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# **BACHELOR OF BUSINESS ADMINISTRATION (HONS.) HUMAN RESOURCE MANAGEMENT (BA243)**

## **INDUSTRIAL TRAINING REPORT (HRM666)**



### **INTERNSHIP PERIOD:**

**1 MARCH 2023 - 15 AUGUST 2023**

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BACHELOR OF BUSINESS ADMINISTRATION WITH HONOURS  
HUMAN RESOURCES MANAGEMENT  
FACULTY OF BUSINESS AND MANAGEMENT UNIVERSITI TEKNOLOGI MARA

“DECLARATION OF ORIGINAL WORK”

I, Fatin Nursyabila Binti Jamal, 000407081368 hereby, declared that:

- This internship report has not previously been accepted in substance for any degree, and is not being concurrently submitted for this degree or any other degrees.
- This internship report is the result of my independent work and investigation, except where otherwise is stated.
- All verbatim extracts have been distinguished by quotation marks and sources of my information have been specifically acknowledged.

Signature: \_\_\_\_\_

Date: 21 July 2023

## **EXECUTIVE SUMMARY**

This report's purpose is to provide an assessment and make some strategic observations on my internship company which is Valeo Malaysia CDA. Using the Strength, Weakness, Opportunity, and Threats (SWOT) analysis and Political, Economic, Social, Technological, Environmental and Legal (PESTEL) analysis, my research tries to analyse how the company develops strategic intent for their business and organisations. The strategic strategy of the firm, including how it intends to make use of its resources and competencies to explore opportunities and overcome risks, is also included in this report.

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## 2.0 COMPANY'S PROFILE

### 2.1 Company Background



*Figure 1: Valeo's Logo*

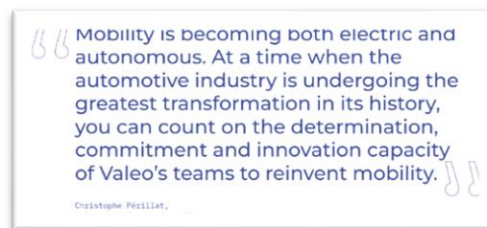
Valeo is a France-based global automotive supplier that operates in 33 different countries and partners with a variety of manufacturers of automotive around the globe. In 1923, Valeo was founded in a workshop in Saint-Ouen, France, just outside of Paris. Recently the company has achieved its 100 years in the industry. The company is named Valeo, which means “I am well” in Latin.

The company which was founded by Eugène Buisson started in 1923 was formed of more than 70 different companies that did business in 15 different countries. The subject of merging the entity's different companies under a single brand developed. From its first entry into the Spanish market to its rise to fame in Asia in the 2000s, Valeo gradually established itself around the world as a leader in the fast-changing automotive market.

Valeo increased its global expansion while concentrating on the creation of technology for cleaner, safer, and more intelligent transportation. It was able to expand its equipment supplies beyond cars to new types of vehicles, both for electric micro mobility such as bikes, scooters, and three-wheelers, and new forms of mobility such as autonomous shuttles and delivery drones, as now they are becoming a more significant player in the global mobility market.

Today, in preparation for tomorrow's mobility, Valeo is accelerating. The Valeo Group unveiled its Move Up strategy at the beginning of 2022, under the direction of Christophe Périllat. A long-term vision for cleaner and

safer transportation is represented by this strategic plan, which spans the years 2022 to 2025.



*Figure 2: Christophe Perillat - CEO of the Valeo*

The widespread use of electric vehicles, the rapid development of advanced driver assistance systems (ADAS), the redesign of the interior experience, and ubiquitous lighting are the four major trends that Valeo plans to rely on to maintain its growth in the upcoming years.

In addition, Valeo has four business units that are in charge of their product groups' and product lines' operational success and worldwide expansion. Each of the business groups is set up to promote collaboration and global expansion for all of its product areas. Valeo has strong foundations as a result of its diverse customer and geographic positioning, with an expanding presence in high-growth prospective markets, particularly Asia.

## 2.2 Valeo Business Unit



Figure 3: Valeo Business Group

1. Driving Assistance Systems (CDA) – CDA is a business group that focuses on using artificial intelligence and perceptual technologies to make driving safer, more autonomous, and more connected. Besides, they also offer innovative mobility options and enhanced machine-human interaction. This resulted in an innovative user experience.
2. Powertrain Systems – This division is responsible for creating cleaner internal combustion engines and integrated electric powertrain solutions for all vehicle segments, from compact city vehicles to luxury sedans.
3. Thermal Systems – This division of the company is working to lessen the environmental impact of automobiles by decreasing emissions from conventional engines, increasing the range and battery life of hybrid and electric cars, and improving the well-being of the passengers.
4. Visibility Systems – This business group is focused in developing and manufacturing innovative lighting and washing systems for autonomous and manual driving cars to make them safer and more pleasant to drive.



## 2.3 Valeo Malaysia CDA Background

In Malaysia, Valeo Penang is the business group that focuses on Comfort & Driving Assistance System (CDA). Their products include control panel fascias, window lifter, switch & T/S switch and levers & truck levers. Valeo Malaysia operates their business 100% by exporting products. The buyers are mostly from European countries which in 2022, 78% of the sales contributed from Europe, 13% of sales from Asia, 5% of sales from South America and 4% of sales from North Africa.

### 2.3.1 Valeo Malaysia CDA Company Profile

Table 1: Valeo Malaysia CDA Profile

Company's Name	Valeo Malaysia CDA Sdn Bhd
Address & Contact Number	Plot 411, Lorong Perusahaan 8B, Kawasan Perusahaan Bebas Perai, 13600 Perai, Penang  Tel: 04-3883177
Founded	In France: 1923 In Malaysia: 2018
Form of Company	Multinational Company
Sector	Automotive manufacturing
Operation Hour	Office: Monday to Friday - 8:00 pm to 6:00 pm Off Day – Saturday & Sunday  Production: Monday to Thursday - 7:00 am to 7:00 pm Off Day/Overtime – Friday, Saturday, Sunday
Website	<a href="https://www.valeo.com/en/">https://www.valeo.com/en/</a>

## 2.4 Company Vision, Mission, and Goal

### 2.4.1 Valeo's Vision

Valeo's vision, as a tech company, they want to play a major role in tomorrow's mobility. At the heart of today's environmental and social issues, future mobility must be greener, safer, and more diverse. Hence, their product must also contribute to the well-being and safety of citizens and consumers. To achieve the vision, they implemented some practices to be done at every business group they have. The practices are.

- Comprehensive Project Management Support Services
- Project Development and Continuous Production Engineering Capabilities
- Centralised Purchasing and Procurement Services Support
- Flexible And Easy to Meet Customer Needs

### 2.4.2 Valeo's Mission

Valeo's mission is to become an automotive manufacturing company that delivers top quality to its customers and at the same time managing their employee safety. Therefore, their company practises "**ONE STOP TO THE WHOLE SOLUTION**".

