



اُنْبُوْا سَبِيْلِيْ يٰٓكٰفِرِيْنَ لَعْنَةُ اللّٰهِ عَلَيْهِمْ وَاَصْحٰبِ الْاَلْبٰبِ اُوْىٰٓءَ الْاَلْبٰبِ  
UNIVERSITI  
TEKNOLOGI  
MARA

**FACULTY OF BUSINESS AND MANAGEMENT**  
**BACHELOR OF BUSINESS ADMINISTRATION (HONS.)**  
**HUMAN RESOURCE MANAGEMENT**

**HRM666: INDUSTRIAL TRAINING REPORT**



**UG GLOBAL RESOURCES SDN BHD**

**PREPARED BY:**

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**2020448986**

**PREPARED FOR:**

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**SUBMISSION DATE:**

**JULY 2023**

## EXECUTIVE SUMMARY

This report contains important details in explaining all tasks and responsibilities as an intern in the UG Global Resources Sdn Bhd for the six (6) months of industrial training. For the introduction of this report, there are two numbers of factory which are both located near in Senawang Industrial area as a glove manufacturing factory. Vision and mission, background of establishment, organizational structure for line leaders and terms of employment has been explained in detail including the working and shift hours in the company.

The important part in this report is the training's reflection. Through this point, there are many tasks assigned as the roles and responsibilities throughout the industrial training for instance, preparing letters regarding E-PIMS record, absent form, counselling note, carry out face ID re-registration, payslip training and employee disciplinary memorandum translation. There are other tasks given apart from the main assignment which are handling documentation and personal filing, understand the International Labour Organization's (ILO) 11 Indicator's or Forced Labour, Whistle B session, Hari Raya Celebration preparation and counselling session for sexual harassment case.

Apart from that, the highlighted issue that will be discussing in this report is Unraveling Attendance Patterns in UG Global Resources Sdn Bhd which explains the attendance record starting on 10<sup>th</sup> March 2023 until 30<sup>th</sup> June 2023. The patterns of attendance record of operators will be discussed through the information table included in this report. Next, SWOT analysis undertaken to identify the internal and external factors towards the issue which are strength, weaknesses, opportunities and threats. There are three recommendations presented as suggestions for improvements that can help the company to overcome the issue of employee's attendance record which are create an attendance verification, increase the attendance reimbursement and implement performance-based incentives for the operators.

## ACKNOWLEDGEMENT

First and foremost, praises to Allah, the Most Gracious and the Most Merciful for His showers and blessings, allowing me to complete my industrial training throughout these 6 months of experience that is very challenging and valuable for me.

I would like to express my deep and sincere gratitude to my Industrial Training Advisor, Madam Ainaa Idayu binti Iskandar for giving me the opportunity to complete this industrial training report and providing invaluable guidance throughout this subject HRM666. Her motivation and sincerity have deeply inspired me to finish my industrial training for 6 months as my efforts to complete it are very challenging throughout the process. I learned a lot to fix and improved my shortcomings to produce a better quality of work. It was a great privilege and honour to work and study under her guidance. I would like to thank her for her friendship, support and empathy during my industrial training. Other than that, I would like to express my gratitude to my supervisor in UG Global Resources Sdn Bhd, Ms. Sathana Balakrishnan for her guidance and patience in guiding me to become a potential employee in the industry in the future.

I am immensely grateful to have been part of such a dynamic and supportive team, where every day presented new challenges, tasks and opportunities for my personal development in Human Resource. Finally, I would like to thank my family for the endless support and affection which has been given to me to be a useful person. Hopefully I can repay all the kindness that have been poured into me one day. Thank you, Allah S.W.T for letting me to go through all the difficulties and let me finish my industrial training and degree.

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## 1.0 STUDENT'S PROFILE



**FAREIHA HUSNA BINTI SHAMSHOR**  
Bachelor of Business Administration (Hons.)  
Human Resource Management

Universiti Teknologi MARA (UiTM) Kampus Bandaraya Melaka, Melaka



### EDUCATION

Oct 2021 - present	<b>Bachelor of Business Administration (Hons.) Human Resource Management</b> UiTM Kampus Bandaraya Melaka, Melaka Current CGPA: <b>3.73</b> MUET: <b>Band 3</b>
May 2017 - Jan 2020	<b>Diploma in Public Administration</b> UiTM Kampus Seremban, Negeri Sembilan CGPA: 3.18
Jan 2012 - Nov 2016	<b>SM Sains Banting, Selangor</b> SPM: 4A, 1B+

### RELEVANT EXPERIENCES

#### Work Experiences

- |      |  |
|------|--|
| 2023 | <ul style="list-style-type: none"><li>• Internship at UG Global Resources Sdn Bhd for 6 months in Human Resource Department (Employee Relations)</li></ul> |
| 2020 | <ul style="list-style-type: none"><li>• Content creator Youtube Channel Lepaq Studio, Dataran Centrio, Seremban 2</li></ul>                                |

#### Participations

- |      |   |
|------|---|
| 2023 | <ul style="list-style-type: none"><li>• Head of Program Hasta La Vista 2023: New Path Unlocked! UiTM Cawangan Melaka, Kampus Bandaraya Melaka</li><li>• Head of program of Program Pembangunan Murid (EDUKIDS) Bersama Mahasiswa UiTM Kampus Bandaraya Melaka (SK Tengker 1, Melaka)</li><li>• Deputy Head of Program Webinar Issue in HRM: Encounter Economic Crisis 2023</li><li>• Webinar The Challenges &amp; Opportunities in Industrial Relations: Perspective from Trade Union and Employers</li></ul>   |
| 2022 | <ul style="list-style-type: none"><li>• Virtual - Melaka International Intellectual Exposition 2022 (V-MIIE '22)</li><li>• Seminar Internasional 'Rancang Bangun Pengembangan Pariwisata Berbaris Syariah di Natuna', Sekolah Tinggi Agama Islam Ranai, Indonesia</li><li>• Industrial Talk: Graduates' Survival Kit, UiTM Kampus Bandaraya Melaka</li><li>• Webinar Malaysia Labour Law Reform: The Good and Bad from Industrial Relations Perspective</li><li>• Master of Ceremony Participant Development Program (PDP) 2022, Human Resource Society (HURES)</li></ul> |

#### Human Resource Society (HURES), UiTM Kampus Bandaraya Melaka

- |             |   |
|-------------|---|
| 2021 - 2023 | <ul style="list-style-type: none"><li>• Committee of Human Resource Society (HURES)</li><li>• Deputy Head of Program HR Week 2.0 2022</li></ul> |
|-------------|---|

#### Persatuan Waris Adat Perpatih, UiTM Cawangan Negeri Sembilan Kampus Seremban

- |             |  |
|-------------|--|
| 2017 - 2020 | <ul style="list-style-type: none"><li>• Vice President, Persatuan Waris Adat Perpatih</li><li>• Secretary, Persatuan Waris Adat Perpatih</li></ul> |
|-------------|--|

### SKILLS

<b>Computer Literacy</b>	Moderate	<b>KineMaster</b>	Moderate
<b>Communication</b>	Skillful	<b>Canva</b>	Skillful

### LANGUAGES

<b>Malay</b>	Native Speaker	<b>English</b>	Proficient	<b>Arabic</b>
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### REFERENCES

<b>Cik Rozana binti Othman</b> Academic Advisor Human Resource Management UiTM Kampus Bandaraya Melaka	<b>Puan Suraya Hamimi binti Mastor</b> Lecturer Human Resource Management UiTM Kampus Bandaraya Melaka
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## 2.0 COMPANY'S PROFILE

### 2.1 Company's Background

UG Healthcare Corporation Limited (“UG Healthcare” and together with its subsidiaries, the “Group”) is a disposable gloves manufacturer with its own established global downstream distribution that markets and sells disposable glove products under its proprietary “Unigloves” brand.

