



UNIVERSITI  
TEKNOLOGI  
MARA

Fakulti  
Pengurusan  
dan Perniagaan



PROTON  
INSPIRING CONNECTIONS



# INDUSTRIAL TRAINING REPORT

PERUSAHAAN OTOMOBIL NASIONAL SDN BHD

12 August 2024 - 24 January 2025

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Bachelor of Business Administration (Hons)  
International Business (BA246)

Group: BA2465A

**Internship Advisor:**

Dr Mastura Binti Roni

## SURAT KEBENARAN

Tarikh : 14 Januari 2025

Kepada :

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Maklumbalas (/)



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Tuan/Puan

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<b>Nama Pelajar</b>	Nur Izzatul Liyana Binti Shamsul Anuar		
<b>No. Matriks</b>	2022913091	<b>Nama Program</b>	BA246
<b>Tajuk Laporan</b>	SWOT Analysis of Perusahaan Otomobil Nasional Sdn Bhd	<b>Nama Syarikat</b>	Perusahaan Otomobil Nasional Sdn Bhd

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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** : Fadilah binti Harun  
**Jawatan** : Senior Manager, HRBP Engineering & Technical  
**No. Tel.** :  
**No. Faks** :



Cop jabatan/organisasi:



# EXECUTIVE SUMMARY

I am thrilled to contribute my time and effort as an intern with Perusahaan Otomobil Nasional (PROTON), Malaysia's first car manufacturer. This opportunity to perform my practical training with the organization has given me a valuable learning experience and a new perspective beyond my classroom. While I was assigned to the Human Capital & Admin department as a Human Resource Business Partner (HRBP) intern, I was practically involved in the day-to-day activities of the HR function such as workforce planning, talent acquisition, industrial relations, compensation, and benefits. As an International Business student, I thought my designation as an HRBP intern would be quite different from what I had been studying. However, I soon figured out that most of the concepts I had learned could be applied to my HRBP role. Concepts such as organizational behavior, cross-cultural management, and international business strategies helped me in employee relations, talent management, and workforce planning.

These are the general business concepts that I could incorporate into my theoretical framework for the practical side of HR. Additionally, this opportunity has equipped me to be able to achieve the key objective of my internship which is to conduct a SWOT analysis of the organization. Throughout almost 6 months of my internship, I was able to identify the strengths, weaknesses, opportunities, and threats of PROTON. This analysis of the internal and external environment of the organization provides me with a wider view and perspective of a corporate environment.

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# Acknowledgement

First and foremost, I would like to express my deepest gratitude to Puan Fadhilah Binti Harun, my supervisor at PROTON, for her invaluable guidance, support, and encouragement throughout my internship. Her mentorship has greatly contributed to my learning experience and personal development.

I would also like to extend my sincere thanks to the Human Capital & Admin team, for welcoming me into the department and providing me with the opportunity to gain hands-on experience in various HR functions. Their patience, cooperation, and willingness to share knowledge have been instrumental in making this internship a fulfilling experience.

A special note of appreciation goes to my internship advisor, Dr. Mastura binti Roni, who were always available to offer assistance and advice whenever I encountered challenges.

I am also thankful to *Unit Latihan Industri* and Universiti Teknologi Mara (UiTM) for providing me with the academic foundation that I could apply during my internship and for coordinating this internship opportunity with PROTON.

Finally, I would like to acknowledge the unwavering support of my family and friends, who have been my pillars of strength throughout this journey.

# 01 STUDENT PROFILE

Updated Resume [1/2]



**NUR IZZATUL LIYANA**

## EDUCATION

**Bachelor of Business Administration (Hons.) International Business** **March 2022- Present**  
Universiti Teknologi Mara (UiTM) Kampus Bandaraya Melaka

- Latest CGPA 3.6
- Dean List Award in Semester 1, 3, 4, 5.

**Diploma in Public Administration** **June 2019 - December 2021**  
Universiti Teknologi Mara (UiTM) Kampus Raub

- CGPA 3.45
- Dean List Award in Semester 3 & 5.
- Jabatan Perkhidmatan Awam (JPA) Scholars (2019-2021)

## RELEVANT EXPERIENCES

**Human Resource Business Partner (HRBP) Intern** **August 2024 - Present**  
**Perusahaan Otomobil Nasional Sdn Bhd (PROTON)**

- Supported the implementation of a key initiative within the Organization Resource Optimization (ORO 3.0) Plan by managing and maintaining accurate workforce data for Engineering & Technical, ensuring consistency with the project's objectives and alignment with organizational workforce planning targets.
- Coordinated documentation and facilitated communication for the relocation of 104 employees to Plant Tg Malim, ensuring seamless transitions and compliance with relocation guiding principles.
- Conducted hiring and attrition analysis, identifying workforce trends that supported strategic workforce planning for the Engineering & Technical division.
- Analyzed and reported monthly and year-to-date (YTD) medical costs and medical leave data, delivering insights to support data-driven decision-making.
- Prepared detailed HR metrics reports on medical costs, medical leave, hiring, and attrition to effectively communicate key insights to stakeholders and align HR initiatives with business needs.
- Developed and maintained a manpower dashboard showcasing workforce demographics for the Engineering & Technical department, improving visibility and aiding in workforce planning strategies.
- Contributed to talent acquisition efforts by facilitating interview sessions for Proton Young Talent (PYT) candidates shortlisted for the Proton R&D Center China Assignment, coordinating with middle management as panel interviewers to ensure a smooth and efficient process.
- Assisted in managing staff movement inquiries and processes, including inter-departmental and divisional transfers, ensuring accuracy and compliance with HR procedures.
- Contributed to employee benefits inquiries by coordinating medical declaration forms and liaising with the Compensation & Benefits Unit to ensure the timely processing of medical benefit entitlements.
- Served as emcee for official HR programs, demonstrating confidence, strong stakeholder engagement, and effective event coordination skills.
- Participated in the preparation and execution of the Plant Tour Programme for the 2024 relocation plan, including tours to various manufacturing plants in Tanjung Malim, such as Stamping, Body Assembly, and Trim & Final.
- Assisted in the preparation and coordination of the Engineering & Technical Townhall 2024, specifically supporting the finalization of the program agenda to ensure a well-structured and engaging event.

## **F&B Operation Assistant (Part Time)** **Anuar Rusa Steak House**

**December 2021- March 2022**

- Managed financial transactions, maintaining accurate records of income and expenses, reconciling accounts, and preparing financial reports using Microsoft Excel for the restaurant's management.
- Designed all the advertisement posters for the marketing and promoting purposes (Facebook, Instagram, Tiktok.)
- Designed a comprehensive menu featuring the food and beverage offerings of the business, intended for use in daily operations.