At Valeo Malaysia CDA, besides practising the Valeo mission, their site also has their own mission which is to become the customers' choice business partner. This mission will be achieved through:

- Strong Commitment to Total Quality Assurance
- Timely Delivery to Meet Customers' Expectations
- Continuous Innovation and Production Process
- Exceeding Customer Expectations in Overall Support and Service Provided

### 2.4.3 Valeo's Goal

Valeo's goal is to be a market leader in its main area. They have a strong four Business Groups that work well together and are a well-

balanced company. All of these business groups also offer new ways to deal with the big changes happening in their respective market. However, their main target all together is to reduce the CO2 pollution and make driving more automated which they believe they are able to show to their customers and consumers.

## 2.5 Organisational Structure:

### 2.5.1 Human Resources Department, Valeo Malaysia CDA

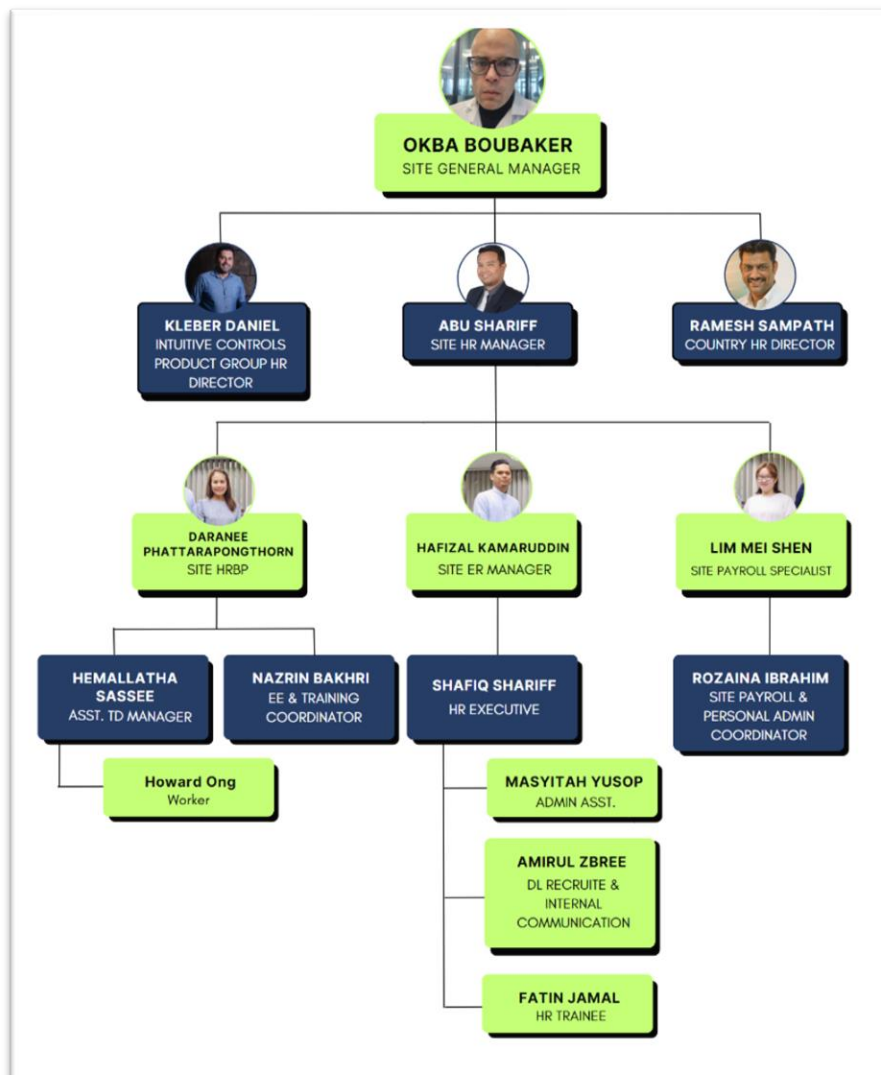


Diagram 3: Human Resource Management Organization Structure at Valeo Malaysia CDA Penang

### 3.0 TRAINING REFLECTION

#### 3.1 Duration of Internship Placement at Valeo Malaysia CDA

The duration of my internship placement at Valeo Malaysia CDA, Pulau Pinang are 26 weeks (20<sup>th</sup> February until 15<sup>th</sup> August 2023) or equivalent to about 6-months. My internship starts earlier than the others as the company asking me to be joined early. At first, I was contemplating about it a lot but after discussion with my family and get approval by the faculty coordinator, I agreed to start the internship early than the dates given by the university.

#### 3.2 Duration: Specific Date, Working Day, and Time

The working days are from Monday to Friday. The company has a flexi time schedule for indirect labour, so I usually come at 7.00 a.m. and go back at 5.00p.m. My lunch hours are also flexi, but the time given is only for 1 hour, and I usually go for lunch break at 12:30pm. till 1.30p.m. Besides, the break time prayer is up to the person, and they need to get permission from the manager or inform the colleagues if they want to go to pray. I usually go for prayer at 4.00p.m. for Zuhur prayers and wait until 4.30p.m. for Asar prayers and then go back to the office.

On Friday, for the Muslim Male employee, they were given 2 hours lunch break as they need to go for Friday prayers. Furthermore, the company has recently implemented a Happy Friday benefit in which all indirect labour employees can go back home 2 hours early and after 3.00p.m. every department cannot conduct any meeting so that the employee can enjoy the benefits. Summary of the above as the table below for better understanding.

*Table 2: Summary of the training duration*

Working Days	Monday – Friday
Off Day	Saturday and Sunday
Working Time	Flexi Hours: <ul style="list-style-type: none"><li>• 7:00 AM to 5:00 PM</li><li>• 8:00 AM to 6:00 PM</li></ul>

	<ul style="list-style-type: none"> <li>• 9:00 AM to 7:00 PM</li> </ul>
Lunch Break	1 Hours
Other Benefits	Allowance: RM1,200 Free uniform: Shirt, safety shoes & scarf Meal allowance: Free white rice Happy Friday: <ol style="list-style-type: none"> <li>1. Can clock out 2 hours early.</li> <li>2. No meeting after 3.00p.m.</li> <li>3. No need to wear a uniform.</li> </ol> Leave: <ol style="list-style-type: none"> <li>1. Time off</li> <li>2. Replacement leave</li> <li>3. Unpaid leave</li> </ol>

### **3.3 Department Allocated During Internship Placement**

Before the interview to get the internship placement, they already have informed me that I will be assign to the Human Resource department as I applied for that field. To ensure that I gained an experience and information as a real HR job scope, my supervisor is already made an internship training plan for me to let me learn better. On the training plan, he assigns each of the team members to assist me to get to know their each other job scope. Start from the Week 1 until week 26, my training plan will be completed on time.