The Group owns and operates an extensive downstream network of distribution companies with a local presence in Europe, United Kingdom, USA, China, Africa and South America, where it markets and sells its own proprietary “Unigloves” brand of disposable gloves. The Group also distributes ancillary products including surgical gloves, vinyl and cleanroom disposable gloves, face masks and other medical disposables.

These downstream distribution companies are supported and complemented by the Group’s own upstream manufacturing division, manufacturing natural latex and nitrile disposable gloves under its “Unigloves” brand and third-party labels in its manufacturing facilities located in Seremban, Malaysia.

#### 2.1.1 N.S. Uni-Gloves Sdn Bhd

N.S. Uni-Gloves Sdn Bhd was incorporated in 1988 as a rubber glove manufacturer with a single production line. It was located at Lot 3 & 4, 4510, Lorong Senawang 4/1, Senawang Industrial Estate, 70450 Seremban, Negeri Sembilan.



*Figure 1: N.S. Uni-Gloves Sdn Bhd*

### **2.1.2 UG Global Resources Sdn Bhd**

UG Global Resources Sdn Bhd was incorporated in 2013 and listed in Singapore Stock Exchange, UG Healthcare Corporation Limited. It was located at Lot 62 & 63, Lorong Senawang 3/2, Kawasan Perindustrian Ringan Senawang, 70450 Seremban, Negeri Sembilan.



*Figure 2: UG Global Resources Sdn Bhd*

## **2.2 Vision and Mission**

### **Vision**

To be a globally recognized glove manufacturer that delivers safe and high-quality gloves for the benefit of humanity.

### **Mission**

We are committed to improving the quality of life by consistently meeting and exceeding the expectations of our customers, business partners and stakeholders worldwide regarding gloves.

## **2.3 Background of Establishment**

An established glove manufacturer with two manufacturing plants and an extensive exporter of Latex and Nitrile Examination Gloves to more than 50 countries. N.S. Uni-Gloves Sdn Bhd was incorporated in 1988 as a rubber glove manufacturer with a single production line. UG Global Resources Sdn Bhd was incorporated in 2013 and listed in Singapore Stock



Exchange, UG Healthcare Corporation Limited. Subsidiaries and associated companies located in Europe, USA, China, South America and Africa. Products (gloves) are used in healthcare, food and beverage and the automotive industry.

### **Working culture**

- Strive for continual quality improvement
- To enhance customer satisfaction
- Complete sincerity and honesty

### **Quality policy**

Practice '7E' Philosophy as below:

- EFFECTIVE application of ISO 13485 and ISO 9001.
- ENHANCE customer satisfaction.
- EFFICIENT implementation processes.
- EVOLVE practices or processes for better efficiency and effectiveness.
- ECONOMICAL costs of production.
- ENVIRONMENT, personal hygiene and cleanliness controls as part of our product's quality controls.
- ENSURE, the controlled processes are risk assessed and the products are manufactured in compliance to applicable Statutory and Regulatory Requirements.

## **2.4 Terms of employment**

### **2.4.1 Working hours**

Working hour changes (3 shift cycle) effective on 18<sup>th</sup> April 2023.

No.	Terms of employment	Description
1.	Working hours	45 hours per week
2.	Number of days	6 days per week
3.	Daily working hours	7.5 hours + 1 hour break

4.	Rest day	Scheduled on a rotational roster (in department)
5.	Break time	<ul style="list-style-type: none"> <li>• 30 minutes</li> <li>• 30 minutes</li> </ul>
6.	Shift <ul style="list-style-type: none"> <li>• Day (DS)</li> <li>• Afternoon (AS)</li> <li>• Evening (ES)</li> <li>• Night (NS)</li> </ul>	<ul style="list-style-type: none"> <li>• 6.50 a.m. to 3.20 p.m.</li> <li>• 10.20 a.m. to 6.50 p.m.</li> <li>• 2.50 p.m. to 11.20 p.m.</li> <li>• 10.50 p.m. to 7.20 a.m.</li> </ul>
7.	Shift allowance	All night shift (10.50 p.m. to 7.20 a.m.) <ul style="list-style-type: none"> <li>• Employees entitle for shift allowances of RM3.00 per working day.</li> </ul>

Table 1: Working hours (3 shift-cycle)

#### 2.4.2 People ESS System

People Employee Self Service System (ESS System) used by the company to store details of the workers from time to time. Every employee will have their own People ESS account which they can login anytime. The system can be login through any device such as laptop, computer, tablet, mobile phone and others. This system is being used to update regarding their personal details and applying for all types of leave for example annual leave, half-day leave, sick leave and time-off.



