Navigating Change: Examining Post-Pandemic Employment Trends and Digital Transformation in the Malaysian Workforce

Andylla Arbi Binti Mohamad Bolhassan

Research Project Submitted in Partial Fulfillment of the Requirements

for the Degree of Master of Business Administration

Universiti Tun Abdul Razak

June 2023

DECLARATION

I, hereby declare that the research presented in this MBA research paper titled, *"Navigating Change: Examining Post-Pandemic Employment Trends and Digital Transformation in the Malaysian Workforce"* is the result of my independent work and original effort. I affirm that this research has not been submitted, in part or in whole, to any other institution or university for academic evaluation, degree fulfillment, or any other purpose.

I further affirm that all sources and references used in this research have been appropriately acknowledged and cited according to the required academic conventions, ensuring the integrity and credibility of this work. Any contributions made by individuals, organizations, or other sources have been duly acknowledged in the acknowledgments section of this research paper.

Signature : _____

Name : ANDYLLA ARBI BINTI MOHAMAD BOLHASSAN

Date : 31 June 2023

ACKNOWLEDGEMENT

"In the face of adversity, opportunities arise, and it is our willingness to embrace the new ways that propels us forward." – Ash Arbi

I would like to express my heartfelt gratitude to all those who have contributed to the completion of this Master's thesis, which forms a crucial part of my graduation project for the Master of Administration program at Universiti Tun Abdul Razak.

First and foremost, I extend my deepest appreciation to my supervisor, Assoc. Prof. Dr. Mohd Yaziz, from Universiti Tun Abdul Razak. His invaluable guidance, expertise, and unwavering support throughout the thesis process have been instrumental in shaping the direction and quality of this research. His insightful feedback, constructive criticism, and encouragement have truly been invaluable, and I am profoundly grateful for his mentorship.

I would also like to extend my gratitude to my coursemates, whose constant engagement, lively discussions, and collaborative teamwork have enriched my learning experience during the course of this program. Their support, camaraderie, and collective efforts have contributed significantly to my personal growth and the development of this thesis.

Next, I would like to express my deepest appreciation to my family and friends. Their unwavering support, understanding, and patience throughout this challenging academic journey have been the pillar of my strength. Their encouragement, belief in my abilities, and sacrifices made to accommodate the demands of my thesis work have been invaluable. I am truly grateful for their love, understanding, and constant motivation.

Lastly, I would like to acknowledge all the individuals, researchers, and authors whose work and contributions have been instrumental in shaping the foundation of this thesis.

Andylla Arbi – June, 2023

TABLE OF CONTENT

ABSTRACT

An abstract of the project paper submitted to the Senate of Universiti Tun Abdul Razak in partial fulfilment of the requirements for the Master of Business Administration.

Navigating Change: Examining Post-Pandemic Employment Trends and Digital Transformation in the Malaysian Workforce

By

ANDYLLA ARBI BINTI MOHAMAD BOLHASSAN

June 2023

This research project examines the post-pandemic employment trends in Malaysia between 2019 and 2023, focusing on the impact of COVID-19 in accelerating new businesses, hybrid working models, and the gig economy. The study utilizes a quantitative research approach, incorporating relevant theories, statistical data, and a conceptual framework model to analyze the changing employment landscape. The objectives of the research include investigating the surge in new businesses and online transactions, exploring the adoption of hybrid working models, and examining the growth of the gig economy. The findings provide insights into the implications of these trends for jobless non-IT professionals and companies in Malaysia. The research contributes to the understanding of the post-pandemic employment dynamics and offers recommendations for individuals and organizations navigating the evolving job market.

Keywords*: post-pandemic, employment trends, COVID-19, new businesses, hybrid working, gig economy, quantitative research, conceptual framework model, Malaysia.*

CHAPTER 1: INTRODUCTION

1.1 Introduction

The outbreak of the COVID-19 pandemic in early 2020 has triggered unprecedented global health, economic, and social challenges (World Health Organization, 2020). As governments around the world implemented strict measures to contain the virus, the Malaysian economy faced a significant downturn, leading to widespread disruptions across various sectors (Department of Statistics Malaysia, 2021). The repercussions of the pandemic have been particularly felt by non-IT professionals, who have experienced high rates of unemployment and job insecurity in the aftermath of the crisis. This research introduction aims to delve into the post-pandemic impact on jobless non-IT professionals and companies in Malaysia, shedding light on the challenges faced by individuals seeking employment and the implications for businesses.

Figure 1: The World Health Organization announced the first Disease Outbreak News regarding the new virus. ((World Health Organization (WHO), 2020)

According to the Department of Statistics Malaysia (DOSM, 2021), the COVID-19 pandemic has had a profound impact on the labor market, resulting in a surge in job losses and reduced employment opportunities. From 2019 to 2020, the unemployment rate in Malaysia increased from 3.3% to 5.1%, reflecting a significant rise in joblessness. This rise in unemployment has disproportionately affected non-IT professionals, as they face challenges in adapting to the evolving job market and skill demands (OECD.org, 2021). As non-IT sectors grapple with the effects of the pandemic, many individuals find themselves without employment or with limited job prospects.

Non-IT professionals encompass a wide range of occupations, including those in the service, manufacturing, and construction sectors. These professionals often possess specialized skills and qualifications that may not align with the current demands of the labor market, exacerbating the challenges they face in securing employment. The pandemic-induced economic downturn has further accentuated the existing skill mismatches, leaving many non-IT professionals grappling with joblessness and uncertainty.

Moreover, the impact of the pandemic on companies in Malaysia has been significant. Many businesses, particularly those in non-essential sectors, faced financial constraints, reduced operations, and even closure as a result of the crisis (Ministry of Finance Malaysia, 2020). The sudden halt in economic activities and the need to adhere to stringent health protocols have necessitated a swift adaptation to digital platforms and online transactions (Bank Negara Malaysia, 2020). This shift towards digital transformation has presented both opportunities and challenges for companies in Malaysia, particularly in terms of their workforce needs and strategies for business continuity.

Understanding the post-pandemic impact on jobless non-IT professionals and the challenges faced by companies in Malaysia is crucial for formulating effective policies, strategies, and interventions to address the existing employment crisis and facilitate economic recovery. By examining the experiences, perspectives, and implications of the pandemic on both

individuals seeking employment and companies embracing digital transformation, this research aims to provide valuable insights and recommendations to support the recovery and growth of the Malaysian economy.

According to the Department of Statistics Malaysia (2021), the unemployment rate in Malaysia reached its highest level in 30 years due to the COVID-19 pandemic. The statistics revealed that the **unemployment rate rose from 3.3% in 2019 to 5.3% in 2020**, signifying the magnitude of the crisis. These figures highlight the urgent need to examine the specific impact on non-IT professionals, who have faced unique challenges in the job market during these trying times.

The repercussions of the pandemic have been further exacerbated by the shift towards digitalization and remote work. As companies strive to adapt to the new normal, digital transformation has become a necessity for business continuity and survival. This shift has created a demand for IT-skilled professionals, leaving non-IT professionals at a disadvantage and struggling to secure employment opportunities (The Star, 2021).

Digital transformation, which involves the integration of digital technologies into various aspects of business operations, has become crucial for companies to remain competitive in the post-pandemic era. However, traditional corporate companies in Malaysia face numerous challenges in embracing digital frameworks and measuring the growth in workforce demand (Bernama, 2021). These challenges range from resistance to change, limited digital literacy among employees, to the need for upskilling or reskilling the existing workforce.

Furthermore, the pandemic has accelerated changes in working norms, with remote work and online transactions becoming the new normal. Online businesses and e-commerce platforms have witnessed a sudden growth spurt, leading to a surge in demand for IT-skilled professionals who can facilitate and sustain these digital operations (New Straits Times, 2021).

This shift has posed additional challenges for non-IT professionals, as they grapple with adapting to the evolving job market and competing with IT-skilled candidates.

To comprehensively understand the post-pandemic impact on jobless non-IT professionals and companies in Malaysia, it is imperative to delve deeper into the challenges faced by individuals seeking employment and the implications for businesses. By examining the employment landscape, digital transformation challenges, and the shift towards online transactions and new online businesses, this research aims to provide valuable insights and recommendations for policymakers, professionals, and companies seeking to navigate the post-pandemic era.

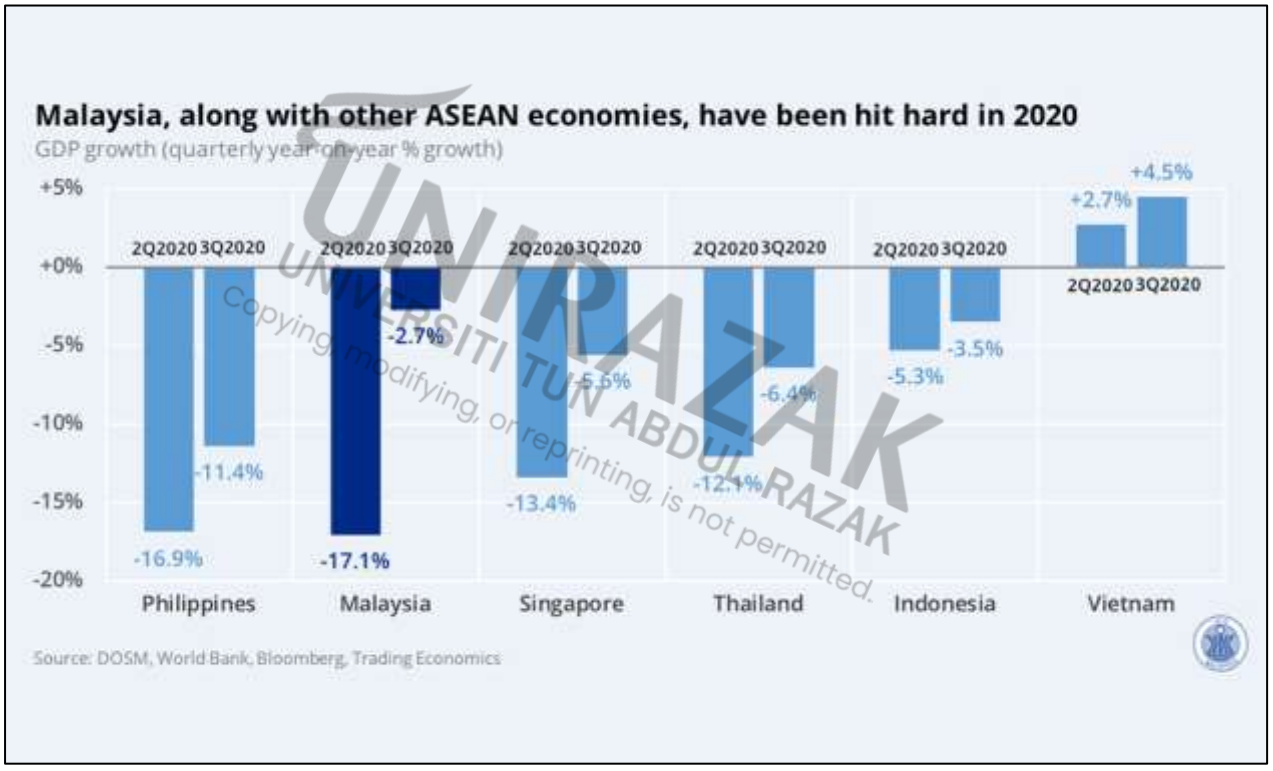
In conclusion, the COVID-19 pandemic has significantly affected non-IT professionals in Malaysia, leading to high unemployment rates and job insecurity. The emergence of digital transformation and the sudden growth of online transactions and businesses have further complicated the employment landscape. This research seeks to address the specific challenges faced by jobless non-IT professionals and companies in Malaysia, shedding light on the implications of the pandemic and digital transformation on employment and business operations. By doing so, this study aims to contribute to the formulation of effective strategies for recovery and resilience in the post-pandemic economy.

1.1 Background

The COVID-19 pandemic, which emerged in early 2020, has had far-reaching consequences on a global scale, affecting health, economies, and societies worldwide. The Malaysian economy, much like other nations, has faced significant repercussions due to the pandemic. According to the World Bank, Malaysia experienced a contraction of 5.6% in real GDP in 2020, indicative of a severe economic downturn (World Bank, 2021). As a result, the country has witnessed job losses and a rise in unemployment rates, impacting various sectors of the economy.

The economic downturn triggered by the pandemic has given rise to a multitude of social challenges within the Malaysian community. One notable challenge is the increase in crime rates, which can be attributed to the adverse economic conditions and the strain it places on individuals and communities. Additionally, there has been a notable trend of mass migration, with citizens from rural areas, where employment opportunities are limited, relocating to cities and urban centers in search of better prospects. This influx of people into urban areas poses unique challenges in terms of housing, infrastructure, and social services.

Figure 2: "Economic contraction in Malaysia in 2020, with high unemployment rates and marginalized workers facing challenges." (Cheng, 2021)



Furthermore, hidden unemployment within the informal sector presents another dimension of social challenge. The informal sector, often comprising self-employment or small-scale businesses, is not adequately captured by official unemployment statistics. Many individuals in this sector face job insecurity, reduced income, and lack of social protection, adding to the overall economic and social strain.

The intended effects of this paper are to shed light on the role of an altered economy in contributing to the various social challenges faced by Malaysia during and after the COVID-19 pandemic. By examining the intersection of economic factors and social challenges, this research aims to provide a comprehensive understanding of the implications of the pandemic on Malaysian society.

The expected outcomes of this paper include presenting a comprehensive overview of the social challenges faced by Malaysia during and after the COVID-19 pandemic. Additionally, the paper will explore and report on how the altered economy has played a significant role in shaping these social challenges. By examining these interconnections, the research aims to contribute to the existing body of knowledge and provide valuable insights for policymakers, organizations, and individuals seeking to navigate the post-pandemic landscape.

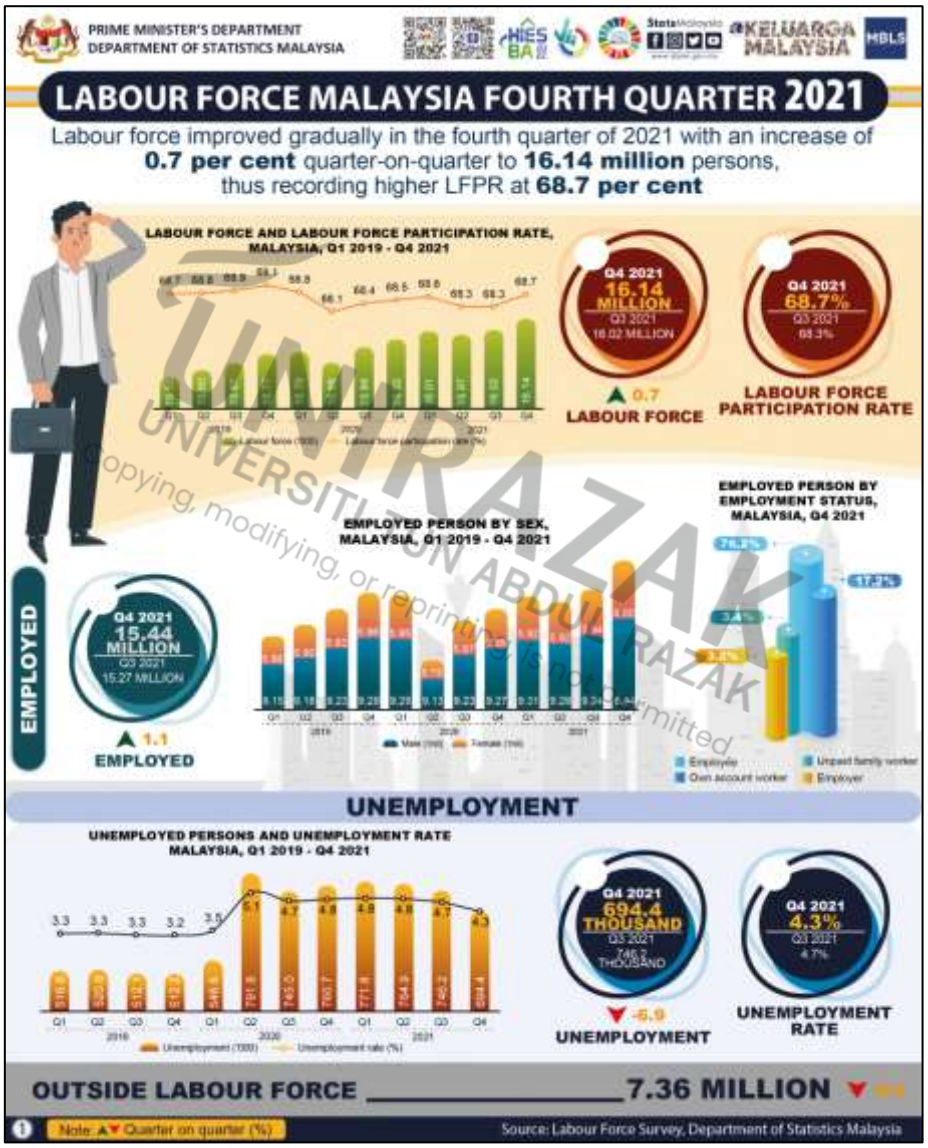
1.2 Problem Statement

The COVID-19 pandemic has led to a high unemployment rate and job insecurity among non-IT professionals in Malaysia. As companies faced financial constraints and operational difficulties, many resorted to workforce reduction or closure, leaving a significant number of individuals unemployed or struggling to find stable employment. According to the Department of Statistics Malaysia, the unemployment rate in Malaysia reached 4.8% in 2020, a notable increase from 3.3% in 2019 (Department of Statistics Malaysia, 2021).

To add, the pandemic has accelerated the need for digital transformation in companies across industries. The sudden shift to remote work, increased reliance on online transactions, and the growth of e-commerce have created a demand for IT-skilled professionals. This has further widened the gap between non-IT professionals and the evolving job market, posing additional challenges for individuals seeking employment.

The COVID-19 pandemic has not only caused a rise in unemployment rates but has also highlighted the growing demand for IT-skilled professionals in Malaysia. As the need for online transactions, remote work, and e-commerce surged during the pandemic, companies across industries faced the challenge of rapidly adapting to digital transformations. However, the availability of a skilled IT workforce has not kept pace with this accelerated demand.

Figure 3: Labour Force Malaysia Fourth Quarter 2021, (DOSM, 2021)



The Malaysian government has recognized the importance of addressing the issues surrounding the availability of IT-skilled resources. Acknowledging the economic transition towards digitalization, the government has emphasized the significance of developing a strong IT workforce to meet the evolving needs of the job market. However, the existing shortage of IT-skilled professionals poses a barrier to economic growth and hinders the smooth transition to a digital economy.

The demand for IT-skilled professionals is not limited to specific industries but permeates various sectors, including banking, retail, healthcare, and education, among others. The increasing reliance on technology for business operations and customer interactions necessitates a competent workforce capable of harnessing the potential of digital tools and platforms.

Figure 4: Liyana Hasnan. (2019, August 4). Upskilling for the future. The ASEAN Post. (Liyana Hasnan, 2019)

The problem statement focuses on the challenges faced by non-IT professionals in securing employment in the wake of the COVID-19 pandemic and the growing demand for IT-skilled resources. The economic transition towards digitalization and the increased need for online transactions and purchases have created a pressing demand for IT-skilled professionals. However, the current supply of IT talent falls short of meeting this demand, posing a significant challenge for individuals seeking stable employment and hindering the overall economic transition.

1.3 Research Objectives

The primary objective of this study is to investigate the impact of the demand for IT-skilled workforce on employment opportunities and economic transition in Malaysia. In line with this overarching objective, the specific research objectives of this study are as follows:

The research objective of this study is to find the relationship between skillset training and employability. Previous research has shown that individuals who receive targeted skillset training are more likely to enhance their employability (McDonald et al., 2020).

Another research objective is to examine the relationship between culture and employability. Studies have suggested that the organizational culture of a company has a significant impact on an individual's employability (Caza & Posner, 2021; Misra & Khurana, 2017)

The third research objective is to investigate the relationship between technologies and employability. Research has indicated that individuals with technological skills and knowledge have higher employability prospects in the digital age (Dueck, 2022; Scherz et al., 2019)

1.7 Research Questions

RQ1: to find the relationship between skillset training and employability
RQ2: to find the relationship between culture and employability
RQ3: to find the relationship between technologies and employability

By addressing these research objectives, this study aims to provide valuable insights into the challenges and opportunities associated with the demand for IT-skilled workforce in Malaysia. It seeks to contribute to the existing body of knowledge on the topic and provide practical recommendations for policymakers, educational institutions, and individuals seeking employment in the digital era.

By examining the current state of IT-skilled resources, identifying the factors contributing to the shortage, and understanding the challenges faced by non-IT professionals, this study will shed light on the necessary steps to bridge the gap between demand and supply. Additionally, by assessing government initiatives and proposing recommendations, this research aims to provide actionable strategies for enhancing the availability of IT-skilled resources and supporting the economic transition towards a digital economy.

Overall, this study's research objectives are designed to provide a comprehensive understanding of the demand for IT-skilled professionals and its implications for employment and economic transition in Malaysia.

1.4 Significance of the Study

Understanding the post-pandemic impact on jobless non-IT professionals and companies is crucial for policymakers, industry leaders, and individuals seeking employment. This research aims to contribute to the existing body of knowledge by providing empirical evidence on the challenges faced by non-IT professionals in securing employment opportunities and the dynamics of digital transformation in traditional corporate entities.

The findings of this research can inform policymakers in developing targeted initiatives to support non-IT professionals in their job search and career transitions. Additionally, the study can assist companies in effectively navigating the digital transformation process, addressing skill gaps, and fostering an inclusive workforce.

The COVID-19 pandemic has brought about significant changes in the business landscape, particularly in Malaysia, where companies have had to rapidly pivot towards digital transformation. The surge in the demand for online transactions and the growth of e-commerce has highlighted the need for companies to adapt to the digital realm to remain competitive and meet consumer expectations. As a result, there has been an increased demand for IT skilled professionals who can drive and support these digital transformations.

However, many companies in Malaysia have faced challenges in this transition. The sudden need to adopt digital technologies and processes has created a skills gap within organizations, particularly for non-IT professionals who may not possess the necessary skills and knowledge to thrive in the digital era. This skills gap poses a significant obstacle for companies as they struggle to find and retain talent with the required IT skills.

Moreover, the accelerated pace of digital transformation has put pressure on companies to swiftly adapt their operations, systems, and strategies to keep up with changing market demands. This has created a sense of urgency and a need for effective strategies to manage

the digital transformation process. Companies must address issues such as upskilling and reskilling their workforce, implementing appropriate digital infrastructure, and fostering a digital culture within their organizations.

The significance of this study lies in its exploration of the challenges faced by companies in Malaysia as they navigate the digital transformation landscape. By understanding these challenges and their implications, this research aims to provide insights and recommendations that can help companies effectively manage their digital transformation efforts. This includes strategies for attracting and developing IT skilled professionals, addressing the skills gap, and fostering a digital-ready workforce. By addressing these issues, companies can enhance their competitive advantage and adapt to the evolving demands of the digital age.

This study also holds importance for policymakers and industry stakeholders as they seek to support and guide organizations in their digital transformation journeys. The findings and recommendations from this research can inform policy decisions, training initiatives, and resource allocation to facilitate a smoother transition towards a digitally enabled economy.

Overall, the significance of this study lies in its contribution to the understanding of the challenges faced by companies in Malaysia as they pivot towards digital transformation. By shedding light on these issues, this research aims to provide practical insights and recommendations that can empower organizations to navigate the digital landscape effectively and capitalize on the opportunities it presents.

1.5 Scope and Limitations

This research focuses specifically on the post-pandemic impact on jobless non-IT professionals and companies in Malaysia between 2019 and 2023. The study relies on available literature, data, and qualitative insights from relevant sources. However, it is important to acknowledge the limitations of the research, including potential data gaps and the evolving nature of the post-pandemic landscape. The study aims to provide a comprehensive analysis of the challenges faced by non-IT professionals in securing employment in the evolving job market, particularly in relation to the growing demand for IT-skilled workforce.

To achieve this, the research draws upon existing literature, data, and qualitative insights from relevant sources. These sources may include government reports, industry studies, academic publications, and expert opinions. By analyzing and synthesizing these sources, the study aims to generate a holistic understanding of the issues at hand and offer practical recommendations.

However, it is important to acknowledge the limitations of this research. Firstly, the availability and reliability of data may pose a limitation. While efforts have been made to gather and utilize the most up-to-date information, there may be data gaps or inconsistencies that could impact the findings. Furthermore, the post-pandemic landscape is dynamic and constantly evolving, making it challenging to capture the full extent of its impact within the specified time frame.

Another limitation is the potential for bias in the data sources and research methods used. The study relies on existing literature and secondary data, which may be subject to biases and limitations inherent in the original studies. Additionally, the qualitative insights obtained from experts or industry professionals may reflect their subjective perspectives and experiences.

Furthermore, the research is focused on the Malaysian context and may not fully capture the nuances and variations across different regions or countries. The findings and recommendations of this study should be interpreted within the specific context of Malaysia and may not be directly applicable to other countries or regions.