### **3.4 Job Roles and Responsibilities**

Even though I joined under internship program at the company, but the term for the intern student will be called as trainee. They also provide me the job description as a trainee and other than that, there are also some additional task or assignments assigned to me unplanned or at a sudden short notice period.

Table 3: Summary of job roles and responsibility

Department	Human Resource Department
Job Role/Title	HR Trainee
Job Description	<ul style="list-style-type: none"> <li>• Collect and consolidate the training needs.</li> <li>• Provide effective and efficient administrative support to both HR Managers and the populations they are responsible for.</li> <li>• Assist and support in recruitment activities for DL &amp; IDL</li> <li>• Upkeep and fill all related documents and record books in a safe and updated system.</li> <li>• Assist IDL &amp; DL labour Section to update the documents into personal file and labelling for all the files.</li> <li>• Handling additional assignments given at any time as and when required.</li> </ul> <p>Addition task/assignment that I have done:</p> <ul style="list-style-type: none"> <li>• Calling and interviewing candidates for direct labour</li> <li>• In charge of induction program for new joiners</li> <li>• Giving orientation for new joiners including making personal file, department assignation, and plant tour</li> <li>• Emcee for Site Communication monthly event and other events</li> <li>• Attending career fair for talent hunting</li> <li>• Program director for Campus Career Talk and making material for career planning topics.</li> <li>• Event leader for Valeo Open Day which is an event that involves employees and their children. This event is similar to a family open day.</li> <li>• Plan and coordinates for making Birthday gifts to</li> </ul>

	<p>employees as parts of employee engagement activity.</p> <ul style="list-style-type: none"> <li>• Plan and coordinates for making Welcome Kit to new joiners as parts of employee engagement activity.</li> <li>• Plan and coordinates for managing the establishment of a coffee shop in the company.</li> <li>• Plan and coordinates for managing HR team building activity.</li> <li>• Support Workday activities. Including completing profile pictures and information updates in the application.</li> <li>• Making and designing any poster, wish card, and guidelines for employee education purpose and celebration.</li> </ul>
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### 3.5 Intrinsic and Extrinsic Benefits Gained



Figure 4: Intrinsic and extrinsic benefits gained.

### 3.5.1 Intrinsic Benefits

An intrinsic incentive is an internal reward that workers get for effectively completing their jobs or projects. These rewards are primarily psychological and are dependent on a person's work and ability (Ryan and Deci, 2020).

#### i. Opportunities to gain knowledge.

As a HR student, I gained a lot of experience and knowledge of the HR fields during my internship. Starting from how to manage recruitment, training, get a picture of how to conduct employee hostels, uniforms, batches, transportation, foreign workers management, industrial relations, compensation and benefits, turnover analysis, employee engagement activities, and even payroll tasks.

All this field I managed to learn it because of the training plan that was given to me and the team support to let me learn from them. Due to this, I managed to know what I wanted to be and what kind of direction of HR that is suitable for me as a HR fresh graduate that matches my skills and preferences.

#### ii. Boost up my motivation and confidence level.

Every week I will be having an intern weekly meeting with my supervisor to discuss the learning takeaway or any concern that I have for the task that is given to me that week. During the meeting, I get to know the behind of every task that is assigned to me that I didn't manage to get the point of. This meeting is really helping me to enhance my motivation to learn more and see further in the direction.

Besides, every accomplishment that I have done is either a small or big task, everyone is very supportive and always gives compliments. This really helps to boost up my confidence level to do better and give more to the company and employee.



iii. Improving my soft skills.

Valeo is a multinational company, so they usually use English to communicate. Due to this, it helps me to fix my pronunciation and not be shy when using English. Other than that, my management on the planning and time are better due to every task given. To accomplish something, we need a plan and to do a planning we must have a timeline. If we don't focus on the timeline, we will be not determined to complete the task which will create a problem that is delaying.

iv. Completing tasks that are meaningful and noticeable.

My supervisor always assigns me to a meaningful task and makes people see the accomplishments done by me. For example, the coffee shop project and the birthday gift project. For coffee shop projects it is a bigger project that everyone is anticipating even the site general manager is eager to see it complete. From this, I managed to build the connection and have a chance to work with people from various departments which made them aware of my existence and work. Due to this also, it helps me to do better on every task that was given and wasn't afraid to try something new. Being an important part of an organization or team.

If there is an event organized by the HR department or any team meeting or activity, they always include me in. I can see the difference from the first time I joined and till today, I can feel that they have trusted me and see my potential to manage big things. Due to this, I feel the sense of teamwork and support from every team member which helps me to build my leadership skills.

### 3.5.2 Extrinsic Benefits

There are several extrinsic benefits that the company provided for trainees/interns at Valeo Malaysia CDA that I managed to gain especially as HR Trainee.

v. Monthly allowance.

My monthly allowance is RM1,200. The allowance will be paid to my bank account every 28<sup>th</sup> of the month. For any company performance bonuses or others, I couldn't get it as it is only given to permanent employees.

vi. Leave entitlement.

- Replacement leave
- Medical leave
- Unpaid leave

If I work on the weekend, for example attending a career fair on the weekend on behalf of the company, I am entitled to get the replacement leave. I am also eligible to get medical leave if I provide a medical certificate. Other than that, I also get to apply for unpaid leave if I am absent with a reason.

vii. Free uniform and can participate in any event organized by the company.

Company provided me with a uniform for my day-to-day wearing together with a safety shoe in case I must go to the production department. Lastly, if there is an event organized by the HR department or other department, I get to join the event and if they provide any gift or merchandise for employees, they also provide it to me too.

## 4.0 PESTEL ANALYSIS

A PESTEL study is a tool used to figure out the macro (external) forces that a company has to deal with. Political, Economic, Social, Technological, Environmental, and Legal are what the characters stand for. The benefits of PESTEL analysis, this technique may guide strategic decision-making, acquire competitive advantage, align with external influences, and eliminate mistakes that might impair performance. Other than that, PESTEL analysis supports SWOT (Strengths, Weaknesses, Opportunities, and Threats) analysis to provide a complete view of the company either inside or outside.

### 4.1 PESTEL Analysis of Valeo Malaysia CDA

This figure below is a framework of PESTEL analysis of Valeo Malaysia CDA will analyse the macro-environmental factors of this leading supplier in the automotive industry.