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### **RELEVANT COURSEWORK**

- Introduction to Human Resource Management
- Strategic Management
- Business Analytics
- Global Business Strategy

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### **EXTRACURRICULAR INVOLVEMENT**

#### **Committee Member, Fun Ride Event – Perusahaan Otomobil Nasional Sdn Bhd (September 2024)**

- Assisted in organizing and coordinating event logistics, managing participant registration, and ensuring smooth execution of the event activities.

#### **Safety and Health Committee Member, Academic Visit to Hatyai, Thailand – UiTM (May 2024)**

- Ensured participant safety by managing health protocols, conducting risk assessments, and overseeing emergency preparedness during the academic visit.

#### **Treasurer, Career Compass: Guiding Your Path to Professional Excellence– UiTM (May 2024)**

- Developed a comprehensive budget allocation proposal for submission to the *Pejabat Bendahari UiTM* and prepared a detailed post-event report to ensure a successful claims process.

#### **Committee Member, Academic Visit to PETRONAS– UiTM (2023)**

- Served as a committee member for the Petronas Academic Visit, responsible for multimedia tasks, including capturing key moments through photography and videography to support post-event reporting and documentation.

#### **Emcee, Malam Aspirasi Budaya organized by Kelab Warisan Budaya– UiTM (2023)**

- Hosted the cultural event by engaging the audience and facilitating a smooth flow of activities.

#### **Programme Leader, Top-up Night organized by Kelab Pengacaraan Majlis – UiTM (2021)**

- Led a semester-long weekly workshop on personal development, covering topics such as emcee scripting, hosting skills, personality grooming, and event protocols, with expert speakers sharing their insights

#### **1st Place, Next Top Host 3.0 Competition by Kelab Pengacaraan Majlis – UiTM (2021)**

- Achieved recognition as 1st place winner in hosting competition.

#### **1st Place, Voice Over Talent Contest by Kelab Pengacaraan Majlis – UiTM (2021)**

- Awarded first place for outstanding voice-over performance.

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### **TECHNICAL SKILLS**

- Microsoft Office 365 (Words, Powerpoint, Excel, Outlook)
- Canva
- CapCut

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### **REFERENCE**

#### **Fadhilah Harun**

Senior Manager, HRBP Engineering & Technical  
Perusahaan Otomobil Nasional Sdn Bhd



# 02 COMPANY'S PROFILE

## Business Overview

Designated as Malaysia's national car project, Perusahaan Otomobil Nasional Sdn Bhd or PROTON, aspired to boost the nation's economic growth along with establishing a foundation for the local automotive industry. The start of a vibrant journey for the national car brand began with the launch of the PROTON Saga in 1985, celebrated as the **"Pride of the Nation."** Over the years, PROTON has become a comprehensive manufacturer, being at the forefront of the country's automotive industrialization efforts and supporting its ecosystem.



Fast forward to 2017, PROTON undertook a new chapter in its journey to a globally recognized and respected automotive label by establishing a strategic partnership between its key stakeholders, DRB-HICOM and Zhejiang Geely Holding Group. Today, PROTON strives to captivate its customers with a product range that demonstrate its brand promise of INSPIRING CONNECTIONS. It is built on core values of innovative technology, reliability, and compliance with international standards.

**DRB-HICOM**





## PROTON'S Vision

"To become a leading global mobility solutions provider by being customer-oriented and producing high-quality, innovative products at competitive prices."

From the vision statement, PROTON foresees itself as a company that is leading the mobility industry by prioritizing customer satisfaction and developing and presenting on the table a range of high-quality and innovative products while ensuring its affordability. PROTON has set the ambition toward a customer-centric focus and ensures its competitive edge by striving for sustainable growth and retaining global exposure.

## PROTON'S Mission

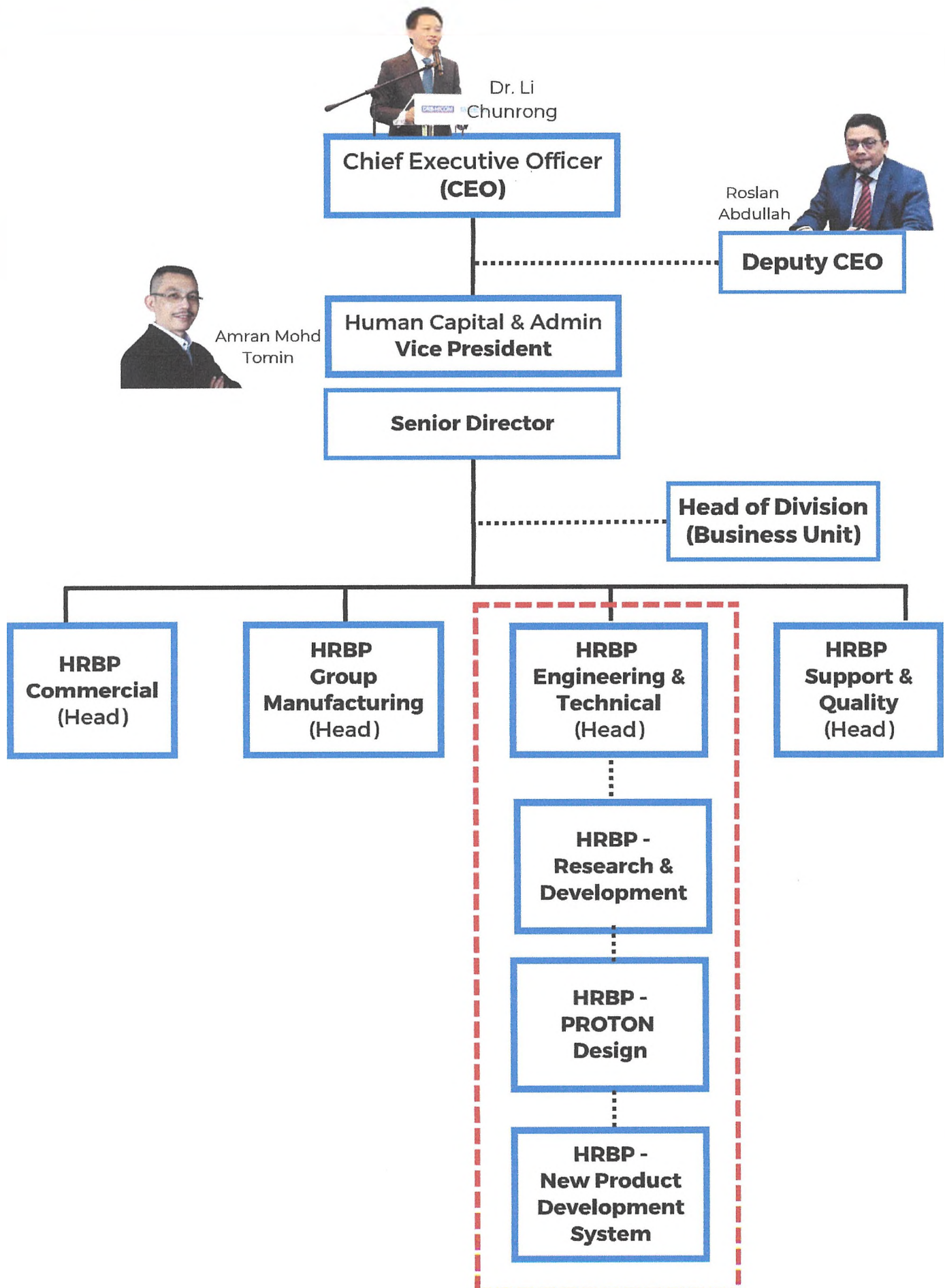
"PROTON's mission is to continuously create innovative processes, products, and services that appeal to customers, and to revive Malaysia's national automobile industry and become a leader in Southeast Asia."