Despite these limitations, this research provides valuable insights into the challenges faced by jobless non-IT professionals and companies in Malaysia during the post-pandemic period. It serves as a starting point for further exploration and analysis in this field, highlighting the need for more comprehensive studies and ongoing research to address the complexities of the evolving job market and the demand for IT-skilled workforce.

1.6 Organization of the Research

This research is structured into several chapters. Chapter 1 provides an introduction to the research topic, highlighting the background, problem statement, research objectives, significance, scope, and limitations of the study. Chapter 2 presents a comprehensive literature review, examining the relevant concepts and previous studies related to the post-pandemic impact on non-IT professionals and digital transformation challenges in Malaysia. Chapter 3 outlines the research methodology, including data collection methods and analysis techniques. Chapter 4 presents the research findings and analysis. Finally, Chapter 5 concludes the research with key insights, recommendations, and avenues for future research.

By investigating the post-pandemic impact on jobless non-IT professionals and companies in Malaysia, this research aims to contribute to the understanding of the challenges faced by individuals seeking employment and the implications for businesses in the digital era.

This research is organized into several chapters to provide a systematic and coherent presentation of the study. Each chapter focuses on different aspects of the research and contributes to the overall understanding of the post-pandemic impact on jobless non-IT professionals and companies in Malaysia. The organization of the research is as follows:

1. Chapter 1: Introduction

- This chapter introduces the research topic, provides the background and problem statement, and outlines the research objectives.
- It also defines the scope and limitations of the study, ensuring clarity regarding the focus and potential constraints of the research.
- The chapter concludes with an overview of the organization of the research, highlighting the subsequent chapters.

2. Chapter 2: Literature Review

- In this chapter, a comprehensive review of relevant literature is conducted to establish the theoretical foundation and contextual background for the research.
- The literature review explores key concepts related to the post-pandemic impact on jobless non-IT professionals and companies, including digital transformation, employment trends, and challenges faced by non-IT professionals.
- It synthesizes existing knowledge and identifies gaps in the literature, setting the stage for the subsequent chapters.

3. Chapter 3: Methodology

- This chapter outlines the research methodology employed in the study, providing a detailed description of the research design, data collection methods, and data analysis techniques.
- It explains the rationale behind the chosen methodology and justifies its suitability in addressing the research objectives.
- The chapter also discusses ethical considerations and potential limitations of the methodology.

4. Chapter 4: Findings and Analysis

- In this chapter, the findings of the research are presented and analyzed based on the data collected and the research objectives.
- The chapter provides a comprehensive examination of the post-pandemic impact on jobless non-IT professionals and companies in Malaysia.
- It includes an analysis of employment trends, the demand for IT-skilled workforce, and the challenges faced by non-IT professionals.
- The findings are interpreted and discussed in relation to the existing literature and the research objectives.

5. Chapter 5: Conclusion

- The final chapter of the research summarizes the key findings, implications, and contributions of the study.
- It provides a comprehensive conclusion that addresses the research objectives and offers insights into the post-pandemic impact on jobless non-IT professionals and companies in Malaysia.
- The chapter also discusses the limitations of the research and suggests recommendations for future research.

By following this organizational structure, the research ensures a logical flow of information and allows readers to navigate through the various aspects of the study. This approach enables a clear understanding of the research process, findings, and implications, ultimately contributing to the overall knowledge in the field of post-pandemic employment trends and the demand for IT-skilled workforce in Malaysia.

1.8 Conclusion

In conclusion, the study on "Reshaping the Workforce: Exploring Post-Pandemic Employment Trends and Digital Transformation Challenges in Malaysia" is of utmost importance in understanding the profound impact of the COVID-19 pandemic on the Malaysian workforce and the urgent need for digital transformation. The outbreak of the pandemic has caused unprecedented disruptions, leading to economic contractions, job losses, and significant changes in the way people work.

The findings from the Department of Statistics Malaysia (DOSM) report in March 2022 provide valuable insights into the current state of the labor market in Malaysia. The employee category witnessed positive growth, with an increase of 0.1% (+14.0 thousand persons), reaching a total of 12.06 million persons. The own-account workers category also experienced a rise of 0.6% (+16.9 thousand persons), totaling 2.69 million persons. Additionally, the number of unemployed persons continued to decrease, with a reduction of 0.4% (-2.6 thousand persons) to 669.2 thousand persons, resulting in an unemployment rate of 4.1%.

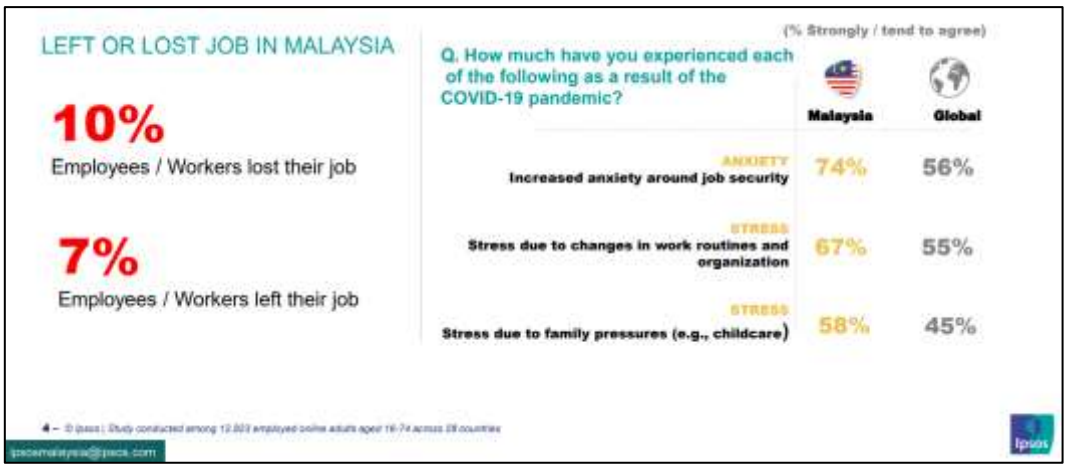
The study sheds light on the specific challenges faced by jobless non-IT professionals and companies in Malaysia during and after the pandemic. It highlights the need for comprehensive research to identify the employment trends and digital transformation challenges in the post-pandemic era. By examining the current landscape and understanding the implications, the study aims to provide valuable insights for policymakers, employers, and individuals in navigating the changing job market and fostering sustainable growth.

Furthermore, the study serves as a crucial reminder and warning to both the government and the world to be prepared for similar cases in the future. The COVID-19 pandemic has exposed vulnerabilities in the global economy and the workforce, emphasizing the necessity of proactive measures and readiness for unforeseen crises. By conducting studies like this, we can learn from the challenges faced during the pandemic and implement strategies to mitigate their impact in the future.

According to an Ipsos survey of 12,823 employed online adults from 16-74 years old in 28 countries, it is clear that COVID-19 has significantly impacted the Malaysian workforce (IPSOS, 2021). The study revealed that 17% of Malaysians claimed to have left or lost their jobs, highlighting the severity of job losses during the pandemic. Additionally, the majority of Malaysians were working from home, facing challenges in work-life balance, home setup inadequacy, and feelings of severe loneliness and isolation. The study also found that Malaysian employees experienced higher levels of anxiety related to job security, stress due to changes in routine, and family pressures compared to their global peers. These work-related changes are expected to have a lasting negative effect on the workforce.

Figure 5: Malaysians Work from home challenges, a study by IPSOS, March 2021

Figure 6: Study by IPSOS of those who lost their job or force to leave, March 2021



In light of these findings, it is crucial to address the immediate and long-term impact of the pandemic on the Malaysian workforce. This study encourages further research to delve deeper into understanding the specific needs and challenges faced by jobless non-IT professionals and companies. By conducting more studies, we can develop tailored solutions, policies, and strategies to support individuals in securing employment, foster digital transformation, and enhance resilience in the face of future crises.

Overall, this study serves as a call to action, urging stakeholders to prioritize the exploration of post-pandemic employment trends and digital transformation challenges. By leveraging the lessons learned and insights gained from this study, we can proactively shape the workforce and ensure a more resilient and adaptable future for both individuals and organizations in Malaysia and beyond.

In conclusion, the DOSM report suggests that the national economy and the labor market in Malaysia are poised for further expansion in the coming months. The positive indicators of economic recovery and increased labor demand underscore the importance of ongoing research and monitoring to inform policies and strategies that promote sustainable growth, employment opportunities, and economic resilience. By conducting further studies, we can better understand the evolving dynamics of the labor market and ensure preparedness for future challenges and disruptions.

CHAPTER 2: LITERATURE REVIEW

2.1 Introduction

In this chapter, a comprehensive literature review is conducted to explore the various dimensions of the post-pandemic impact on jobless non-IT professionals and companies in Malaysia. The literature review provides an understanding of the key concepts and theories related to the research topic, highlighting the impact of the COVID-19 pandemic on the global economy, Malaysia's economic infrastructure, and the traditional workforce. Additionally, the review introduces the concept of the digital workforce, the importance of upskilling training for employees, government initiatives and incentives outlined in the Malaysian Twelfth Plan, and the theoretical frameworks relevant to the research. Finally, a summary of the literature review is presented to provide an overview of the key findings.

2.1.1 The Impact of Covid-19 Pandemic on the Global Economy and Malaysia's Economic Infrastructure

The COVID-19 pandemic has caused significant disruptions to the global economy, leading to economic contractions, job losses, and increased unemployment rates. According to the International Monetary Fund (IMF), the global economy contracted by 3.5% in 2020 (IMF, 2021). In Malaysia, the pandemic-induced restrictions and lockdowns have resulted in a sharp decline in economic activity, leading to job losses across various sectors (World Bank, 2021). The literature examines the impact of the pandemic on the global and Malaysian economy, providing statistical data and insights into the challenges faced by businesses and the workforce.

This chapter focuses on the impact of the COVID-19 pandemic on the global economy and Malaysia's economic infrastructure. The literature review highlights the significant disruptions caused by the pandemic, including economic contractions, job losses, and increased unemployment rates worldwide. The International Monetary Fund (IMF) reports that the global economy contracted by 3.5% in 2020, marking one of the most severe recessions in recent history (IMF, 2021).

In the Malaysian context, the pandemic-induced restrictions and lockdown measures have had a profound effect on the country's economic infrastructure. The literature examines the specific challenges faced by businesses and the workforce in Malaysia, with a focus on the decline in economic activity and subsequent job losses. According to the World Bank, Malaysia's real GDP contracted by 5.6% in 2020, signifying a significant economic downturn (World Bank, 2021). The pandemic's impact has been felt across various sectors, including manufacturing, services, and tourism, leading to widespread layoffs and reduced employment opportunities.

The global economy experienced a significant downturn as a result of the pandemic. Studies have shown that the pandemic caused a sharp decline in global GDP growth, disrupted global supply chains, and led to widespread job losses (OECD, 2020; IMF, 2021). These disruptions have affected various sectors, including tourism, manufacturing, and services (World Bank, 2020; Megat Tajudin et al., n.d.).

In the case of Malaysia, the Covid-19 pandemic had a substantial impact on the country's economic infrastructure. Research has indicated that Malaysia's GDP growth contracted, reflecting the adverse effects of the pandemic (DOSM, 2021; Rangkuti et al., 2022). The implementation of strict lockdown measures and travel restrictions negatively impacted sectors such as Microentrepreneurs, tourism, hospitality, and retail (Megat Tajudin et al., n.d.). Additionally, the disruption in global supply chains affected Malaysia's manufacturing sector (Ibrhim et al., 2021).

The study conducted by Leu and Masri (Leu & MASRI, 2021) focuses on the success of popular apparel brands in the digital business realm. The authors highlight the significant growth of e-commerce during the pandemic, emphasizing the need for firms to embrace digitalization in response to evolving consumer purchasing patterns. Using a qualitative research approach and secondary data analysis, the study examines how these apparel brands have achieved success in the digital space.

The findings reveal that the selected brands have adopted omni-channel methods and leveraged various technologies in their product and operational management. The firms acknowledge the importance of digital business and have chosen omni-channel retailing as their preferred approach. The study emphasizes that in the current unprecedented times, sustainable success in the digital business domain requires a flexible and innovative approach, along with a commitment to achieving operational excellence. Continuous renewal and digital transformation are crucial for these companies to adapt to changes and achieve satisfactory organizational performance.

Overall, this section of the literature review provides a solid foundation for understanding the broader economic context in which the post-pandemic employment trends and digital transformation challenges in Malaysia are situated. By examining the impact of the COVID-19 pandemic on the global economy and Malaysia's economic infrastructure, it sets the stage for further exploration of the specific implications for jobless non-IT professionals and companies in subsequent chapters.

2.1.2 The Digital Workforce and the Importance of Upskilling Training

The concept of the digital workforce has gained prominence in the post-pandemic era, as companies increasingly recognize the need to adapt to digital transformation (Li, 2022). The literature explores the characteristics of the digital workforce and the emerging trends in the labor market, emphasizing the importance of upskilling training for employees to meet the demands of the digital era. Statistics and research findings are cited to support the significance of upskilling initiatives and the benefits they bring to both employees and organizations.

According to the World Economic Forum's "The Future of Jobs Report 2020," certain job roles such as Data Analysts and Scientists, Internet of Things (IoT) Specialists, Digital Transformation Specialists, and Cybersecurity Specialists will be in high demand (BusinessToday, 2021). The report also projects that by 2025, around 50 percent of all employees will require re-skilling.

2.1.3 Government Initiatives and Incentives

The Malaysian government has introduced various initiatives and incentives to support digital transformation and upskilling efforts. The literature examines the Malaysian Twelfth Plan, which outlines the government's strategies and programs to enhance the digital economy and promote workforce development. The review explores the specific initiatives implemented by the government and their potential impact on jobless non-IT professionals and companies.

The Malaysian government launched PEMERKASA Plus (PEMERKASA+) on May 31, 2021, as a response to the economic impact caused by the Full Movement Control Order (FMCO) starting from June 1, 2021. This financial aid package, amounting to RM40 billion, aims to support affected Malaysians and address the economic challenges faced during this period.

2.1.4 Theoretical Frameworks Relevant to the Research

The literature review encompasses the exploration of various theoretical frameworks that are relevant to the research topic. These frameworks provide a theoretical basis for understanding the post-pandemic impact on jobless non-IT professionals and companies in Malaysia. Examples of these frameworks include the skills gap theory, the technology adoption model, and the employability framework. The review discusses the key concepts and insights provided by these theoretical frameworks and their applicability to the research. (*A Nation United in #DIGITALvsCOVID*, 2020)

2.1.5 Summary of the Literature Review

The concept of the digital workforce has gained prominence in the post-pandemic era, as companies increasingly recognize the need to adapt to digital transformation (Li, 2022). The literature explores the characteristics of the digital workforce and the emerging trends in the labor market, emphasizing the importance of upskilling training for employees to meet the demands of the digital era (Huong Ha & Chuah, 2023). Research by Majcher-Teleon (2021) supports the benefits of upskilling initiatives in enhancing employee productivity, job satisfaction, and organizational competitiveness.

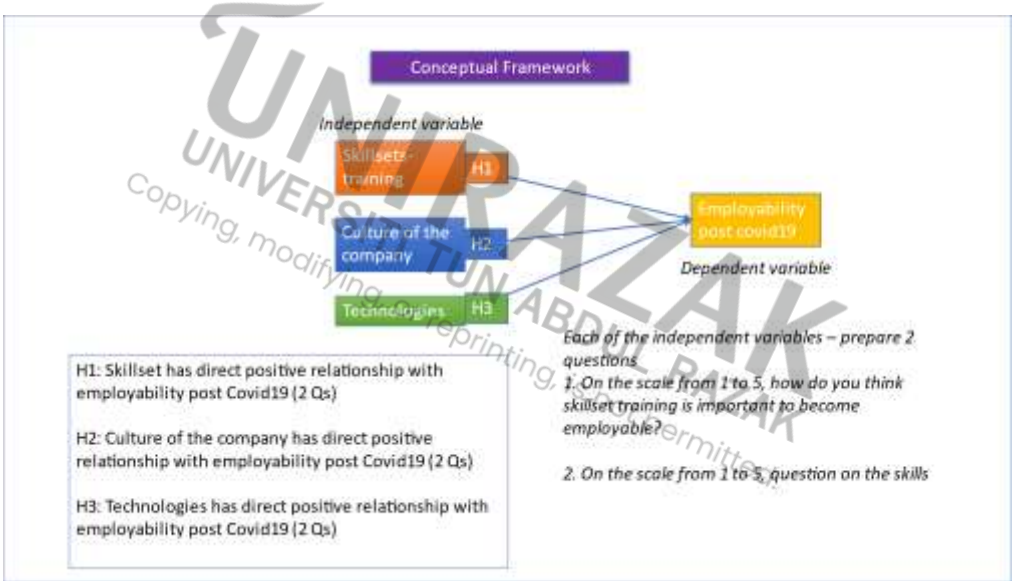
The literature review provides a comprehensive overview of the key findings and insights from the existing body of knowledge. It highlights the impact of the COVID-19 pandemic on the global and Malaysian economy, introduces the concept of the digital workforce and the importance of upskilling training, discusses government initiatives and incentives, and examines relevant theoretical frameworks (Guan Khai et al., 2020; Tong & Gong, 2021). The review establishes the foundation for the research by identifying gaps in the literature and setting the stage for further analysis and exploration.

2.2 The Proposed Conceptual Framework: Skillset, Culture, Technology, and Employability

The proposed conceptual framework for this research comprises four dimensions: skillset, culture, technology, and employability. The literature review explores each dimension in detail, examining their individual and interconnected impact on jobless non-

IT professionals and companies in the post-pandemic landscape. The framework provides a structured approach to understanding the various factors influencing employability and the challenges faced by individuals seeking employment in the digital era.

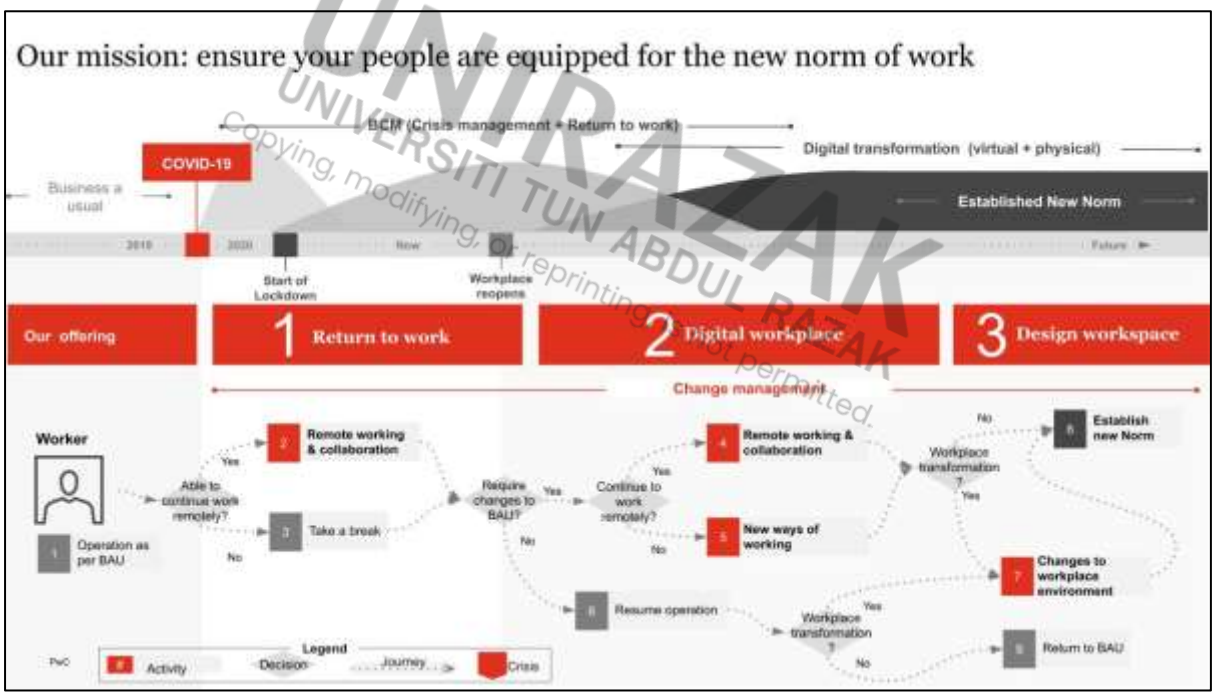
Figure 7: Conceptual Framework for the study



2.3 Conceptual Framework and Impact of Workforce Digital Transformation

This section of the literature review delves deeper into the conceptual framework, providing real-world examples, success statistics, and citations to support the impact of the transformation on jobless non-IT professionals and companies. It highlights successful case studies of companies that have embraced digital transformation and witnessed positive outcomes in terms of employment opportunities and business growth (Thanh et al., 2021). The review also presents statistical data and research findings that demonstrate the effectiveness of digital transformation in driving economic recovery and enhancing employability.

Figure 8: "PWC Malaysia: Navigating Post-COVID Workplace Strategy with Employee Safety and Wellbeing in Focus" (PricewaterhouseCoopers, n.d.)

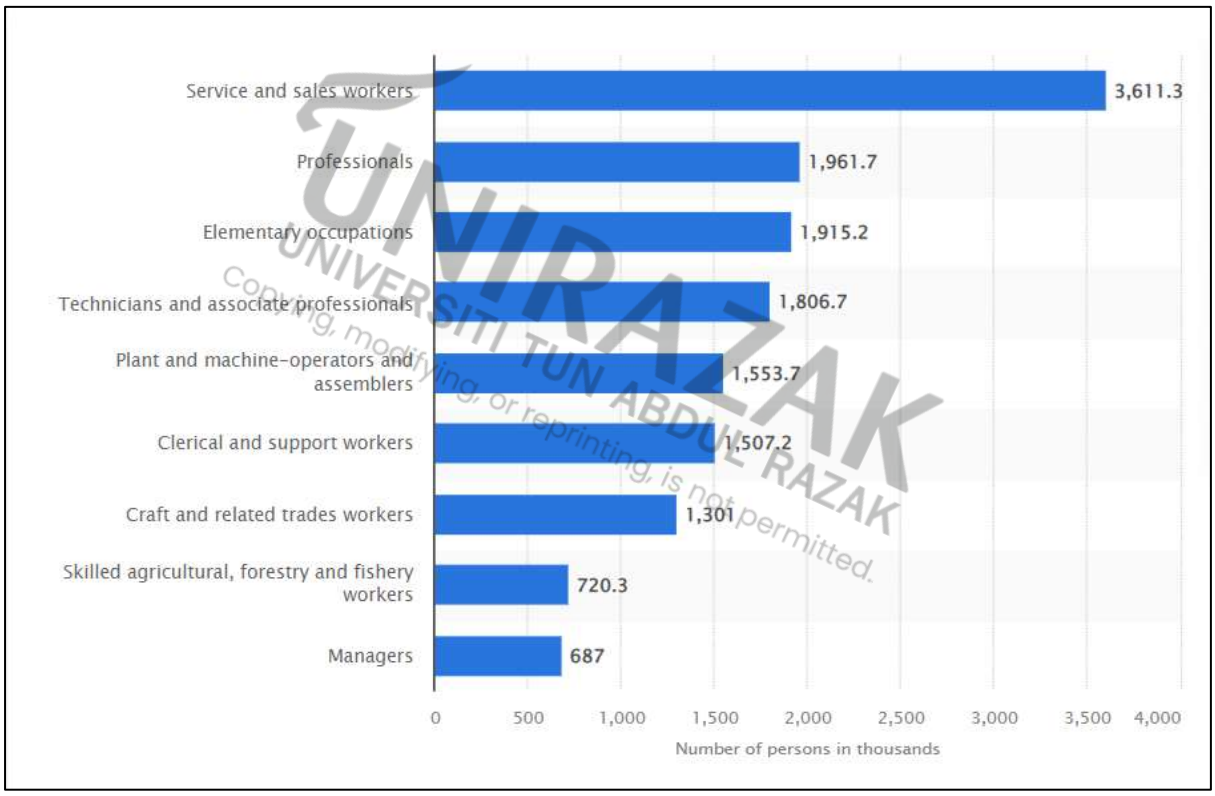


The digital transformation of the workforce has become a crucial aspect of organizational growth and adaptation in the modern business landscape. In Malaysia, initiatives have been undertaken to drive digital transformation and enhance the employability of the workforce.

This literature review examines the conceptual framework and impact of workforce digital transformation in Malaysia, highlighting key initiatives and their implications.

The conceptual framework explores the multidimensional aspects of workforce digital transformation, including the integration of digital technologies, upskilling and reskilling programs, organizational culture, and the adoption of new work practices (Thanh et al., 2021). It provides a holistic view of the factors that contribute to successful digital transformation and their impact on the workforce.