Figure 3: People ESS System

## 2.5 Organizational Structure

### 2.5.1 Management Team

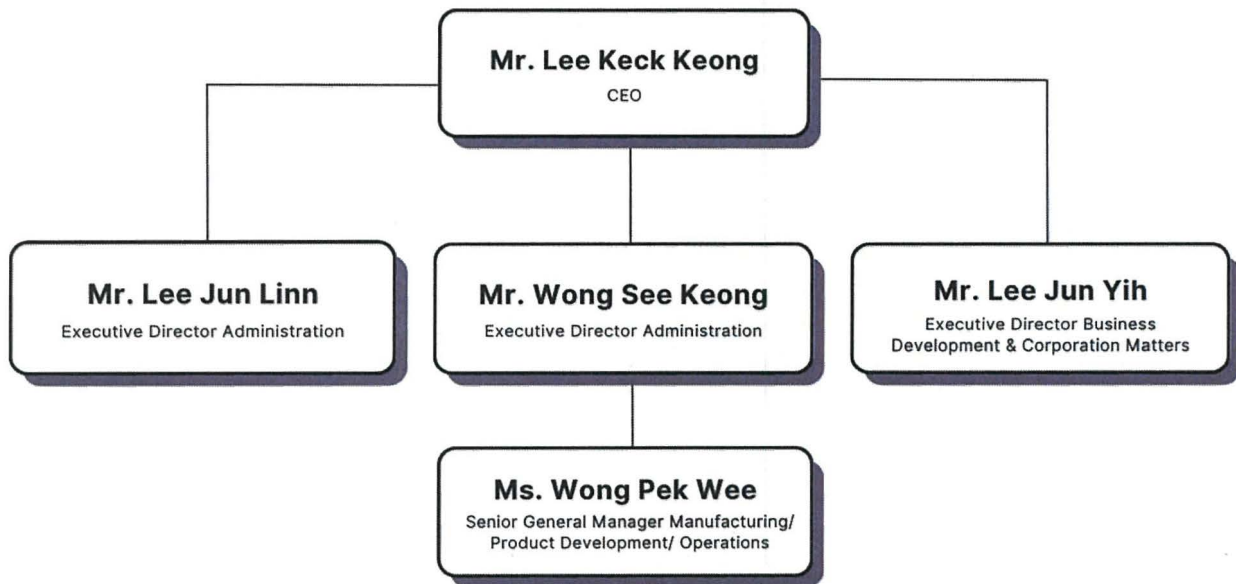


Figure 4: Management Team Organizational Structure

### 2.5.2 Head of Department

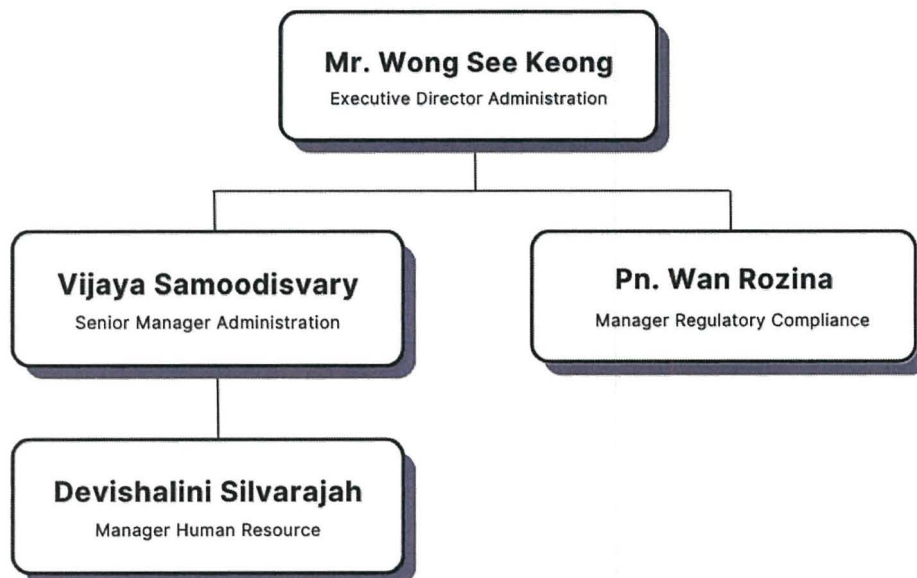


Figure 5: Head of Department Organizational Structure

### 2.5.3 Human Resource and Administration Team

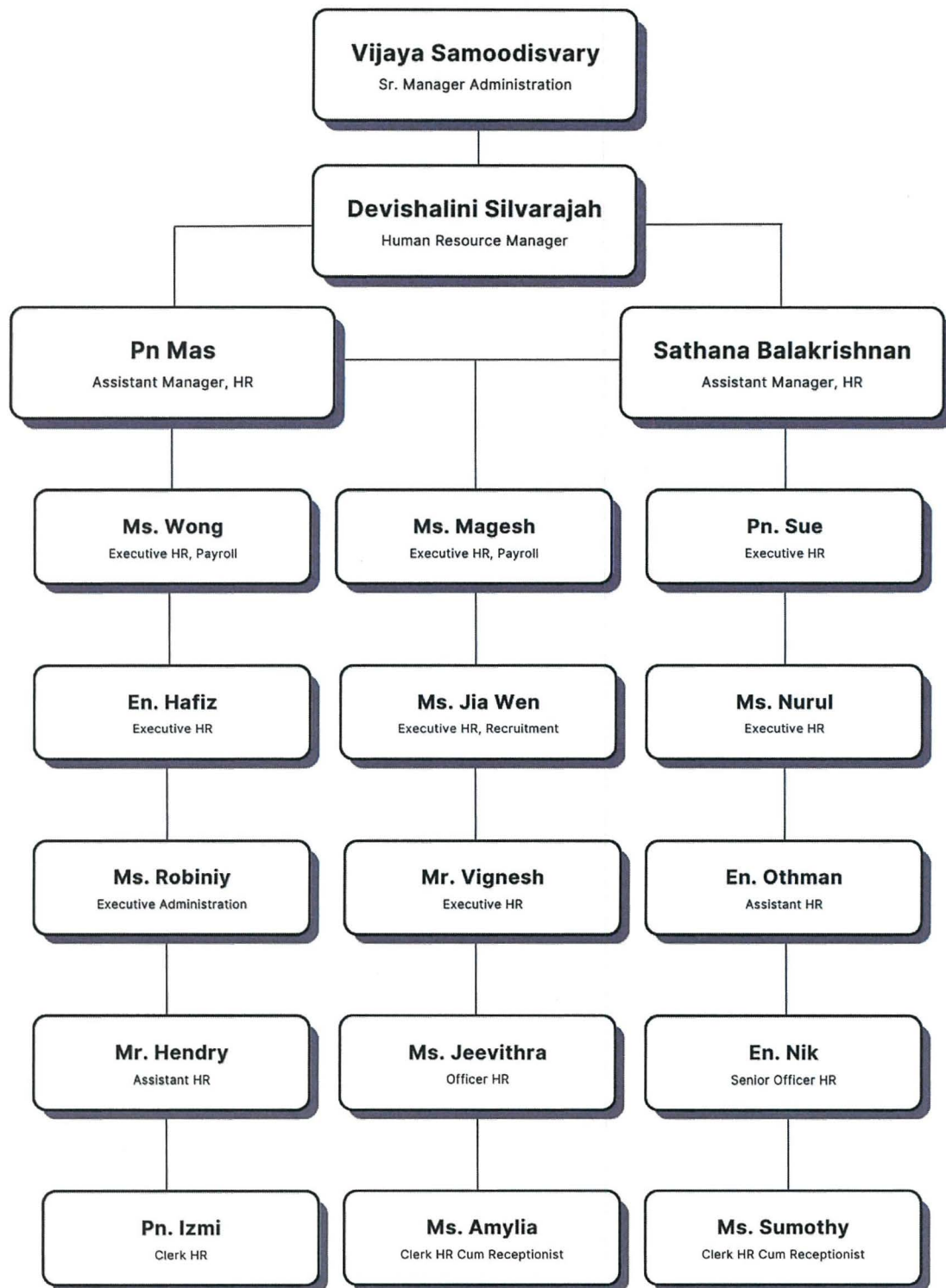


Figure 6: HR and Administration Organizational Structure



## 2.6 Products Offered

The Group brand of disposable examination gloves offer an extensive product range that includes both specialised products, with a variety of coatings, scents, colours, thickness, antimicrobial properties, and eco-friendly materials for more specialised users, as well as generic products. The Group has also expanded its product range to reusable gloves for users in the heavy industries. These disposable and reusable hand protection products are used across a diverse range of industries requiring safety and cross-infection protection and hygiene standards, whilst catering to different applications and preferences of users, keeping them safe. These are the products offered which are:

No.	Product	Description	Industries
1.	Natural Latex Examination Gloves	<ul style="list-style-type: none"> <li>Made from renewable source of raw material, natural rubber latex, thus making them more environmental-friendly as they are biodegradable.</li> <li>Low level of extractable protein, chemical residuals and/ or antigenic protein.</li> </ul>	<ul style="list-style-type: none"> <li>Healthcare (hospitals, clinics, nursing homes, hospices and social services.</li> <li>Automotive</li> <li>Beauty (hair and aesthetics)</li> <li>Research and development</li> </ul>
2.	Nitrile Examination Gloves	<ul style="list-style-type: none"> <li>Made from a synthetic elastomer, instead of natural rubber latex.</li> <li>Excellent barrier protection which provides more puncture resistance.</li> <li>Most suitable for users sensitive to latex protein.</li> </ul>	<ul style="list-style-type: none"> <li>Food and beverages</li> <li>Others</li> </ul>
3.	Vinyl Gloves	<ul style="list-style-type: none"> <li>Most economical and cost effective.</li> <li>Suitable for users sensitive to latex protein.</li> </ul>	
4.	Surgical Gloves	<ul style="list-style-type: none"> <li>Extra strength and length that provide additional protection from surgical debris.</li> </ul>	<ul style="list-style-type: none"> <li>Healthcare (hospitals and clinics)</li> </ul>



5.	Cleanroom Gloves	<ul style="list-style-type: none"> <li>• Low ionic residual levels particle counts and pinhole level.</li> <li>• High resistance to punctures and tears.</li> </ul>	<ul style="list-style-type: none"> <li>• High technology manufacturing (semiconductor, electronics, pharmacies, laboratories and optics)</li> </ul>
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*Table 2: Products Offered in UG Global Resources Sdn Bhd*

### **2.7 Flow Chart of Producing Medical Gloves**

Flow Chart of process in *N.S. Uni-Gloves Sdn Bhd*:

- 6 Production Lines

Flow Chart of process in *UG Global Resources Sdn Bhd*:

- Factory 1: 9 Production Lines
- Factory 2: 5 Production Lines

### **2.8 Employee Representative**

According to the memo “*Announcement of the Appointment of Employee Representative from Each Source Country*” dated 06<sup>th</sup> May 2020, employee representative has been appointed from each source of country which are Bangladesh, Nepal, Myanmar and India with the role as spokesperson for two (2) years term. The purpose of electing Employee Representative is:

1. To assist Human Resource team in conducting for new foreign employees in their native language and to ensure they are fully aware of the Company’s terms and condition of employment, hostel rules and regulations.
2. To brief as a reliable translator to help mitigate language barriers faced by most of the foreign workers in the workplace for an effective and efficient communication.
3. Help to highlight issues faced by foreign workers to management or Human Resource team unlike the local employee who can express their workplace issues, concerns, questions and feedbacks directly by using People ESS through e-feedback to Human Resource.

4. Difficulties or issues they faced while coming to work or while going back to hostel.
5. To pass on information and messages from Management more widely within the workforce in their own native language for better understanding and feedback on employee's views.
6. To guide employees in medical process and help them understand their treatment procedures by translating in their own native language.

### 3.0 TRAINING'S REFLECTION

#### 3.1 Internship Details

##### 3.1.1 Internship Training Schedule

Department	Date	Duration
Human Resource Department	1 <sup>st</sup> March 2023 – 15 <sup>th</sup> August 2023	24 weeks

*Table 3: Internship Training Schedule*

##### 3.1.2 Internship Terms and Conditions

No.	Terms	Description
1.	Course	Bachelor of Business Administration (Hons.) Human Resource Management
2.	Duration	1 <sup>st</sup> March 2023 – 15 <sup>th</sup> August 2023
3.	Assigned Department	Human Resource Department
4.	Training schedule	Monday – Friday 9.00 a.m. to 6.00 p.m.  Saturday: Off Day Sunday: Rest Day
5.	Lunch hour	12.30 p.m. to 1.30 p.m.
6.	Allowance	RM900 per month (EPF and SOCSO included)
7.	Overtime	No overtime

*Table 4: Internship Terms and Conditions*

## **3.2 Roles and Responsibilities**

### **3.2.1 E-PIMS Record**

The intern has been assigned to assist the supervisor in managing matters related to employee's misconduct, absenteeism, poor performance and others. The intern will receive a mistake record named Employee Performance Improvement System (E-PIMS record) from any department in the company to inform Human Resource Department so that action can be taken accordingly based on the misconduct and poor performance that has been committed by the employees. Example of mistakes are careless doing tasks such as forgetting to put a manufacturing sticker on the carton, mistakenly put a different size of inner (glove) in the carton, playing handphone while on duty, not wearing Personal Protective Equipment (PPE), driving forklift without license, eating Pan Parak while working and others. From the E-PIMS record, the executive of the department together with human resource can track the previous mistake record of every employee in making sure the same misconduct will not be repeated in the future. If the employee is found to commit any further misconduct, the management will not hesitate to proceed with appropriate disciplinary action against them without any further reference which up to and including termination of their service.

### **3.2.2 Absent Form**

The executive, supervisor or senior leader have to issue an absent form of a worker who have poor attendance record and submit to Human Resource Department. As stated in the Employment Act 1955, Section 15 (2), "*An employee shall be deemed to have broken his contract of service with the employer if he has been continuously absent from work for more than two consecutive working days without prior leave from his employer, unless he has a reasonable excuse for such absence and has informed or attempted to inform his employer of such excuse prior to or at the earliest opportunity during such absence*". This company is very concerned about the attendance of each employee to ensure productivity and performance on the right track.

In order to achieve goals and key performance indicator for all departments in the factory, employee attendance and punctuality are vital attributes for all employees. Attendance may impact the workplace as tardiness and persistent absence of one employee can negatively impact employee morale and the productivity in the production line. Prolonged and frequent absences will affect the amount of manpower in the production line and causing other

employees to do many tasks at the same time. This matter causes disruption of work as the factory needs manpower to complete glove orders within the specified time.

### 3.2.3 Issue Letters

These are the types of letters that the intern has prepared regarding the misconduct of employees throughout the period of industrial training:

Type of Letter	Description
Show Cause Letter Advice Letter	<ul style="list-style-type: none"> <li>• Absent</li> <li>• Poor Performance</li> <li>• Insubordination</li> <li>• Violation of company's rules and regulations</li> <li>• Leaving workplace without authorization</li> </ul>
Warning Letter	<ul style="list-style-type: none"> <li>• Absent</li> <li>• Poor Performance</li> <li>• Insubordination</li> <li>• Violation of company's rules and regulations</li> <li>• Playing phone and not wearing PPE</li> <li>• Failure to fulfil work obligations</li> <li>• Workplace harassment</li> <li>• Late coming to work</li> </ul>
Suspension Letter	<ul style="list-style-type: none"> <li>• Consumption of alcoholic beverages</li> </ul>
Final Warning Letter	<ul style="list-style-type: none"> <li>• Poor Attendance Record</li> <li>• Fighting at workplace</li> </ul>

*Table 5: Types of Letters Prepared by The Intern*

In terms of poor attendance, absent from work without prior approval from employee's immediate superior and frequent absenteeism, show cause letter will be issued first before appropriate disciplinary action is taken. Employees will be given seven (7) days from the letter issued to provide and submit any explanation letter or any supporting documents to support his claim of absent as mention in the show cause letter issued. If the employee failed or late to reply any valid explanation, warning letter will be issued because not reporting to work with

no valid reason or proof is considered as not following company's rules and regulations. However, an advice letter will be issued based on the valid explanation and strong evidence replied by the employee for not coming to work.