The mission statement highlights the organization's adherence to continuous improvement in its product offerings, processes, and services. PROTON is passionate about continuously innovating to fulfil customers' evolving needs and preferences, maximize customer satisfaction, and stay relevant in a competitive market.

PROTON has achieved numerous milestones in recent years, demonstrating its dedication to fulfilling its mission. Recently, PROTON has achieved the prestigious Excellence Award at the ASEAN NCAP Grand Prix Awards 2024. This award becomes evidence of PROTON's dedication to achieving more advancement in vehicle safety technology and exhibits its persistent efforts to improve and innovate in this crucial area.



# Organizational Chart





# Product & Service

PROTON has been widely recognized as Malaysia's national car brand, serving as a trusted choice for Malaysians since 1985, when the first national car, the Proton Saga, was launched. Over the years, PROTON has introduced a diverse range of car models to cater to various needs and preferences.



## **PROTON X-Series**

*X90 - launched in 2023*

*X50- launched in 2020*

*X70 - launched in 2018*

## **PROTON S70** *launched in 2023*



## **PROTON PERSONA**



## **PROTON SAGA**



## **PROTON IRIZ**



# 03 TRAINING'S REFLECTION

## Internship Duration



12 August 2024 – 24 January  
2025  
(5 Months 1 Week)



Working Hour, Monday to Friday  
8.00 a.m – 5.30 p.m

## Department & Designation

Human Capital & Admin  
Human Resource Business Partner  
(HRBP) Intern,  
Engineering & Technical

## Roles & Task Assigned

- Medical Cost and Medical Leave Analysis Year-to-Date (YTD) for CY2024
- Contributed to the execution of HR strategic initiative within the Engineering & Technical department
- Coordinated HR related matters:
  1. Staff Movement [Inter-Division, Inter-Department Transfer]
  2. Flexible Working Arrangement
  3. Medical Benefits & Entitlements
  4. Recruitment & Selection processes
  5. Change Management

## Technical Skills

- Data Analysis and Reporting  
*VLOOKUP, Pivot Table, data visualization, etc*
- Microsoft Excel Proficiency  
*Manage large employee datasets*



## Personal Development

- Communication Skill
- Detail Oriented
- Emotional Intelligence (EI)

## SWOT ANALYSIS

Perusahaan Otomobil Nasional Sdn Bhd

### **S**trength

#### 1. Strong Brand Recognition

- PROTON is recognized as Malaysia's pioneer automotive industry, giving it a unique standing in the local market.
- Expanding into export markets significantly boost PROTON brand recognition by exposing the company to international consumers.

#### 2. Effective Strategic HR Initiative

- Execution of Organization & Resource Optimization (ORO) Initiative guide to the organizational growth.

### **O**pportunities

#### 1. Growing Market Demand for Vehicles

- This trend can lead to higher sales volumes, allowing manufacturers to increase their production and revenue.

#### 2. Increasing Adoption of Electric Vehicles (EVs) in Malaysia

- More individuals and organizations are transitioning from traditional internal combustion engine vehicles to electric-powered ones.

### **W**eaknesses

#### 1. Financial Limitation

- Staying current with advancements in automation, electric vehicle (EV) technology, and smart manufacturing requires significant investment.

#### 2. Outdated HRIS Integration System

- Mostly reliant on manual records—leads to difficulties in accessing historical data, increased time consumption, and issues with data accuracy and consistency.

### **T**hreats

#### 1. Rapid technological advancement and consumer preferences

- Keeping pace with quickly evolving technologies and changing customer demands can be challenging.

#### 2. Intense Competition

- PROTON faces competition from international EV brands like Tesla and BYD, known for advanced technology

**SWOT**



# 05 DISCUSSION & RECOMMENDATION

## Strength

### 1. Strong Brand Recognition

#### *Nation's first local car manufacturer*

A company or business is said to have strong brand recognition when it is easily identifiable, and people can recognize it simply by seeing its logo or hearing or reading its brand name (Kenton, 2024). One of PROTON's key strengths lies in its strong brand recognition, which has been instrumental in establishing its position as a leading automotive manufacturer in Malaysia. King (2023) stated that when PROTON was founded in 1983, the company portrayed a milestone in turning Malaysia's automotive aspirations into reality. Thus, as Malaysia's first local car manufacturer, it is clear that PROTON holds a pioneering role that has made the company's reputation and contributed to its strong brand recognition.

#### *Positive reputation*

Logically, this accomplishment is impressive, and it is something that one should be proud of because developing and producing a complete set of vehicles requires advanced technology, sophisticated machinery, and highly skilled engineers. Hence, Malaysians' creation of a homegrown car in 1983 showcased the nation's capacity to overcome significant challenges in technology and innovation during that era. This success highlighted PROTON's technical expertise and fostered national pride, further strengthening its reputation as a pioneer in the local automotive industry. Consequently, this positive reputation has contributed to PROTON's brand image, which, according to Zulfikar (2022), excellent reputation can help increase sales, reduce marketing costs, and open opportunities for market expansion.