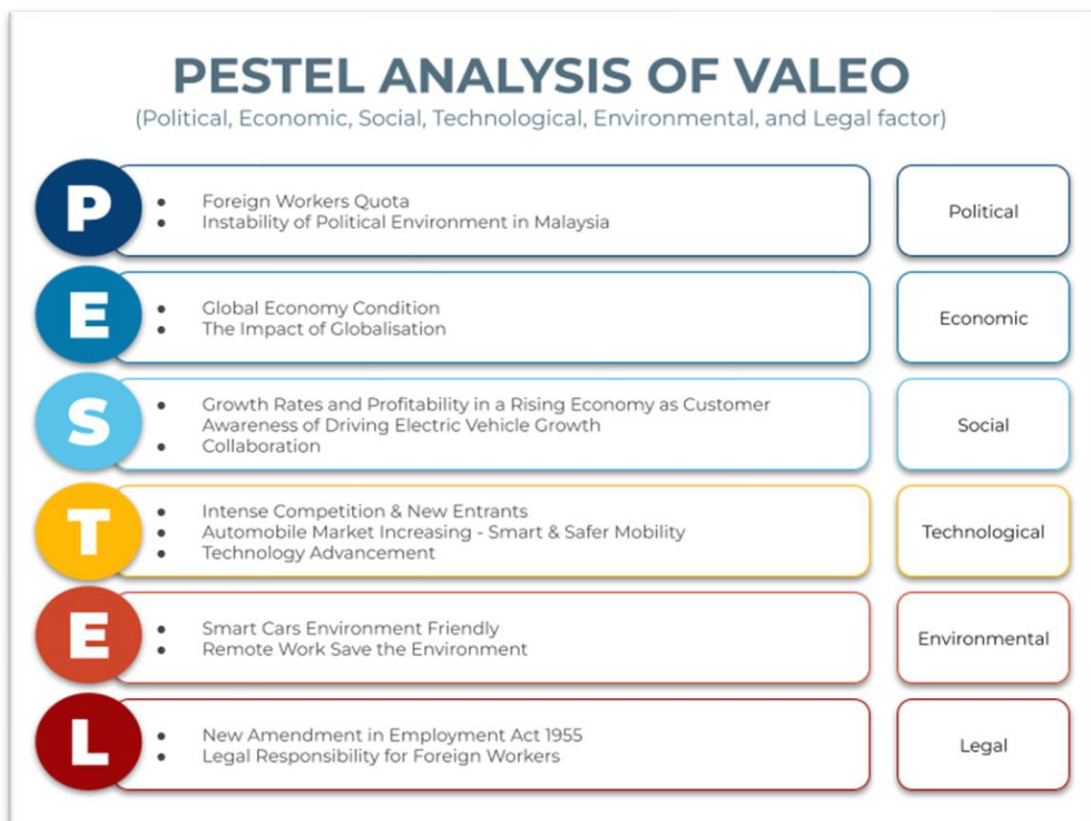


Figure 5: PESTEL analysis of Valeo

## 5.0 SWOT ANALYSIS

SWOT (strengths, weaknesses, opportunities, and threats) analysis is a framework for assessing a company's competitive position and establishing strategic goals. SWOT analysis considers internal and external factors, as well as current and potential future prospects. The purpose of a SWOT analysis is to encourage a practical, fact-based, and data-driven evaluation of the advantages and disadvantages of a company, its projects, or its industry.

### 5.1 Valeo SWOT Analysis

The figure below consists of SWOT analysis of Valeo Malaysia CDA which the information gained from the observation of the company's overall current situation and some of them are confirmed by actual data.

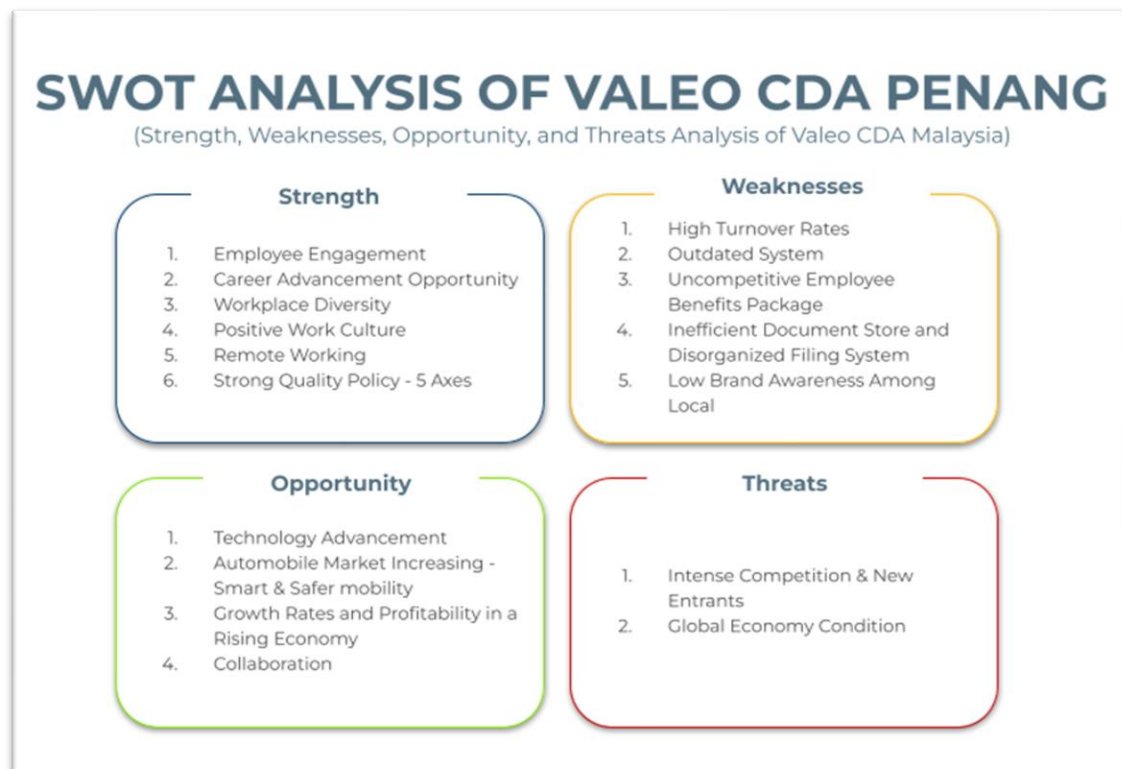


Figure 6: SWOT analysis of Valeo CDA Penang

## **6.0 DISCUSSION AND RECOMMENDATION BASED ON SWOT ANALYSIS**

### **6.1 Strength**

#### **6.1.1 Employee Engagement**

When discussing human resources and people management, the term "employee engagement" refers to how driven, involved, and enthusiastic employees are about their work and employers (Heinz, 2022).

Engagement is a sign of how motivated a person is and is not just influenced by their pay. An engaged employee is inspired by and committed to the mission of the company. These workers feel appreciated by their employers and place value on the work they do. They are aware of the organisation's objectives and think their contributions to its success are important.

In Valeo, there are a lot of activities and events that the human resources department as well as the other departments do for employees. It is one of the ways to increase employee motivation as well as to make them feel appreciated about work and their existence to the company. For example, every year Valeo will give each of the employees, including direct labour and indirect labour, a birthday gift. Other than that, there is a provision money for each department to do an activity such as dinner or any outdoor activity.