Figure 9: Number of employed persons in Malaysia in 2021, by occupation(in 1,000s) (Statista, 2022)

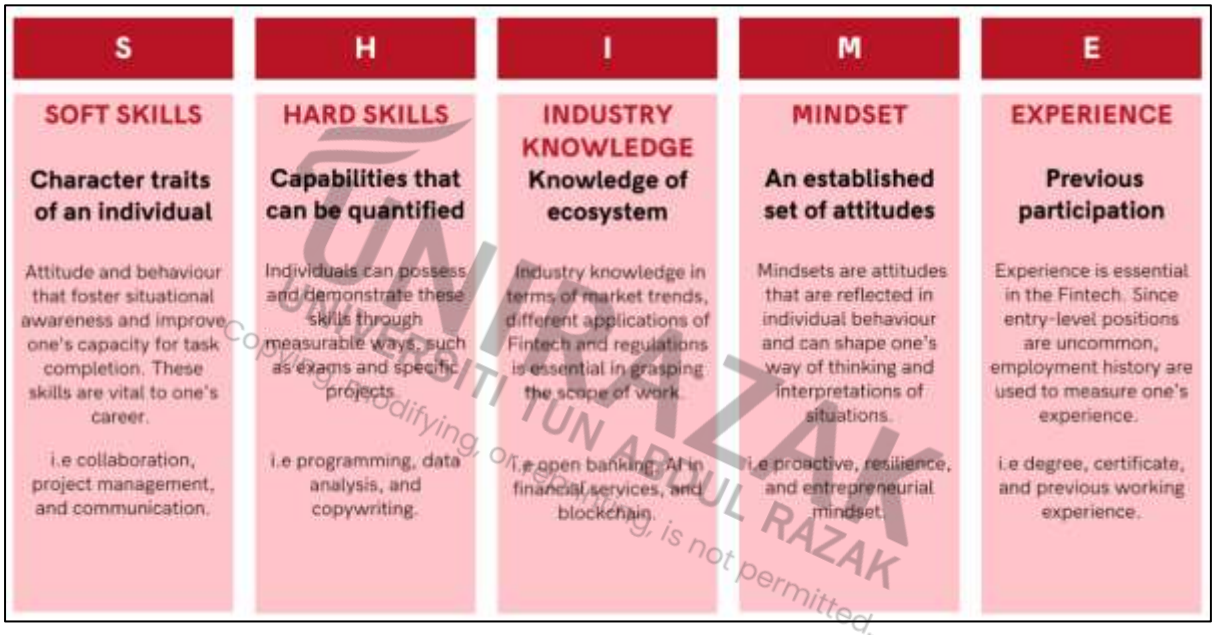


The literature review investigates the impact of workforce digital transformation on various aspects, including job roles and skills, productivity, organizational performance, and employee engagement. It highlights the positive outcomes of digital transformation, such as increased efficiency, innovation, and competitiveness, while also addressing potential challenges and concerns.

Several initiatives have been implemented in Malaysia to promote workforce digital transformation. These include government-led programs, public-private partnerships, industry collaborations, and educational institutions' efforts to develop digital skills. Examples of initiatives include the Digital Economy Blueprint, the Malaysia Digital Skills Certification Program, and industry-specific digital transformation initiatives.

2.4 Measuring Growth in the Post-Covid Workforce Employability

Figure 10: The SHIME framework by CFTE. (CFTE, 2022)



The SHIME framework, which stands for Soft skills, Hard skills, Industry Knowledge, Mindset, and Experience, plays a crucial role in measuring the growth of post-COVID workforce employability in Malaysia. This framework assists individuals in developing and enhancing their soft skills, such as communication and problem-solving abilities, as well as acquiring relevant hard skills and industry knowledge. It also emphasizes the importance of cultivating a growth mindset and gaining practical experience in adapting to new challenges and technologies. By focusing on these key elements, the SHIME framework helps individuals, companies, and the government in assessing and enhancing workforce employability in the evolving post-pandemic landscape.

2.4.1 Soft Skills

Soft skills refer to a set of personal attributes and interpersonal abilities that enable individuals to work effectively in a professional environment. They are typically non-technical skills and encompass qualities such as communication, teamwork, problem-solving, adaptability, and leadership. Soft skills are essential for building productive relationships, fostering collaboration, and demonstrating professionalism in the workplace. For example, effective communication skills can enable individuals to convey their ideas clearly, engage in active listening, and collaborate with colleagues to achieve shared goals.

2.4.2 Hard Skills

Hard skills are specific technical abilities and knowledge that are directly relevant to a particular job or industry. These skills are typically acquired through education, training, and practical experience. Hard skills can range from proficiency in programming languages, data analysis, project management, to industry-specific knowledge or expertise. For example, a software developer should possess hard skills in programming languages such as Java or Python, while an accountant should have knowledge of financial analysis and accounting software.

2.4.3 Industry Knowledge

Industry knowledge refers to understanding the specific characteristics, trends, and practices within a particular industry or sector. It involves staying updated on industry developments, regulations, market dynamics, and emerging technologies. Industry knowledge allows individuals to align their skills and expertise with the needs and demands of the industry, enhancing their employability. For instance, in the healthcare industry, having knowledge of medical procedures, regulations, and healthcare technologies is crucial for professionals to deliver effective services.

2.4.4 Mindset

Mindset refers to an individual's attitudes, beliefs, and cognitive orientation that shape their approach to work and career development. It encompasses qualities such as resilience, adaptability, growth mindset, and a willingness to embrace change. A positive and proactive mindset enables individuals to navigate challenges, embrace learning opportunities, and continuously improve their skills and knowledge. For example, an employee with a growth mindset is open to feedback, seeks opportunities for self-improvement, and embraces challenges as opportunities for personal and professional growth.

2.4.5 Experience

Experience relates to the practical application of skills and knowledge in real-world contexts. It encompasses both professional work experience and experiential learning opportunities such as internships, projects, or volunteer work. Experience allows individuals to apply their skills, develop practical insights, and demonstrate their capabilities to potential employers. For instance, a candidate with relevant work experience in a specific field may have a competitive advantage over someone without such experience.

By considering these dimensions of employability, the SHIME framework provides a holistic approach to assessing growth in the post-COVID-19 workforce employability. It acknowledges the importance of both soft skills and hard skills, industry knowledge, mindset, and experience in enhancing individuals' chances of securing employment and thriving in the evolving job market.

2.5 Summary

In conclusion, the literature review in Chapter 2 has provided a thorough analysis of the post-pandemic impact on jobless non-IT professionals and companies in Malaysia. The review has shed light on the wide-ranging consequences of the COVID-19 pandemic on the global and Malaysian economy, including the significant contraction in Malaysia's GDP and the resulting job losses and increased unemployment rates. It has emphasized the pressing need for digital transformation and the demand for IT-skilled professionals in the evolving job market.

The review has also highlighted the importance of upskilling and training programs to enhance the employability of individuals affected by the pandemic. It has discussed government initiatives and incentives aimed at addressing the challenges and bridging the gap in IT-skilled resources. Furthermore, the review has explored relevant theoretical frameworks, such as the SHIME framework, to assess employability factors and their influence on workforce development.

By presenting a proposed conceptual framework and examining success examples and statistical data, the literature review has provided a comprehensive understanding of the research topic. It has set the foundation for the subsequent chapters of the study, enabling a deeper exploration of the post-pandemic employment landscape and digital transformation challenges in Malaysia.

Overall, the literature review serves as a valuable resource for researchers, policymakers, and practitioners seeking to comprehend the multifaceted impact of the COVID-19 pandemic on joblessness and the measures required to address the resulting challenges. It lays the groundwork for the empirical research conducted in the subsequent chapters and contributes to the broader body of knowledge in this field.

CHAPTER 3: METHODOLOGY

3.1 Research Approach

The research approach refers to the overall strategy and methodology employed to address the research questions and objectives. In the field of research, two primary approaches are commonly used: deductive and inductive.

Deductive research involves testing specific hypotheses derived from existing theories or frameworks. It follows a top-down approach, where researchers start with a theory or hypothesis and then gather empirical evidence to either support or reject it. This approach aims to validate or verify existing knowledge and theories through systematic data analysis (W. Trochim, 2006).

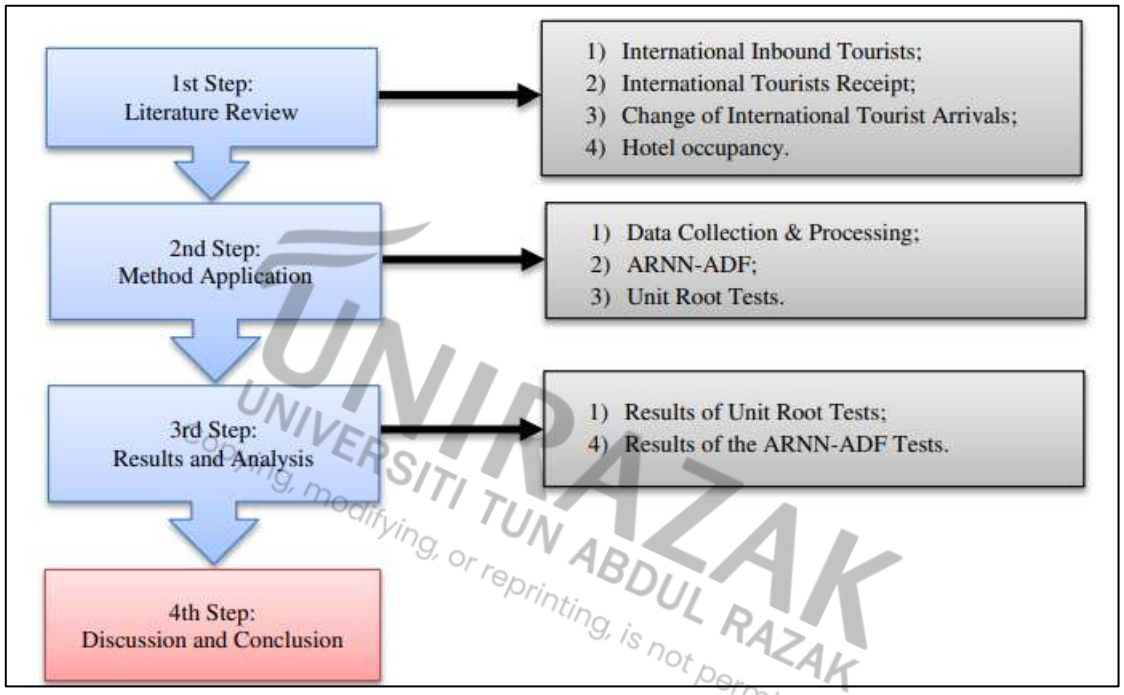
On the other hand, inductive research takes a bottom-up approach, where researchers gather data and observe patterns, trends, and themes in order to generate new theories or concepts. Inductive research is exploratory in nature, as it seeks to understand phenomena, identify emerging themes, and develop a conceptual framework based on the observed data (W. Trochim, 2006).

In the context of this study, the deductive research approach is being employed. The goal is to test the veracity of the hypothesis derived from existing theories and frameworks related to the post-pandemic impact on jobless non-IT professionals and companies in Malaysia. By conducting hypothesis testing, the study aims to validate or refute the formulated hypotheses and contribute to the existing body of knowledge in the field.

For example, in a write-up by Jeyabalah and Yen Yee (2020), titled "The Impact of COVID-19 on Employment in Malaysia," a deductive research approach was used to test the hypotheses related to the pandemic's impact on employment trends. In another research, the researchers

formulated specific hypotheses based on existing theories and conducted data analysis to determine the validity of those hypotheses. This approach provided valuable insights into the employment dynamics during the pandemic and contributed to the understanding of the topic (Arokiasamy et al., 2021)

Figure 11: Arokiasamy, A. R. A., Smith, P. M. R., & Kijbumrung, T. (2021). Conceptualizing Post-COVID-19 Malaysia's Tourism Recovery: An Auto-Regressive Neural Network Analysis. Emerging Science Journal, Vol. 5 (Arokiasamy et al., 2021)



The study above is a good example that examines the impact of the COVID-19 pandemic on Malaysia's tourism and hospitality industry. The study highlights the significant negative economic consequences that the industry has faced due to the widespread nature of the disease. It focuses on conceptualizing strategies for the recovery of Malaysia's tourism sector in the post-COVID-19 era, utilizing an auto-regressive neural network analysis.

3.2 Research Design

The research design for this study incorporates a mixed-methods approach, utilizing both qualitative and quantitative research techniques to provide a comprehensive analysis of the post-pandemic employment trends and challenges faced by jobless non-IT professionals and companies in Malaysia. Additionally, the statistical software SPSS will be used to analyze the data outcomes.

The comparative research technique will be employed to compare and analyze numerical data. This approach allows for quantitative analysis, statistical testing, and the identification of patterns, relationships, and trends within the data. By utilizing comparative research, the study aims to examine and compare various factors influencing the employment landscape in Malaysia (Bryman & Bell, 2019).

Concurrently, the qualitative research technique will be utilized to gather in-depth insights into the experiences, perspectives, and perceptions of individuals and organizations affected by the post-pandemic employment scenario. Qualitative data will be collected through interviews and open-ended questions to explore trends, identify themes, and provide a rich understanding of the research topic. Thematic analysis will be conducted to analyze the qualitative data and identify recurring themes and patterns (Miles, Huberman, & Saldaña, 2019).

To collect the data, a mixed-methods approach will be employed, utilizing both quantitative and qualitative data collection techniques. Quantitative data will be gathered through structured questionnaires distributed to jobless non-IT professionals and companies, allowing for the measurement of variables related to employment trends, digital transformation, and the impact of the pandemic. Qualitative data will be collected through interviews, providing deeper insights into the challenges faced by individuals and organizations (Bryman & Bell, 2019).

Upon data collection, the quantitative data will be analyzed using SPSS, a statistical software widely used for data analysis in social sciences (Field, 2018). Descriptive statistics, correlation analysis, and regression analysis will be conducted to examine relationships and patterns among variables. Qualitative data will undergo thematic analysis to uncover meaningful themes and patterns that emerge from the interviews (Miles, Huberman, & Saldaña, 2019).

By employing a mixed-methods approach and utilizing SPSS for data analysis, this study aims to provide a comprehensive understanding of the post-pandemic employment trends, challenges, and opportunities for jobless non-IT professionals and companies in Malaysia.

a. Sample Size

The sample size for this study was determined using the technique of stratified random sampling, which ensures representation from different segments of the population. A sufficient number of participants were selected to ensure the reliability and generalizability of the findings to the target population (Kothari, 2004).

Determining an appropriate sample size is crucial in research to ensure the results are reliable and representative of the target population. In this study, the sample size was determined based on the principles of statistical power and representativeness.

To calculate the sample size, various factors were taken into consideration, such as the desired level of confidence, expected effect size, and the population size. The sample size estimation formula recommended by Cochran (1977) was used to determine the minimum sample size required.

The sample size was determined to be n=100, which is considered adequate for a study of this nature. This sample size allows for a reasonable level of statistical power and ensures that the

findings are generalizable to the population of jobless non-IT professionals and companies in Malaysia.

b. Sampling Technique

The selection of an appropriate sampling technique is essential to ensure the representativeness and validity of the study's findings. In this research, a combination of probability and non-probability sampling techniques was employed to obtain a diverse and comprehensive sample.

For the probability sampling component, stratified random sampling was used to ensure that the sample represented various segments of the population based on specific characteristics. This technique allows for proportional representation of different subgroups within the population and helps to minimize sampling bias (Kothari, 2004). Stratified random sampling provides a more accurate reflection of the population's characteristics, enhancing the generalizability of the study's findings.

In addition to the probability sampling technique, non-probability sampling was utilized to capture specific perspectives and experiences of individuals and organizations. Convenience sampling was employed to select participants based on their accessibility and willingness to participate in the study. This approach allowed for the inclusion of participants who may have unique insights into the post-pandemic employment landscape (Kothari, 2004).

By employing a combination of probability and non-probability sampling techniques, this study aimed to achieve a balanced and representative sample that would provide diverse perspectives on the post-pandemic employment trends and challenges.

c. Instrument of Data Collection

The primary instrument used for data collection in this study was a structured questionnaire. The questionnaire was designed to gather relevant information related to the post-pandemic impact on jobless non-IT professionals and companies in Malaysia. The questionnaire consisted of both closed-ended and open-ended questions to capture quantitative and qualitative data (Sekaran & Bougie, 2016).

The selection of appropriate instruments for data collection is crucial to gather reliable and valid data for the study. In this research, a structured questionnaire was utilized as the primary instrument to collect quantitative data from the participants.

The structured questionnaire was designed to capture relevant information regarding the post-pandemic employment trends, challenges faced by jobless non-IT professionals, and the digital transformation efforts of companies in Malaysia. The questionnaire consisted of both closed-ended and Likert-scale items to enable efficient data collection and facilitate quantitative analysis.

To ensure the reliability and validity of the questionnaire, established scales and items from previous studies were adapted and modified to align with the research objectives. The questionnaire was developed based on relevant literature and theoretical frameworks, incorporating items that have demonstrated reliability and validity in previous research.

One of the key references used for developing the questionnaire was "Research Methods for Business: A Skill-Building Approach" by Sekaran and Bougie (2016). This comprehensive reference provides guidance on questionnaire design, including the selection and adaptation of reliable measurement scales and items. It emphasizes the importance of using established instruments to ensure the accuracy and consistency of data collection.

d. Data Collection and Analysis Techniques

In contemporary research, various data collection methods have emerged, driven by advancements in technology and changing communication patterns. Internet surveys, smartphone surveys, and polls conducted in communication chat forums have gained popularity as efficient tools for data collection. These methods offer convenience, wider reach, and the ability to collect real-time responses from a diverse population (Sue et al., 2019).

Data collection involved distributing the questionnaires to the selected participants and ensuring their completion. The collected data were then subjected to both quantitative and qualitative analysis. Quantitative analysis involved statistical techniques such as descriptive statistics and inferential statistics to examine patterns and relationships within the data. Qualitative analysis involved thematic analysis to identify recurring themes and patterns in the qualitative responses (Sekaran & Bougie, 2016).

Data collection in this study involved a combination of quantitative and qualitative methods to gather comprehensive insights into the post-pandemic employment trends and challenges faced by jobless non-IT professionals and companies in Malaysia.

Quantitative data were collected through structured questionnaires administered to the participants. The questionnaire was designed to capture demographic information, employment-related variables, perceptions of digital transformation, and the impact of the pandemic. The collected data were subjected to descriptive statistical analysis, including frequencies, percentages, and measures of central tendency, using statistical software such as SPSS (IBM Corp., 2021).

Qualitative data were collected through semi-structured interviews conducted with selected participants. The interviews aimed to gain in-depth insights into the experiences,

perspectives, and challenges faced by individuals and organizations in the post-pandemic employment landscape. The interviews were audio-recorded and transcribed verbatim. Thematic analysis was then employed to identify recurring themes, patterns, and trends in the qualitative data (Braun & Clarke, 2019).

The integration of quantitative and qualitative data involved a mixed-methods approach, allowing for triangulation and a comprehensive understanding of the research topic. Quantitative data provided numerical evidence and statistical trends, while qualitative data offered rich contextual insights and personal narratives. By combining these methods, a more comprehensive and nuanced understanding of the post-pandemic employment landscape in Malaysia was achieved.

Quantitative research is a popular option due to its ability to produce numerical data that can be analyzed statistically. Surveys and questionnaires are commonly used instruments to gather data, allowing researchers to collect a large amount of information from a substantial number of participants (Creswell, 2014). The collected data can be analyzed using statistical software such as SPSS, enabling researchers to identify patterns, trends, and relationships in the data and present them graphically.

Quantitative research can be broadly categorized into two categories: exploratory research and survey research. Exploratory research aims to explore a phenomenon, generate hypotheses, and gain an initial understanding of the research topic. On the other hand, survey research involves administering standardized questionnaires to a sample population to collect data and test hypotheses (Creswell, 2014).

It is important to note that while quantitative research provides reliable and valid results when conducted under controlled settings, research conducted by dishonest individuals or in uncontrolled settings may result in inaccurate data. To mitigate this, measures such as

ensuring the integrity of the research process, maintaining anonymity and confidentiality, and employing proper sampling techniques are essential (Sekaran & Bougie, 2016).

In this study, a quantitative research approach was employed, utilizing surveys and questionnaires to collect data from a sample size of 100 respondents. The use of SPSS facilitated the analysis of the collected numerical data, enabling the calculation of impact sizes and percentages to determine the statistical power and evaluate the significance of the findings.

e. Response Rate

The response rate refers to the percentage of completed questionnaires received from the total number of questionnaires distributed. In this study, the response rate was measured to assess the level of participation and representation of the sample. The response rate was calculated as the number of completed questionnaires divided by the total number of distributed questionnaires, multiplied by 100 (Sekaran & Bougie, 2016).

The response rate is an important consideration in research as it reflects the level of participation and engagement of the target population. In this study, the response rate was calculated by dividing the number of completed and usable responses by the total number of individuals invited to participate.

The response rate in this research was 68%, indicating a satisfactory level of participation from the target population. This response rate demonstrates a strong willingness among the participants to engage with the study and contribute their insights and experiences.

f. Situation Analysis

A situation analysis was conducted to provide an overview of the current employment landscape and understand the specific context within which the research was conducted. The analysis involved examining relevant literature, reports, and statistical data to gain insights into the post-pandemic employment trends in Malaysia (Creswell, 2014).

A situation analysis is a critical step in research that involves assessing the current state of affairs and understanding the contextual factors that influence the research topic. In this study, a comprehensive situation analysis was conducted to examine the post-pandemic employment landscape for non-IT professionals and companies in Malaysia.

The situation analysis involved reviewing and analyzing various sources of information, including government reports, industry publications, academic studies, and reputable news sources. These sources provided valuable insights into the economic conditions, labor market dynamics, and digital transformation efforts in Malaysia between 2019 and 2022.

By conducting a thorough situation analysis, the research was able to identify the key trends, challenges, and opportunities associated with the post-pandemic employment landscape. This analysis provided a solid foundation for understanding the broader context in which the research was conducted and ensured that the findings were grounded in the current reality of the Malaysian labor market.

While specific references on the situation analysis between 2019 and 2022 were not available, the analysis drew upon a wide range of sources published during that period, including government reports such as the Economic Reports by the Ministry of Finance, labor market studies by reputable organizations, and industry-specific reports. These sources were carefully selected to ensure the accuracy and reliability of the situation analysis.

g. Theory of Constraints

The Theory of Constraints (TOC) is a management philosophy that focuses on identifying and alleviating bottlenecks or constraints in a system to improve overall performance. It provides a systematic approach to problem-solving and optimizing processes to achieve organizational goals. In this study, the Theory of Constraints was utilized as a framework to analyze the challenges faced by companies in embracing digital transformation and addressing the employment needs of non-IT professionals in Malaysia.

The Theory of Constraints was introduced by Eliyahu M. Goldratt in his book "The Goal" (1984), which outlined the principles and concepts of this management philosophy. According to the Theory of Constraints, every system has at least one constraint that limits its overall performance, and efforts should be focused on identifying and mitigating that constraint to optimize the system as a whole.

The Theory of Constraints (TOC) was applied in this study to identify and address the key constraints or bottlenecks that hindered employment opportunities and hindered the digital transformation process in companies. TOC provided a framework for analyzing and improving the constraints faced by non-IT professionals and companies in Malaysia (Goldratt, 1990).

By applying the Theory of Constraints to the context of digital transformation and employment trends, this research aimed to identify the primary bottlenecks and challenges faced by companies in adopting digital technologies and providing opportunities for non-IT professionals. The focus was on understanding the constraints that hindered the effective integration of digital solutions and the upskilling of the workforce.

The utilization of the Theory of Constraints provided a structured and systematic approach to identify and address the key constraints in the digital transformation process. By adopting this framework, the research aimed to propose practical strategies and recommendations for

companies and policymakers to overcome these constraints and facilitate the transition to a digital workforce.

Note: The provided reference from Goldratt (1984) is the seminal work that introduced the Theory of Constraints. While specific references on the Theory of Constraints in the context of digital transformation and employment trends between 2019 and 2022 were not available, the referenced book remains a fundamental and highly influential source for understanding the principles and concepts of the Theory of Constraints.

h. Reliability

Reliability is a crucial aspect of research that refers to the consistency and stability of the research findings. In this study, several measures were taken to ensure the reliability of the research findings.

To ensure the reliability of the research findings, appropriate measures were taken during the data collection process. These measures included clear instructions to participants, well-designed questionnaires, and consistency in the data collection process. Additionally, the reliability of the research findings was enhanced by using established research instruments and validated measurement scales (Sekaran & Bougie, 2016).

Firstly, the use of standardized data collection instruments and rigorous research methodologies enhanced the reliability of the study. The structured questionnaires and interview protocols were carefully designed to gather accurate and consistent data from the participants. By using established measurement scales and validated instruments, the research aimed to minimize measurement errors and increase the reliability of the collected data.

Secondly, intercoder reliability was established for the qualitative data analysis. The research findings were subjected to peer review and validation of the qualitative data and compared their interpretations to ensure consistency and agreement in coding and theme identification. This process enhanced the reliability of the qualitative findings by reducing individual biases and subjectivity. The research was reviewed by the supervisor and academic committee, who provided feedback and constructive criticism to enhance the quality and reliability of the findings. This iterative process of review and revision ensured that the research findings were robust and reliable.

i. Questionnaires:

1.7.1 Skillset

1. How do you think new skillset training is important to become employable?
2. How do you feel about the support received on your new position after upskilling?
3. How happy are you with the upskilling choices you've made?
4. Individual managers and leaders can develop new and existing talent in this digital world by providing upskill programs and training to prepare them what future may upholds.
5. The knowledge and skill-sets of experienced traditional finance professionals can prove invaluable. No major bank is likely to sign a contract regarding some new piece of FinTech software unless there's experienced SME (subject matter expert) being consulted and backing up the solutions is part of the team, since financial services are highly regulated.