# 05 DISCUSSION & RECOMMENDATION

*Strength: Strong Brand Recognition*

## **Strategic Collaboration**

Moreover, PROTON has demonstrated a long-term commitment through strategic expansion to acquire today's strong brand recognition. In 2015, the joint venture agreement with Lotus Group and Goldstar highlighted PROTON's proactive approach to penetrate the highly competitive Chinese market as mentioned by Automotive World (2015). This strategic move reflected PROTON's effort to expand beyond local operations and establish its presence in the international market, enhancing its global brand recognition. However, despite the termination of its partnership with Lotus in 2017 (Rokkit, 2023), PROTON pursued significant initiatives, including a strategic partnership with Geely, which marked a transformative action which has significantly shifted the way the organization operates (Rokkit, 2023). In addition, PROTON's continuous efforts produced results in 2024, when the company was honoured with an Excellence Award at the ASEAN NCAP Grand Prix Awards, acknowledging its ongoing improvements in vehicle safety technology (Online, 2024). These milestones represent PROTON's strong brand recognition and commitment to excellence.

**PRO-NET**  
PROTON NEW ENERGY TECHNOLOGY SDN BHD



## **Sustainable Practices to Remain Competitive**

As a strategy to sustain this strength, it is recommended for PROTON to focus on adopting sustainable practices to remain competitive in the current market. According to Wójcik-Czerniawska (2024), such practices are critical for staying relevant and influential in the industry. In line with this perspective, PROTON could enhance its sustainability efforts with improvised production processes and more environmentally friendly operations. This recommendation aligns with the growing consumer awareness of how their purchasing choices affect the environment and society, as Wójcik-Czerniawska (2024) highlighted. The increasing awareness has led to an increasing demand for sustainable products and businesses that prioritize ethical practices. By addressing this shift in consumer behaviour and expectations, PROTON can maintain its strong brand recognition and potentially strengthen and expand it further. For example, according to the PROTON's official website, the company has launched a new subsidiary to lead the sales and distribution of smart vehicles and its future new energy vehicle (NEV) lineup. The subsidiary, Proton New Energy Technology Sdn. Bhd. (PRO-NET) is wholly owned by PROTON and will operate under an independent management team. This initiative demonstrates PROTON's dedication to extending its efforts to develop and produce environmentally friendly cars, fulfilling the growing consumer demand for sustainable products.

# 05 DISCUSSION & RECOMMENDATION

## Strength

### 2. Excellence in HR Practices

Human resource (HR) management is crucial in navigating organizational development. Effective HR practices increase employee satisfaction, productivity, and overall business success (Suttapong et al., 2013). As Suttapong et al. (2013) highlighted, implementing best practices in HR management is a strategic approach to achieving a competitive advantage for the organization, even more like PROTON, a big organization with significant numbers of workforce.

#### ***Achievements in HR Excellence***

PROTON possess significant achievements in HR excellence. As featured on PROTON's official website, the company has been recognized for its outstanding learning and development initiatives, sustainable HR practices, and exemplary employer development programs. These honours were awarded at the Employee Experience Awards 2024 and the People & Purpose Awards 2024, held in May and June, respectively.



PROTON's success in these areas can be attributed to a strong HR system established under the leadership of Encik Amran bin Mohd Tomin, Vice President of Human Capital and Admin. His supervision set in motion a series of actions, strategies, and improvements that eventually contributed to the PROTON's overall performance growth. Under his guidance, the Human Capital department developed a comprehensive human capital strategy aligned with business needs, redefined roles and functions, and optimized workflows to effectively support key divisions.





# 05 DISCUSSION & RECOMMENDATION

*Strength: Excellence in HR Practices*

Following PROTON's partnership with Geely, a new strategy was developed. Initially, this strategy included seven strategic thrusts, which were later distilled into four core values known as TARI—Teamwork, Achiever, Respect, and Integrity. A key change in this new strategy was introducing the HR Business Partner (HRBP) role. This role introduced to enhance understanding of business needs across various divisions, including Manufacturing, Sales, After-sales, Engineering & Technical, and Group Support. The strategic reformation strengthened the connection between HR leaders and these key business areas, intending to align HR strategies more effectively with the company's business objectives



## **Data-Driven HR**

According to research by Abdullah et al. (2009), organisations that align their HRM practices with business strategies tend to achieve better outcomes. This alignment is essential to ensure both productivity and quality within an organisation. Therefore, to sustain the excellence and effectiveness of HR practices at PROTON, the organisation could emphasise implementing data-driven decision-making in every HR initiative. For example, in the context of performance management, Gulia and Rastogi (2024) emphasise that real-time data analytics allow HR managers to track employee performance against key performance indicators (KPIs) more effectively. However, despite these refinements, PROTON may encounter challenges such as ensuring data privacy, maintaining data quality, and demonstrating strong data governance frameworks. As Gulia and Rastogi (2024) and Bagiyam et al. (2024) highlight, addressing these challenges is important to fully implement and realise the benefits of data-driven HR practices.

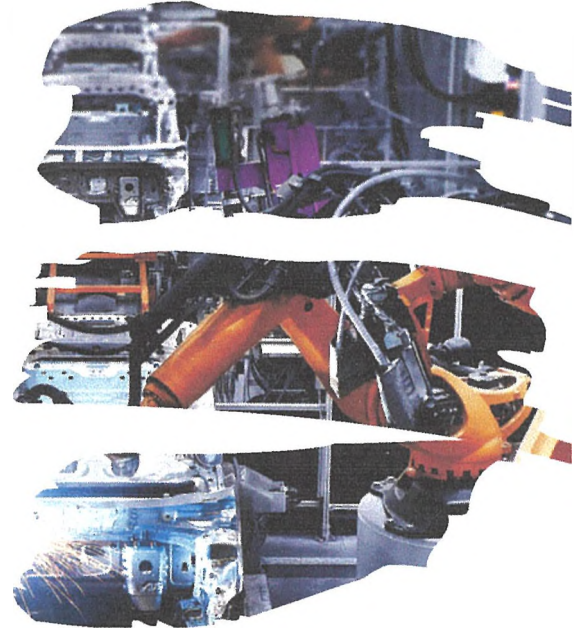


# 05 DISCUSSION & RECOMMENDATION

## Weaknesses

### 1. Financial Limitation

PROTON's business operates in the automotive manufacturing industry. In order to remain competitive and stand out compared to other rivals in this automotive field, substantial capital investments are required to capitalize on technological advancements. Access to advanced technology and a modern approach allows PROTON to continuously deliver innovative output to come out with product differentiation. However, it raises a significant challenge for PROTON, as advanced technologies, tools, machinery, and a skilled workforce require significant financial resources. According to Lim (2016), despite launching models such as the Iriz, Prevé, and Suprima, PROTON's sales volumes have been declining, negatively affecting the company's financial position.