Every decision to determine the letter that will be given to the employee is based on the company policies and regulations in the Standard Operation Procedure (SOP) for Human Resources. Every misconduct committed by the employee will be subject to the appropriate disciplinary action such as any employee who consume alcohol in the premises or come to work under the influence of alcohol and while intoxicated will be issued suspension letter with one (1) day of suspension since the misconduct is a serious offence and could cause disruption of work in the factory as it can increase the risk of safety.

Other than that, for final warning letter, the intern with the Human Resource Payroll team will meet the employee together to explain the important contents of the termination where this letter is only for employee who have poor attendance record which received more than three (3) warning letters regarding absent from work without prior approval or other gross misconduct whilst employed by this company. In the final warning letter, it has stated that due to frequent absenteeism, the company have reached the difficult decision to terminate the employee's employment. The Human Resource Payroll team will liaise with the employee for further clarification on their termination notice and final pay check.

#### **3.2.4 Counselling Note**

Counselling note is a written record of a counselling session as a comprehensive and organized documentation of the session, capturing important details and observations. On the counselling note, there are some data that need to fill up such as staff/ counselee's name, counsellor's name with position, witnesses, date, time and venue. In the counselling session, witnesses such as employee representative and supervisor are necessary to improve understanding and acknowledge the superiors on the problem discussed. The purpose of having an employee representative serve as a translator assistant to help international workers who occasionally not understand what the counsellor is explaining. Firstly, issues raised is the first part which explains the highlight and matter to be discussed together with the presence of witnesses. Secondly, explanation part which needs the counsellor to listen and write down the explanation given by the counselee and it must not be interrupted to avoid arguments and confrontation.





### **3.2.5 Face ID Re-registration**

Face ID is a facial recognition technology that used as a biometric authentication method to capture the image of the face. The computer and system work together to process, analysing and identify an employee's facial features to record attendance. This year 2023, Human Resource has received complaint from the supervisor where the employee attendance is not updated and appeared in the system. In addition, 'attendance advice' where the employees' clock-in and clock out can be edited manually through the People ESS system. In April 2023, Human Resource has decided and assigned all HR personnel to re-register face ID of all employees and administration staff to deal with the issue of device failure to recognize the employee's face and the system itself does not record and capture the attendance. The intern is also assigned to follow HR team to do face ID re-registration di N.S. Uni-Gloves Sdn Bhd and UG Global Resources Sdn Bhd factory.

### **3.2.6 Payslip Training**

Initially, the survey will be sent to all employee representatives, including each hostel leader to ensure that all employees will fill out the google form to identify employees who do not have knowledge to interpret information in the payslip. They must fill out the google form with a list of the names of the residents for each hostel to be signed. The name list should be submitted to the reception to be collected again and the data will be filled in the excel file. Focus groups can be identified based on the survey and they will be called to attend payslip training that will be conducted by the Intern on their working days. The survey will be conducted twice a year in the period of January to June and July to December.

Payslip training is conducted to increase understanding to calculate and interpret their monthly salary. They will be taught one by one about the company's policy regarding salary and payment that need to be understood. For example, pay rate for normal working day, rest day, public holiday including overtime payment. Payroll information, overtime calculation where allowances that is used to calculate, absent and unpaid leave also be explained in the training. They were provided with pens, slides and calculators throughout the training. They are also required to try answering the questions or quizzes provided to see how they calculate the salary based on the sample of payslip given. Lastly, they are required to fill out post evaluation through a google form provided to identify the extent of their understanding of payslips after the training.

### **3.2.7 Employee Disciplinary Memorandum Translation**

In July, the intern was assigned to translate the English language employee disciplinary memorandum into four (4) other languages namely Nepali, Bangladeshi, Burmese (Myanmar) and Hindi according to the nationality of the employee. The memorandum was issued to explain the action and solution taken by Human Resource from anonymous employee who have sent their grievance and complaints through the suggestion box and Whistle B platform. The title of memorandum issued this month is about addressing gossiping issues in the workplace, complaint regarding communication issue, validity if medical certificates from outstation government clinics, usage of mobile phone at workplace and handphone usage during working hours. This memorandum will be given to the employee representative to ensure the language in a correct translation, be laminated and hung on a information board in a place that is easily to be seen by all employees for instance canteen in the factory.

### **3.3 Benefits, Knowledge and Experience Gained**

There are a lot of experiences and guidance that the intern has learned throughout the industrial training period. First, the intern has improved the communication skills through every meeting with employees to deliver letter, advising and counselling sessions. Everything to be conveyed should be clear and accurate with the topic or issue raised. Before starting the discussion, the intern should be prepared with the possible questions that will be given from the employee by making initial preparation to maintain professionalism. To prevent inaccurate information, the intern should ask the superior of any questions that is unsure to be notified to the employee. As long as the intern knew the title and topic to convey, the experience helped greatly to boost self-confidence and lessen the nervous when dealing with employee in person.

The intern also gains knowledge on how to effectively handle documentation by including attachments or proof for each issue such as absent form and mistake records. For example, absent form must be attached together with a copy of the employee's attendance from the People ESS system which clarify to the absence of the employee on the stated date. Other than that, a picture or other piece of proof that the employee engaged in misconduct must be attached with the mistake record. The intern should call and further questions to the supervisor of the department regarding the misconduct in order to provide a more thorough statement and help to fulfil the investigation. Evidence is used to back up or refute arguments and help the management to make decisions.

Besides that, the intern has gained new understanding regarding the International Labour Organization's 11 Indicators of Forced Labour. Work that is done involuntarily and under threat of punishment is known as forced labour. It describes circumstances in which people are forced to labour by the use of forced or intimidation as well as more covert methods including manipulation of debt, holding onto identity documents or threats of reporting the employer to immigration officials. These are the 11 Indicators of Forced Labour which was established by the International Labour Organization (ILO):

1. Abuse of vulnerability
2. Deception
3. Restriction of movement
4. Isolation
5. Physical and sexual violence
6. Intimidation and threats
7. Retention of identity documents
8. Withholding of wages
9. Debt bondage
10. Abusive working and living conditions
11. Excessive overtime

Additionally, the intern had the chance to go with the supervisor to the both factory area to observe the ambiance and work process in the production line. The factory has a number of divisions including production, packing, store, compounding and others. The intern also accompanies the supervisor to gather complaints from each 'Suggestion Box' that has been provided by the company for all employees to anonymously concerns or thoughts to be share with the management. The restrooms for men and women are an example of a location with a suggestion box. To preserve its authenticity, the 'Suggestion Box' will be opened by the assigned Human Resource Personnel, witnessed by employee representative once a week.

The intern has the opportunity to join the 'Whistle B' session with the other Human Resource Personnel who conduct the session during induction training for one hour. Whistle B helps to protect the organization by offering a compliant, secure and easy to use whistleblowing service at an accessible cost. The management has placed QR-code across the factory and office with the option to scan them using a mobile device. Similar to the suggestion box in many

ways, but somewhat different due to the responses to the issue's raised in the application. The responses to the issues submit by anonymous in Whistle B will be presented in the canteen near the factory based on their language and nationality.

