



PwC's Global Workforce
Hopes and Fears Survey 2025

Rewiring the future of work

Malaysia highlights | November 2025

1,291

Respondents from Malaysia

60%
Male

40%
Female

30% Industrial manufacturing
and services

20% Consumer markets

13% Government and public sector

11% Technology, media, and
telecommunications

10% Financial services

9% Others

5% Health industries

2% Energy, utility, and
resources

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How can organisations harness the power of AI to not just boost productivity, but to engineer more sustainable, purposeful and fulfilling ways of working?

AI isn't just helping Malaysians work faster—it's changing what work means for them. This is a key theme from PwC's Global Workforce Hopes and Fears Survey 2025, which gathered responses from nearly 50,000 workers worldwide, including 1,291 from Malaysia.

This year's survey reveals a critical paradox within the Malaysian workplace. Employees are embracing AI with remarkable speed and optimism, far outpacing many of their global peers. Yet, this technological leap forward is occurring against a backdrop of significant strain, marked by high levels of fatigue and financial pressure affecting the majority of the workforce.

This dynamic presents a new and urgent mandate for business leaders. The question is no longer whether employees will adopt AI, but how to steward this transformation to enhance human capability and wellbeing, rather than simply amplifying existing strain. The challenge now is this: How can organisations effectively harness the power of AI to not just boost productivity, but to engineer more sustainable, purposeful and fulfilling ways of working?

Diving into the hopes and fears of Malaysia's workforce, this report explores their evolving relationship with technology, career aspirations, and the skills they need to thrive. Most importantly, it establishes a clear path forward for leaders: a strategy focused on building trust, fostering a culture of continuous learning, and rewiring work to drive tomorrow's reinvention and growth.

Note: Percentages may not sum to 100% due to rounding.

Key findings

19%

of employees in Malaysia uses Generative AI daily—more than the global average of 14%

Curiosity outweighs concern on AI

Malaysian workers generally view AI's impact positively, as most GenAI users report—and expect—better work quality and higher productivity.

- Workers are not just open to AI; they are enthusiastic. With 71% curious and 57% excited, the positive sentiment dramatically outweighs the 35% who express worry.
- This enthusiasm is driven by widespread adoption (64% are already users) and proven results: 87% report improved quality in their work, and 81% note increased productivity.

Nearly

1 in 2

employees in Malaysia (49%) report feeling fatigued at least once a week

A workforce under strain

Beneath the surface of high-tech adoption, a significant portion of the workforce is battling fatigue and financial pressure.

- The Malaysian workforce is under palpable strain: 49% report feeling fatigued at least once a week, and an additional 24% feel overwhelmed.
- This pressure is further compounded by widespread financial distress, with 53% of households reporting they are either just making ends meet (44%) or actively struggling to pay bills (8%).

43%

of workers are likely to ask for a pay raise in the next 12 months

Evolving career expectations

Feeling confident about their job security, Malaysian workers are ready to demand better pay and seek new opportunities.

- A majority (61%) feel extremely or very confident about their job security over the next 12 months.
- This confidence translates into action: 26% are likely to apply for a new job in the next year.
- When defining a good job, being rewarded for performance (76%) is just as important as job security (76%).

1 in 4

workers (26%) believe half or more of their current skills will be irrelevant in three years

The urgent race to reskill

Workers feel an urgent need to upskill for the AI era, yet many perceive a significant gap in the support provided by their employers.

- More than half (57%) expect technology and AI to significantly impact their jobs within the next three years.
- Yet readiness remains a concern. Despite the urgency, only 63% feel they have access to the learning and development resources needed to adapt.

Six key actions to fuel workforce motivation in the AI era

1

Acknowledge the uncertain future

Be transparent about shifting job prospects and highlight opportunities for growth and adaptability

2

Address trust gaps

Communicate openly about change and create a culture where employees feel empowered

3

Inspire employees with a clear vision

Connect strategic goals to personal career development

4

Create skill pathways

Combine upskilling with real opportunities to apply new capabilities

5

Motivate to innovate—and reinvent

Enable employees to experiment, learn from failure, and embrace reinvention

6

Make job security and fair pay a priority

Show employees how building new skills—like AI—can increase their value and pay

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For Malaysia, AI offers a chance to ease strain and make work more meaningful—boosting productivity, security, and pay. But this requires more than just upskilling. Leaders must redesign work, set clear priorities, and build organisational trust through strong guardrails and practical use cases.

Provided with the right skills and support, AI transforms market complexity into a catalyst for reinvention, empowering both businesses and people to thrive amid economic change.”



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