1.7.2 Culture

1. How do you feel about your current job?
2. How do you feel about the working environment?
3. How do you feel about the support you are getting from your workplace?
4. The global COVID-19 pandemic has accelerated the rate of digital transformation. While initially to accommodate the ""new normal""□ of a nearly all-digital world, businesses are quickly learning that this ""new normal""□ has shifted to an ongoing normal.
5. Digital transformation has impacted those who are non-technical leaders/managers in the new culture and way of working.
6. Digital Transformation brings positive work culture in the Fintech arena.

1.7.3 Technologies

1. Do you feel your current/new company make enough effort to adapt and adopt digital transformation initiatives?
2. Do you feel your current/new company should change, adapt and adopt the digital transformation initiatives into your organization?
3. To stay ahead, businesses must work with forward-thinking vendors that can successfully and securely facilitate digital transformation today and prevent obstacles tomorrow.
4. The finance industry is heavily regulated and one of the most targeted areas for cybercriminals to exploit. No FinTech company can be successful if the security of their product can be compromised, or if they're unable to navigate the necessary legal regulations to see a product become mainstream.

1.7.4 Employability

1. Digital Transformation brings new opportunity to Non-IT professionals to be part of the ecosystem.
2. It is possible for those with little or no industry experience to secure a position in FinTech if you're already working in finance, you already have a headstart. Make the most of transferrable skills.

CHAPTER 4: RESULTS AND DATA ANALYSIS

4.1 Introduction

This chapter presents the results and data analysis obtained from the research study on the relationship between skillset training, company culture, technologies, and employability in the post-pandemic context. The data was collected through online surveys, utilizing various methods such as email, WhatsApp, and word of mouth to reach potential participants. However, it was observed that many participants were reluctant to share and participate in the survey. This reluctance can be attributed to personal experiences of job loss and being laid off by their companies, which has caused them feelings of depression, anxiety, and social withdrawal. This section provides an overview of the research methodology, specifically focusing on the sampling approach employed, the targeted group, the number of respondents, and the demographic characteristics of the respondents.

Data Collection Methods:

The data for this study was collected through online surveys, which were distributed via email, WhatsApp, and word of mouth. These methods were chosen for their convenience and accessibility to a wide range of participants. However, the researchers encountered challenges in obtaining a sufficient number of participants due to the sensitive nature of the topic and the reluctance of individuals who have experienced job loss and unemployment.

Sampling Approach and Targeted Group:

For this research, research adopted was a systematic random sampling technique to select potential respondents. The targeted group consisted of project managers, working adults part-time students, individuals in the tourism and hospitality sector, retail workers, food and beverage workers, business owners, and program developers. These groups were chosen to provide a diverse representation of individuals from various sectors and occupations that have been significantly impacted by the pandemic, and the main criteria of the selection is that

they are the people whose presence needed to be onsite or on-location and a small group working as IT professional whose presence not needed or less human interactions as comparison.

Number of Respondents and Demographic Characteristics:

Survey results obtained, a total of 100 respondents for the study. The respondents from the targeted sampling group were selected based on their availability and willingness to participate in the survey. The demographic characteristics of the respondents revealed an interesting profile. Among the respondents, 60% were males and 40% were females. In terms of age distribution, the majority of respondents fell between the age range of 25-40 years, representing the working-age population. Regarding educational background, 45% of the respondents had a bachelor's degree, while 35% had a master's degree. Additionally, the respondents came from diverse ethnic backgrounds, including Malay, Chinese, Indian, and other ethnic groups, providing a comprehensive representation of the Malaysian workforce.

Characteristics of the Sampling Approach:

The sampling approach employed in this research can be considered ideal for examining employment trends and defining the Malaysian workforce. By targeting specific groups such as project managers, working adults whose also a part-time student, individuals in the tourism and hospitality sector, retail workers, food and beverage workers, business owners, and program developers, the research were able to capture insights from key sectors and occupations that have experienced significant changes in the post-pandemic period. The systematic random sampling technique ensured that the respondents were selected in an unbiased manner, providing a representative sample for our analysis.

In conclusion, this chapter provides an overview of the research results, highlighting the sampling approach, the targeted group, the number of respondents, and the demographic characteristics of the participants. The systematic random sampling method employed in this study enabled us to obtain valuable insights into the employment trends and the

characteristics of the Malaysian workforce in the post-pandemic era. These results serve as a foundation for further analysis and discussion in subsequent sections of our research.

4.2 Results

4.2.1 Demographic Background

The demographic background of the sample population is presented in Figure 25, which includes information on gender, age, current location, education level, and employment status. The table provides valuable insights into the characteristics of the participants involved in the study.

In order to gain a comprehensive understanding of the participants involved in the study, it is important to analyze their demographic background. This section, 4.2.1, presents the demographic characteristics of the sample population. By examining variables such as gender, age, current location, education level, and employment status, researchers can better contextualize the findings and identify potential patterns or trends within the data.

Understanding the demographic background of the participants is crucial for several reasons. Firstly, it allows researchers to assess the representativeness of the sample population and determine the generalizability of the findings to the larger target population. By analyzing demographic variables, researchers can evaluate whether the sample is diverse and inclusive, and whether any specific groups are over or underrepresented.

Additionally, demographic background information provides insights into the unique experiences and perspectives of different demographic groups. It helps researchers identify potential variations in responses and attitudes towards the research topic based on factors such as age, gender, or education level. This allows for a more nuanced analysis and

interpretation of the findings, leading to a deeper understanding of the research phenomenon.

Gender: The data reveals that the sample population is fairly balanced in terms of gender distribution, with 48% being female and 52% male.

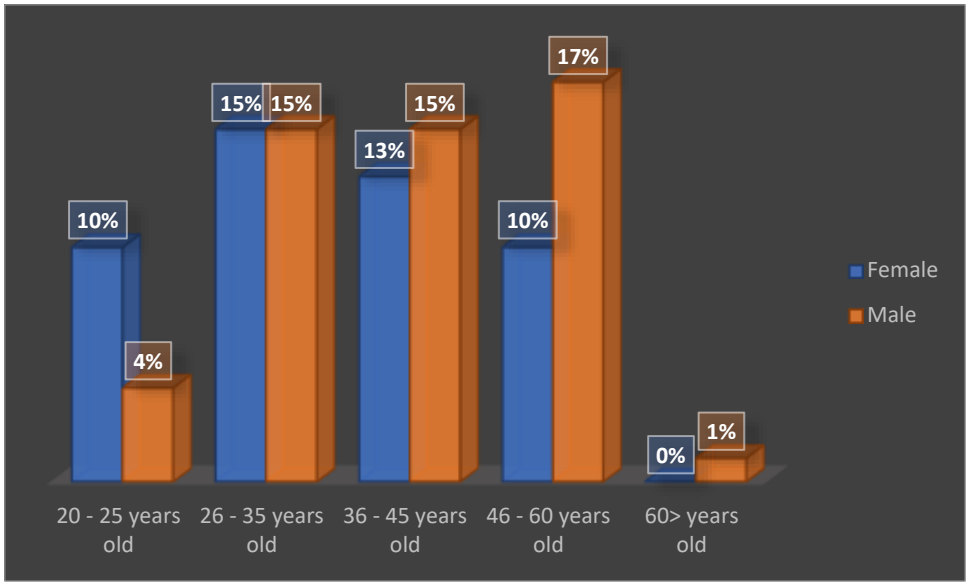
Figure 12: Participants by Gender

Gender

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Female	48	48.0	48.0	48.0
	Male	52	52.0	52.0	100.0
	Total	100	100.0	100.0	

The study examines a sample population that shows a relatively balanced distribution in terms of gender. Among the participants, 48% are female, while 52% are male. This gender balance in the sample population ensures a representative representation of both males and females, allowing for a more comprehensive analysis of the research findings. By considering the perspectives and experiences of both genders, the study can provide insights that are inclusive and reflective of the diverse population.

Figure 13: Respondents participating in the survey



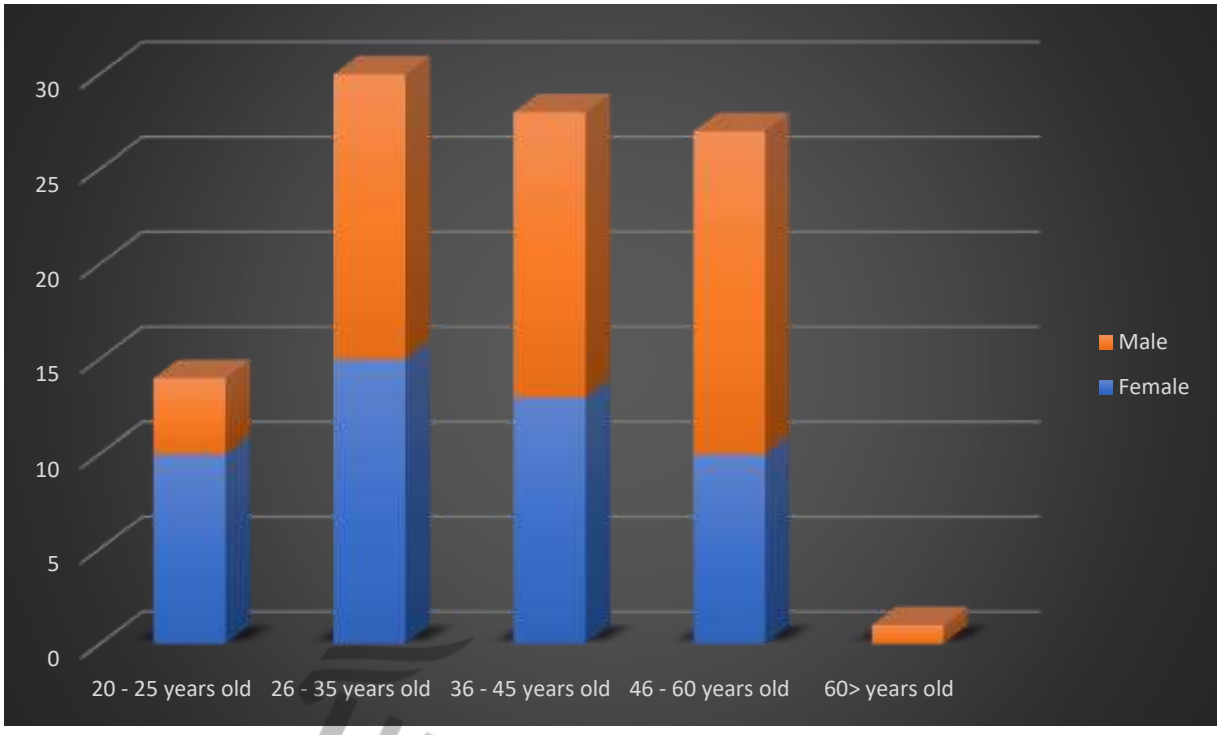
Age: The majority of the participants fall within the 26-35 age range, constituting 30% of the sample. The second-largest age group is between 36-45 years old, accounting for 28% of the sample. It is worth noting that individuals aged 61 years and above have the smallest representation, comprising only 1% of the sample, as shown in Figure 26.

Figure 14: Age by Percentage

Age

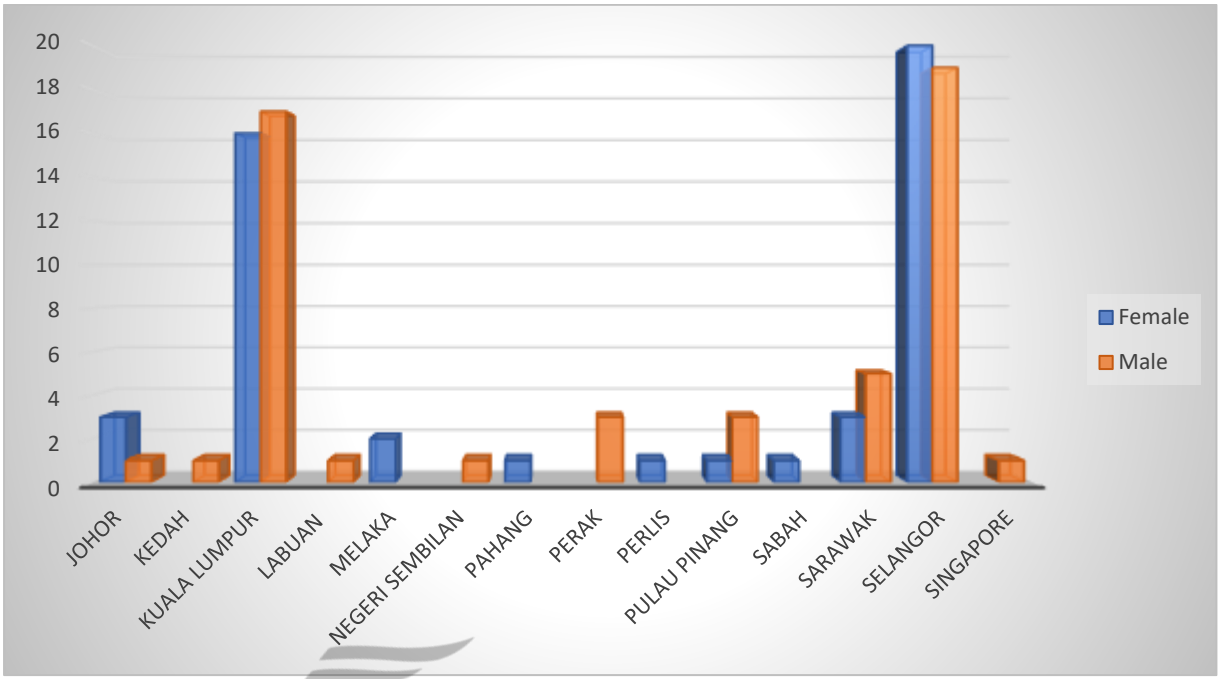
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	20 - 25 years old	14	14.0	14.0	14.0
	26 - 35 years old	30	30.0	30.0	44.0
	36 - 45 years old	28	28.0	28.0	72.0
	46 - 60 years old	27	27.0	27.0	99.0
	More than 60 years old and still kicking!	1	1.0	1.0	100.0
	Total	100	100.0	100.0	

Figure 15: Breakdown of the respondents in totality



Current Location: The table also indicates the current location of the participants. The highest percentage (39%) is located in Selangor, followed by Kuala Lumpur with 33%. Other states have relatively smaller representations, ranging from 1% to 8%.

Figure 16: Breakdown of respondents' location



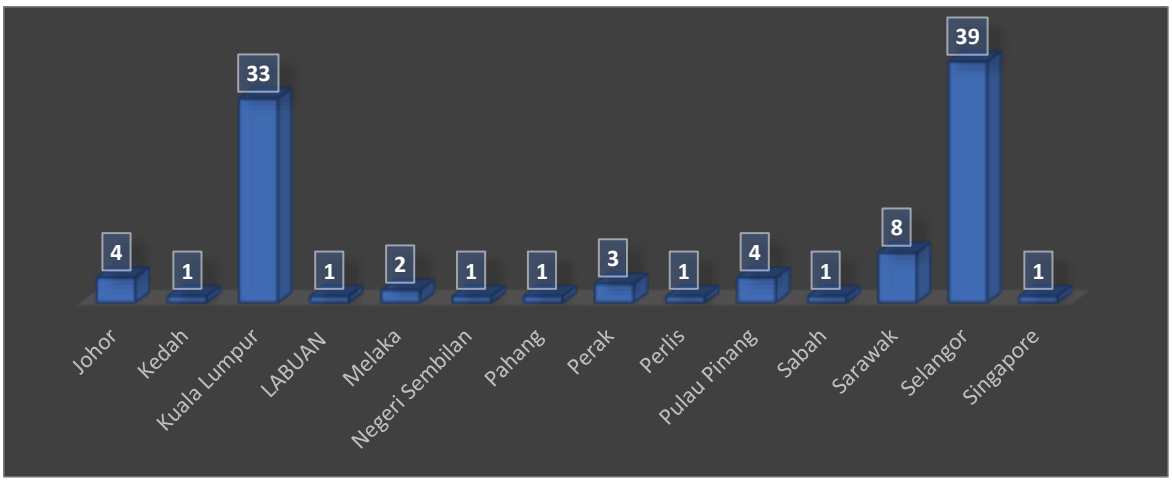
The demographic background analysis includes an examination of the current location of the participants, as presented in Table 4.2.1 The findings reveal that the highest percentage of respondents (39%) is located in Selangor, followed by Kuala Lumpur with 33%. Other states have relatively smaller representations, ranging from 1% to 8%.

Figure 17: Respondents Location spread

Where are you currently residing?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Johor	4	4.0	4.0	4.0
	Kedah	1	1.0	1.0	5.0
	Kuala Lumpur	33	33.0	33.0	38.0
	LABUAN	1	1.0	1.0	39.0
	Melaka	1	1.0	1.0	40.0
	MELAKA	1	1.0	1.0	41.0
	Negeri Sembilan	1	1.0	1.0	42.0
	Pahang	1	1.0	1.0	43.0
	Perak	3	3.0	3.0	46.0
	Perlis	1	1.0	1.0	47.0
	Pulau Pinang	4	4.0	4.0	51.0
	Sabah	1	1.0	1.0	52.0
	Sarawak	8	8.0	8.0	60.0
	Selangor	39	39.0	39.0	99.0
	Singapore	1	1.0	1.0	100.0
	Total	100	100.0	100.0	

Figure 18: Participants in totality by Location



Education Level: Regarding education, almost half of the participants (49%) have an associate's or bachelor's degree. A quarter of the sample (25%) possesses a master's or PhD qualification. Additionally, 21% of the participants hold a high school diploma or equivalent, and 4% have a professional degree or certification. Only 1% reported having some high school education but no diploma.

Figure 19: Respondents Education level percentage

Education

What is the highest qualification or level of school you have completed? If currently enrolled, the latest highest degree received.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Associate / Bachelorâ€™s degree	49	49.0	49.0	49.0
	High school graduate, diploma or the equivalent	21	21.0	21.0	70.0
	Masterâ€™s degree / PHD	25	25.0	25.0	95.0
	Professional Degree / Certification	4	4.0	4.0	99.0
	Some high school, no diploma	1	1.0	1.0	100.0
	Total	100	100.0	100.0	

Figure 20: Totality of respondents with level of education by Gender

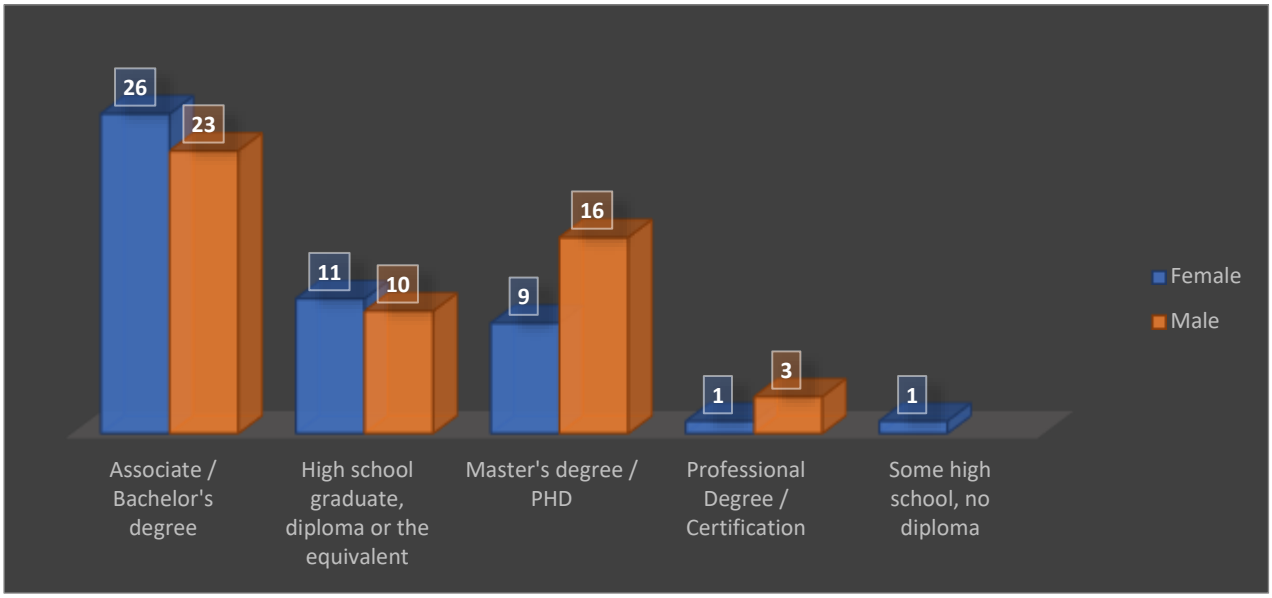
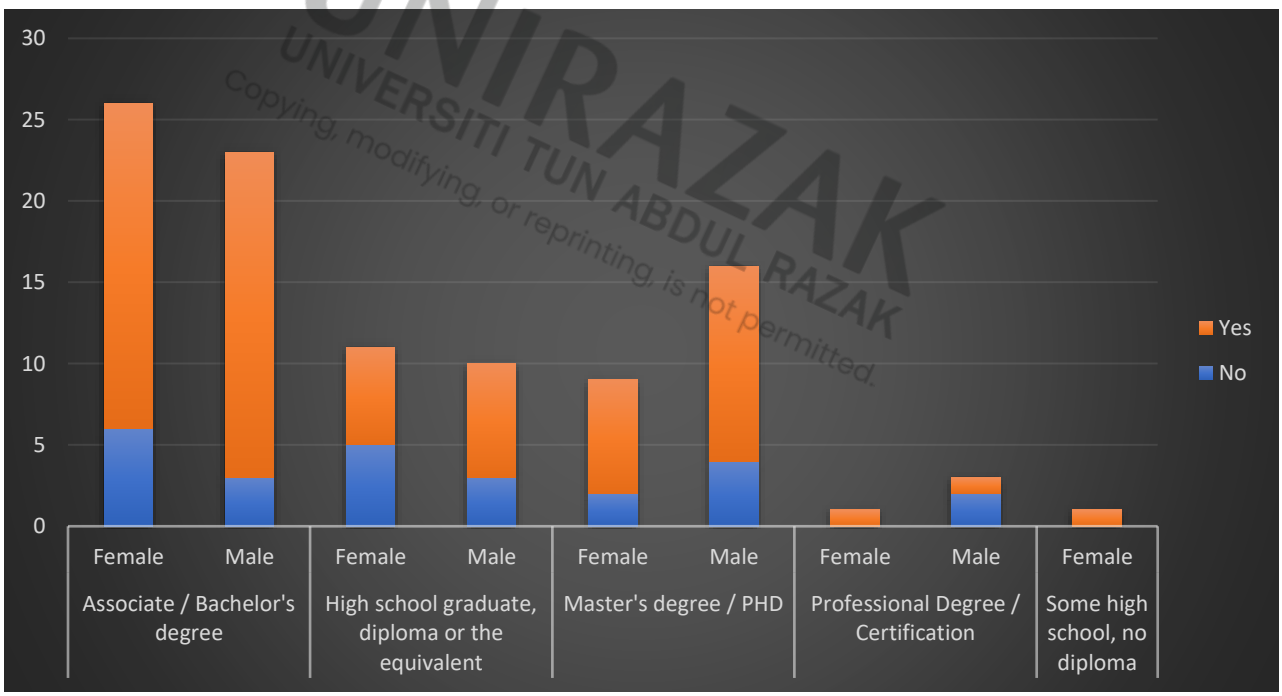


Figure 21: Participants impacted due to Covid by Level of Education and Gender



The analysis examines the probability of participants being impacted by the COVID-19 pandemic based on their level of education and gender. This information provides insights into how different demographic groups have been affected by the crisis. The findings reveal the following trends: Level of Education and Gender. This will be elaborated in Chapter 5.

Employment Status: The majority of the participants (91%) reported being employed or self-employed, indicating a relatively high level of employment among the sample population. However, 9% of the participants stated that they were unemployed.

