-HICOM does not fully utilize the resources they have. They are not active on social media. Their official Instagram account @people.of.drbhicom is not engaging much with its followers. Some events conducted are not promoted through social media. Event promotion mostly depends on email announcements only. This causes certain employees to miss important events, as relying solely on email may cause them not to notice the announcement.

## Most of the Processes in HR are Conducted Manually

Digitalization has become a norm in our everyday life. Nowadays, everything is being digitalized as it eases our process and saves more time. Although DRB-HICOM is a well-known company, most of the processes here are still conducted manually, especially in the HR division itself, which is GHC. Since HR is the organization's heart, it should set an example for other divisions by initiating digitalization in everyday tasks. For interns, there is no system or platform to apply for leave. Application leave forms for interns still use paper and pens, which is outdated compared to other organization intern management. Also, since I am in charge of SWF, all values are filled in manually by me through email sent by the subsidiaries. If I recorded it wrong, it would affect the Treasury Department as the value does not match their record. In DRB-HICOM, we will give fruit baskets and baby hamper to sick employees and those who just received newborn babies. Until today, we have not yet had a proper channel to alert on this info as we depend on email only. Therefore, sometimes we miss out on hospitalized staff due to numerous emails coming in a day.

# OPPORTUNITIES

## DRB-HICOM Involvement in TVET Programs

This year, DRB-HICOM has signed Memorandum Of Cooperation (MOC) for the TVET Transformation Programme. DRB-HICOM will lead the automotive cluster in Pekan, Pahang, through this MOC. Since DRB-HICOM has several subsidiaries based in Pekan, such as DHU, HAMM, DEFTECH and DHAS, it will significantly help the government initiative to produce high-quality future employees. According to our Deputy Prime Minister, the company are responsible for developing the curriculum and lesson materials, training the teachers, providing facilities and equipment and financing the training.

## Developing New Products and Services

Due to DRB-HICOM's diversified portfolio, they can develop new products or services through collaboration between the Group of Companies. This is because, through this collaboration, they can share each other expertise in developing products or services that can benefit the companies. Collaboration can also provide learning opportunities for collaborators as they will learn from each other through feedback given and sharing session (Garvie, 2022).



Figure 7: Memorandum of Cooperation Ceremony for the TVET Programs



## Development of the Automotive High Technology Valley (AHTV)

Last year, DRB-HICOM launched the development plan for its latest mega project named Automotive High-Tech VALLEY (AHTV) in Tanjung Malim, Perak, mainly to focus on the New Energy Vehicle industry. It also aims to become an industry hub for electric vehicle manufacturers and component suppliers, focusing on the ASEAN market. Through this project, they planned to develop a conducive Research and Development centre equipped with high technology for manufacturers to test their new vehicles and a research-based university for providing opportunities to students in the automotive sector especially.



Figure 8: Automotive High Technology Valley (AHTV)

# THREATS

## Technological Changes

The rapid technological changes are a threat to DRB-HICOM. Due to technological advancement, many practices need to change accordingly to match the practice of today's organizations. If DRB-HICOM does not equip and follow the necessary changes, it will cause them to fall behind others. Based on Dowsett (2023) mentioned that if a business does not invest in innovation, it is difficult to have a competitive advantage, and the company may become stagnant. Therefore, DRB-HICOM should consistently innovate to stay relevant in the market.

## Intense Competition

DRB-HICOM faces threats from local and global competitors. Every core of their business has competitors, both local and foreign brands. The presence of competitors is not a controllable factor.

## Economical Effects

Uncertainty in the economy will affect the DRB-HICOM financial performance. The recent announcement from Bank Negara regarding the increase of the overnight policy rate (OPR) is a threat to the company. This is because consumer spending behaviour depends on economic status. Therefore, with the recent announcement from Bank Negara, the number of potential buyers to buy vehicles from the subsidiaries will show a significant decline in sales.

According to Beers (2022), the best way to cope with this threat is to cut costs or expand the customer segment. By doing this, the company does not have to rely on one target market only.