From my observation, provision money is a very good initiative from the management to increase the employee teamwork among them which is a great benefit for improvement in working. In my suggestion, an annual dinner can be done to sustain this good environment. A happy employee is a sustainable company.

#### **6.1.2 Career Advancement Opportunity**

Any possibilities that move you closer to your professional objectives are referred to as career opportunities. This might be a

position, an internship chance, or a training program that advances your career. You may be able to progress your career within a firm, or you may decide to work for a different organisation in order to do so.

In Valeo, every employee has the opportunity for career advancement. Any employee who wants to change their job scope or wants to learn about another job can simply consult with their managers and human resources department. In my suggestion, Valeo should carefully select the best employee to give any increment or promotion, as well as, providing training according to their competence in the field. Other than that, Valeo also has a key independence indicator (KPI) set for every employee, and based on that, management will see the potential employee getting promoted either within the company or having a chance to get promoted and be sent to another site company, including abroad since Valeo is a multinational company.

### 6.1.3 Workplace Diversity

Workplace diversity refers to a workplace that includes workers that have a variety of characteristics, including diverse sex, gender, race, ethnicity, sexual orientation, etc. A firm with a diverse workforce is one that employs people with a variety of backgrounds and experiences. In fact, according to Stahl (2021), businesses with diverse workforces are 35% more likely to have higher financial returns.

Employees at Valeo come from a variety of backgrounds, including direct and indirect labour. In Valeo CDA Penang, there are 11 nationalities altogether. Employees are from Malaysia, India, Indonesia, France, Romania, Thailand, Tunisia, Russia, Nepal, Myanmar, and Philippines. The benefit of having a diverse background is it fosters innovation and creativity in a team. Some of the employees are from other sites, which is a great advantage in decision making and avoiding repeating mistakes. Instead of one unimaginative answer that is based on the same cultural voice, people from different backgrounds give a number of new ideas. However, Valeo should be careful and

must balance the number of headcounts between the foreigner and local employee to give a better idea on how to operate the site as different country has different way of living style.

#### 6.1.4 Positive Work Culture

Workplace culture refers to the values, norms, and conduct of a group of individuals inside a work setting, such as a team, department, or the whole company. A positive work environment promotes employees' well-being, provides assistance at all levels of the business, and has rules in place that foster respect, trust, empathy, and support (Argawal, 2018).

Valeo group values are promoting transparency, ethics, empowerment, professionalism, and teamwork in the organisations. With these core values, employees are experiencing a sense of belonging, fostering strong collaboration and good communication. Every morning, all employees will have morning meetings discussing their day-to-day task. This meeting is great for improving teamwork because it allows members to voice their opinion about the duties that other teammates will carry out or provide assistance with or any issues in the organization. My suggestion, everyone in the organization should help each other so that the organisation can move along more smoothly and achieve everyone's deadlines by demonstrating trust amongst team members.

#### 6.1.5 Remote Working

Working from home has become a popular alternative for employees in a variety of businesses. Remote work is any task that an employee performs away from the office. Remote workers usually connect with coworkers and management using a variety of online communication methods. The most advantage of working remotely is the ability to work from any location that has internet connectivity (Herrity, 2023).

Valeo also promotes work from home 2 times a week for indirect labour. Some of the workers who have a medical appointment or in case of any emergency can apply to work from home according to the relevant reasons. This implementation surely gives benefits to the employee as allowing workers to work remotely can help companies retain employees and reduce absenteeism. Employees are more likely to have good attitudes toward organisation leadership when they do not feel micromanaged and believe their employer trusts them.

#### 6.1.6 Strong Quality Policy - 5 Axes

At Valeo Malaysia CDA, they continuously are motivated to satisfy customers requirements by maintaining a high standard of production as well as a timely supply of products and services through continuous improvement and teamwork.

5 Axes is total quality, production system, supplier integration, employee engagement, and product development. These 5 Axes are changed every year to meet customer as well as employee satisfaction. In Valeo they actively promoted a safe and healthy working environment together with an attitude of Zero Defect. Every employee is ensured to be trained and successful in doing their job right the first time and every time through QRQC (Quick Response Quality Control) methodology. Employers also need to monitor their work accordingly or give feedback on their work as well as lending a hand if they need any help.

## 6.2 Weaknesses

### 6.2.1 High Turnover Rates

Employee turnover rate is a useful measure of an organisation's work culture, hiring procedures efficacy, and overall staff management. Turnover rates are often calculated annually or regularly by organisations either voluntary turnover or involuntary turnover. Voluntary turnover occurs when individuals leave a company of their own free will, generally to work in another firm or relocate to be closer



to their family. Involuntary turnover occurs when employees quit a company because they were requested to do so. Retirement and termination are two frequent examples of involuntary turnover (Shweta & Main, 2022).

In Valeo's case, high turnover rates are dominant in both indirect and direct labour. In the case of direct labour, the turnover is more to local operators. Most of the cases are absconded. Absconded is to flee suddenly and secretly, especially to evade arrest and legal prosecution. Valeo policy is when an employee is not present in 3 consecutive working days without reason or any attempt of giving notice to their leaders, supervisor, or managers, it will be classified as absconded.

Most of the survey from the reason behind the absconded is family reasons, demographic factors, transportation, health, inadequate training, and benefits package. In my opinion, the true reason behind the absconding could be the employer's attitude. What can be done is first the employer needs to know what their weaknesses are and change what needs to be changed. So, solved the internal issues first to have a better employee sustainability.

### 6.2.2 Outdated System

An outdated system is one that is out of date, hasn't had any updates in a while, and is no longer the best tool for the task. Most firms use a combination of old and new technology, with the unwritten rule of upgrading equipment and software as it becomes outdated or when systems fail. According to Dagher (2023), if a company does not update, upgrade, or replace out-of-date technology, it will most likely fall behind industry standards and will be exposed to a variety of dangers.

Valeo Malaysia CDA is a company that combines old and new systems together. There are some features that they use a new system such as their account to do all the documentation and communication

using Google applications as it is much easier to store, restore and access to all across the countries. However, according to the facility engineers, the systems that Valeo Malaysia uses are still outdated in terms of calculating utility power and others. To change the whole system will take a longer time as they still have limited talent. Besides, they are still using the manual document filing which sometimes makes it hard to track the file. My suggestion is that they shouldn't try to change the system all at once. Instead, they should try to make subtle adjustments. As in the Human Resource department, I think they need to change the documentation system first before anything else.

### 6.2.3 Uncompetitive Employee Benefits Package

The indirect and non-cash remuneration provided to an employee is known as employee benefits. Employees receive these advantages in addition to their pay and compensation. They are also known as fringe benefits, and they are provided to attract in and retain employees.

Valeo Malaysia CDA does give the employee benefits other than their salary. For indirect labour there is insurance, free white rice at the canteen, transportation allowance, bonuses, and some other benefits packages according to the company policy. For direct labour there is insurance, transportation, night shift allowance, free white rice at canteen, attendance allowance and bonuses according to the company policy.