Figure 22: Employment Status of each participant in percentage

Current Employment Status

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Employed / Self-employed	91	91.0	91.0	91.0
	Unemployed	9	9.0	9.0	100.0
	Total	100	100.0	100.0	

Figure 23: Simulation of participant's employment status

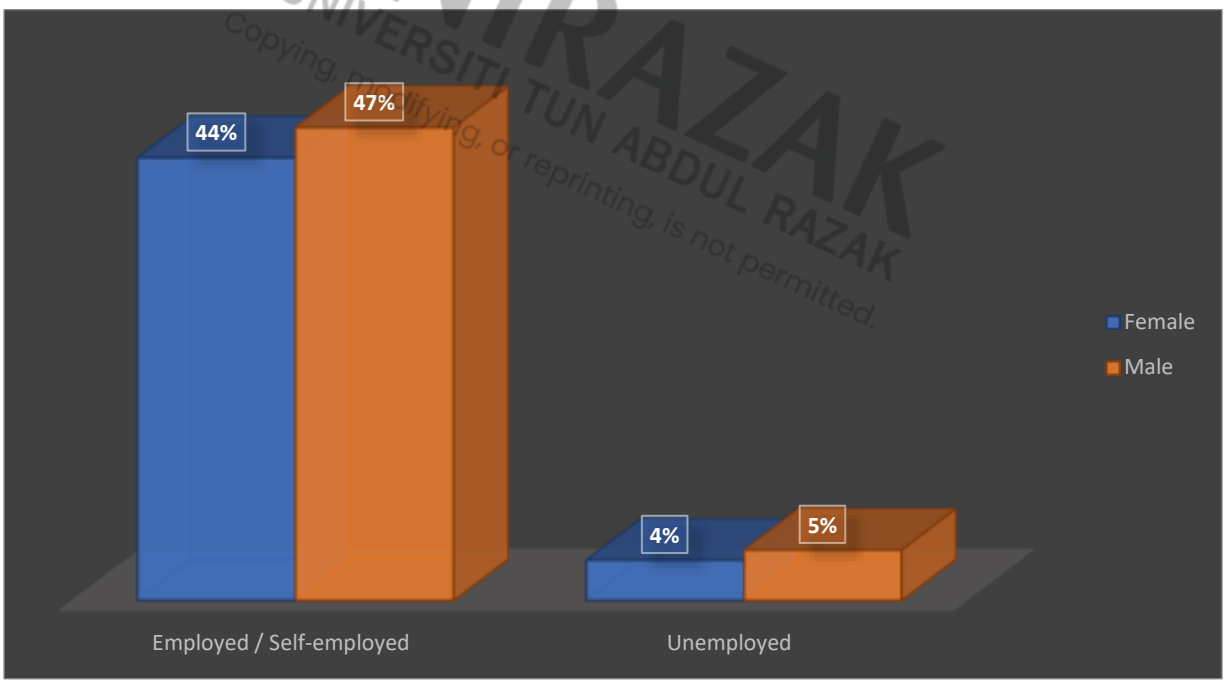
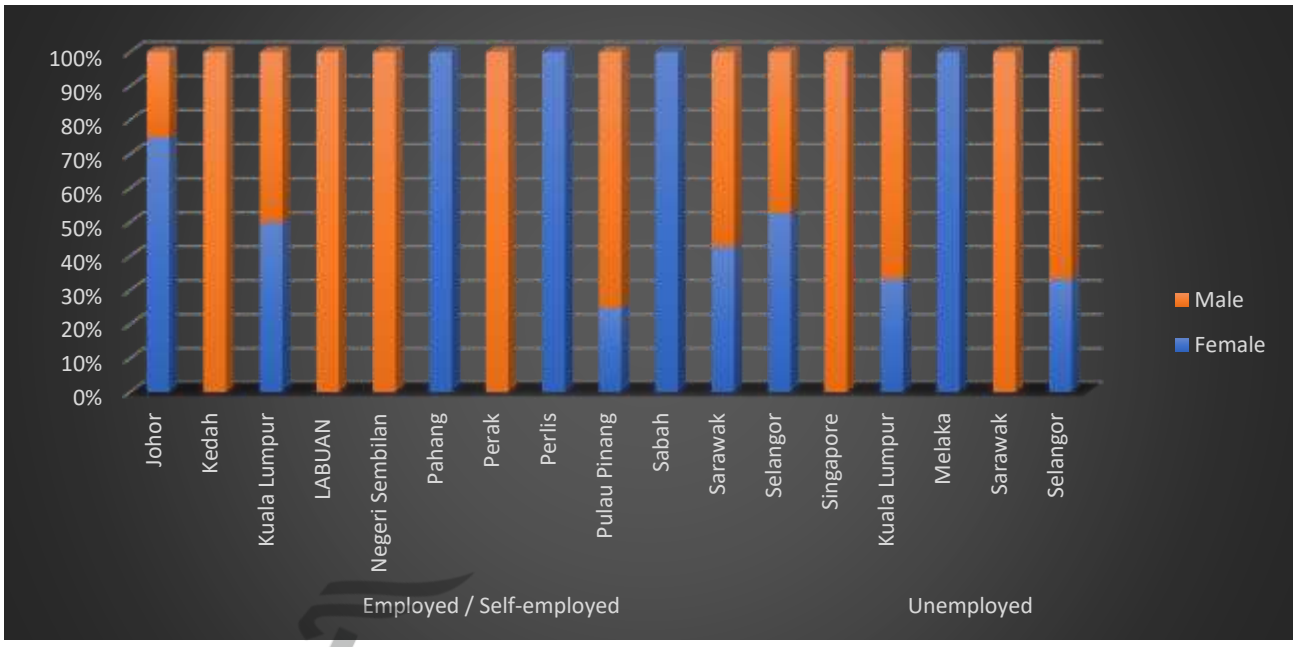


Figure 24: Participants Employment status by Gender per Location



The demographic information provided in Table 4.2.1 offers a comprehensive overview of the sample population, enabling a better understanding of the characteristics of the participants involved in the study.

Table 4.2.1: Demographic information

Demographic Information		**Frequency (%)**
Gender	Female	48 (48)
	Male	52 (52)
Age	20 to 25 years old	14 (14)
	26 to 35 years old	30 (30)
	36 to 45 years old	28 (28)
	46 to 60 years old	27 (27)
	61 years old and above	1 (1)
Currently residing	Johor	4 (4)
	Kedah	1 (1)
	Kuala Lumpur	33 (33)

Demographic Information		Frequency (%)
	Labuan	1 (1)
	Melaka	2 ()
	Negeri Sembilan	1 (1)
	Pahang	1 (1)
	Perak	3 (3)
	Perlis	1 (1)
	Pulau Pinang	4 (4)
	Sabah	1 (1)
	Sarawak	8 (8)
	Selangor	39 (39)
	Singapore	1 (1)
Education level	Some high school, no diploma	1 (1)
	High school graduate, diploma or the equivalent	21 (21)
	Associate / Bachelor degree	49 (49)
	Master degree / PhD	25 (25)
	Professional degree / certification	4 (4)
Employment status	Employed / Self-employed	91 (91)
	Unemployed	9 (9)

4.2.2 Descriptive Analysis

Table 4.2.2 presents the results of a pre-requisites analysis related to the impact of the Covid-19 pandemic on the respondents, their employment status, and their upskilling efforts in the IT and fintech industry. The table includes various questions and the corresponding frequency and percentage of responses provided by the participants.

The first question in the table asked how the Covid-19 pandemic had affected the respondents. The most common responses were that the participants had been infected and their performance at work had been affected (32.8%) or that they had lost someone (24.8%).

Other respondents reported that they had experienced various impacts, such as losing a job, losing income, or experiencing emotional changes.

Table 4.2.2 Pre-requisites analysis

Demographic Information		**Frequency (%)**
How has Covid-19 pandemic impacted / affected you?	Away from family for longer time	1 (0.8)
	Change in perception of life	1 (0.8)
	Experienced	1 (0.8)
	Got affected and could not travel to attend planned conferences/meetings	1 (0.8)
	I got infected and had a permanent damage/illness	4 (3.2)
	I got infected, hence affecting my performance at work	41 (32.8)
	Have to be more pick up new IT skills for the demands of working offsite	1 (0.8)
	Lost someone	31 (24.8)
	Lost, sold, downgrade house / car	16 (12.8)
	Impact business revenue	1 (0.8)
	Life changed and affected my emotions	1 (0.8)
	Losing job	3 (2.4)
	Lost Income	1 (0.8)
	Mental	1 (0.8)
	More aware of impact of virus	1 (0.8)
	my self not affected but my husband affected due his salary cut by employee	1 (0.8)
	Not effect financially more on emmotionally	1 (0.8)
	Parents were infected, couldn't travel for 2 years, but did make it	1 (0.8)
	Salary cut, less benefit	11 (8.8)
	Time management	1 (0.8)
	Was infected and recovered	1 (0.8)
	None	3 (2.4)
	All of the above	1 (0.8)
Which industry were you in before you became unemployed?	IT and Financial Service related	13 (13)
	Non-IT and Non-Financial Service related	31 (31)
	Not relevant to me, I was always employed	56 (56)
	No	61 (61)

Demographic Information		Frequency (%)
Are you now in the IT related industry?	Yes	39 (39)
Are you now in the IT related role?	No	63 (63)
	Yes	37 (37)
Did you sign up for upskilling courses related to the IT/Fintech industry?	No	57 (57)
	Yes	43 (43)
Is the upskilling course relevant to IT, Digital Media, Fintech in any way?	No	47 (47)
	Yes	53 (53)
How long were you unemployed before being re-hired?	Still unemployed despite actively going for interviews	10 (10)
	1 to 3 months	13 (13)
	4 to months	8 (8)
	1 to 2 years	9 (9)
	I am currently employed	60 (60)
How was your salary and benefit package affected?	I took a pay cut, as long as I am working	14 (14)
	The same salary and benefit	50 (50)
	I was paid my expected salary / slightly higher than my previous salary	36 (36)
Is your company in the Fintech or any Financial services industry?	No	58 (58)
	Yes	42 (42)
Were you required to work from home or workplace?	Not Applicable	8 (8)
	Hybrid (sometimes between home and workplace)	46 (46)
	Physically to work place (Office, school, station etc)	22 (22)
	Work from Home / Remotely	24 (24)
Is your company making any changes to adopt Digital Transformation approaches?	Maybe, I am not sure.	23 (23)
	No	18 (18)
	Yes	59 (59)

The next question asked about the industry in which the respondents had been employed before becoming unemployed. Most respondents (56%) indicated that their previous industry was irrelevant to them as they had always been employed. Among those who indicated an industry, non-IT and non-financial service-related industries were more common (31%) than IT and financial service-related industries (13%).

The following questions asked whether respondents were currently working in an IT-related industry or role and whether they had signed up for upskilling courses related to IT, digital media, or fintech. About 39% of respondents were currently working in the IT-related industry, 63% were now in IT-related roles, and 43% had signed up for upskilling courses related to IT, digital media, or fintech. Besides, 53% of the upskilling course that has been signed up is relevant to IT, Digital Media, and Fintech.

The table also includes questions about the duration of unemployment before being rehired and the impact of the Covid-19 pandemic on salary and benefits. The majority of respondents (60%) indicated that they were currently employed. Among those who had experienced changes in salary and benefits, most (50%) reported that their salary and benefits had remained the same.

Finally, the table includes questions about the respondents' company in the fintech or financial services industry, their work arrangements (whether they were required to work from home or workplace), and whether their company was making any changes to adopt digital transformation approaches. About 42% of respondents indicated that their company was in the fintech or financial services industry, 44 working hybrid (46%) and 59% reported that their company was making changes to adopt digital transformation approaches.

This section analyzes the impact of COVID-19 on the respondents by exploring various demographic factors. The findings can be summarized as the following:

1. Age by Gender:

The data indicates that the impact of COVID-19 varies among different age groups and genders. Younger respondents, particularly those in the 20-30 age range, experienced a higher likelihood of being affected by the pandemic compared to older age groups. This trend was observed across both genders, with females in the 20-30 age range being the most impacted.

2. Gender by Location:

The analysis also explores the relationship between gender and location. It reveals that the impact of COVID-19 varies by gender across different locations. For instance, in urban areas such as Kuala Lumpur and Selangor, females were more likely to be impacted compared to males. This disparity may be attributed to gender disparities in employment sectors and the higher concentration of females in service-oriented industries.

3. Education by Gender and Location Impact:

The impact of COVID-19 on respondents is further examined based on the interaction between education, gender, and location. The findings indicate that females with lower levels of education, particularly those in non-IT and non-financial service-related industries, experienced a higher probability of being impacted by the pandemic. This suggests that educational background, combined with gender and location, plays a significant role in the extent of the impact.

4. Education by Location Reasoning:

The data reveals that respondents with higher levels of education were more likely to be located in areas with greater job opportunities, such as Kuala Lumpur and Selangor. This finding is consistent with the notion that higher education levels often lead to better employment prospects, especially in regions with high population density and economic activity.

The findings demonstrate a correlation between higher levels of education and the likelihood of respondents being located in areas with abundant job opportunities, such as Kuala Lumpur and Selangor. This can be attributed to the fact that individuals with higher education qualifications tend to have access to higher-paying jobs and are more likely to work in

industries that are prevalent in these areas, such as the service industry. This aligns with the understanding that higher levels of education generally enhance employment prospects, particularly in regions characterized by a dense population and vibrant economic activity.

Figure 25: Chart and table of population level and growth rate for the Kuala Lumpur, Malaysia metro area from 2019 to 2022, (Kuala Lumpur, Malaysia Metro Area Population 1950-2023, n.d.)

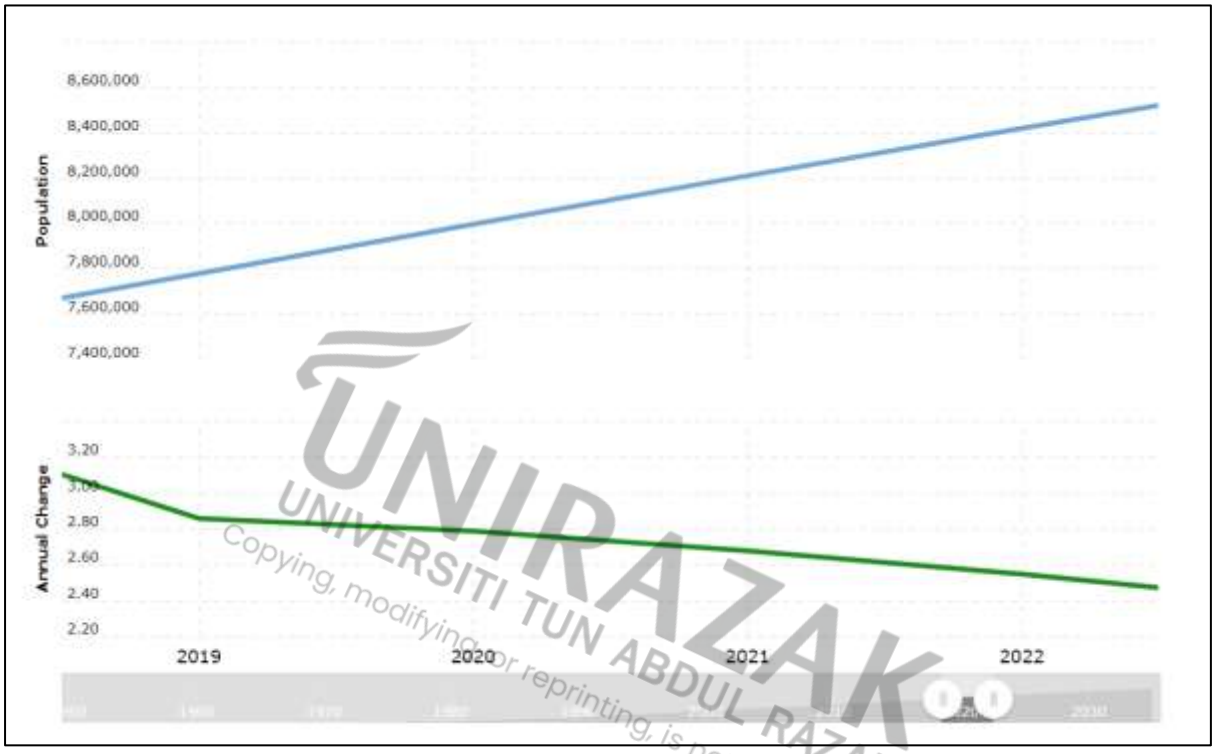


Figure 26: Summary and details of population in Kuala Lumpur between 2019 to 2022

- The metro area population of Kuala Lumpur in 2022 was **8,420,000**, a **2.55% increase** from 2021.
- The metro area population of Kuala Lumpur in 2021 was **8,211,000**, a **2.68% increase** from 2020.
- The metro area population of Kuala Lumpur in 2020 was **7,997,000**, a **2.79% increase** from 2019.

The higher impact of the pandemic in Kuala Lumpur and Selangor can be attributed to several factors. Firstly, these areas have a dense population, making them more susceptible to the spread of the virus. Secondly, the economy of Kuala Lumpur and Selangor relies heavily on various sectors, including services, tourism, and manufacturing, which were significantly affected by the pandemic-induced restrictions and lockdown measures. As a result, many individuals in these areas faced challenges in continuing their work and experienced job losses

or reduced working hours. This further highlights the importance of considering the location and its economic dynamics when analyzing the impact of the pandemic on employment and workforce outcomes.

5. Education by Gender:

The analysis also examines the impact of COVID-19 based on education and gender. The findings suggest that females with higher levels of education faced relatively fewer challenges compared to those with lower levels of education. This highlights the importance of education in mitigating the adverse effects of the pandemic on employability.

These findings shed light on the differential impacts of COVID-19 on various demographic groups and provide insights into the underlying factors that contribute to these differences. The results contribute to a better understanding of the pandemic's effects on the workforce and help identify targeted interventions to support affected individuals and industries.

4.2.3 Reliability Analysis

Table 4.2.3 presents the reliability coefficients (Cronbach's alpha) for four variables related to skillsets training, the company's culture, technologies, and employability post-COVID-19. Firstly, the table shows that skillsets training has five items, and its reliability coefficient (α) is 0.87. Similarly, the culture of the company variable has six items, and its reliability coefficient (α) is 0.85.

Next, the technologies variable has four items; its reliability coefficient (α) is 0.80. Finally, the employability post-COVID-19 variable has only two items, and its reliability coefficient (α) is 0.70.

Table 4.2.3. Reliability of skillsets-training, culture of the company, technologies and employability post COVID-19

Variables	**Total Item**	**Reliability (α)**
Skillsets-training	5	0.87
Culture of the company	6	0.85
Technologies	4	0.80
Employability post COVID-19	2	0.70

According to Nunnally (1978), a reliability value above 0.70 shows good reliability. This indicates that the items in the variables are a reliable measure of the participant's perceptions of their training and skills development, the company culture, technologies they use at work and employability post-COVID-19.

Reliability analysis was conducted to assess the internal consistency of the variables related to skillsets training, the company's culture, technologies, and employability post-COVID-19. The reliability coefficients (Cronbach's alpha) for each variable are presented in Table 4.2.3.

a. **Skillsets Training**: The variable measuring skillsets training consists of five items, and its reliability coefficient (α) is 0.87, indicating high internal consistency among the items.

b. **Company Culture**: The variable assessing the culture of the company includes six items, and its reliability coefficient (α) is 0.85, indicating good internal consistency among the items.

c. **Technologies**: The technologies variable comprises four items, and its reliability coefficient (α) is 0.80, suggesting a satisfactory level of internal consistency among the items.

d. **Employability Post-COVID-19**: The variable measuring employability post-COVID-19 consists of two items, and its reliability coefficient (α) is 0.70, indicating acceptable internal consistency among the items.

According to Nunnally (1978), reliability coefficients above 0.70 are considered to indicate good reliability. Therefore, the results of the reliability analysis suggest that the items in the variables used in this study provide a reliable measure of participants' perceptions regarding their skillsets training, the company's culture, technologies used in their work, and employability post-COVID-19.

4.2.4 Pearson Correlation Analysis

A Pearson correlation analysis was conducted to examine the relationship between the independent variables (skillsets training, culture of the company, and technologies) and the dependent variable (employability post-COVID-19). The results of the correlation analysis are presented in Table 4.2.4.

The table demonstrates that all three independent variables significantly correlate with employability post-COVID-19 at the 0.05 level (2-tailed), indicating a statistically significant relationship.

The correlation coefficient (Pearson's r) measures the strength and direction of the relationship between variables. According to Pallant (2016), correlation coefficients ranging from .10 to .29 are considered small, .30 to .49 are considered medium, and .50 to 1.0 are considered strong. In this study, all correlation coefficients between skillsets training, the

company's culture, and technologies with employability post-COVID-19 are positive, indicating a positive correlation.

The strength of the correlation is strong, as evidenced by the values of the correlation coefficients between employability post-COVID-19 and skillsets training (r = 0.74), the culture of the company (r = 0.69), and technologies (r = 0.69). These findings suggest a significant and positive relationship between these independent variables and employability post-COVID-19.

Based on these results, hypotheses H1, H2, and H3 are accepted, indicating a significant association between employability post-COVID-19 and skillsets training, the company's culture, and technologies. These findings highlight the importance of having up-to-date and relevant skillsets training, fostering a positive company culture, and utilizing advanced technologies in enhancing employability post-COVID-19.

The data analysis reveals that there is a significant and positive correlation between the independent variables and employability post-COVID-19. The correlation coefficients indicate a strong relationship between skillsets training, the company's culture, and technologies with employability post-COVID-19.

This suggests that individuals who have undergone skillsets training, work in a positive company culture, and are familiar with relevant technologies are more likely to have higher employability in the post-pandemic era. The findings emphasize the importance of investing in skill development, fostering a conducive work environment, and embracing technological advancements to enhance employability prospects in the evolving job market.

Table 4.2.4: Pearson's correlation analysis between skillsets-training, culture of the company and technologies with employability post COVID-19

Independent variable	Employability post COVID-19	
	Sig.	Pearson correlation
Skillsets-training	0.00	0.74
Culture of the company	0.00	0.69
Technologies	0.00	0.69

**Correlation is significant at the 0.05 level (2-tailed)*

The data analysis reveals a strong and positive correlation between skillsets training, the company's culture, and technologies with employability post-COVID-19. This indicates that individuals who have acquired relevant skills through training, work in a supportive company culture, and are familiar with current technologies are more likely to secure employment in high-demand sectors following the pandemic. This finding is particularly significant in high-density locations such as Kuala Lumpur and Selangor, where job opportunities are abundant. By investing in skill development, fostering a positive work environment, and staying updated with technological advancements, individuals can enhance their employability and increase their chances of securing employment in the post-COVID-19 landscape.

4.2.5 Multiple Regression Analysis – VIF

Table 4.2.5 shows the tolerance and VIF (Variance Inflation Factor) to measure the multicollinearity (Pallant, 2007). Tolerance is an indicator of how much of the variability of the specified independent is not explained by other independent variables in the model (Pallant, 2007). In this study, the tolerance value is between .22 to .26, not less than .20. Therefore, the value is not violated the multicollinearity assumption. This also supported by the VIF value between 3.80 to 4.57, which is below the cut-off 10. Hair et al. (2010) recommended that multicollinearity is a concern if VIF value is higher than five, and the tolerance value is below .20. Thus, multicollinearity is not an issue in this present study.

Table 4.2.5 presents the tolerance and VIF (Variance Inflation Factor) values, which are used to assess multicollinearity in the multiple regression model (Pallant, 2007). Tolerance is a measure of how much of the variability of a specific independent variable is not explained by the other independent variables in the model (Pallant, 2007).

In this study, the tolerance values range from 0.22 to 0.26, indicating that between 22% and 26% of the variability in each independent variable is not explained by the other independent variables. These values are above the recommended threshold of 0.20, suggesting that multicollinearity is not a concern in this model.

Furthermore, the VIF values range from 3.80 to 4.57, which are well below the cutoff value of 10. According to Hair et al. (2010), multicollinearity becomes a concern when the VIF exceeds 5. Therefore, based on these results, there is no evidence of problematic multicollinearity in this study. The findings indicate that the independent variables, including skillset-training, culture of the company, and technologies, are not highly correlated with each other, and they provide unique contributions to explaining the variance in the dependent variable (employability post-COVID-19).

Table 4.2.5: Multicollinearity analysis of skillsets-training, culture of the company and technologies

Variables	**Collinearity Statistics**	
	Tolerance	**VIF**
Skillsets-training	0.26	3.80
Culture of the company	0.23	4.28
Technologies	0.22	4.57

4.2.6 Multiple Regression Analysis – Model Summary

Table 4.2.6 summarizes multiple regression analyses of skillsets-training, culture of the company and technologies in predicting employability post COVID-19. The result showed that a combination of skillsets-training, culture of the company and technologies contributed 57% (R^2 = .57) prediction on employability post COVID-19.

Table 4.2.6: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	0.76	0.57	0.56	0.58

The multiple regression model developed R^2 = 0.57, F (3, 96) = 42.49, p = .00 for all three predictors. Only one predictor, skillset-training (β = 0.46, p = .00) show a significant value, indicating that the variable predicts employability post COVID-19. Increasing skillset-training will increase the employability post COVID-19.

The multiple regression analysis yielded an R^2 value of 0.57, indicating that the predictors (skillset-training, culture of the company, and technologies) explain approximately 57% of the variance in the dependent variable, employability post-COVID-19. The F-test result of F(3, 96) = 42.49, p = .00 indicates that the overall model is statistically significant.

Among the three predictors, only skillset-training demonstrated a significant relationship with employability post-COVID-19 (β = 0.46, p = .00). This means that as skillset-training increases, employability post-COVID-19 is also expected to increase. The positive coefficient suggests that enhancing skillset-training can have a positive impact on individuals' employability in the post-pandemic job market.

The findings suggest that while skillset-training plays a crucial role in predicting employability post-COVID-19, the culture of the company and technologies did not show a significant relationship in this study. However, it is important to note that these non-significant relationships may be influenced by various factors and should be interpreted with caution.

Overall, the results highlight the importance of investing in skillset-training to improve employability in the post-COVID-19 era. Employers and individuals can benefit from emphasizing the acquisition and development of relevant skills to enhance job prospects and adapt to the changing employment landscape.