# DISCUSSION & RECOMMENDATION

## STRENGTHS

- **Make Learning in a Fun Way**

I recommend that DRB-HICOM make learning culture in a fun way. Employees love rewards, neither tangible nor intangible rewards. Having rewards make the employees feel more motivated to do something. Encouraging people to participate in a learning session or course is difficult, especially when it is not part of their job scope. It is an optional activity. Therefore, DRB-HICOM should introduce a point reward program. Every online course or Learning Nuggets joined will be entitled to one point. When the employee reaches a certain amount of points, they are given the option of what rewards they would like to have. For example, an extra meal coupon or a handwritten note from their superior. Doing this will attract many employees to join the learning session. According to Masionis (2023), rewards play a significant role in employee behaviour, which can encourage them to repeat the action. As a result, it will enhance the company's culture.

- **Leaders Need to Play Their Role**

According to an article from Forbes (2022), leaders play a big role in sustaining this culture. If the leader choose to maintain this good culture, he or she will support on every good initiative done by the employees. The article also stated that the presence of culture cannot only be written on a paper only. Show it with action. Leaders need to address what behaviours that reflect the culture they are promoting and define those red card behaviours that should not be existed in the organization. By doing this, people will be motivated to show good behaviour within their colleagues.

- **Communication is The Key**

DRB-HICOM should ensure everyone is in the loop to sustain this strategic partnership. Partnering with an entity different in terms of culture will be a tough challenge for DRB-HICOM. Even a solid relationship is at risk if a common trap, such as a communication issue, arises. Everyone needs to be informed on every progress or any information to ensure that all necessary action is being alerted by everyone. According to Backer and Rinaudo (2019), neglecting to provide everyone is well-informed can confuse both parties. This confusion can create new changes in the original plan. Therefore, both parties need to implement communication is the key. By doing this, the partner will be confident to remain as a strategic partner in the long run.



## **WEAKNESSES**

- **Active on Instagram**

I highly recommend that DRB-HICOM stay active and engage with its followers on Instagram at least once a week. Creating content on what to post is a simple task. Every month, there will be at least one event from a specific division in DRB-HICOM. Make the event one of the posts that can be shared on social media. Sharing behind-the-scenes or event preparation can be good content to be posted. Employees will take this as an event teaser and be excited to wait for the event day. This small effort can increase its followers and promote their social media. With an active post through social media, people from outside the organization can also update themselves with the current activity in DRB-HICOM. This can be supported by Pec (2022), who mentioned that active social media is an easy way to be seen by new people. DRB-HICOM should now fully utilize its social media to gain the benefit to the fullest. For this suggestion to be fulfilled, Group Strategic Communication (GSC) especially need to play its role since one of its roles in DRB-HICOM is preparing every media, such as poster and banner. They should appoint a staff or a team of two people to take care of all DRB-HICOM social media. Having staff dedicated to taking care of social media enables DRB-HICOM to update new posts on social media regularly. These people are responsible for finding the current trend and posting the right content.



- **Digitalize the Processes**

DRB-HICOM should digitalize all of these manual processes. It can minimize the number of errors. Creating a system for integrating technologies into the manual method is a perfect solution to handling this problem. As a result, this initiative can lead to employee performance improvement. According to Trener et al. (2021), the impact of digital transformation in an organization can have a more significant competitive advantage, attracting more talent to the company. With more talent coming, it will surely boost DRB-HICOM employees' productivity, leading to better performance.



## **OPPORTUNITIES**

- **Provide Talent Pool**

DRB-HICOM's involvement in this TVET programme will create an opportunity for the Group to have a talent pool for their succession and planning. The Group does not have to worry about finding quality skilled employees as these graduates will be their talent pool. Not only that, the TVET graduate will also bridge the skills gaps in Malaysia as the curriculum is aligned with the industry's needs. According to Abu Karim (2018), having TVET graduates is a relevant choice as they are trained with relevant skills for a specific job, which gives them a competitive advantage compared to fresh graduates. Consequently, it will save the company cost in terms of training the right skills needed.

- **Collaborate With The Subsidiaries**

In my opinion, Pos Malaysia should collaborate with Modenas and Proton to develop a new vehicle that can help the postmen. The traditional vehicle does not shield them from the hot weather and rainy days. Therefore, they should come out with a vehicle that is small in size that can protect them. This initiative made can reduce the number of delays in delivery due to rainy seasons. It can also increase employee productivity as they are comfortable delivering the products to the customers.