#### ***Factor Contribute to the Challenge***

Therefore, several factors might contribute to this challenge. Calabrese et al. (2023) emphasize that firms often encounter financial constraints because of unforeseen market conditions and strict regulations. For PROTON, declining consumer demand for cars may exacerbate sales downturns, further impacting financial resources. Additionally, issues such as a deficit in accounts receivable can have a ripple effect on the company's operations. One significant consequence of financial limitations is the hindrance of Research and Development (R&D) efforts, which are essential to foster innovation and maintain competitiveness in the automotive industry (Ma et al., 2019). This occurrence eventually slows the adoption of new technologies and innovation, leading to disadvantages for the company.



# 05 DISCUSSION & RECOMMENDATION

*Weaknesses: Financial Limitation*

## ***Shared Resources through Strategic Partnerships***

Hence, **strategic partnerships and international collaborations** can be a practical approach to address this weakness. PROTON can leverage such initiatives, utilising shared resources to improve operational efficiency and drive innovation. Van Gelderen and Monk (2019) indicate that collaboration offers advantages to resource pooling and cost-sharing. On the other note, Van Gelderen and Monk (2019) emphasise that for these partnerships to succeed, organisations must first pinpoint their knowledge gaps in areas such as investment strategies or innovations they aim to pursue.

In this context, PROTON can leverage technological advancements acquired via strategic collaboration with Geely to enhance its capacities and overcome operational challenges. For example, integrating Geely's innovative technology can improve supply chain agility and facilitate processes, allowing PROTON to adapt effectively to market fluctuations and evolving consumer demands (Suhaime et al., 2024). All in all, PROTON can mitigate financial constraints and enhance overall operational efficiency by leveraging strategic partnerships and shared resources through collaborations with Geely.





# 05 DISCUSSION & RECOMMENDATION

## Weaknesses

### 2. Lack of Automation in HR Data Management

Despite its specialization and proven vehicle manufacturing and development expertise, PROTON still faces challenges in managing its human resource data integration. The organization lacks sufficient automation in this area, particularly in adopting a robust Human Resource Information System (HRIS). Saputri et al. (2024) highlighted that HRIS is a crucial technological tool developed to enhance HR functions and overall operational efficiency by automating diverse HR tasks, such as payroll processing, attendance management, and recruitment. Although PROTON has implemented and operates the SAP tool as its HR Information System, the version is outdated and not entirely being optimized, as many processes still rely heavily on manual tasks.



Furthermore, the existing implementation of the HRIS at PROTON offers limited accessibility, even for stakeholders within the HR division. This leads to inefficiencies, as HR officers without access cannot perform their work effectively and efficiently. An inadequate HRIS can negatively impact an organization in several ways. A study by Savitri et al. (2024) illustrates that such inefficiencies may be prone to errors in data entry or processing, which can, in turn, affect employee evaluations and hinder fair performance assessments—both are crucial for career development and promotions. Another major drawback of an inadequate HRIS is delayed feedback. Timely feedback is essential for employee growth and improvement, as emphasized by Savitri et al. (2024).

As previously mentioned, PROTON's HRIS access is restricted to only certain HR roles. This limitation forces other HR units without access to rely on those with access to obtain HR data, leading to delays and hindering their capability to deliver quick responses to stakeholders.



# 05 DISCUSSION & RECOMMENDATION

## *Weaknesses: Lack of Automotation in HR Data Management*



For instance, HRBPs who do not have access to the HRIS face challenges in obtaining employee data and information promptly, especially when such data is required for urgent matters or in-depth manpower analysis.

Tasks like analyzing medical costs, medical leave trends, or hiring and attrition rates often rely on historical data, and the lack of direct access complicates these processes. Such circumstances can particularly impact decision-making effectiveness, especially when the organization aims to empower data-driven decision-making. These inefficiencies emphasize the critical need for PROTON to upgrade its HRIS to a more comprehensive, centralized, and widely accessible.



### ***Adopting more effective HRIS***

To address this weakness, PROTON should consider **adopting a more efficient HRIS**. Saputri et al. (2024) highlighted several key characteristics of an effective HRIS essential to improve HR management and operational efficiency. A well-designed HRIS should automate routine HR functions, such as payroll processing, attendance tracking, and recruitment. This automation minimizes manual errors, saves time, and allows HR specialists to focus on more strategic initiatives. Additionally, the system should feature a user-friendly interface, enabling HR staff and employees to navigate it smoothly. Most importantly, as Saputri et al. (2024) highlighted, the HRIS should support seamless integration with other systems, such as payroll, benefits, and performance management platforms. This integration centralizes HR operations and reduces the complexities associated with managing multiple separate systems.

However, it is crucial to note that implementing a new system without clear communication will not have significant positive outcomes. This has been justified by Bangura (2024), who states that transparent communication about the changes and benefits the new HRIS will bring is vital. Employees should be informed about how the system will impact their roles and the advantages it offers. This transparency helps to promote a more receptive and optimistic attitude toward the transition, ensuring a smoother implementation process.

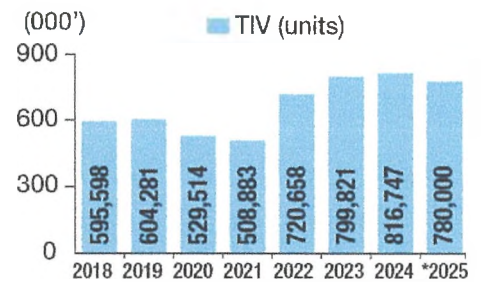
# 05 DISCUSSION & RECOMMENDATION

## Opportunities

### 1. Growing Market Demand for Vehicles

According to Lim (2024), The Malaysian Automotive Association (MAA) revised its car sales forecast upward by 3.38%, driven by impressive sales performance during the first half of the year. This means that MAA is optimistic that the automotive market will perform better than it initially expected. Thus, this indicates that there will be increasing demand for vehicles, bringing an opportunity for PROTON to take this advantage by maximizing its production and boosting sales volume.

