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MALAYSIA CHRO PRIORITIES PULSE 2026

Insights from HR leaders at CHRO Nexus Forum 2026

Survey participants by **workforce footprint.**

45% Operating in Malaysia only

23% Operating across Southeast Asia or Asia Pacific

19% Operating globally

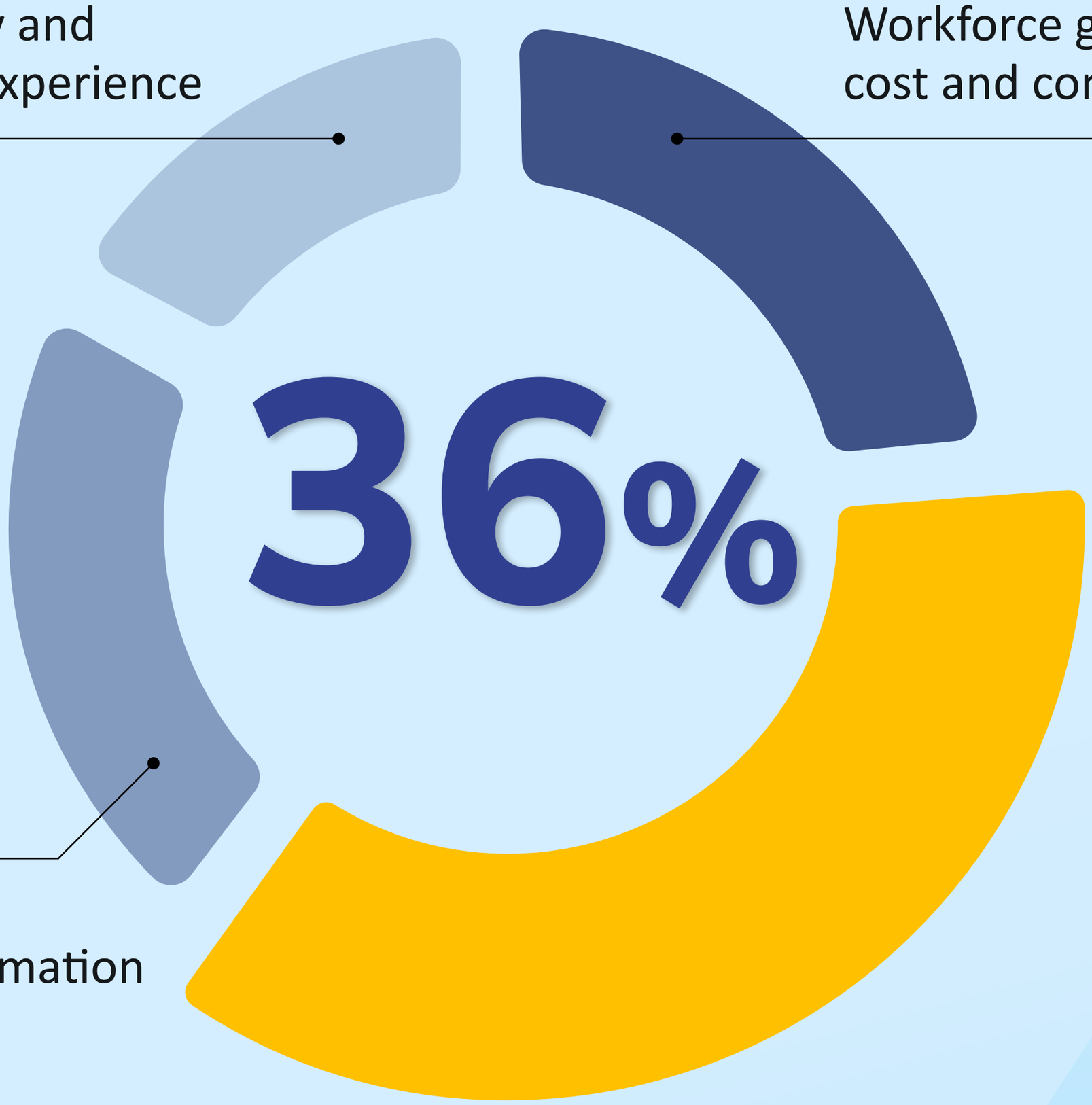
13% Malaysia-based, with regional expansion plans

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HR leaders know **their priorities.**