On 03<sup>rd</sup> May 2023, the intern joined the committee team to help plan and execute the *Hari Raya Aidilfitri* celebration. The intern is responsible for making sure there is enough food for every staff at the event. *Lemang, Satay, Nasi Minyak* and other foods are available. Additionally, the intern must set up tables, chairs, cakes and ribbons in advance of the celebrations' *ketupat* weaving competition. Together with the team, the intern assists in cleaning the venue after the event. The event has been taking place throughout the break time from 12.30 p.m. to 1.30 p.m.

In April, the intern and the supervisor led a counselling session for sexual harassment victims. The session lasted an hour and included counselling with the predator of the case. Session for both sides has done separately and it is crucial to ascertain the truth and any conceivable circumstances to prevent fraud and false allegations. In addition, proof and evidence is necessary to support the inquiry, such as screenshots of conversations, pictures or witnesses to the cases.

### **3.4 Unraveling Attendance Patterns in UG Global Resources Sdn Bhd**

The majority of complaints and issue that the intern has received are in relation to the attendance history of operators both local and foreign employees. Operator is the one that operates a machine or device and work shifts 8 hours a day in the factory. Positions such as Packer, Stripper, QC & Pack and others have been assigned to them since the first day of registration as an employee in the company unless there is a change of position that requires manpower from another department that only can be verified by the Head of Department and Human Resource Department's consent. Additionally, Senior Leader, Leader and Employee Representative are included in the group of operators as well.

The definition of pattern that will be covered in this issue is a particular way in which something usually happens or is done repeatedly starting 10<sup>th</sup> June 2023 until 30<sup>th</sup> June 2023. They believe that absent without a valid reason is not a mistake. Furthermore, they submit leave application improperly and they still failed to return to work if the leave has been rejected due



to a lack of manpower and short notice leave application. Attendance records were extracted from the People ESS system and also the amount of advice and warning letter for absent from work without prior approval from March until the end of June.

Prior to the Myanmar New Year in April, the management has issued a memo on 28<sup>th</sup> March 2023, Myanmar workers who wish to take leave are allowed to take a maximum two (2) days of leave between 13<sup>th</sup> April 2023 to 17<sup>th</sup> April 2023. However, Human Resource Department received a lot of absent form for Myanmar workers who had been away throughout the specified dates for Myanmar New Year Festival. Despite the memo being distributed to all Myanmar workers, only some of them adhered to the company's policies and regulations. They did not request annual leave for their celebration but instead decided to be absent without a valid reason. The intern has conducted a group counselling session with them to explain the proper method and procedure for applying for leave and inform them the disciplinary action that will be taken if they do the same misconduct in the future.

As per directive from Management, they have implemented three (3) shift cycle working hour changes to all operation employees with the effect from 18<sup>th</sup> April 2023. Starting from the effective date, all operation employees will only work for 45 hours for 6 days of working day per week and one (1) rest day that has been scheduled on a rotational roster in each department. For the new amendment, they only work for 7.5 hours per day with one (1) hour break time and no over time. Before the working hour changes, they attend to work to have basic salary, 7.5 hours of working with 1.5 break time and 2.5 hours of overtime every day. The table below shows the number of letters issued from 10<sup>th</sup> March 2023 until 30<sup>th</sup> June 2023.

<b>Date</b>	<b>Advice Letter</b>	<b>Warning Letter</b>	<b>Final Warning Letter</b>
10 <sup>th</sup> March 2023 – 31 <sup>st</sup> March 2023	1	10	2
04 <sup>th</sup> April 2023 – 17 <sup>th</sup> April 2023	-	6	2
28 <sup>th</sup> April 2023 – 30 <sup>th</sup> June 2023	5	26	7

*Table 6: The Number of Letters Issued*

The date stated in the table above is the date the letter was issued from Human Resource Department. The box marked in yellow is the date and letter that has been issued after the new working shift amendment date. The number of advice and warning letters for absent without prior approval has increased 5 and 26 letters. Only employees with a poor attendance record will receive a final warning letter, which is based on advice and warning letter they have received from the previous year up to present. In the final warning letter, it has stated that the Management have reached the difficult decision to terminate the employment due to poor attendance and no improvement after receiving a verbal warning before. Besides that, majority of the receiver are foreign employees that worked as an operator.

The reason why the majority of employees get a warning letter is that they do not give valid and reasonable justification for their absences. Body problems, headaches without medical certificate and need to rest by staying in hostel are some instances of their excuses thus such reasons are not acceptable as it is violating the company policies. For medical certificate, the company has mentioned where the management only allow and recognize medical certificate from panel clinics, government clinic and hospital. Before they began working at the factory, new hires received induction training including introduction to outpatient treatment explained by the Human Resource Personnel.

#### **4.0 SWOT ANALYSIS**

##### **4.1 Strengths**

###### **4.1.1 Shift management and proper work instructions distribution**

Attendance record is essential in helping the supervisor and executive department to facilitate matters in organizing shift for operators to avoid short manpower in the production line. If there are many operators who are not coming to work on the same shift, it will disrupt the process of glove manufacturing for each production line where existing operators have to do more work to cover the work of those absent operators. When there is a lack of manpower, there is a greater likelihood of error and mistakes which can lead to customer dissatisfaction if they receive a product that does not live up to their expectations such as wrong glove size in the carton, no manufacturing sticker and other instances.

With attendance records, supervisors and executives can assign and provide a proper instruction to the operators to carry out daily tasks. Employee understanding of tasks and

responsibilities is ensured through clear and widely disseminated work instructions. As a result, there will be less misunderstanding and minimizes errors which lead to improve productivity and raise the standard of work. Work instructions are crucial in ensuring employees follow the right procedures to prevent accidents and injuries in businesses where there is possible safety issue because they work with machine in glove manufacturing.

#### **4.1.2 Simplifies payroll preparation**

Every letter issued are important to inform the payroll team because when the employee receive an advice letter or warning letter, they will not receive a monthly advance of RM200 for the month of the mistake record. Each absent must be issued with an absent form by the supervisor of the respective department as written evidence along with an attachment from the People ESS system to identify the employee's attendance. Furthermore, attendance record provides a reliable source of information for tracking the hours worked by the employees especially for overtime calculation. By recording their attendance including clock-in and clock-out times, Human Resource can accurately calculate the total hours worked for each employee.

Other than that, it helps the payroll team to manage in calculating wages for employees on the working day according to the cut off date for payment and salary. The cut-off date of salary is 22<sup>nd</sup> of the month to 21<sup>st</sup> of the following month while all employees will receive their salary on the 28<sup>th</sup>. All advice and warning letters will be submitted to the payroll team to be key-in in the system for the advanced cut off on 10<sup>th</sup> and advanced RM200 will be credited to the employee's account on the 14<sup>th</sup> or 15<sup>th</sup> of the month. Next, some of the criteria to get attendance reimbursement are only applicable for sick leave and annual leave except for absent and unpaid leave. The amount of attendance reimbursement for each employee that manage to get full attendance within the cut-off date is RM50.

## **4.2 Weaknesses**

### **4.2.1 High turnover rate**

Due to repeated mistake, the foreign employees who received final warning letter will be terminated. The employees will be returned to their home country and all transportation cost including flight payment will be covered by the company. There are more than 20 foreign employees had to be deported back to their home countries in July and August 2023 due to poor performance and persistent absence. The payroll team will meet them to explain the

termination notice, their last working and flight date. They still need to work at least one or two months before the end of their employment date even after they have signed the termination notice. Unfortunately, there are workers who choose to escape from the hostel before flying back to their home country after being checked by the supervisor that the employee has not come to work for days including warden checking at their hostel to confirm whether the worker already absconded.