**Annual TIV trend and forecast for 2025**



\*Projection figure

Source: Malaysian Automotive Association

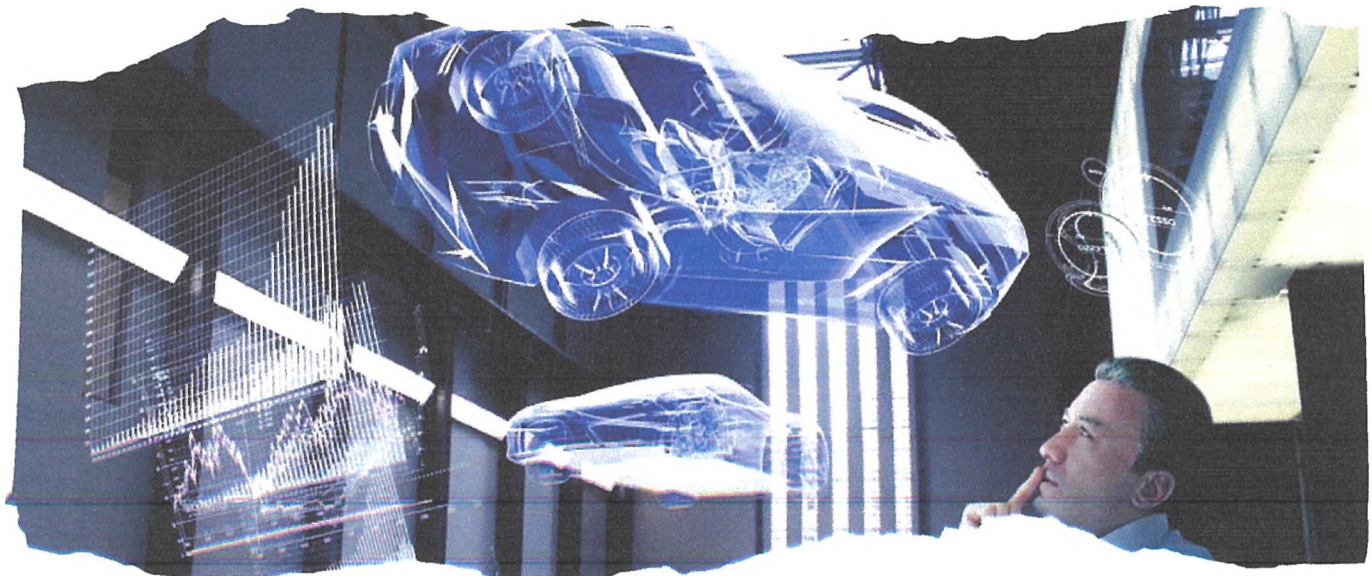
THE EDGE

(TIV stands for vehicle registrations)

Based on the point of view by Ismail et al. (2024), economic growth in Malaysia has led to a significant increase in car demand. This improvement in the economy has made car ownership more affordable and accessible to a broader segment of the population, resulting in a higher number of privately owned vehicles on the roads.

#### ***How increasing vehicle demand possess an opportunity***

How will the increasing demand for vehicles influence PROTON? According to Bogliacino and Pianta (2013), rising demand drives technological advancements and supports profitability, influencing competitive dynamics by encouraging industries to invest in research and development (R&D) and innovate. For PROTON, the growing car demand will likely create pressure to increase production. However, this must be complemented by PROTON's capacity to deliver vehicles with exceptional safety standards, enabling the company to differentiate itself from competitors.





# 05 DISCUSSION & RECOMMENDATION

*Opportunity: Growing Market Demand for Vehicles*

PROTON can **leverage its strategic partnership** with Geely to capitalize on this opportunity. This partnership portrays a modern approach to enhancing competitiveness in the automotive industry (Rokkit & Rokkit, 2023). PROTON can leverage Geely's advanced technology and expertise through this collaboration to enhance its new product development process. Hence, by doing so, PROTON can present innovative and competitive product offerings that align with market demand and strengthen its position in the industry.



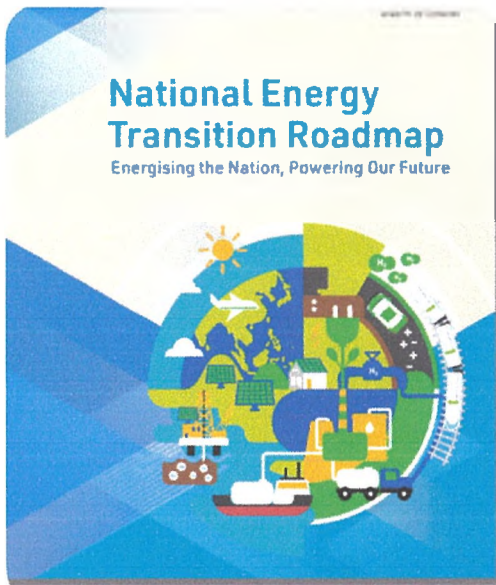
Furthermore, it is suggested that PROTON capitalize on the growing market demand by **enhancing and intensifying its marketing strategies**. With vehicle demand projected to rise, PROTON should focus on grasping the attention of its target audience and increasing consumer awareness of its product range. This effort emphasizes the unique features, specialties, and improvements in its vehicle offerings to stand out from competitors and appealing to potential buyers. For instance, as suggested by Sudirjo (2023), adopting a competitive pricing strategy can attract more customers and boost sales, which is crucial for maintaining product competitiveness. This strategy is equally important if PROTON aims to capture demand in the global market, where the company must set prices that align with consumers' purchasing power and preferences in different regions (Sudirjo, 2023). Hence, by leveraging its strategic partnerships, adopting innovative technologies, and implementing effective marketing and pricing strategies, PROTON can not only meet the rising demand for vehicles but also strengthen its position as a competitive player in domestic and international automotive markets



# 05 DISCUSSION & RECOMMENDATION

## Opportunities

### 2. Increasing Adoption of Electric Vehicles (EVs) in Malaysia



According to Yusri (2024), the Malaysian government has prioritized the adoption of electric vehicles (EVs) as a key focus within its National Energy Transition Roadmap (NETR). This effort is supported by government incentives designed to encourage companies to invest in the assembly or manufacturing of energy-efficient vehicles (EEVs), including hybrids, EVs, and their components. These initiatives create a favorable environment for PROTON to expand its EV portfolio.

Furthermore, this opportunity aligns with PROTON's commitment to sustainability and enhancing its corporate image. This is consistent with findings by Topal (2024), which indicate that adopting EVs helps companies achieve sustainability targets while enhancing their corporate social responsibility (CSR) profile. Supporting this vision, PROTON CEO Dr. Li Chunrong, during a media preview of the company's EV initiative, emphasized that developing EV models would not only position PROTON as a leader in the EV market but also reinforce its reputation as a pioneer in Malaysia's energy transition journey (Hassan, 2024).



# 05 DISCUSSION & RECOMMENDATION

*Opportunity: Increasing Adoption of Electric Vehicles in Malaysia*

## ***Collaborations to capitalize increasing EVs adoption***

As part of the recommendations, PROTON can capitalize on the increasing adoption of EVs in Malaysia to further advance EV technology by **leveraging the collaboration** between DRB-Hicom, Geely Holding, the Malaysian Investment Development Authority (MIDA), and the Malaysia Automotive, Robotics and IoT Institute (MARii). According to Lai (2024), this collaboration focuses on transforming the **Automotive Hi-Tech Valley (AHTV)** in Tanjung Malim into a global automotive hub.



