



Reimagining Employee Experience

Strategic Insights from the Tour of the State of CX in Malaysia

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THE NEW EMPLOYEE EXPERIENCE MANDATE

As AI adoption accelerates across customer experience operations, organisations are confronting a different challenge: **WORKFORCE READINESS**. Employee experience is increasingly shaped by how organisations communicate change, redesign roles, build trust, and prepare teams for AI-enabled environments.

Workforce Transformation Is Already Underway

Organisations are redesigning frontline roles as AI adoption scales

AI Adoption Requires Human Leadership

Successful adoption depends on communication and leadership alignment

Employees Are Curious, But Cautious

Uncertainty around role relevance and job security remains high

Reskilling Must Go Beyond Training

Organisations are rethinking long-term workforce transition strategies

Framing the Discussion

- AI is reshaping frontline CX roles and workforce expectations
- Productivity goals must be balanced with workforce trust
- Communication gaps create more fear than the technology itself
- Organisations are exploring governance, role redesign, and reskilling more actively

Why This Document

This strategic insights document captures perspectives on how organisations should prepare employees for AI-enabled operating environments. The discussion explored workforce transformation, AI adoption sentiment, governance structures, communication strategies, and practical approaches to managing organisational change responsibly.

Key Takeaway: Employee experience is becoming central to how organisations scale AI transformation sustainably

REDEFINING THE FRONTLINE WORKFORCE

Routine interactions are increasingly automated, shifting frontline CX roles toward complex conversations, emotional situations, and judgement-based interactions. Organisations are being pushed to rethink what frontline excellence looks like in an AI-enabled environment.

From Transaction Handling to Problem Solving

AI absorbs repetitive interactions. Frontline employees shift toward escalations, complex cases, and advisory-led conversations. Judgement, empathy, and contextual understanding are becoming more valuable.

AI Literacy Is Becoming a Core Capability

Employees need confidence using AI within day-to-day workflows — understanding AI-assisted processes, knowing when to trust or challenge outputs, and applying customer context correctly.

One-Size-Fits-All Upskilling Is Not Working

Organisations are prioritising structured learning pathways, role-specific capability building, continuous coaching, and real operational use cases over generic short-term training.

The "Advisor" Role Still Needs Clear Definition

Many organisations are still defining future frontline roles, capability requirements, career progression pathways, and workforce success metrics in AI-enabled environments.

"AI is a tool. The real risk is being replaced by someone who knows how to use it better."

BUILDING TRUST IN AN AI-LED WORKPLACE

What Breaks Trust

Lack of Transparency

Transformation introduced without clear communication around purpose, timelines, or workforce impact creates anxiety

Inconsistent Leadership Messaging

AI adoption efforts often fail when leaders communicate different expectations across teams and departments

"AI-First" Without Workforce Readiness

Aggressive deployment without proper onboarding, reskilling, or change management creates resistance and disengagement

No Clear Transition Pathways

Employees want visibility into how their roles may evolve and how organisations intend to support them through change

What Organisations Are Doing Differently

Creating Structured Communication Channels

Newsletters, town halls, AI awareness sessions, and leadership briefings help maintain consistent messaging

Making AI Adoption More Relatable

Adoption improves when AI is positioned as a productivity enabler tied to real operational pain points

Celebrating Small Wins Publicly

Practical success stories help employees better understand how AI improves workflows and reduces friction

Building Two-Way Communication

Employees increasingly expect opportunities to ask questions, challenge assumptions, and openly discuss concerns

Key Workforce Expectations in AI Transformation

Clarity

Employees expect clear communication around change and evolving expectations

Confidence

Adoption improves when organisations provide support, guidance and reassurance

Participation

Employees engage better when included on transformation conversations

Readiness

Employees need practical guidance, tools, and continuous capability building

GOVERNING THE BLENDED WORKFORCE

As AI becomes embedded into customer operations, organisations are managing two interconnected workforces simultaneously: **HUMAN EMPLOYEES AND AI-ENABLED SYSTEMS**. This shift is creating new questions around accountability, governance, and operational decision-making.

The Governance Gaps Organisations Are Now Facing

Accountability Still Sits Across Multiple Teams

Responsibility for AI performance is fragmented across CX, IT, operations, data, and compliance teams. Few organisations have a clearly defined owner for AI performance end-to-end.

Governance Structures Are Still Evolving

AI councils and steering committees are emerging, but many organisations are still defining decision-making responsibilities, escalation processes, risk ownership, and monitoring frameworks.

AI Failures Create Organisational Risk

Inaccurate AI outputs, outdated knowledge bases, and weak governance controls can create operational and reputational risk. AI errors are increasingly viewed as organisational accountability issues.

Governance Requires Continuous Oversight

AI environments evolve continuously through changing prompts, data sources, and workflows. Governance can no longer operate as a one-time compliance exercise.

What Leaders Are Prioritising

- Clear ownership and governance
- Stronger knowledge management
- Human escalation pathways
- Continuous AI monitoring
- Cross-functional accountability
- Responsible deployment frameworks

A Shift in Thinking: AI governance is increasingly being treated as an operational leadership responsibility involving CX, HR, IT, compliance, risk, and business leadership teams collectively.

Key Takeaway: Governance maturity will increasingly determine whether organisations are able to maintain trust, operational control, and customer confidence in AI-enabled environments.



THANKS TO OUR EXPERT CONTRIBUTORS

This strategic insights document is informed by the perspectives of CX and employee leaders across Malaysia, whose contributions reflect the collective effort to advance customer experience across industries.



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