17%
Productivity and employee experience

24%
Workforce growth, cost and compliance



23%
HR transformation and AI

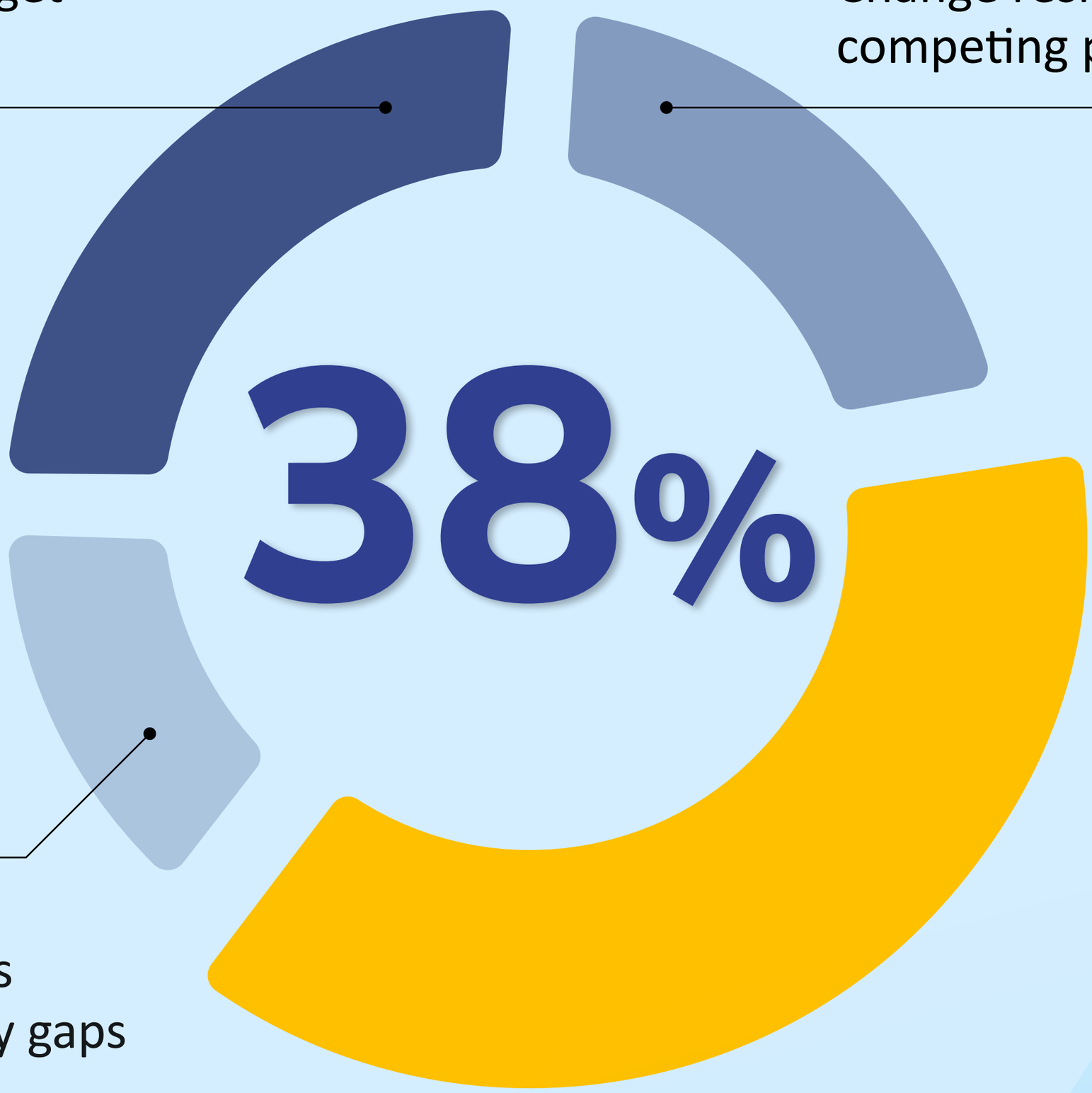
cite **talent and skills** as their top people priority.

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But execution is being **held back.**

26%
Limited budget
or capacity

21%
Change resistance or
competing priorities



15%
Data, systems
or technology gaps

say **skills and leadership capability**
are the biggest barriers to delivering
their people priorities.