Lai (2024) highlights that this initiative will provide PROTON with access to a comprehensive ecosystem tailored to producing next-generation vehicles (NxGVs), including EVs. By being part of this global hub, PROTON can benefit from international exposure, advanced technologies, and a specialized supply chain for high-tech vehicles. Additionally, the partnership aims to position AHTV as a smart manufacturing hub and export base for vehicles and components, strengthening PROTON's ability to compete regionally and internationally.





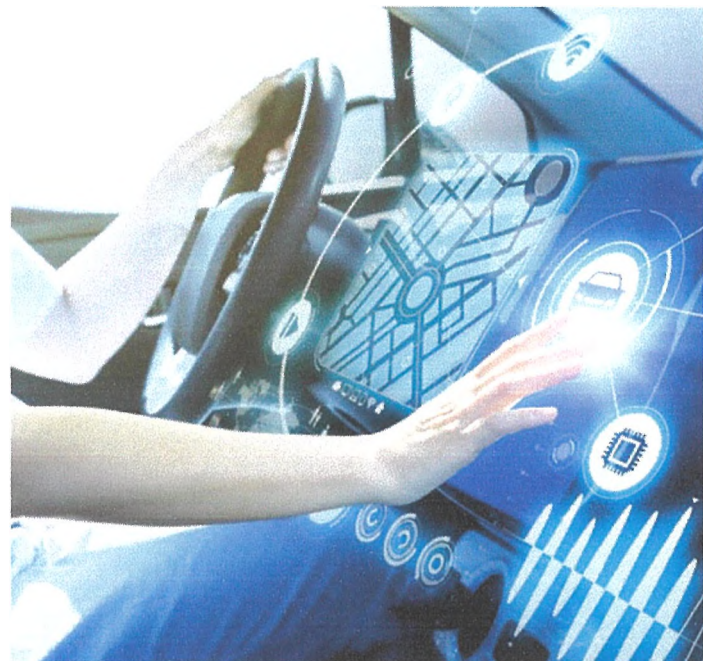
# 05 DISCUSSION & RECOMMENDATION

## Threats

### 1. Rapid Technological Advancement and Consumer Preferences

No organization is immune to external threats, and the automotive industry is no exception. According to Madrid (2022), the automotive sector is experiencing rapid advancements reshaping transportation. These innovations are not merely small changes; they fundamentally transform how vehicles operate and interact with their environment. While technological advancements present notable opportunities, they also pose risks for automotive manufacturers like PROTON

Wadhwana and Shah (2024) recognize several risks related to these fast-paced advancements. A preliminary challenge is the emergence of new risks that traditional risk management strategies cannot address. Innovations in electric vehicles (EVs), autonomous driving, and connected car systems introduce complex and difficult-to-predict vulnerabilities. To address these risks, automotive corporations must adopt innovative approaches to identifying, assessing, and mitigating challenges, ensuring safety, security, and resilience in this ever-evolving industry.



For PROTON, **staying up to date with the latest technological developments** is critical to maintaining competitiveness and catch up with the changing demands of consumers. Adopting a proactive risk management framework is one key strategy to mitigate these risks. As Wadhwana and Shah (2024) suggest, such a framework should prioritize constantly evaluating emerging technologies, market trends, and regulatory shifts to identify potential risks before they materialize. Furthermore, **investing in research and development (R&D)** is essential for automotive companies to stay ahead of technological advancements and market demands, as noted by Lu et al. (2022). For example, Xiao (2024) emphasizes how Tesla's significant investment in autonomous driving technology has established the company as a market leader, enhancing its competitiveness and driving industry-wide advancements. In conclusion, staying ahead of technological advancements and adopting proactive risk management strategies are crucial for automotive companies like PROTON to navigate risks associated with the rapid technological advancement and consumer preferences.

# 05 DISCUSSION & RECOMMENDATION

## Threats

### 2. Intense Competition



According to Hassan (2024), PROTON's electric vehicle launches in December 2024 possess significant competition, particularly from established automotive players like Tesla and Chinese automotive firm such as BYD. In regards with this threat, Jayanandan (2024) also indicates that Malaysia's automotive industry will face increasing competition from local brands and shifts in consumer preferences. This heightened competition poses a threat to PROTON, as it will need to differentiate its offerings in a rapidly evolving market.

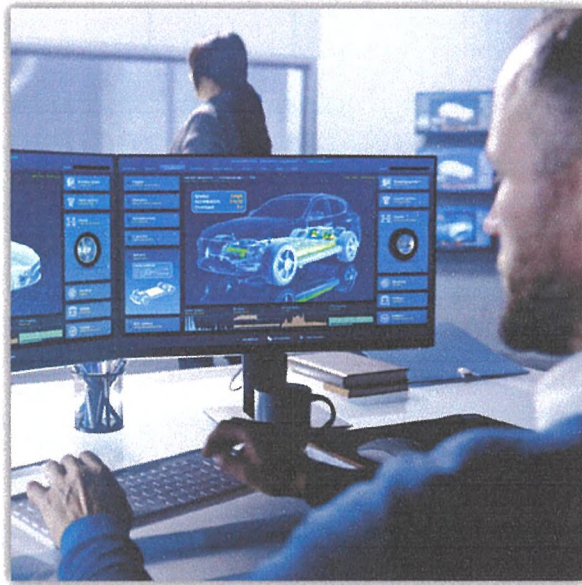


Giachetti (2023) highlights the intense competition led to the pressure on profit margins. Strong market competition often leads to price discounting as firms attempt to attract customers. This can significantly reduce profit margins for automotive manufacturers, making it challenging to sustain profitability over time. These unfavourable circumstances had happened before to PROTON where Reuters (2007) reported that the intense competition in the automotive market has significantly impacted Proton's profitability, as evidenced by the company's third consecutive quarterly loss. Furthermore, Giachetti (2023) emphasized strong competition will be impacted on increase in cost for innovation and product development to stay competitive. This can lead to increased operational costs, which may not always be recoverable if the market does not respond favourably.



# 05 DISCUSSION & RECOMMENDATION

*Threat: Intense Competition*



PROTON's strategic partnership with Geely can be leveraged to mitigate the impact of intense competition. Since product differentiation is key to gaining a competitive advantage, PROTON should enhance its focus on Research & Development (R&D) to drive innovations in vehicle safety. A study by Helmold (2020) emphasizes the importance of a value proposition as a key element of competitive advantage for businesses. By advancing in this area, PROTON can create unique value propositions that set its brand apart from other car manufacturers, ultimately strengthening its market position.