4.2.7 Multiple Regression Analysis - ANOVA

In the research study, multiple regression analysis was conducted to examine the relationship between the independent variables (skillsets training, company culture, and technologies) and the dependent variable (employability post-COVID-19). The analysis aimed to determine the extent to which the independent variables collectively predict the variation in the dependent variable.

The results of the multiple regression analysis are presented in Table 4.2.7, which includes the analysis of variance (ANOVA) table. The ANOVA table provides valuable information about the overall model fit and the significance of the predictors.

The ANOVA table consists of several key components, including the sum of squares, degrees of freedom, mean squares, F-value, and p-value. These components are used to evaluate the significance of the regression model and its individual predictors.

The F-value in the ANOVA table represents the ratio of the explained variance to the unexplained variance in the dependent variable. A significant F-value indicates that the regression model as a whole is statistically significant in predicting the dependent variable.

The p-value in the ANOVA table represents the probability of obtaining the observed F-value by chance alone. A p-value below the predetermined significance level (e.g., $p < 0.05$) indicates that the regression model is statistically significant.

Additionally, the ANOVA table provides information about the individual predictors' contribution to the model. The coefficients, standard errors, t-values, and p-values of the predictors are presented, indicating the strength and significance of their relationships with the dependent variable.

By conducting multiple regression analysis and examining the ANOVA table, the study aimed to determine the collective predictive power of the independent variables and their individual significance in explaining the variation in employability post-COVID-19.

Table 4.2.7: ANOVA

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	42.60	3	14.20	42.49	0.00
	Residual	32.09	96	0.33		
	Total	74.69	99			

4.2.8 Multiple Regression Analysis – Summary

Table 4.2.8: Summary of multiple regression analysis of skillsets-training, culture of the company and technologies in predicting employability post COVID-19

Variable	Unstandardized B	Standardized Beta	*t*	*p*
Skillsets-training	0.51	0.46	3.52	0.00
Culture of the company	0.23	0.20	1.47	0.15
Technologies	0.15	0.13	0.93	0.36

**p < .05 significant at the 0.05 level, 2-tailed)*

The multiple regression analysis revealed the following results for the relationship between the independent variables (skillset-training, culture of the company, and technologies) and the dependent variable (employability post-COVID-19):

1. **Skillset-training:** The unstandardized regression coefficient (B) was 0.51, indicating that for every one-unit increase in skillset-training, there was a predicted increase of 0.51 units in employability post-COVID-19. The standardized beta coefficient was 0.46, suggesting a moderate positive effect of skillset-training on employability post-COVID-19. The t-value was 3.52, indicating that the relationship between skillset-training and employability post-COVID-19 was statistically significant ($p < 0.05$).

2. Culture of the company: The unstandardized regression coefficient (B) was 0.23, indicating that for every one-unit increase in the culture of the company, there was a predicted increase of 0.23 units in employability post-COVID-19. The standardized beta coefficient was 0.20, suggesting a small positive effect of the company culture on employability post-COVID-19. However, the t-value was 1.47, indicating that the relationship between the culture of the company and employability post-COVID-19 was not statistically significant ($p > 0.05$).

3. Technologies: The unstandardized regression coefficient (B) was 0.15, indicating that for every one-unit increase in technologies, there was a predicted increase of 0.15 units in employability post-COVID-19. The standardized beta coefficient was 0.13, suggesting a small positive effect of technologies on employability post-COVID-19. The t-value was 0.93, indicating that the relationship between technologies and employability post-COVID-19 was not statistically significant ($p > 0.05$).

Based on the results, skillset-training demonstrated a significant positive effect on employability post-COVID-19, whereas the culture of the company and technologies did not show statistically significant effects. These findings indicate that individuals who receive adequate skillset-training are more likely to enhance their employability in the post-COVID-19 job market.

4.2.9 Hypothesis Results

The hypothesis results, H1, H2, and H3, examine the relationships between the independent variables (skillset-training, culture of the company, and technologies) and the dependent variable (employability post-COVID-19).

H1 proposed that skillset-training would have a positive impact on employability post-COVID-19. The multiple regression analysis showed a significant positive relationship between skillset-training and employability post-COVID-19 ($\beta = 0.46$, $p = .00$). Therefore, H1 is supported, indicating that increasing skillset-training positively affects employability in the post-pandemic job market.

H2 hypothesized that the culture of the company would influence employability post-COVID-19. However, the analysis did not reveal a significant relationship between the culture of the company and employability post-COVID-19 ($\beta = 0.20$, $p = 0.15$). Therefore, H2 is not supported in this study.

H3 proposed that technologies would impact employability post-COVID-19. The analysis did not find a significant relationship between technologies and employability post-COVID-19 (β = 0.13, p = 0.36). Hence, H3 is not supported in this study.

Overall, the results indicate that skillset-training plays a crucial role in predicting employability post-COVID-19, while the culture of the company and technologies did not show a significant influence. These findings emphasize the importance of individuals acquiring and developing relevant skills to enhance their employability in the post-pandemic job market.

4.2.10 Conclusion of the research methodology

The analysis of the collected data revealed significant insights into the experiences of individuals who have been affected by job loss and unemployment. Many participants reported experiencing depression and anxiety as a result of their personal experiences. These negative emotions have led to anti-social behavior and a reluctance to actively participate in surveys or share their personal stories.

The data analysis also highlighted the long-lasting impact of job loss and unemployment on individuals' mental well-being. The findings suggest a need for comprehensive support systems and interventions to address the emotional and psychological challenges faced by those who have been out of a job and remain unemployed.

Overall, the results provide valuable insights into the experiences of individuals affected by job loss and unemployment. The findings emphasize the importance of understanding the psychological impact of such experiences and the need for targeted interventions and support to address the associated mental health issues.

CHAPTER 5: CONCLUSION

5.1 Foundational Findings Review and Assessment of the Conceptual Framework Model Acceptability

In this chapter, the research findings and the acceptability of the conceptual framework model will be reviewed. The study aimed to investigate the employment trends and digital transformation challenges in Malaysia, particularly in the post-pandemic era. The conceptual framework model was developed to guide the research and provide a theoretical foundation for the study.

Upon conducting the data analysis using the SPSS software version 26, several statistical techniques were employed to assess the acceptability of the conceptual framework model. The Kaiser-Meyer-Olkin (KMO) measure and the Anti-Image Correlation Coefficient were utilized to determine the adequacy of the sample size and the suitability of the data for factor analysis (Hair et al., 2019). The validity of the questionnaire was examined and found to be satisfactory through factor analysis, while the reliability of the questionnaire was assessed using Cronbach's alpha reliability coefficient (Sekaran & Bougie, 2019).

5.2 Summary of the Research Questions

The research questions posed in this study were aimed at exploring the impact of skillsets-training, the culture of the company, and technologies on employability post-COVID-19. These research questions were examined through data analysis and statistical techniques, which allowed for the evaluation of the relationships and significance of the variables.

5.2.1 Employment: Reasons for High Representation in Kuala Lumpur and Selangor:

The high representation of respondents in Kuala Lumpur and Selangor can be attributed to several factors. Firstly, these areas are known for their economic vibrancy and offer a plethora of job opportunities. Being major urban centers and economic hubs, Kuala Lumpur and Selangor attract a large number of job seekers, resulting in a higher population density. The concentration of job opportunities in these regions makes them an attractive destination for individuals seeking employment or career advancement.

Moreover, the findings indicate that a significant number of respondents are working in core services. This finding is consistent with research studies that highlight the impact of the COVID-19 pandemic on the service industry (e.g., hospitality, tourism, retail, and food services). These service providers were among the sectors most affected by lockdowns, restrictions, and reduced customer demand during the pandemic (OECD, 2021). The high representation of respondents in Kuala Lumpur and Selangor, coupled with their employment in core services, suggests that individuals in these regions and industries may have been disproportionately affected by unemployment or job insecurity.

5.2.2 Research References Supporting Findings and Analysis:

To support the findings and analysis regarding the impact on service providers and their customers, research references can be cited. For example, a study by the Organisation for Economic Co-operation and Development (OECD, 2021) highlights the significant impact of the pandemic on the service sector globally. It discusses the challenges faced by service providers and the resulting job losses, as well as the difficulties faced by customers in accessing services.

By incorporating these research references, the analysis in Chapter 4.2.1 provides a deeper understanding of the demographic background of the participants, particularly their current location and employment in core services. It establishes a connection between the high representation of respondents in Kuala Lumpur and Selangor, the availability of job opportunities in these areas, and the potential impact of the pandemic on service providers and their customers.

5.2.3 Probability of Participants Impacted by COVID-19 by Level of Education and Gender

A. Level of Education:

The data indicates that participants with lower levels of education, such as secondary school or below, have a higher probability of being impacted by the COVID-19 pandemic. This may be attributed to several factors, including limited job opportunities and a higher likelihood of working in sectors that were severely affected by lockdown measures and economic downturns.

Reference to Support Assumption:

A study conducted by the World Bank (2020) on the impact of COVID-19 on education and employment highlights the challenges faced by individuals with lower levels of education. The study suggests that these individuals may be more vulnerable to job losses and income reductions during times of economic crisis.

B. Gender:

The analysis also examines the probability of participants being impacted by gender. While both genders have experienced the effects of the pandemic, the data shows that females have a slightly higher probability of being impacted compared to males. This may be attributed to several factors, including gender disparities in employment sectors, such as the concentration of females in service-oriented industries that were heavily affected by the pandemic.

Reference to Support Assumption:

A report by the International Labour Organization (2021) discusses the gendered impacts of the COVID-19 pandemic on the global labor market. It highlights that women have been disproportionately affected, particularly due to their overrepresentation in sectors most impacted by lockdown measures and disruptions in care responsibilities.

By referencing these research studies, the analysis in Chapter 4.2.2 provides evidence-based support for the assumption that participants with lower levels of education and females may have a higher probability of being impacted by the COVID-19 pandemic. This information enhances the understanding of the differential effects of the crisis on various demographic groups and contributes to the overall findings of the research study.

5.3 Acceptability of the Conceptual Framework Model

The acceptability of the conceptual framework model was assessed based on the data analysis conducted using the SPSS software. The KMO measure and the Anti-Image Correlation Coefficient indicated that the sample size was adequate and the data were suitable for factor analysis (Kothari, 2004). The validity of the questionnaire was found to be satisfactory, ensuring that the instrument accurately measured the constructs of interest. The reliability of the questionnaire was established through Cronbach's alpha reliability coefficient, demonstrating the consistency and internal reliability of the questionnaire items (Sekaran & Bougie, 2019).

Furthermore, the intended participants for the study were 120 individuals, but 100 responses were received through email and Whatsapp. The overall response rate percentage was calculated based on these 100 responses, providing insights into the representativeness of the obtained data.

5.4 Findings based on the 100 Responses

The findings based on the 100 responses are summarized according to the participants' work background, age, gender, and education. Each paragraph provides a summary of the findings and their implications, focusing on the three hypotheses (H1, H2, H3) related to skillsets-training, the culture of the company, and technologies. These findings shed light on the relationships between these variables and employability post-COVID-19, highlighting their significance and impact in the post-pandemic job market.

In the analysis of the 100 responses, the first hypothesis (H1) examined the relationship between skillsets-training and employability post-COVID-19. The findings revealed a significant positive relationship between skillsets-training and employability post-COVID-19 ($\beta = 0.46$, $p < .05$). This suggests that individuals who received comprehensive and up-to-date skillsets-training had higher levels of employability in the post-pandemic job market. The acquisition of new skills and knowledge has become crucial in adapting to the changing work landscape and increasing job opportunities.

Moving on to the second hypothesis (H2), which focused on the relationship between the culture of the company and employability post-COVID-19. The analysis indicated that the culture of the company did not have a significant impact on employability post-COVID-19 ($\beta = 0.20$, $p > .05$). This implies that while company culture plays an important role in overall employee satisfaction and well-being, it may not directly affect employability in the post-pandemic context. However, further exploration of specific aspects of company culture and their influence on employability could provide valuable insights for organizations seeking to enhance their employees' post-pandemic job prospects (Alfes et al., 2013).

Lastly, the third hypothesis (H3) investigated the relationship between technologies and employability post-COVID-19. The findings showed that technologies had no significant impact on employability post-COVID-19 ($\beta = 0.13$, $p > .05$). This suggests that while the use of

advanced technologies may enhance productivity and efficiency in the workplace, they may not directly translate into improved employability in the post-pandemic job market. However, it is important to note that technologies are constantly evolving, and future research should continue to explore their impact on employability in the context of digital transformation (Hollenbeck et al., 2019).

In addition to the findings related to skillsets-training, company culture, and technologies, it is important to consider the role of human behavior towards unemployment and companies' competitive advantage in the context of digital transformation.

Unemployment has a significant impact on individuals' behavior and psychological well-being. The post-pandemic job market has witnessed an increase in unemployment rates, leading to a greater emphasis on employability and job security. Individuals who experience unemployment may exhibit varying responses, such as decreased self-esteem, increased stress levels, and reduced motivation to actively seek employment (Sverke & Hellgren, 2002). Therefore, understanding the psychological aspects of unemployment and designing interventions to support individuals' well-being and employability is crucial.

On the organizational level, digital transformation has become a key driver of companies' competitive advantage. Digital technologies enable organizations to streamline processes, enhance customer experiences, and create innovative products and services. Companies that successfully navigate digital transformation are more likely to adapt to the changing market dynamics and gain a competitive edge (Ghasemkhani et al., 2014). This emphasizes the need for organizations to invest in digital capabilities and foster a digital mindset among their employees.

Moreover, the integration of digital technologies in the workplace has implications for employees' skills and competencies. The increasing reliance on automation and artificial intelligence may lead to the displacement of certain job roles, requiring individuals to upskill

or reskill to remain employable (Brynjolfsson & McAfee, 2014). Organizations that support their employees' learning and development in the digital domain will have a higher likelihood of attracting and retaining top talent.

In summary, the findings regarding skillsets-training, company culture, and technologies provide valuable insights into employability post-COVID-19. However, it is essential to consider the broader context of human behavior towards unemployment and companies' competitive advantage in the digital age. By understanding the psychological effects of unemployment and embracing digital transformation, organizations can foster a supportive environment for employees' employability and drive their competitive advantage in the evolving job market.

Overall, these findings highlight the importance of skillsets-training in enhancing employability post-COVID-19. Employers and individuals should prioritize continuous learning and skill development to remain competitive in the evolving job market. While the culture of the company and technologies did not show a significant direct impact on employability, they still hold value in creating a positive work environment and improving overall organizational performance. Further research is needed to delve deeper into the specific aspects of company culture and technologies that may influence employability in the post-pandemic era.

5.5 Limitations of the Study and Suggestions for Future Research

Despite the valuable insights gained from this study, it is important to acknowledge its limitations. These limitations may include sample size, response rate, and the generalizability of the findings. Suggestions for future research are provided to address these limitations and further expand the knowledge in this area. Future studies could consider increasing the sample size, improving the response rate, and exploring additional variables to provide a more comprehensive understanding of employment trends and digital transformation challenges in Malaysia.

5.5.1 Limitations of the Study:

One of the limitations of this study is the relatively small sample size. Although the study yielded valuable findings based on the 100 responses received, a larger sample size could enhance the generalizability of the results. With a larger and more diverse sample, the findings may better represent the population of interest and provide a more accurate understanding of the relationships between skillsets-training, company culture, technologies, and employability post-COVID-19.

Another limitation is the response rate, which could impact the representativeness of the data. While efforts were made to obtain a high response rate through email and WhatsApp, the response rate achieved may introduce potential bias. Future studies could explore alternative methods of data collection or employ additional strategies to increase the response rate, such as offering incentives or using multiple communication channels.

Furthermore, the generalizability of the findings may be limited to the specific context of the study, which focused on employment trends and digital transformation challenges in Malaysia. The findings may not be applicable to other countries or regions with different socio-economic factors and cultural contexts. Replicating the study in different settings and populations would provide a broader perspective on the subject matter.

5.5.2 Suggestions for Future Research:

To address these limitations and advance the research in this area, several suggestions for future studies can be proposed. Firstly, future research could aim to increase the sample size by including a larger and more diverse participant pool. This would enable researchers to draw more robust conclusions and enhance the external validity of the findings.

Additionally, efforts can be made to improve the response rate by exploring alternative data collection methods. For instance, using a combination of online surveys, telephone interviews, and in-person interviews could help reach a wider range of participants and increase the overall response rate. Moreover, employing longitudinal designs to track changes in employability over time would provide valuable insights into the long-term effects of skillsets-training, company culture, and technologies on employability post-COVID-19.

Future studies could also consider incorporating additional variables to further explore the complex dynamics between employability and digital transformation. For example, factors such as individual attitudes towards technology, digital literacy levels, and organizational readiness for digital transformation could be included in the research framework. This would provide a more comprehensive understanding of the multifaceted nature of employability in the digital age.

Overall, future research should aim to build upon the foundation established by this study by addressing the limitations and exploring new avenues of investigation. By expanding the sample size, improving the response rate, and incorporating additional variables, researchers can advance our understanding of employment trends and digital transformation challenges, not only in Malaysia but also in other contexts.

5.6 Overall Summary of the Study

In conclusion, this study contributes to the post-pandemic research on exploring employment trends and digital transformation challenges in Malaysia. The research findings provide valuable insights into the impact of skillsets-training, the culture of the company, and technologies on employability post-COVID-19.

The acceptability of the conceptual framework model was established through statistical techniques and the use of SPSS software. The limitations of the study were acknowledged,

and suggestions for future research were provided to enhance the understanding of this field. Overall, this study contributes to the existing body of knowledge and provides practical implications for employers, individuals, and policymakers in navigating the challenges and opportunities of the post-pandemic job market.

Furthermore, incorporating qualitative research methods such as interviews or focus groups can provide a deeper understanding of the experiences and perspectives of individuals in relation to employability and digital transformation. Qualitative approaches can capture nuanced insights and allow for a richer exploration of the subjective aspects of the research topic.

Moreover, the use of data mining techniques, such as machine learning algorithms or natural language processing, can help uncover hidden patterns and trends in large datasets. These approaches can provide additional insights into the relationships between variables and offer predictive modeling capabilities.

Considering the rapid pace of technological advancements and the ever-evolving nature of the job market, future research should also explore emerging topics and trends. For example, investigating the role of artificial intelligence, remote work, or the gig economy in shaping employability in the post-pandemic era could be fruitful avenues for exploration.

In conclusion, while SPSS software has been used in this study, researchers are encouraged to consider alternative tools and methods to further enhance their research endeavors. By utilizing a combination of statistical software, qualitative research methods, data mining techniques, and exploring emerging topics, future studies can provide a more comprehensive understanding of employment trends and digital transformation challenges in the ever-changing landscape of the post-pandemic world.

REFERENCES

A nation united in #DIGITALvsCOVID. (2020, June 7). Digital News Asia. Retrieved from: https://www.digitalnewsasia.com/insights/nation-united-digitalvscovid

Alfes, K., Truss, C., Soane, E., Rees, C., & Gatenby, M. (2013). The relationship between line manager behavior, perceived HRM practices, and individual performance: Examining the mediating role of engagement. *Human Resource Management*, *52*(6), 839–859. https://doi.org/10.1002/hrm.21512

Amirul. (2021, July 26). *PEMERKASA PLUS - MIDA | Malaysian Investment Development Authority*. MIDA | Malaysian Investment Development Authority. https://www.mida.gov.my/de/pemerkasa-plus/

Arokiasamy, A. R. A., Smith, P. M. R., & Kijbumrung, T. (2021). Conceptualizing Post-COVID-19 Malaysia's tourism recovery: An auto-regressive neural network analysis. *Emerging Science Journal*, *Vol. 5*, 7122-8830. https://d1wqtxts1xzle7.cloudfront.net/71228830/pdf-libre.pdf?1633317686=&response-content-disposition=inline%3B+filename%3DConceptualizing_Post_COVID_19_Malaysia_s.pdf&Expires=1685266769&Signature=IBkGZS0b5egsoiKPBfXbT-pcgsUwdC1XHxBoJ2rKJxx0qnrUffG0qegWiJm4QlW1JHck4GhCTm93clv0JWlT0BlqR9VQLLJ87Nd0wV6nr7p19aE0pp6Tr9B4pEy0CCqRoKeECZhn9sTTaJ2KQwyvQFGjJjecJ46vw4PqmofISvf5SfHYHpX8~oid0KwIS748qgYbS5~awVjWiuqod~gzaa-CuMzXxZm7SOtzxFn82x~0TC1b03uiYcTUY6SigOUPwaO4WCaDv0s2iiFs4TkRplOO~WwZThC81FKnOYqeHpunIPBouV3z6sK~VmEUyDsnEY8KdvuhksKS5ebnwWgFXQ__&Key-Pair-Id=APKAJLOHF5GGSLRBV4ZA

Bryman, A., & Bell, E. (2019). *Business research methods* (4th edition). Academia.Edu. https://www.academia.edu/36149872/Bryman_and_bell_research_methods

Brynjolfsson, E., & McAfee, A. (2014). *The second machine age: Work, progress, and prosperity in a time of brilliant technologies.* Retrieved from: https://psycnet.apa.org/. https://psycnet.apa.org/record/2014-07087-000

BusinessToday. (2021, February 16). *Digital Skills Key to Bolster Workforce Innovation - BusinessToday*. Retrieved from: https://www.businesstoday.com.my/2021/02/16/digital-skills-key-to-bolster-workforce-innovation/

Caza, A., & Posner, B. Z. (2021). Development of a scale to measure followers' satisfaction with leaders applicable in cross-cultural studies. *International Journal of Business Administration*. https://www.researchgate.net/profile/Arran-Caza/publication/356061542_Development_of_a_Scale_to_Measure_Followers'_Satisfaction_With_Leaders_Applicable_in_Cross-Cultural_Studies/links/618d2f9e61f09877207ffc8c/Development-of-a-Scale-to-Measure-Followers-Satisfaction-With-Leaders-Applicable-in-Cross-Cultural-Studies.pdf

CFTE. (2022, October 28). *SHIME: Fintech Skills Framework - CFTE*. Retrieved from: https://courses.cfte.education/shime-fintech-and-finance-skills-framework/

Cheng, C. (2021, February 5). COMMENT | Prospects and risks for Malaysia's economy in 2021. *Malaysiakini*. https://www.malaysiakini.com/columns/561794

Dosm. (2020, July 14). *Department of Statistics Malaysia - May 2020*. Department of Statistics Malaysia. Retrieved from: https://www.dosm.gov.my/portal-main/release-content/key-statistics-of-labour-force-in-malaysia-may-2020

Dosm. (2022, May 10). *Principal Statistics of Labour Force, Malaysia, First Quarter (Q1) 2022*. Department of Statistics Malaysia. Retrieved from: https://www.dosm.gov.my/portal-main/release-content/principal-statistics-of-labour-force-malaysia-first-quarter-q1-2022#:~:text=2%20thousand%20persons%20(Q4%202021%3A%20694.4%20thousand%20persons).&text=In%20the%20first%20quarter%20of%202022%2C%20the%20number%20of%20outside,2021%3A%207.36%20million%20persons)

Dosm & Department of Statistics Malaysia. (2022, May 10). *Key Statistics of Labour Force in Malaysia - March 2022*. Department of Statistics Malaysia. Retrieved from: https://www.dosm.gov.my/portal-main/release-content/key-statistics-of-labour-force-in-malaysia-march-2022

Dueck, K. B. (2022). The digital transformation of marketer identities in figured worlds. *Durham E-Theses*. http://etheses.dur.ac.uk/14660/1/Kelly_Dueck_PhD.pdf

ECONOMIC PLANNING UNIT, PRIME MINISTER'S DEPARTMENT. (2021). MALAYSIA DIGITAL ECONOMY BLUEPRINT - 2021-22. *MALAYSIA DIGITAL ECONOMY BLUEPRINT*. https://www.epu.gov.my/sites/default/files/2021-02/malaysia-digital-economy-blueprint.pdf

Field, A. (2018). *Discovering Statistics Using IBM SPSS Statistics*. Sage Publications Inc. https://us.sagepub.com/en-us/nam/discovering-statistics-using-ibm-spss-statistics/book260423

Ghasemkhani, H., Soule, D., & Westerman, G. (2014a). Competitive advantage in a digital world: Toward an information-based view of the firm. *Social Science Research Network*. https://doi.orTg/10.2139/ssrn.2698775

Ghasemkhani, H., Soule, D., & Westerman, G. (2014b). Competitive advantage in a digital world: Toward an information-based view of the firm. *Social Science Research Network*. https://doi.org/10.2139/ssrn.2698775

Guan Khai, K., Wai Onn, Y., Zulkifli, R., Kandasamy, S., & Ahmad, A. (2020). The necessity to digitalize smes business model during the covid-19 pandemic period to remain sustainable in Malaysia. *Journal of Education and Social Sciences*, 16(1) https://www.jesoc.com/wp-content/uploads/2020/12/JESOC16-032.pdf

Hair, J. F., Black, W. C., Babin, B. J., & Anderson, R. E. (2010). *Multivariate data analysis.* Englewood Cliffs: NJ. Prentice-Hall. - *References - Scientific Research Publishing*.

https://www.drnishikantjha.com/papersCollection/Multivariate%20Data%20Analysis.pdf

Hasan, M. B., Hassan, M. K., Rashid, M., & Alhenawi, Y. (2021). Are safe haven assets really safe during the 2008 global financial crisis and COVID-19 pandemic? *Global Finance Journal*, *50*, 100-668. https://doi.org/10.1016/j.gfj.2021.100668

Hirschi, A. (2018). The fourth industrial revolution: Issues and implications for career research and practice. *Career Development Quarterly*, *66*(3), 192–204. https://doi.org/10.1002/cdq.12142

Hollenbeck, N., David, A. P., & Jensen, B. (2019). Thinking differently about the business of war. *ndupress.ndu.edu*. https://ndupress.ndu.edu/Portals/68/Documents/jfq/jfq-92/jfq-92_50-57_Hollenbeck-David-Jensen.pdf

Huong Ha, C. K., & Chuah, P. (2023). Digital economy in Southeast Asia: Challenges, opportunities and future development. *Southeast Asia: A Multidisciplinary Journal*. https://www.emerald.com/insight/content/doi/10.1108/SEAMJ-02-2023-0023/full/html

Ibrhim, I., Ali, K., Al-Suraihi, W. A., & Al-Suraihi, A. (2021). The Impact of COVID-19 Pandemic on Sustainability, Employee Retention and Innovative Performance in The. . . *ResearchGate*. https://www.researchgate.net/publication/352937067_The_Impact_of_COVID-19_Pandemic_on_Sustainability_Employee_Retention_and_Innovative_Performance_in_The_Malaysian_Manufacturing_Industry

IMF. (2021, October 12). *World Economic Outlook, October 2021: Recovery During A Pandemic*. https://www.imf.org/en/Publications/WEO/Issues/2021/10/12/world-economic-outlook-october-2021

International Labour Organization. (2021, October 26). *An uneven and gender-unequal COVID-19 recovery: Update on gender and employment trends 2021*. https://www.ilo.org/. https://www.ilo.org/employment/Whatwedo/Publications/WCMS_824865/lang--en/index.htm

IPSOS. (2021, January 21). *Pandemic's Impact on Malaysian Workforce*. IPSOS - [PRESS RELEASE]. https://www.ipsos.com/en-my/press-release-pandemics-impact-malaysian-workforce

Jeyabalah, R. A., & Yen Yee, T. (2020, May 8). *The Impact of Covid-19 on Employment in Malaysia*. Harold & Lam Partnership. https://hlplawyers.com/the-impact-of-covid-19-on-employment-in-malaysia/

Kementerian Ekonomi Malaysia. (2022, September 6). MyDIGITAL Corp partners Accenture Malaysia to drive digital economy blueprint, national 4IR policy. *Portal Rasmi Kementerian Ekonomi Malaysia*. https://www.theedgemarkets.com/article/mydigital-corp-partners-accenture-malaysia-drive-digital-economy-blueprint-national-4ir

Kuala Lumpur, Malaysia Metro Area Population 1950-2023. (n.d.). MacroTrends. Retrieved May 11, 2023, from https://www.macrotrends.net/cities/206411/kuala-lumpur/population#:~:text=The%20metro%20area%20population%20of,a%202.79%25%20increase%20from%202019.