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Skills readiness in the workforce has **yet to catch up.**

4%

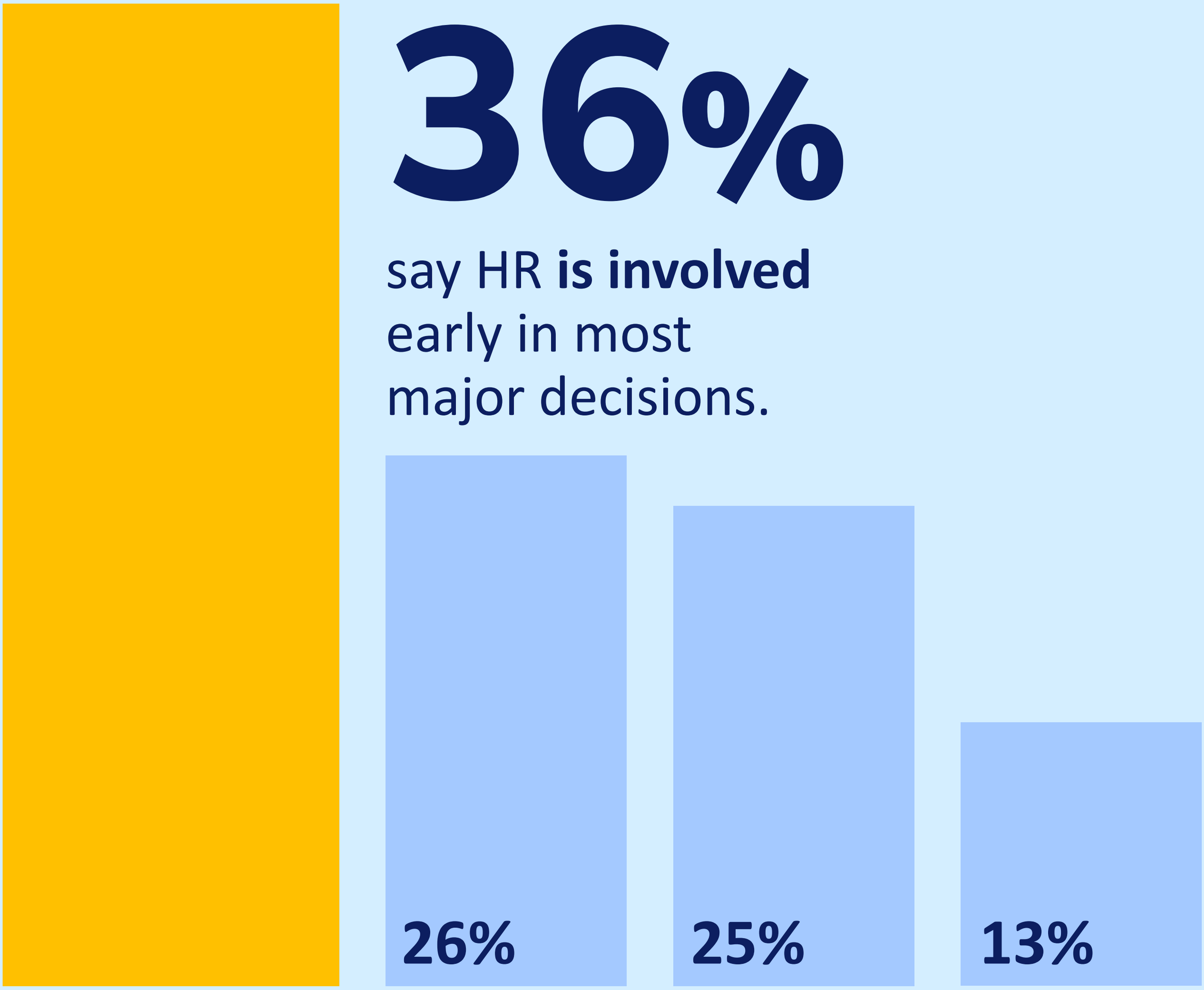
say their workforce is **very ready.**

55%
Somewhat ready

41%
Not very ready

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Shaping business strategy requires **HR at the table.**



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With skills pressures rising, AI is moving into sharper focus as a

WORKFORCE ENABLER.

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AI in HR is gaining attention, but adoption is **still at an early stage.**

13%

are scaling AI in HR.

Most are still testing, piloting, or have yet to begin.

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Top 3 areas where HR believe AI would add the **most value.**

19%

Recruitment and candidate screening

16%

Onboarding and documentation

14%

Payroll and statutory compliance

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Top 3 priorities where AI should stay **human-led.**

18%

Recruitment and candidate screening

16%

Payroll and statutory compliance

15%

Learning and development

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"The more we scale AI, the more human oversight matters, not less.

Automation brings speed, consistency and efficiency, but accountability and judgement must stay with our people."

—

Yun-Han Lee
Country GM, Malaysia
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Turn your people priorities into action.

Contact Us

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