## **PROTON R&D Center China**

In line with this strategy, King (2024) states that the official opening of PROTON's R&D center in China marks a significant step in enhancing its research capabilities. This initiative will enable PROTON to tap into Geely's advanced technological expertise, driving product innovation and improving vehicle safety features. According to Bernama (2024), the establishment of a collaborative development center between Proton and Geely will serve as a hub for innovation.



It is designed to enhance Proton's homegrown models by utilizing joint resources from Geely's global expertise and Proton's R&D engineers in Malaysia. All in all, by leveraging its strategic partnership with Geely and focusing on R&D to drive innovation and product differentiation, PROTON can effectively mitigate the impact of intense competition and strengthen its market position.



# 06 CONCLUSION

The SWOT analysis provides a comprehensive understanding of PROTON's strategic positioning in the automotive industry. PROTON's key strengths, including its strong brand recognition as Malaysia's first national carmaker, strategic collaborations like its partnership with Geely, and exemplary HR practices, have enabled the company to maintain a competitive edge and support sustained growth. These factors highlight its ability to innovate, expand market presence, and enhance operational efficiency. However, the analysis also identified significant weaknesses that should be addressed and minimized since they will affect the effectiveness of achieving the mission and vision. Financial constraints could limit investments in research and development, which are critical for innovation. Additionally, outdated and inefficient HR systems hinder data integration and decision-making, underscoring the need for a modernized and comprehensive Human Resource Information System (HRIS). Addressing these internal challenges is crucial to enhancing productivity and aligning HR strategies with business objectives.

On the opportunities front, the growing demand for vehicles in Malaysia and the increasing focus on the adoption of electric vehicles (EVs) present influential growth prospects for PROTON. Government incentives for energy-efficient vehicles and the company's strategic move into EV manufacturing through its Proton New Energy Technology subsidiary provide a strong platform to capitalize on this emerging market trend. These opportunities align with PROTON's commitment to sustainability and innovation, positioning it to cater to the evolving preferences of environmentally conscious consumers. Nevertheless, external threats such as rapid technological advancements, evolving consumer preferences, and intense competition from both local and global automotive brands pose significant challenges. To remain competitive, PROTON must continue to prioritize innovation, embrace advanced technologies, and adopt sustainable business practices.

Overall, PROTON's ability to build on its strengths, address internal inefficiencies, and capture growth opportunities while mitigating external threats will be key in assuring its position as a leading and globally competitive automotive manufacturer. The insights gained from this internship and the SWOT analysis have shown the importance of strategic planning and adaptability in navigating the dynamic automotive landscape.



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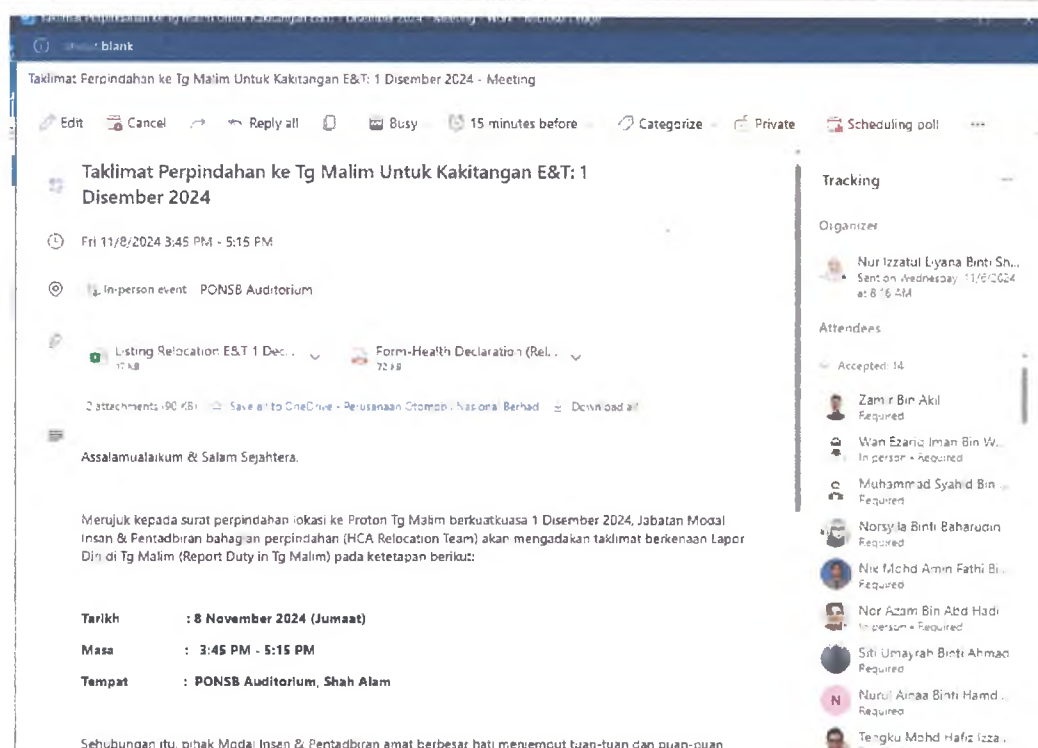
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# APPENDICES



Scheduling Pre-Engagement Briefing for Relocation to Proton Tg Malim



Online meeting discussion with Head, Research & Development and Admin PIC in R&D



# APPENDICES



Visited R&D employee who was recently involved in an accident.



Preparation for Relocation Briefing & Plant Tour @ Proton Tg Malim



# APPENDICES



Commitee for Sukan Rakyat activity during PROTON Fun Ride Event 2024



Photo of me in the front of HCA office, PROTON Tanjung Malim



# APPENDICES



Knowledge-sharing session on the Tips and Tricks Microsoft Powerpoint with HRBP Manufacturing, En Hafizi



Participated in Perarakan Maulidur Rasul @ Masjid PROTON Tg Malim



# APPENDICES



Honored to had a lunch with the Vice President of HCA, En Amran, alongside HR General Managers, Managers, and Employee Union Leaders



Plant tour at PROTON Tanjung Malim, covering the Stamping, Painting, and Body Assembly production lines



# APPENDICES



Registration Committee for Retirement Event 2024



Emcee for Best Employee of the Month Event



# APPENDICES



Participated in preparation for Engineering & Technical Town Hall 2024



Participated in Chinese New Year Celebration 2025