When there is a decrease in customer demand, companies may need to downsize the workforce to align with the lower workload. This reduction in staffing levels can result in decreased payroll costs including salaries, benefits and other expenses associated with employees. However, foreign employees must be sent back to their origin country after official dismissal. The company will cover all transportation costs including the return trip from the hostel to the airport including the flight fares. Other than that, high turnover cost may affect the organizational stability. Even in a cost-cutting context, high turnover may lead to frequent changes in personnel which can disrupt workflow, reduce efficiency and impact the morale and motivation of the remaining employees.

#### **4.2.2 Disrupt operation process**

Poor attendance records cause the operation process to be disrupted where it can reduce productivity levels in glove manufacturing. When employees are absent, it directly reduces the available workforce and other employees may have to take on additional responsibilities or work longer hours to compensate for the absent employees which lastly leads to fatigue and lower overall productivity levels. Absenteeism will cause delays in meeting the production targets and deadlines which also can disrupt the workflow thus cause bottlenecks in the production process, affecting the overall efficiency and output of the factory.

Other than that, the employee's absenteeism may decrease quality and high safety risks. Those employees who are present may have to rush their work or take on tasks which they are familiar with, which can compromise the quality of the products being manufactured. Additionally, a shortage manpower can increase safety risks as there may be inadequate supervision from the supervisor in charge or a higher accident due to the increased workload and stress on the remaining employees. Lastly, when the present employees feel stressed and burnout, it can cause low morale and demotivated while working in the factory. Constant

absenteeism can have negative impact where it creates a sense of frustration and dissatisfaction among the employees. Therefore, the number of absent employees will increase causing other employees to be affected and this issue will continue without resolution if no disciplinary action is imposed against the irresponsible employees.

### **4.3 Opportunities**

#### **4.3.1 Long term moderating demand**

As long as the market dynamics are unfavourable, Top Glove Corporation Bhd Expects a further decline in average selling prices (ASPs) for both nitrile and natural rubber gloves (Selangor Journal, 2022). The oversupply scenario has caused a decline in the average selling price (ASP) for nitrile gloves, placing downward pressure on prices and sales volume. Due to the continued trend of globalization, the mismatch between demand and supply for gloves, as well as slower customer orders because there was no pressing need for them to place sizeable orders are the factors that affected the sales volume and average selling prices. Additionally, according to Kenanga Research, the operating climate for the glove sector will be likely continue difficult in the next quarters due to significant oversupply, customer's hesitation to place large orders and the need to keep large stockpiles (Asila Jalil, 2023).

The firm also claimed that starting 2023, the Malaysian Rubber Glove Manufacturers Association (Margma) had predicted a 12 to 15 percent yearly growth in the market for rubber gloves worldwide. The group also anticipated a recovery of the supply-demand equilibrium in six to nine months. Therefore, rubber gloves are essential to customers for maintaining hygiene, ensuring safety, protecting the skin, preventing allergies or sensitivities and facilitating various tasks in industries. The example of sector that needs the most rubber gloves for their use is the healthcare industry. Healthcare facilities including hospitals, clinics and doctor's offices need a lot of gloves for their daily usage. It helps them to reduce the chance of cross-contamination and the spread of infectious diseases and gloves are worn during medical examinations, surgeries and other operation.

In other instances, rubber gloves are also often used in dental clinics and offices to provide a sanitary and secure environment. To stop the spread of germs and uphold a high standard of hygiene, dentists and dental assistants wear gloves throughout patient treatments such as oral examinations, cleanings and dental procedures. Furthermore, gloves are necessary



to keep lab workers safe from dangerous substances and to avoid contaminating samples or studies in handling research, diagnostic and testing facilities. Pharmaceuticals, biotechnology and food service also needs rubber glove to maintain food safety, quality control procedures and hygiene.

#### **4.3.2 Consistent support from the government**

As one of Malaysia's 12 National Key Economic Areas (NKEAs) and a major contributor to the country's economy, the glove industry in Malaysia has continues to receive strong government support (Ayman Falak Medina, 2021). Subsidised petrol prices are one form of this support for upstream rubber businesses. Natural gas accounts for 10 to 15 percent on average of the overall operating expenses of the rubber industry. A federal government organisation that regulates the smallholder sector, the Rubber Industry Smallholders Development Authority also makes significant investments in replanting initiatives. Moreover, the government's primary organisation for encouraging investment into Malaysia's industrial and service sectors, the Malaysian Investment Development Authority (MIDA), has approved 14 projects for the production of medical gloves, with a combined value of 3 billion ringgit (US\$723 million) and the creation of over 8000 employments. Fortunately, the domestic investors contributed 70 percent of this investment.

According to Datuk Dr Zairossani Mohd Nor, the director-general of the Malaysian Rubber Board (MRB), stated that the board and pertinent agencies should help the industry to make sure that Malaysia keeps its leading position as a producer of rubber gloves, latex and engineering rubber products (MIDA, 2023). He pointed out on Bernama TV's "The Brief" programme that Malaysia can continue its leading position in creating not only greater value-added rubber products but also sustainable products, assuring the sustainability of the industry. However, according to Datuk Zairossani, the industry will face substantial hurdles in 2023 as a result of the consequences from the geopolitical tensions between Russia and Ukraine, pressure on energy prices, an increase in interest rates, tightening financial circumstances in most regions and supply chain disruptions.

In addition, rubber gloves still utilized in the medical, industrial, cleanroom and food service industries, accounted for the majority of the industry's export revenues around 40%. Apart from that, in order to help smallholders, the government developed a few incentives,

such as the latex production incentive and the rubber production incentive to sustain prices so that smallholders can continue to tap and produce rubber and increase their income. This illustrates that the government pays full attention to rubber glove industries even a smallholder to move forward even though the demand for rubber gloves not the same as pandemic.

#### **4.4 Threats**

##### **4.4.1 Diminishing demand of glove**

Returning to adjustment make on working hours shift cycle, due to lack of demand and orders from the customers, the Management has decided to change the shift cycle without overtime being paid like the previous working hours in order to reduce costs for the business to remain its sustainability. According to RHB Research (RHB) in the recent Malaysia Sector Update Report, this suggests that demand has still not caught up to industry predictions of inventory returning to pre-pandemic levels (Chong, 2023). Positively, regional and local glove manufacturers are nonetheless eager to pass on price hikes to clients in order to maintain their own long-term sustainability. Customers' hesitation to place large purchases and maintain significant inventories in anticipation of additional price declines does little to improve the already poor situation.

According to 2023 projections from Kenanga Research, the average selling price per 1,000 pieces which represents a 10% decrease from 2022. A 40% average plant utilization, as opposed to a 60% prediction for 2022. Other than that, according to the reports, glove manufacturers phased out an outdated production line to reduce cost pressure. As evidence, UG Global Resources Sdn Bhd also has transferred workers from N.S. Uni-Gloves Sdn Bhd to the factory site 2 to save operation costs. In NSUG, only Packing and Powder Free department which remains to operate. RHB anticipates that the improved demand visibility and favourable cost outlook in 2024 will allow for some margin increase. However, RHB expects a yearly recovery in the profitability of the glove industry by the end of 2024.