- **Big Opportunity to DRB-HICOM**

This mega project is a big opportunity for DRB-HICOM to attract more investors locally and foreign to invest in this well-planned development. This can be supported by Datuk Seri Ismail Sabri Yaakob's statement that mentioned foreign investors, especially in China, will favour this project as the potential that this offers. AHTV's involvement in new technologies and systems relevant to the global automotive industry, including electrification, Artificial Intelligence, autonomous technologies and advanced connectivity, will attract these foreign investors (Yap, 2023). AHTV project is estimated to attract investment valued at approximately RM32 billion. With this amount of investment, it will bring positive outcomes to DRB-HICOM, such as the development of new vehicles. It is also expected to give a total of 530,000 job opportunities during and after construction.



## **THREATS**

- **Starting a Digital Initiative**

The initiative made by POS Malaysia can reduce the impact of this threat. Pos Malaysia has introduced a digital initiative to improve overall customer satisfaction. Now, customers do not have to spend their time going to the airport to do customs clearance. They can self-serve it using their device online using an omnichannel chatbot. This effort is also equipped with a Digital payment gateway, which eases the payment process. Other than that, POS Malaysia's release of the NFT stamps shows they are following the current trend. Last year, POS Malaysia launched a free limited edition NFT stamp, if one purchases the Merdeka Day and Malaysia Day collection called *#EmpatBelas*. Therefore, HQ and subsidiaries should follow such initiative to stay relevant in the market.



- **Stay Ahead of Competitors**

DRB-HICOM needs to ensure that they stay ahead of competitors. According to Abimbola (2023), there are three keys to staying ahead of the competitors: team, customer and visibility.

The team refers to the employees. Employees play a significant role in determining the company's sustainability. Without employees, the organization achieves nothing. DRB-HICOM must ensure their employees are paid within the market range to motivate them to perform well.

Other than that, understand the customer. If DRB-HICOM understands their customer preferences, more loyal customers will stay with their brands. Offering loyalty programs or special discounts will be one of the ways to improve customer retention.

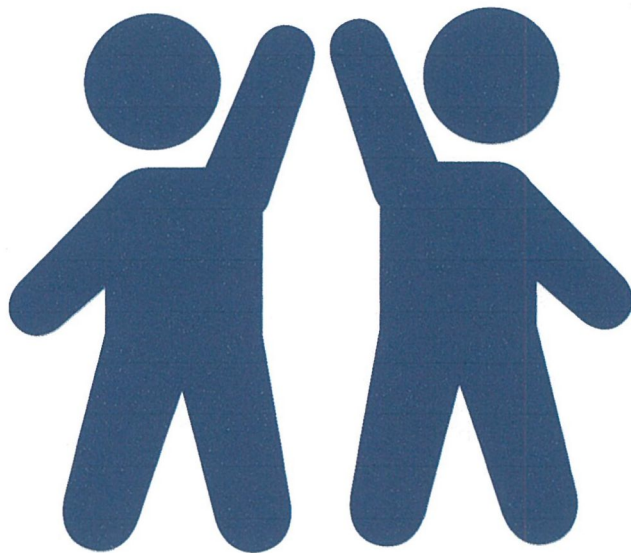
Lastly is visibility. Marketing plays a significant role in keeping the brand in consumers' minds. Make videos or post regularly. The content can vary depending on the creativity of the marketing team.

## CONCLUSION

Throughout these 24 weeks of internship, I gain a lot of new knowledge, experience, benefits, and skills. This internship also allows me to meet new people and learn as much as possible from them. I am truly thankful to each of them who has helped me directly or indirectly while I intern at DRB-HICOM.

Working at one of the nation's largest and most diverse conglomerates is a dream come true. The support from my department colleagues is something that I appreciate. They are always there for me and do their best whenever I need help. If I can describe my department in one word, I will proudly say they are fantastic.

This internship has also helped me learn and better understand the actual working life as a Human Resources employee. I will use all the knowledge I learned well in the future.





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# APPENDICES



Figure 9: Wear Purple Attire On Women's Day



Figure 10: Women's Day Health and Wellness Sales



# APPENDICES



Figure 11: GHC Photo Session for Hari Raya



Figure 12: Hari Raya Celebration



# APPENDICES



Figure 13: Farewell Lunch for Ms. Liyana,  
Senior Executive in Talent Acquisition



Figure 14: Podcast Session with Group Strategic Communications