However, there are limited direct labour benefits. Some of the local direct labourers are not satisfied with the benefits. They want more such as meal allowance because they rarely eat in the canteen, and it would help them to save money. As by this, I suggest that Valeo Penang could standardise the benefits. If the indirect labour gets more salary, the direct labour should get more benefits.

### 6.2.4 Inefficient Document Store & Disorganised Filing System

For me, document stores in the Human Resource department are inefficient as there are a lot of documents that are no longer used and are still kept in the store. This takes up a lot of space which can be used to store new files. The problem from this is they need to regularly eliminate the unused file, but for my observation they keep delaying the process.

The same goes to the disorganised filing system, the files are not in systematic records. Some of the names in the digital file are not the same as the personal file which needed to double check the file name. Other than that, there is always misplacement of the file. Due to this, it will take time to find the file when it is needed and risk losing them. My suggestion, they should organize the hard file document first. For example, organizing the file with a proper listing as well as the arrangement to save time. If the file is in a good arrangement, it wouldn't be hard to store.

#### 6.2.5 Low Brand Awareness Among Local

As in Malaysia, Valeo is still not a well-known company to the local industry. Many of the local automotive industries are afraid of producing high end automobiles as electrical cars. This is because, while the market for electric vehicles is rising in Malaysia, the number of increases is still modest and growing at a slow pace which can give either small profit or unprofitable at all to the local automobile company.

According to Statista chart (2023), only 3% increased from 2022 to 2023 of Malaysian using electrical cars. Due to this, Valeo is not selling the product to the local company but 100% exporting their product to other countries and this makes the Valeo brand awareness in Malaysia lower than the international. Valeo Malaysia is not good at promoting their company in other ways, especially on social media. This meant that many people didn't know Valeo existed, and as a result, Valeo lost a lot of good talent. They should brand or advertise their site more in social media as digital technology is growing day by day.

## **6.3 Opportunities**

### **6.3.1 Technology Advancement**

Technological advancements help companies to perform more effectively in a variety of ways (Ahmed, 2019). In 2023, Valeo upgraded their system which is called Workday. Workday is a prominent provider of business cloud software for finance and human resources, assisting customers in adapting to and thriving in an ever-changing environment. Workday products are designed with artificial intelligence and machine learning at its core to assist enterprises worldwide in embracing the future of work.

The Employee can use the Workday application on the mobile phone to check their salary, see or request time off, check in and out of work, receive notification for news, significance updates, and approvals. Before this employee needed to use the company computer to access all the things above, now, with the Workday application it eases all these processes. Employees are satisfied with this implementation as it saves their time and energy. Due to this Valeo Penang should do more research on Workday and be an expert in this application.

### **6.3.2 Automobile Market Increasing - Smart & Safer Mobility**

Growing demand for automobiles will present an excellent opportunity for the company to expand. With growing concern for the environment and environmental preservation, governments throughout the world are tightening automobile emission requirements. As a result, there is an increasing need for ecologically friendly and sustainable transportation, such as electric automobiles, according to Fortune Business Insight (2020).

This has become a trend now in customers where they are shifting to higher-end products, including in Malaysia. This provides a potential awareness for Valeo because the company has a strong brand awareness in the premium market. It might be a good situation

for the organisation to have a chance to boost profits. As a result, Valeo should research more of the country's market and try to not just export the product to customers outside the country but try to sell their product inside the country to generate more volume and income.

### 6.3.3 Growth Rates and Profitability in a Rising Economy

Valeo is a multinational company which operates in 33 countries including Asia. In Malaysia, their business group is Comfort & Driving Assistance. Their competitors are Robert Bosch, Continental, and many other automotive companies.

Despite this, Valeo is still well-known for being one of the world's first automotive equipment suppliers. For many years, the brand has been the market leader in the automotive electric business, supplying electric equipment to major European car manufacturers like BMW, Audi, PSA (maker of Peugeot, Citroen, and DS Automobiles), and Renault. As well as several Asian automakers like Kia or Hyundai. Products from Valeo are designed to enhance driving capabilities. According to sales by Valeo CDA Malaysia, in 2022, total sales increased by 47% compared to the previous year 2021. European exports accounted for 78% of total revenues.

### 6.3.4 Collaboration

Valeo Malaysia CDA has collaborated with the government agency to find a good talent for manpower. For example, collaboration with PERKESO (Pertubuhan Keselamatan Sosial) Penang. With collaboration with government agencies and others, it will help to increase Valeo awareness among the locals. Valeo Penang was established in 2018, which can be considered a new company in Malaysia industries.

However, in Europe, Valeo has received its 100 years of establishment in the industry. There are several events that were held by PERKESO that Valeo has joined such as Career Fair. From this

event Valeo gained a lot of great talent manpower from many states of Malaysia and ease recruitment process.

In the upcoming month, Valeo will expand their collaboration with universities and other government agencies to increase their brand awareness in Malaysia. Which is a good improvement and Valeo Penang should maintain this positive relationship as it helps to gain good benefits from it.

## **6.4 Threats**

### **6.4.1 Intense Competition & New Entrants**

Although Valeo is still one of the biggest suppliers in the high-end automotive industry, with the current technology that is rapidly growing, Valeo has a chance of having new competitors. As we know that automotive demand is increasing and this sector is profitable, many new entrants will attempt to enter the market to deliver a good product to customers, especially in the luxury mobile. These new entrants, on the other hand, will eventually reduce total company earnings.

Not only does Valeo face rivalry from new entrants, but Valeo also faces competition from other regional sites. For example, Valeo Malaysia CDA and Valeo China CDA. They all compete to give the best quality product to the customers. If the goods and services are not up to quality, customers can utilise substitutions and alternatives that require little more work and make little difference. Valeo Penang should be careful and enhance their quality product. Therefore, it is really important for them to follow the 5-Axes policy accordingly as it can help them to know what to enhance and what to eliminate.

### **6.4.2 Global Economy Condition**

According to the United Nation (2023), inflation is expected to drop from a 20-year high of 7.5% in 2022 to a 20-year low of 5.2% in 2023. Even though there will be less pressure on prices to go up, many

countries' inflation will stay well above what central banks want it to be. In most growing countries, food prices are still high because of problems with local supplies, high import costs, and problems with the markets, including Malaysia.

This economic condition has affected the Valeo supply in which there is overstock in the production. Valeo can supply it to the customers but to maintain the business relationship with the customer, Valeo Malaysia CDA decided to not pressure them. In this instance, Valeo implemented an emergency condition for the employee, which included a lengthy holiday break and 50% pay for several days in order to reduce company expenses. This implementation, for me, is a good move by the company to sustain the employee by not deciding to lay off the employee.