##### **4.4.2 High raw material prices**

The price of nitrile or synthetic rubber derived from crude oil is anticipated by the Top Glove Corp Bhd to reverse its downward trend in accordance with increased crude oil prices. According to Hong Leong Investment Bank (HLIB) Research, demand has continued to be weak, and utilisation rates are currently low at roughly 30 percent (The Star, 2023).

Additionally, increasing fuel and energy prices have adversely impacted Top Glove's profitability. Other than that, the winter season was likely to increase latex prices, while rising butadiene prices would raise nitrile rubber prices. Nitrile gloves are currently priced at roughly RM81 per thousand pieces, and Top Glove wants to hike about RM4.52 in each revision, with a more aggressive revision of about RM13 projected from April.

On concerns of being constrained as a result of the Russia-Ukraine war, which started on February 24, crude oil prices have risen beyond US\$100 per barrel globally. Due to the fact that Russia is a significant producer of crude oil, investors have been anticipating a disruption in the supply of the commodity when it invaded Ukraine (Chong, 2022). According to the glove manufacturer, increased costs for natural gas, electricity and labour accounted for about 4 percent of overall manufacturing costs. Due to the external factors, the increase in raw material prices can contribute to inflationary pressures in the economy. It can lead to a general increase in the overall price level, affecting the purchasing power of consumers. Other than that, businesses which depend on raw materials will pay more for their products. This may have a particularly negative effect on the industrial, construction and agricultural industries. Production of goods and services gets more expensive as the price of raw materials rises, potentially resulting in lower profit margins.

## **5.0 DISCUSSION AND RECOMMENDATION**

### **5.1 Attendance Verification**

Verification ensures that a person, application, or device who they claim to be. Verification guarantees trust and the exclusive use of protected resources by authorized parties. On the other hand, verification validates the originality of identification documents (VPNHaus, 2023). Due to the issue where executives and officers can change the clock-in and clock-out information of employees, there is a staff who take the opportunity to change the information of herself attendance. The company has just implemented attendance verification through the People ESS system where the executive must verify the attendance three times a week, which are on 6<sup>th</sup>, 20<sup>th</sup>, and 22<sup>nd</sup> of every month at 3.00 p.m. They should recheck the attendance of employees in their department to verify to avoid the problem of attendance fraud in the system. After the due date, they are not allowed to change as they will apply leave on behalf of the foreign employees to update the attendance record in the system for instances annual leave, unpaid leave and sick leave.

Attendance verification is important for payroll because the software can interact with time clock systems, biometric devices and employee self-service portals to precisely record clock-in, clock-out and absences. This automation really helps Human resource department while ensuring accurate attendance records for auto-payroll calculations and labor law compliance (Fastiggi, 2023). Additionally, it assists the company in identifying attendance trends and solving issues. Errors and mismatches between reported and actual hours are eliminated through automated attendance tracking. Processes are accelerated, accuracy is increased, and legal attendance management is ensured by automating attendance monitoring. In view of that, the executive play important role to verify attendance to avoid confusion to the Human Resource to calculate the salary.

## **5.2 Attendance Reimbursement**

In other view of recommendation for the issue, the company may increase the amount of attendance reimbursement given to the employees. Reimbursement is compensation or refund of the employee's personal funds used for the company's business interests. Usually, the example of reimbursement is related to business travel, including hotel, food, ground transportation and flight costs. Based on the payslip training carried out by the Human Resource personnel, the attendance reimbursement provided by the company to the operator is as much as RM50 per month. If they are absent and unpaid leave, they are not entitled to receive the reimbursement. Due to many absenteeism, the company may give a higher amount of attendance reimbursement in the range of RM80 to RM100 to increase their motivation to go to work. They may feel demotivated, do not care much and it is possible that RM50 does not have an impact on them to maintain their attendance record every month even more they do not work overtime everyday like they used to.

Paying workers fairly demonstrates that the company regards them and people will feel better about reporting to work when they are valued. The employee is more motivated to come to work and perform a good job thus overall company morale rises. Employees are also more driven to produce better results when they are aware of bonuses or commissions. Plans for commissions and bonused become the centre of success (Leonard, 2019). Other than that, this recommendation may help in improving employee retention where motivated employee is more likely to stay with an organization. Attendance reimbursement can be a factor that contributes to employee retention, reducing turnover and associated recruitment costs. When

employee know that they will be rewarded for attending work every day with good attendance records, they are more likely to be actively engaged in their tasks and responsibilities. Employee attendance and engagement at work may be encouraged by the desire to earn rewards.

### **5.3 Performance-based incentives**

Performance based incentives involve compensating employees for a specific outcome or work that goes above and beyond the typical call of duty. In the other meaning, performance-based pay is a sort of employee remuneration that offers financial incentives to the employees that go above, beyond and excel in completing their jobs. They will be rewarded with performance-based compensation which is also known as pay for performance when the employee exceeds the expectations of the employer. Based on the reading, performance-based incentives help the employee to increase motivation. The employee more likely to be motivated to excel and finish their work successfully align with the goals and targets in the organization when they feel that their hard work and dedication will be recognized and rewarded. When the employee has worked in the same field of department for a long period of time for example years of service and done the same tasks over again, they will be bored and demotivated.

Other than that, performance-based incentives help to increase productivity through highly motivated employees tend to perform better and work more efficiently. When the organization offers a monetary reward for performance, they are motivated to go above and beyond in their tasks when they are aware that their performance and actions while working will have a direct bearing on their pay or incentives (Redlich, 2022). Seeing that many workers complaint and keep questioning why they are no longer working overtime every day, the company may replace it with performance-based incentives to revive their enthusiasm to work for the company and it is only for employees who really shows high performance. For example, bonus calculation is typically relatively straightforward. The company may establish a bonus goal before figuring out a percentage for the employee's bonus. The bonus for the employee is then determined by multiplying the percentage by their salary by set for goals, assess the performance, decide how much of a bonus to give and implement the performance bonus system.

## 6.0 CONCLUSION

Even though there are various external factors that affect the company's performance and income, the company still prioritizes its sustainability and maintaining the virtues of employees by not laying off workers in large numbers. Only employees who do a major misconduct will be dismissed and given two months' short notice by following law and regulations in Malaysia. In the intern perspectives, the company has managed well especially the Human Resource department that takes quick action to resolve any issue that occurs including the hostel matter. They have collaborated with the hostel warden on duty to manage all hostel affairs including movement and any incident happen in the hostel including the employee's journey to and from the company to hostel is also well taken care of to ensure their safety all the time. Security service and patrol will also be updated on the provided google form and the WhatsApp group application to know the whereabouts of employees to prevent unwanted things from happening such as cases of robbery and grazing in dark areas. In addition, office matters will definitely be completed as soon as possible during working days to avoid work dumping and delays. The attitude and credibility of Human Resource personnel at UG Global Resources should be praised and respected in fulfilling their responsibilities as a good employee.



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## APPENDICES



*Farewell Celebration*



*Hari Raya Aidilfitri Celebration Team*



*Payslip Training (Focus Group 2)*



*Payslip Training (Focus Group 2)*





*N.S. Uni-Gloves Sdn Bhd Office*