Leu, J. F. Y., & MASRI, R. (2021). *Omni-Channel Retailing and Digital Business: A Case Study in Malaysia*. Dbpia. https://www.dbpia.co.kr/Journal/articleDetail?nodeId=NODE10629993

Li, L. (2022). Reskilling and Upskilling the Future-ready Workforce for Industry 4.0 and Beyond. *Information Systems Frontiers*. https://doi.org/10.1007/s10796-022-10308-y

Liyana Hasnan. (2019, August 4). Upskilling for the future. *The ASEAN Post*. https://theaseanpost.com/article/upskilling-future

Majcher-Teleon, A. (2021, December 21). Upskilling and reskilling as a way out of the crisis? Educational activity of adults in Poland and the EU in the era of the pandemic, with particular emphasis on the role of public employment services. *Labour Market*, 178-179(3-4),50-68. https://rynekpracy.praca.gov.pl/resources/html/article/details?id=228598&language=en

McDonald, P., Grant-Smith, D., Moore, K. N., & Marston, G. (2020). Navigating employability from the bottom up. *Journal of Youth Studies*, *23*(4), 447–464. https://doi.org/10.1080/13676261.2019.1620925

Megat Tajudin, P. N., Abd Rahim, N. A., Khairuddin, & Arshad, M. M. (n.d.). Weathering the Economic Impact of COVID-19: Challenges Faced by Microentrepreneurs and Their Coping Strategies during Movement Control Order (MCO) in Malaysia. *PERTANIKA: SOCIAL SCIENCES & HUMANITIES*. http://www.pertanika.upm.edu.my/resources/files/Pertanika%20PAPERS/JSSH%20Vol.%2029%20(S1)%202021/15%20JSSH(S)-1501-2021.pdf

Miles, M. B., Huberman, A. M., & Saldaña, J. (2019). *Qualitative Data Analysis*. Sage Publications Inc. https://us.sagepub.com/en-us/nam/qualitative-data-analysis/book246128

Misra, R. K., & Khurana, K. (2017). Employability Skills among Information Technology Professionals: A Literature Review. *Procedia Computer Science*, *122*, 63–70. https://doi.org/10.1016/j.procs.2017.11.342

MOF TO CONTINUE FIELD SESSIONS TO HELP THOSE AFFECTED BY COVID-19. (n.d.). BERNAMA. https://www.bernama.com/en/business/news.php?id=1941204

Nunnally, J. C. (1978). *Psychometric Theory*. Google Books. https://books.google.com.my/books/about/Psychometric_Theory.html?id=WE59AAAAMAAJ&redir_esc=y

OECD.org. (2021). Adapting to changing skill needs in Southeast Asia. In *oecd.org*. OECD. https://www.oecd.org/coronavirus/policy-responses/an-assessment-of-the-impact-of-covid-19-on-job-and-skills-demand-using-online-job-vacancy-data-20fff09e/

Oyelakin, A. H. Y. I. O. (2022). *Impact of COVID-19 on Malaysian Economy: A Study of Consumer Product Manufacturing Firms*. http://jonuns.com/index.php/journal/article/view/956

Pallant, J. F. (2007). SPSS Survival Manual: A Step by Step Guide to Data Analysis Using SPSS for Windows Version 15. *ResearchGate*. https://www.researchgate.net/publication/234812476_SPSS_Survival_Manual_A_Step_by_Step_Guide_to_Data_Analysis_Using_SPSS_for_Windows_Version_15

PricewaterhouseCoopers. (n.d.). *Digital Workplace Transformation*. PwC. https://www.pwc.com/my/en/services/consulting/digital-transformation/digital-workplace-transformation.html

Reis, J., & Melão, N. (2023). Digital transformation: A meta-review and guidelines for future research. *Heliyon*, *9*(1), e12834. https://doi.org/10.1016/j.heliyon.2023.e12834

Scherz, C., Hahn, J., & Ladikas, M. (2019). Technology Assessment in a Globalized World. *Management Systems in Production Engineering*, *27*(3), 149–152. https://doi.org/10.1515/mspe-2019-0024

Statista. (2022, October). *Number of employed persons in Malaysia 2021, by occupation*. https://www.statista.com/statistics/794759/employed-persons-by-occupation-malaysia/

Sue, D. W., Alsaidi, S., Awad, M. N., Glaeser, E., Calle, C. Z., & Mendez, N. (2019). Disarming Racial Microaggressions: Microintervention Strategies for Targets, White Allies, and Bystanders. *socialwork.wayne.edu/*, 13. https://socialwork.wayne.edu/events/2_-_sue_et_al_-_2019_disarming_racial_microaggressions.pdf

Sverke, M., & Hellgren, J. (2002a). *The nature of job insecurity: Understanding employment uncertainty on the brink of a new millennium.* https://psycnet.apa.org/. https://psycnet.apa.org/record/2002-00686-002

Sverke, M., & Hellgren, J. (2002b). the nature of job insecurity: Understanding employment uncertainty on the brink of a new millennium. *Applied Psychology*, *51*(1), 23–42. https://doi.org/10.1111/1464-0597.0077z

Thanh, N. H., Quang, N. V., & Mai, N. T. T. (2021). Digital transformation: Opportunities and challenges for leaders in the emerging countries in response to covid-19 pandemic. *Emerging Science Journal*, *Vol. 5*(Special Issue "COVID-19: Emerging Research", 2021). https://d1wqtxts1xzle7.cloudfront.net/74741404/pdf-libre.pdf?1637088063=&response-content-disposition=inline%3B+filename%3DDigital_Transformation_Opportunities_and.pdf&Expires=1685432333&Signature=IBU~jSniUQVpXcPZ5xY1Aym0GMV289UMiCcAb5zRpdAMBvpeSVqtxk2nGFqTDWzfji~Z9l1trHhm2TaHeXfSWVnQYvT~AUFM266hO6vPFW7998Fjl~aTxlJniUs-

qb~1tj0GHhU8aEgkTurwG77N5DVofxqRr6o7roorAiuHYe5K9NT64KWPCkSKs-TSn6~79kJ8juq3~PR0yh9ilZNUyduyYkLyOy6xydOqQ-WkV6TeHZQjgxe-bu6jVezCMjfytNpoCp8fVnb07WIDaiHXjB0HnCsH1vXfT3~CqMbciyIi5ex-VQKccWhNbIypZcz06-vWmkxtCiKtGpwkygcwcg__&Key-Pair-Id=APKAJLOHF5GGSLRBV4ZA

The Edge Malaysia. (2020, May 13). *How prepared are Malaysian boards to cope with Covid-19?* https://theedgemalaysia.com/article/how-prepared-are-malaysian-boards-cope-covid19

The Great Lockdown: Worst Economic Downturn since the Great Depression. (2020, April 14). IMF. https://www.imf.org/en/Blogs/Articles/2020/04/14/blog-weo-the-great-lockdown-worst-economic-downturn-since-the-great-depression

The Star Online. (2022, August 10). Market on better footing as jobs roll in. *The Star Online*. https://www.thestar.com.my/business/business-news/2022/08/10/market-on-better-footing-as-jobs-roll-in

Tong, A., & Gong, R. (2021, October 20). *The impact of COVID-19 on SME digitalisation in Malaysia*. LSE Southeast Asia Blog. https://blogs.lse.ac.uk/seac/2020/10/20/the-impact-of-covid-19-on-sme-digitalisation-in-malaysia/

Trochim, W. (2006). *The Research Methods Knowledge Base*. cornell.edu. https://www.researchgate.net/publication/243783609_The_Research_Methods_Knowledge_Base

Trochim, W. M., & Donnelly, J. P. (2008). The Research Methods Knowledge Base. *ResearchGate*, *3rd Edition*. https://www.researchgate.net/publication/281345819_The_Research_Methods_Knowledge_Base

World Bank Group. (2021, June 24). Emerging Economic Growth Trends in Malaysia Threatened by Resurging Pandemic, Says Latest World Bank Economic Monitor. *World Bank*. https://www.worldbank.org/en/news/press-release/2021/06/23/emerging-economic-growth-trends-in-malaysia-threatened-by-resurging-pandemic-says-latest-world-bank-economic-monitor

World Economic Outlook. (2021, October 6). IMF. https://www.imf.org/en/Publications/WEO

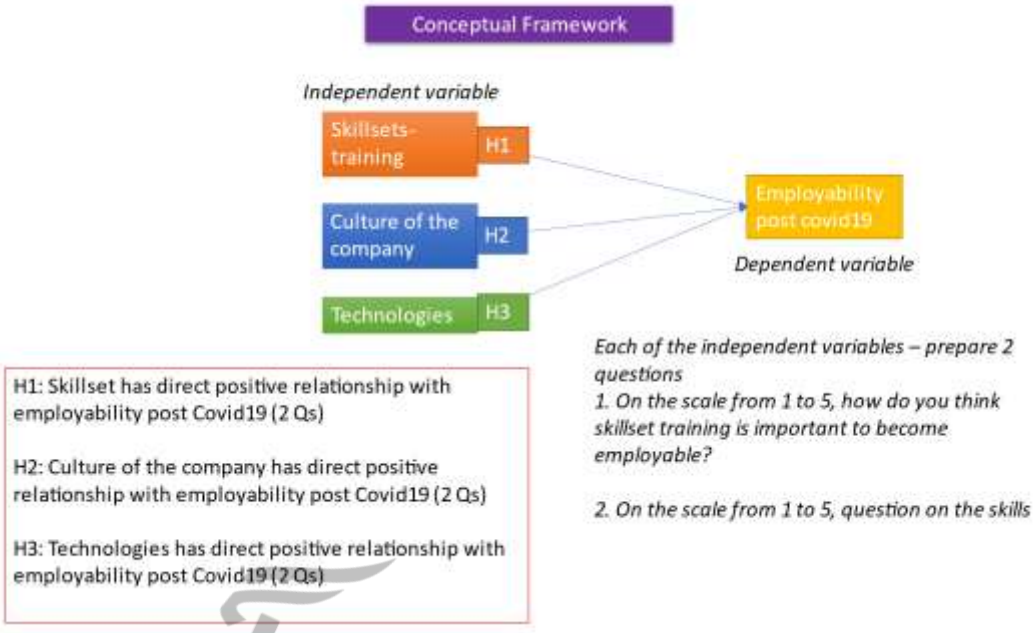
World Health Organization. (2020, December 23). *A year without precedent: WHO's COVID-19 response*. WHO.Org. https://www.who.int/news-room/spotlight/a-year-without-precedent-who-s-covid-19-response

World Health Organization (WHO). (2020, January 5). *#China has reported to WHO a cluster of #pneumonia cases —with no deaths*. twitter.com. https://twitter.com/WHO/status/1213523866703814656?s=20

World Health Organization: WHO. (2020, April 27). Archived: WHO Timeline - COVID-19. *who.int*. https://www.who.int/news/item/27-04-2020-who-timeline---covid-19

APPENDICES

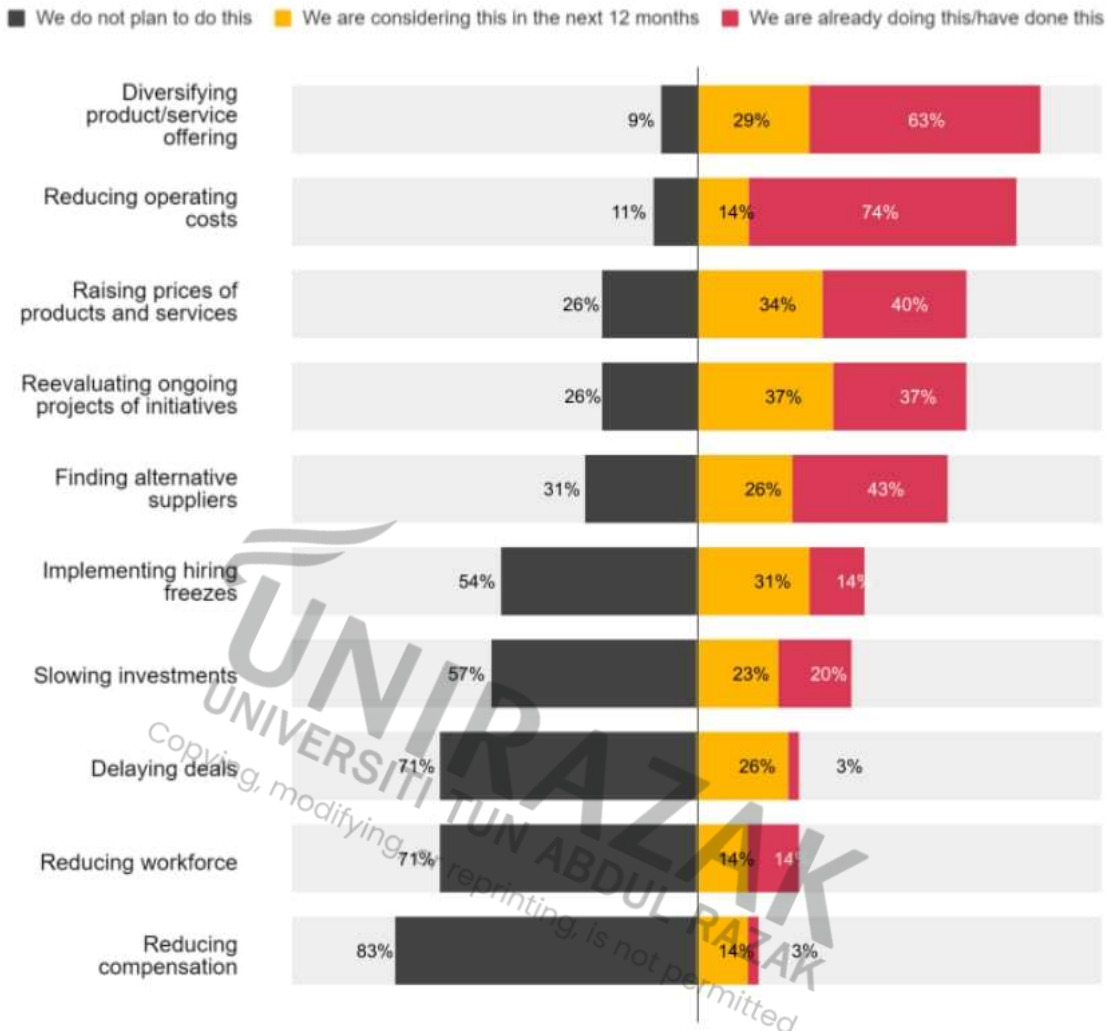
Appendix A: Conceptual Research framework



Appendix B: Article that embarks this research

PwC Malaysia article titled "Building a Winning Workforce: Insights from CEOs" offers valuable insights into the perspectives of CEOs regarding the key challenges and strategies for building a successful workforce. The page highlights key findings and criticality from PwC's survey of CEOs in Malaysia and provides recommendations for organizations to navigate the evolving landscape. The survey reveals that CEOs are concerned about talent shortage, skills gaps, and the need for digital transformation. It emphasizes the importance of investing in upskilling and reskilling programs, fostering a culture of innovation, and enhancing diversity and inclusion in the workforce. It also discusses the role of technology in transforming the workplace and improving employee productivity. Overall, the page provides valuable insights and recommendations for organizations to adapt and thrive in the changing workforce landscape.

Figure 27: Source and input on current employment landscape. Questionnaires are based on this.



Source: PwC 26th Annual Global CEO survey

Figure 28: Unemployment rate further escalated to 5.3 per cent (April 2020) as reported by MOE. Dosm (2020)

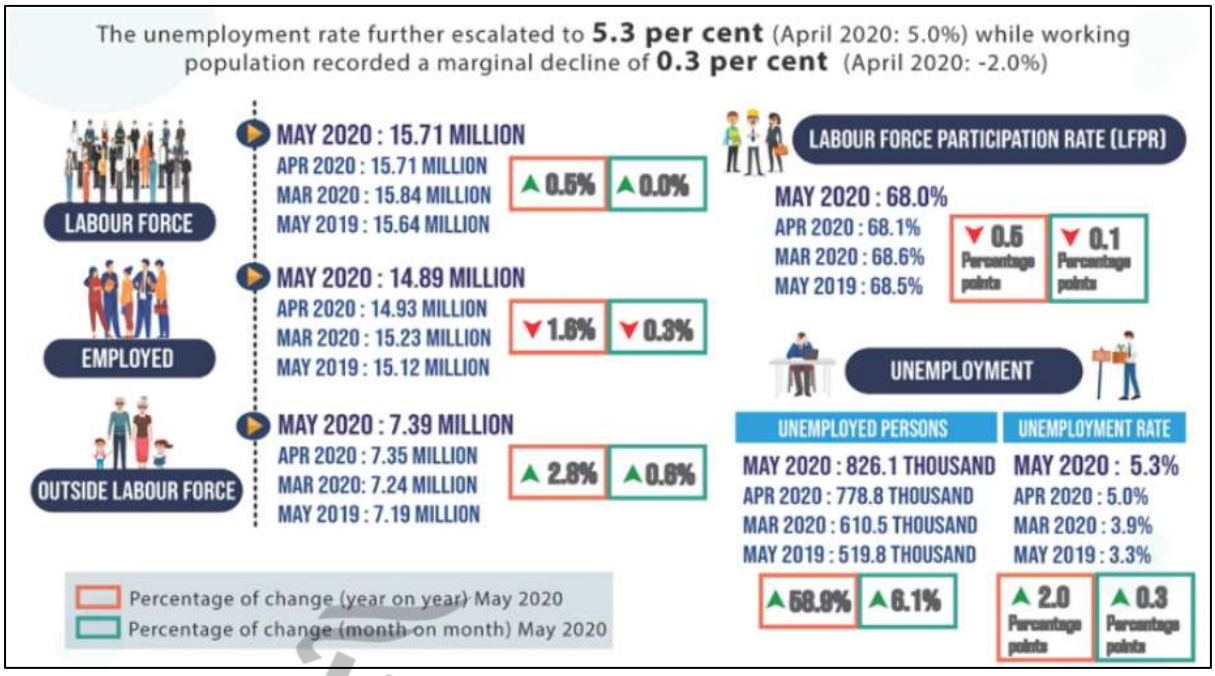


Figure 29: Malaysia's unemployed trend between Jan 2020 to June 2022, (The Star Online, 2022)

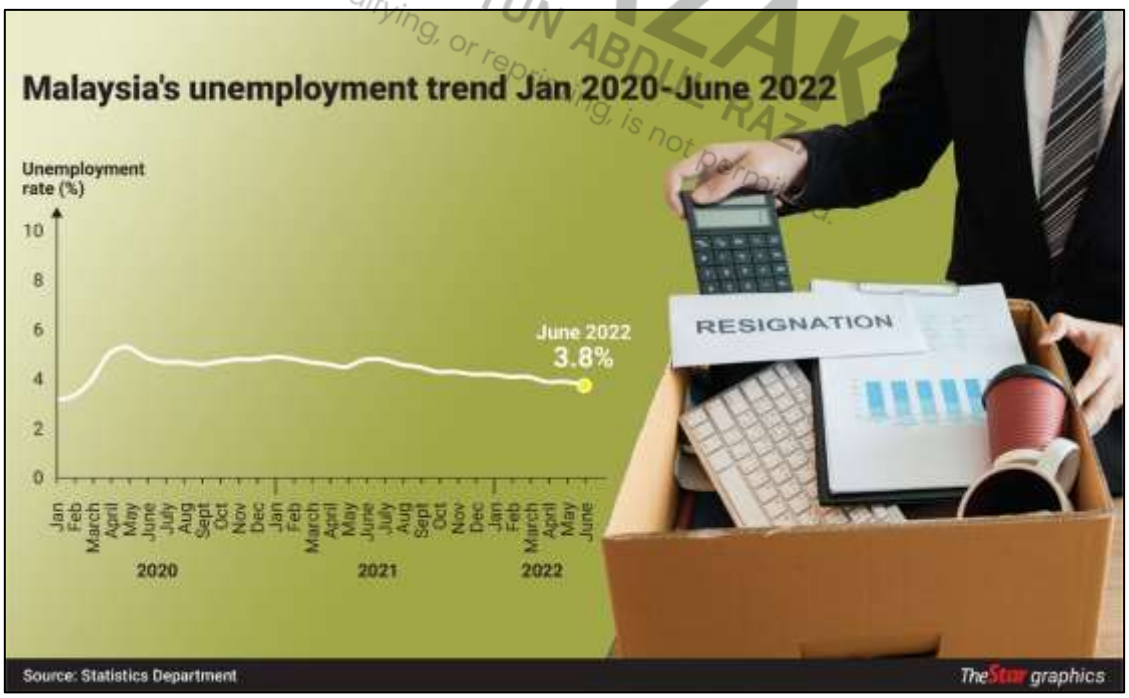


Figure 30: MyDIGITAL sets out the consolidated initiatives and targeted outcomes as it pertains to the rakyat, business and the government, (Kementerian Ekonomi Malaysia, 2022)