## 6.5 SWOT Analysis and PESTEL Cross Matrix

The figure below shows the Valeo Malaysia CDA SWOT analysis and PESTEL analysis cross matrix for better understanding. As we can see the results for the opportunity and threats are mostly caused by the external environment, which is economically, socially, and technologically.

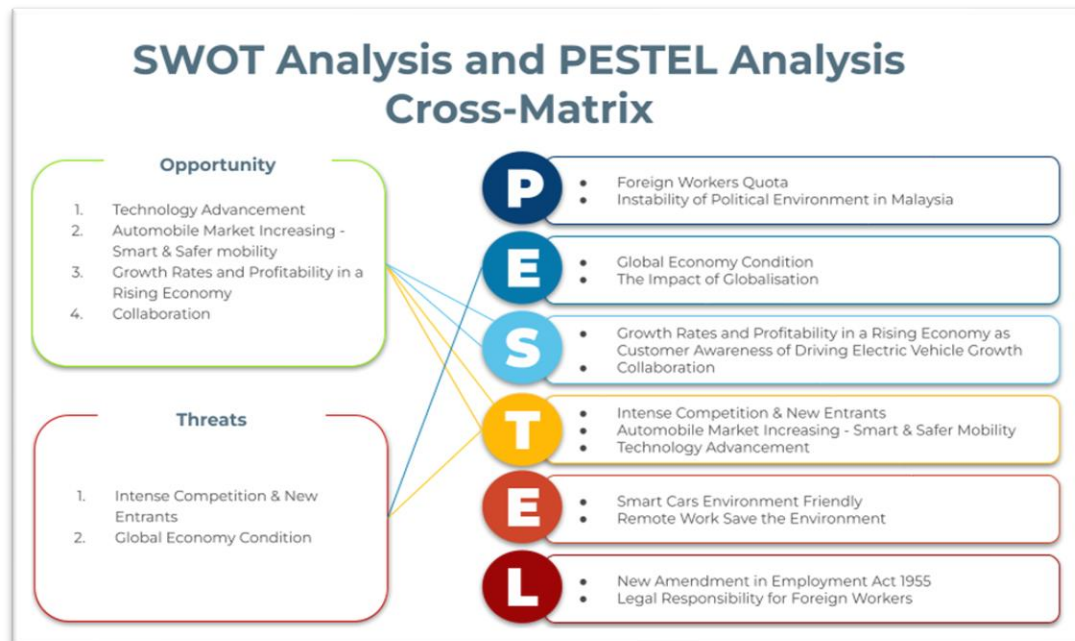


Figure 7: Valeo Penang SWOT and PESTEL analysis cross matrix

This significant association between the two parts demonstrates a correlation between them, which may have either beneficial or negative consequences to the company.



## 6.6 SWOT ANALYSIS MATRIX

A SWOT matrix is a strategic planning tool that businesses and people use to find and evaluate the strengths, weaknesses, opportunities, and threats of an organisation, project, business plan, or activity. This method helps to figure out how factors inside and outside the company can affect the success or feasibility of new projects.

### 6.6.1 Valeo Malaysia CDA SWOT Analysis Matrix

The table below is to show the analysis of the SWOT Matrix for Valeo Malaysia CDA.

Table 4: SWOT matrix of Valeo CDA Penang

	Strength	Weaknesses
	<ol style="list-style-type: none"> <li>Employee Engagement</li> <li>Career Advancement Opportunity</li> <li>Workplace Diversity</li> <li>Positive Work Culture</li> <li>Remote Working</li> <li>Strong Quality Policy - 5 Axes</li> </ol>	<ol style="list-style-type: none"> <li>High Turnover Rates</li> <li>Outdated System</li> <li>Uncompetitive Employee Benefits Package</li> <li>Inefficient Document Store and Disorganised Filing System</li> <li>Low Brand Awareness Among Local</li> </ol>
<b>Opportunity</b> <ol style="list-style-type: none"> <li>Technology Advancement</li> <li>Automobile Market Increasing - Smart &amp; Safer mobility</li> <li>Growth Rates and Profitability in a Rising Economy</li> <li>Collaboration</li> </ol>	<b>(S2, O4)</b> Collaboration with agencies to promote Valeo benefits and increase brand awareness.	<b>(W1, O3)</b> Eliminate unnecessary expenses and increase training practices.
	<b>(S5, O1)</b> Enhance or introduce new online working platform that can be used in case of any emergency (e.g., Covid-19 pandemic).	<b>(W4, O1)</b> Apply new digital method in storing employee data & files online.
		<b>(S1, O1)</b> Using social media to do promotion of Valeo activity.
<b>Threats</b> <ol style="list-style-type: none"> <li>Intense Competition &amp; New Entrants</li> <li>Global Economy Condition</li> </ol>	<b>(S6, T1)</b> Provide comprehensive training for all employee by following the 5-Axes policy accordingly.	<b>(W3, T1)</b> Restructuring more appealing benefits package.

Based on the table above, I managed to find a solution for seven (7) outcomes based on the Valeo Malaysia CDA's Strengths, Weaknesses, Opportunities, and Threats. All the outcomes can be a topic discussion or references for Valeo Malaysia CDA to improve their strategy and planning for future improvements.

## **6.7 RECOMMENDATION BASED ON SWOT MATRIX**

Based on the SWOT matrix, I was able to determine the seven (7) outcomes and suggestions to the Valeo Malaysia CDA SWOT analysis. However, I will only elaborate on four (4) outcomes and recommendations from the SWOT matrix in this section that could be beneficial to Valeo Malaysia CDA.

6.7.1 Collaboration with agencies to promote Valeo benefits and increase brand awareness.

Valeo Malaysia CDA already has collaborations with a government agency such as PERKESO Seberang Jaya to outsource talent by joining their Career Fair. This collaboration has made a good impact on the company branding.

Moreover, for the collaboration to operate effortlessly and efficiently, the company and partner must complement one another as this collaboration either with a government or private agency will have a lot of benefits (Huang, 2021). Such as increasing the market visibility. For example, collaboration with PERKESO on campaigns like career fair, can make the company reach the target audience that is to outsourcing local direct labour and at the same time to develop a relationship with them. Other than that, company can save costs as we can directly outsource the potential employees without needing help from any human resource agency. With a continuous collaboration not just with PERKESO, Valeo CDA Penang will surely gain any other benefits that they wanted to.

6.7.2 Apply a new digital method in storing employee data & files online.

As I mentioned in the SWOT analysis, Valeo Malaysia CDA has insufficient document stores and disorganised filing systems. Due to this, many personal files of the employee are sometimes misplaced and hard to find. This also contributed to time taken to search for the files and delaying the process.

As a result, I propose that Valeo Malaysia CDA develop a strategy for storing employee personal data and files online using a digital method. For instance, storing an employee's soft copy personal file in a system with restricted access.

On the digital method, Valeo can additionally implement a monitoring file system that could track the location of employee hard files. For instance, if someone takes a file, they must remark it on the system so that others are aware if the file is being used.

The benefits of this are that staff can search for an employee's personal file online by browsing for their soft copy, and they can easily locate the hard copy file if it is being used by other staff which can save time and energy.

6.7.3 Provide comprehensive training for all employees by following the 5-Axes policy accordingly.

At Valeo, 5-Axes are their core value that is being used at all their research and production sites. 5-Axes shows how they committed to make sure all their customers are happy with their product and delivering. Their goal is to provide new technology to their partner while giving the best price and top standard quality to their customers. As I have seen in this company, 5-Axes are a very good initiative and guideline for this company to grow.

The only downside is their manpower is not really having enough experience; however, it can be developed by training. The only problem with training is that there is not enough money or resources. Most of the training is being trained by the internal trainer. This internal trainer is the best selected trainer in the company and they already have expertise in their respective area.

Even though the trainer is already good at their job, they still need to improve their information and skills. So, since they also didn't have enough resources, I recommended that this internal trainer should take part in training by a top external trainer to learn more and

improve their skills. Due to this, this internal trainer can use what they have learned to train the Valeo Penang employee better and eliminate the unnecessary material by comprehending the 5-Axes policy.

#### 6.7.4 Restructuring more appealing benefits packages.

Valeo Malaysia CDA benefits, especially for direct labour, are still not competitive enough. Benefits can help employees stay focused on the task and improve their productivity. With a good benefits plan, employees do not have to worry about things like financial or expenses, it can lift some burden.

For example, after doing some interviews with a candidate, many of them are asking whether the company has a day shift allowance and meal allowance in the benefits package. However, unfortunately, Valeo Penang is still in considering those two packages for the direct labour employees.

In my opinion, Valeo Penang can get these two-packages done but the matter is time taken and analysis to do within the company budget. As we all know, when registering for jobs, many people will look at the benefits each company offers and decide where they want to work based on both salary and benefits. If Valeo can make these happen, for sure, it can attract many potential talent candidates for the direct labour.

## **7.0 CONCLUSION**

Overall, this report consists of the industrial training in the Human Resource department at Valeo Malaysia CDA Sdn. Bhd. The objective of the industrial training is to provide the student some knowledge, skills, and opportunity to have a better understanding of the reality in working life. It is advantageous for students to understand their career opportunities and job scope.

In this report, it consists of some information about the company. Such as the company details about the work practice, policy, and organisation. In addition, I have included some suggestions and recommendations for the company's SWOT analysis and matrix, which could benefit as a useful resource in the future. All the information is based on what I have observed throughout the training and knowledge that I have learned from my supervisor, team, and organisation.

Throughout this period of industrial training, I have acquired extensive and in-depth knowledge of human resource management. The team has been quite helpful in allowing me to study and aiding me in determining my areas of interest in human resources. This enables me to conduct my career planning for the future. Thus, I have learned how to be a recruiter, what questions to ask as an interviewer, how to determine whether a candidate is talented or not, and how to organise my tasks and deadlines effectively. In addition, I was able to improve my business skills, gain confidence, and overcome my fear of trying new things.

This industrial training has prepared me to become a competent human resource executive in the future. Besides, it also taught me the importance of teamwork, values, and responsibility in work. In short, Valeo Malaysia CDA is a good company for people to get a good start on their careers, since many of them will learn from the bottom which I would recommend to my junior applying for internship placement in this company.

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## 9.0 APPENDICES

### 9.1 Appendices A: Involvement and Contribution Through Training



Picture 1: Human resource management team at Valeo CDA Penang



Picture 2: Eid Fitri celebration at Valeo CDA Penang



Picture 3: Involvement in events (1)



Picture 4: Involvement in events (2)



## 9.2 Appendices B: Endorsement of Ouriginal Report



UNIVERSITI TEKNOLOGI MARA

### ENDORSEMENT OF OURIGINAL REPORT

**Coordinator**

Unit Jaminan Kualiti Akademik (UJKA)  
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Perlis

Sir

**ENDORSEMENT OF OURIGINAL REPORT FOR PROPOSAL/DISSERTATION/THESIS/PROJECT PAPER/ ASSIGNMENT**

With reference to the work of the candidate below:

Nama : FATIN NURSYABILA BINTI JAMAL

Matric No. : 2021119675

Faculty : BA – FACULTY OF BUSINESS AND MANAGEMENT

Programme : RBA243 – BBA (HONS.) HUMAN RESOURCE MANAGEMENT

Title : INDUSTRIAL TRAINING REPORT AT VALEO MALAYSIA CDA SDN. BHD.

Percentage of Ouriginal Report : 0%

I am pleased that the proposal/thesis/dissertation/project paper/ assignment of the above candidate has fulfilled the Ouriginal percentage of the university's requirement.

Thank you.

\_\_\_\_\_  
1<sup>st</sup> advisor's signature and stamp

Name :

\_\_\_\_\_  
Date

\*\* Please attach 1<sup>st</sup> page of ouriginal report.

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## Sources included in the report

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i EXECUTIVE SUMMARY This report's purpose is to provide an assessment and make some strategic observations on my internship company which is Valeo Malaysia CDA. Using the Strength, Weakness, Opportunity, and Threats (SWOT) analysis and Political, Economic, Social, Technological, Environmental and Legal (PESTEL) analysis, my research tries to analyse how the company develops strategic intent for their business and organisations. The strategic strategy of the firm, including how it intends to make use of its resources and competencies to explore opportunities and overcome risks, is also included in this report.

ii ACKNOWLEDGEMENT In the name of Allah SWT, the Most Gracious, the Most Merciful. First and foremost, praises to Allah S.W.T, gives me strength to complete this internship report. Without His power and blessing I would not be able to complete it in time. Aside from that, I'd want to thank everyone on the Valeo CDA Penang team, particularly my supervisor, En. Hafizal Kamaruddin, for all of their input and guidance throughout my 6-month internship. Thanks to the team's constant support, I was able to learn a lot and improve my skills throughout my internship. Furthermore, I would like to express my heartfelt gratitude and appreciation to my advisor, Miss Zulaiha Ahmad, for all of her advice, attention, and full guidance from the beginning to the completion of my internship. She is indeed a very good lecturer and advisor for me. In addition, thanks to all parties that contribute to this completion of this internship report either directly or indirectly. Not to forget my parents, family members, and my closest friends that always give me moral support to successfully finish this internship. Finally, I'd like to convey my appreciation to myself for continuing to walk towards this point despite being constantly challenged from many sides, but thank you for not giving up, and I depend on you for the next.

3 1.0 STUDENT'S PROFILE 1.1 Fatin Nursyabila's Curriculum Vitae Diagram 1: The Curriculum Vitae of Fatin Nursyabila - Page 1

4 Diagram 2: The Curriculum Vitae of Fatin Nursyabila - Page 2