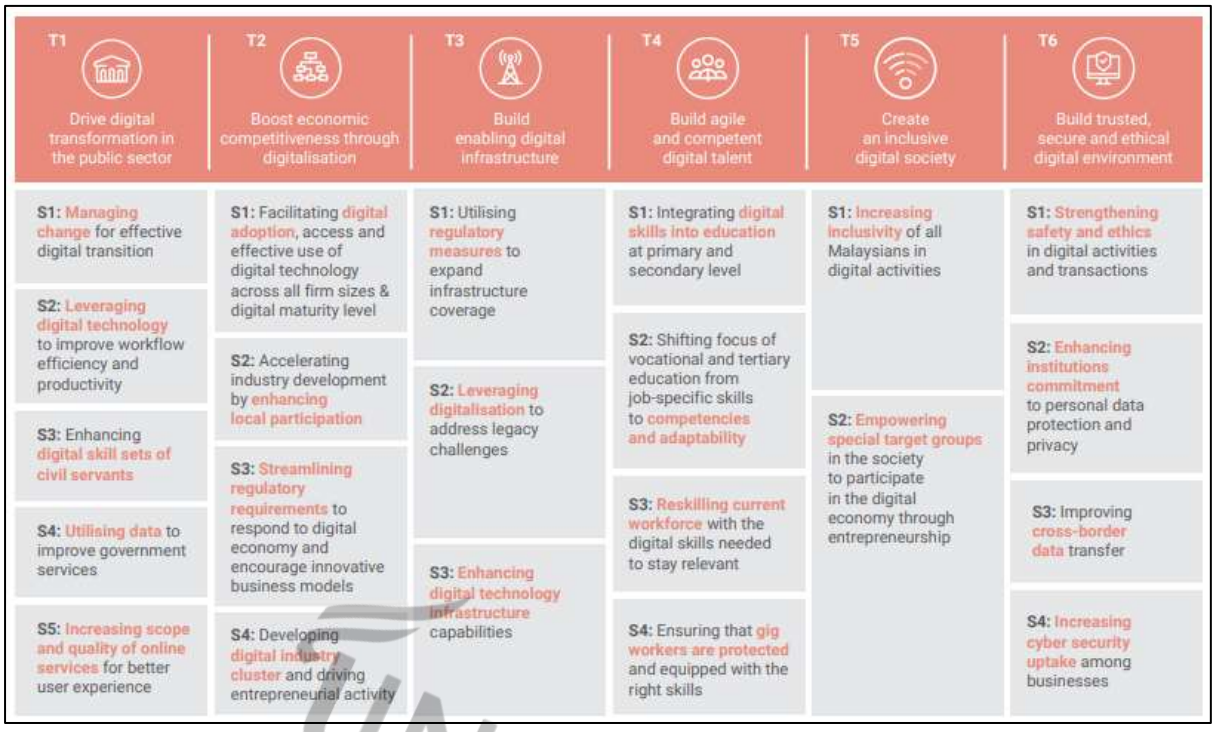


Figure 31: Malaysia Digital Economy Blueprint 2021-22 (ECONOMIC PLANNING UNIT, PRIME MINISTER'S DEPARTMENT, 2021)

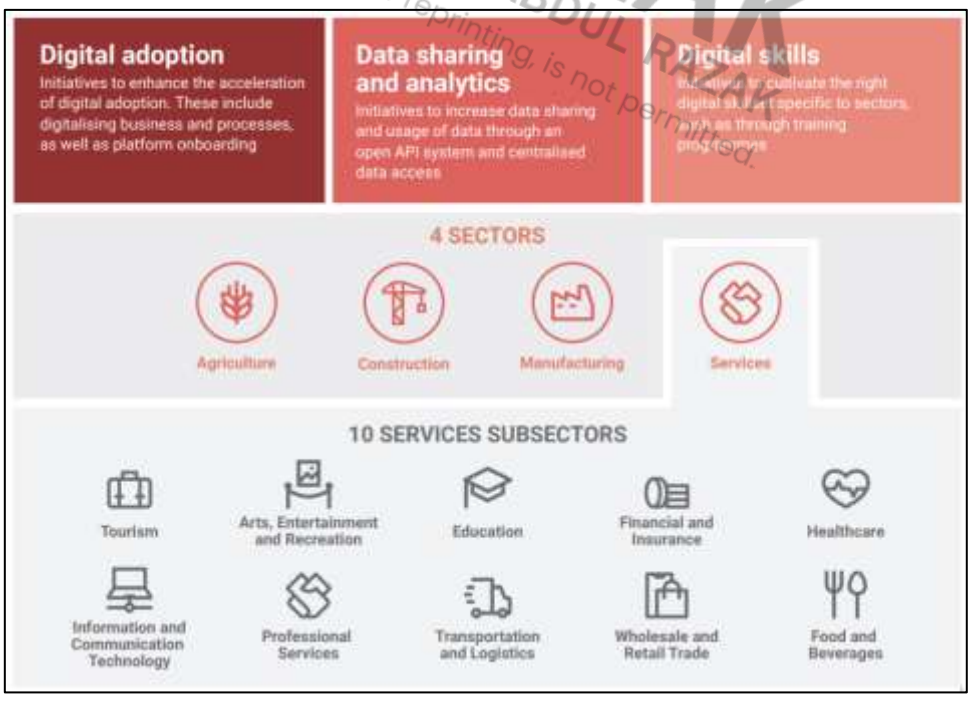
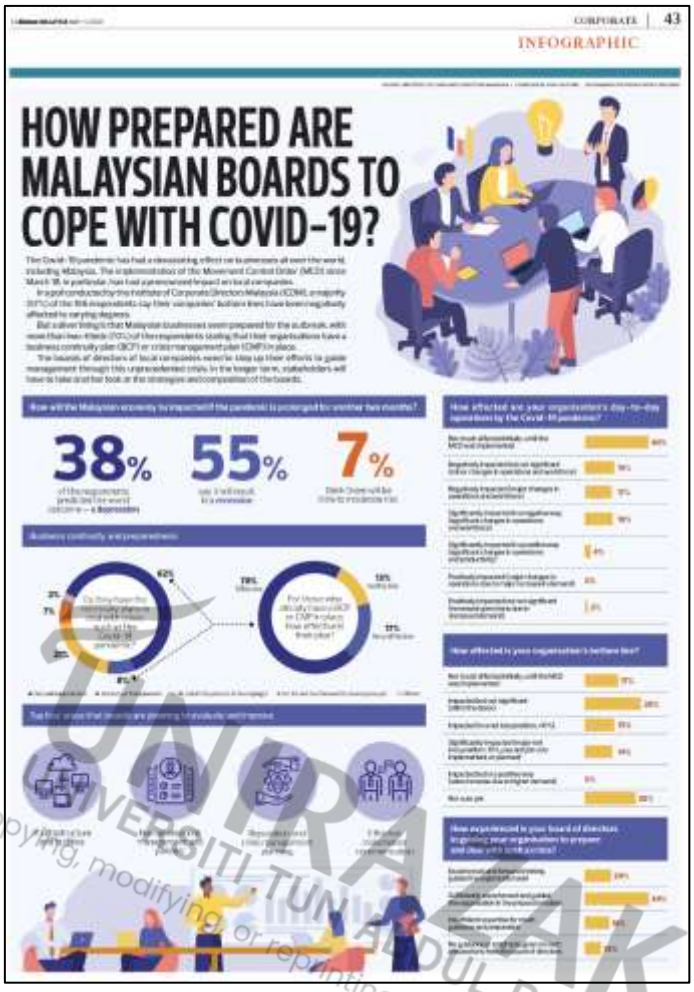


Figure 32: More adults were employed than before the pandemic, with 58% of those surveyed being employed in June 2021, compared to 53% in March 2020, (World Bank Group, 2021)

Figure 33: Article by The Edge Market on Malaysia's preparation on coping up with Covid-19. (The Edge Malaysia, 2020)



CORPORATE | 43

INFOGRAPHIC

HOW PREPARED ARE MALAYSIAN BOARDS TO COPE WITH COVID-19?

38%

55%

7%

Figure 34: Research Paper structure and planning

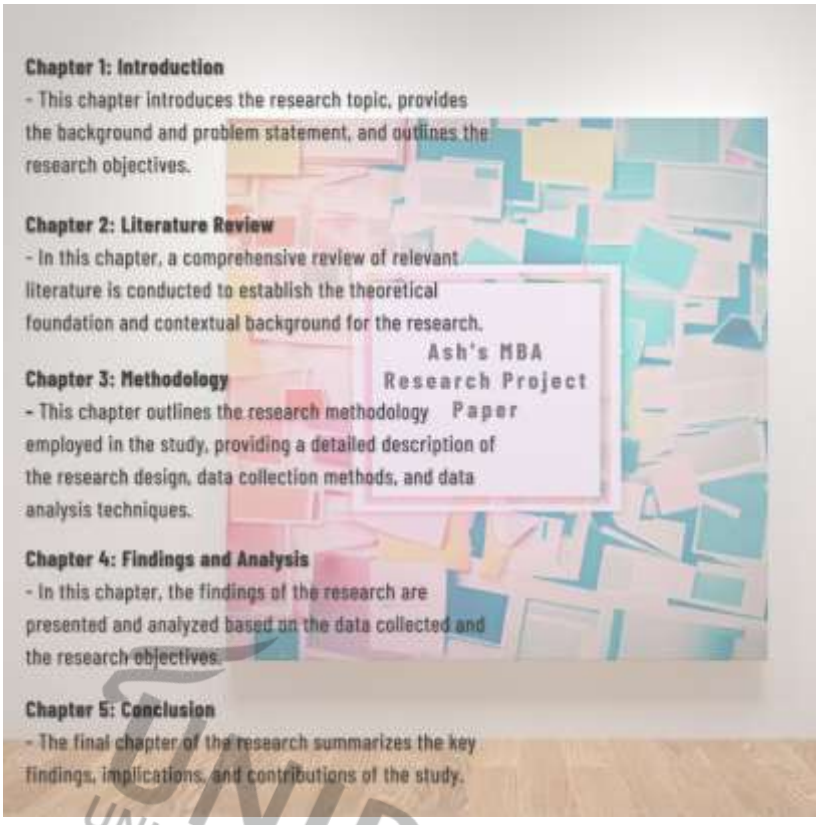


Figure 35: March 2022 Labor Market Snapshot: Positive growth in employed persons and own-account workers, with a decline in unemployment, indication of slight improvement. (DOSM, March 2022)

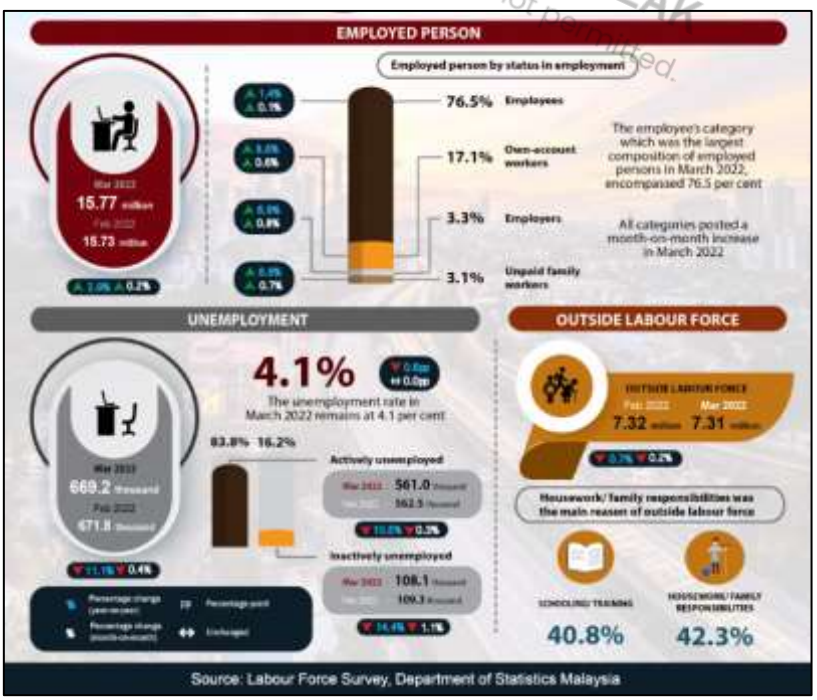


Figure 36: Work-Related changes since the outbreak of the pandemic, a study by IPSOS, 2021.

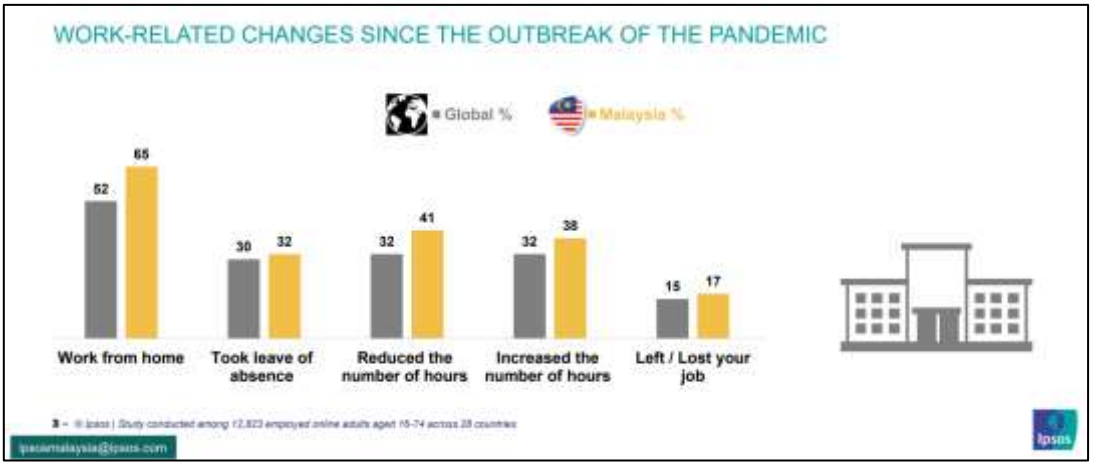


Figure 37: The Great Lockdown the worst recession since the Great Depression, and far worse than the Global Financial Crisis. (The Great Lockdown: Worst Economic Downturn Since the Great Depression, 2020)

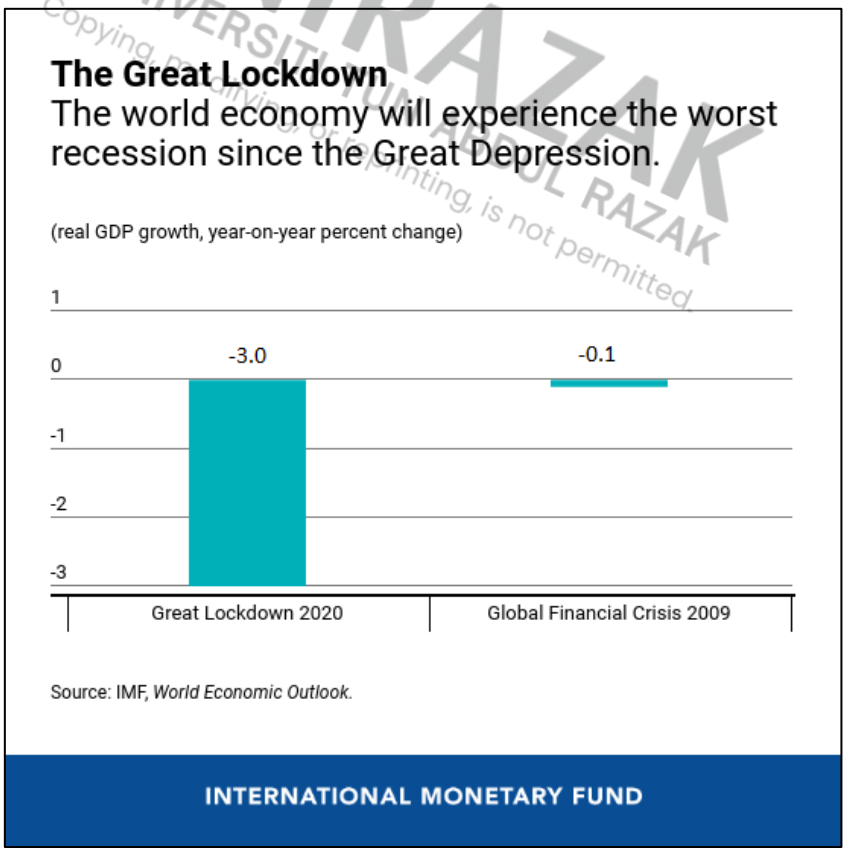


Figure 38: Digital Skills Key to Bolster Workforce Innovation (BusinessToday, 2021)

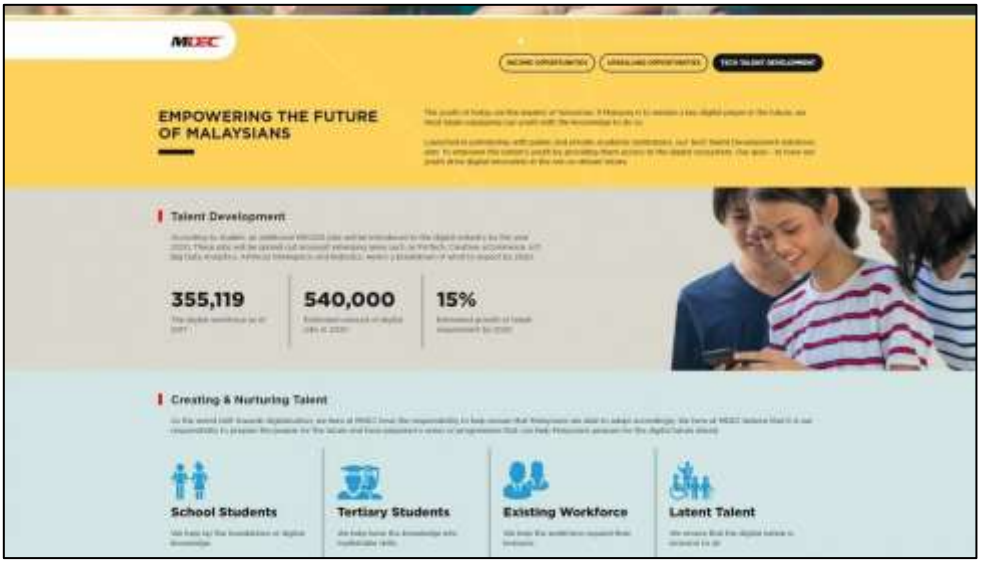


Figure 39: "PEMERKASA+: Empowering Malaysians and Revitalizing the Economy during Challenging Times" (Amirul, 2021)

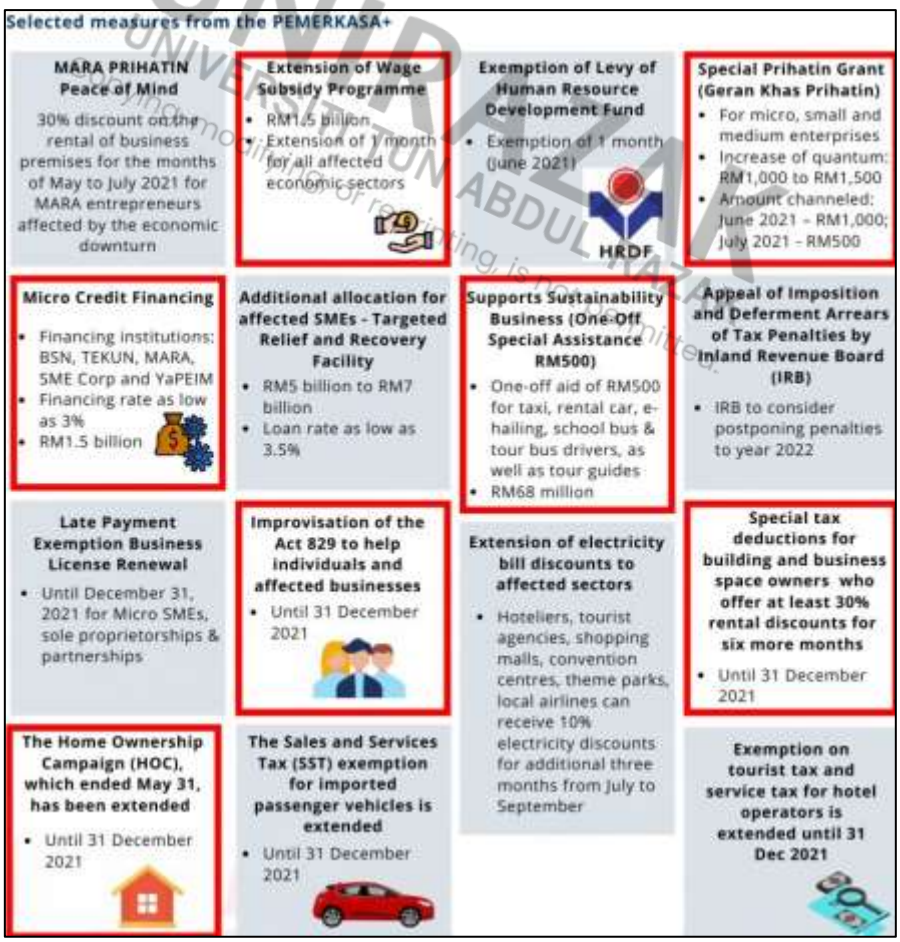
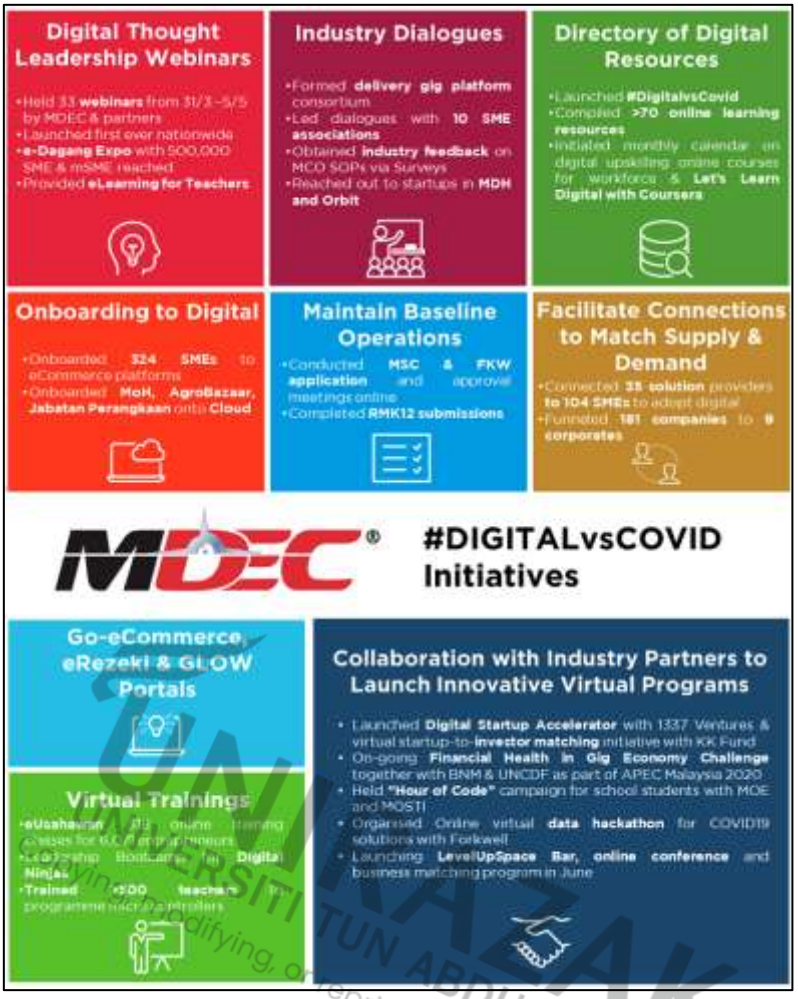


Figure 40: MDEC mission from Offline to Online (A Nation United in #DIGITALvsCOVID, 2020)



Appendix C: Google Form Questionnaires

Skillset

1. How do you think new skillset training is important to become employable?
2. How do you feel about the support received on your new position after upskilling?
3. How happy are you with the upskilling choices you've made?
4. Individual managers and leaders can develop new and existing talent in this digital world by providing upskill programs and training to prepare them what future may upholds.
5. The knowledge and skill-sets of experienced traditional finance professionals can prove invaluable. No major bank is likely to sign a contract regarding some new piece of FinTech software unless there's experienced SME (subject matter expert) being consulted and backing up the solutions is part of the team, since financial services are highly regulated.

Culture

1. How do you feel about your current job?
2. How do you feel about the working environment?
3. How do you feel about the support you are getting from your workplace?
4. The global COVID-19 pandemic has accelerated the rate of digital transformation. While initially to accommodate the ""new normal""□ of a nearly all-digital world, businesses are quickly learning that this ""new normal""□ has shifted to an ongoing normal.
5. Digital transformation has impacted those who are non-technical leaders/managers in the new culture and way of working.
6. Digital Transformation brings positive work culture in the Fintech arena.

Technologies

1. Do you feel your current/new company make enough effort to adapt and adopt digital transformation initiatives?
2. Do you feel your current/new company should change, adapt and adopt the digital transformation initiatives into your organization?

3. To stay ahead, businesses must work with forward-thinking vendors that can successfully and securely facilitate digital transformation today and prevent obstacles tomorrow.
4. The finance industry is heavily regulated and one of the most targeted areas for cybercriminals to exploit. No FinTech company can be successful if the security of their product can be compromised, or if they're unable to navigate the necessary legal regulations to see a product become mainstream.

Employability

1. Digital Transformation brings new opportunity to Non-IT professionals to be part of the ecosystem.
2. It is possible for those with little or no industry experience to secure a position in FinTech if you're already working in finance, you already have a headstart. Make the most of transferrable skills.

APPROVAL PAGE

TITLE OF PROJECT: **NAVIGATING CHANGE: EXAMINING POST-PANDEMIC EMPLOYMENT TRENDS AND DIGITAL TRANSFORMATION IN THE MALAYSIAN WORKFORCE**

NAME OF AUTHOR: **ANDYLLA ARBI BINTI MOHAMAD BOLHASSAN**

The undersigned is pleased to certify that the above candidate has fulfilled the condition of the project paper prepared in the partial fulfilment for the award of the degree of Master of Business Administration.

SUPERVISOR

Signature **:** _____

Name **:**

Date **:**

ENDORSED BY:

_____

Dean

Graduate School of Business

Date**:**