



# RMJ 4U

**Volume 4 (2025)**

**Research Management Unit**  
Universiti Teknologi MARA Cawangan Kedah

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## RECTOR'S NOTE



**Prof. Dr Roshima Said**  
Acting Rector

***"Together we advance knowledge with integrity, creativity, and purpose—many voices united to shape a brighter, sustainable future."***

Assalamualaikum warahmatullahi wabarakatuh,

Alhamdulillah, with gratitude to Allah SWT, I am pleased to welcome you to the fourth volume of RMU4U e-Bulletin. This publication continues to serve as a reflection of our vibrant intellectual community at UiTM Kedah, bringing together voices from diverse disciplines and perspectives. In this issue, with 42 insightful contributions, we witness not only the richness of research topics but also the strength of our shared purpose. While the papers range from sustainability in fashion and design, digital literacy, and artificial intelligence to law, economics, and cultural heritage, they are united by a common aspiration: to advance knowledge that is meaningful, ethical, and impactful for society.

Our academic journey is significant because of this harmony amid diversity. Whether addressing contemporary challenges in technology and governance or celebrating the timeless values of culture and tradition, our scholars demonstrate that knowledge is most powerful when it is connected, when different fields meet at the crossroads of innovation, integrity, and service to the community.

As Rector, I am profoundly inspired by the dedication, innovation, and scholarly excellence demonstrated by our academics and researchers. You are not only advancing knowledge within our university but are also fulfilling UiTM's noble mission, creating impactful ideas that serve the nation and uplift the ummah.

Your work reflects a deep commitment to relevance, integrity, and service. Let us continue to nurture a culture of collaboration, creativity, and excellence, ensuring that our contributions remain forward-looking, transformative, and rooted in the needs of society. Together, we are shaping a brighter, more sustainable future through education, research, and innovation.

Congratulations to all the dedicated contributors whose passion and perseverance have brought this volume to life. My heartfelt appreciation goes to the Research Management Unit for their steadfast leadership and solid commitment in making this achievement possible. May RMU4U continue to shine as a beacon of knowledge, uniting diverse voices in a shared mission of discovery and excellence. Together, may we be inspired to reach even greater heights in the pursuit of impactful research and innovation.

One purpose. One vision. Many voices, one future.

Sincerely,  
Prof. Dr Roshima Said  
Acting Rector,  
Universiti Teknologi MARA Keda

## A MESSAGE FROM THE CHIEF EDITOR



**Dr Azyyati Anuar**  
Chief Editor,  
RMU4U E-Bulletin

***"RMU4U Volume 4 celebrates diverse scholarship, uniting research, innovation, and culture to inspire collaboration, sustainability, and inclusive growth."***

We are pleased to present Volume 4 of RMU4U, a platform dedicated to showcasing research, innovation, and thought leadership across diverse academic disciplines. This issue reflects the dynamic intellectual ecosystem we strive to cultivate, highlighting contributions that bridge theory and practice while addressing pressing contemporary challenges. In the Business, Accounting, and Finance section, we feature 15 insightful papers that explore the evolving landscape of global markets, financial resilience, sustainable accounting practices, and digital transformation in business operations.

These works not only provide empirical findings but also propose actionable frameworks for industry adoption, underscoring the vital role of research in shaping competitive and ethical enterprises. The Designer Thoughts segment presents 6 stimulating papers that merge creativity with problem-solving. From design thinking methodologies to innovation in product aesthetics and usability, these contributions remind us that design is not merely about form but about crafting meaningful user experiences.

This section will be of particular interest to those who value the intersection of artistry, functionality, and human-centered solutions. Our IR 5.0 category brings together 6 pioneering papers examining the fusion of automation, artificial intelligence, and human capital development in the context of the Fifth Industrial Revolution. The authors challenge readers to consider how technology can be harmonized with ethical and inclusive practices, ensuring that digital progress translates into equitable societal benefits. In the Law and Policy section, 7 comprehensive papers analyze legal reforms, governance frameworks, and policy innovations that respond to shifting socio-economic realities.

The breadth of topics from regulatory compliance in emerging industries to community rights in a globalized economy reflects the critical role of law as both a safeguard and an enabler of change. The Literature and Culture segment enriches this volume with 8 thought-provoking papers that delve into narratives, identities, and cultural dialogues shaping societies today.

Whether revisiting classic literature through modern lenses or exploring contemporary cultural phenomena, these works invite readers to appreciate the role of the humanities in fostering empathy, critical thinking, and cultural continuity. Collectively, these 42 scholarly contributions affirm the breadth and depth of academic engagement within our community. They underscore our commitment to advancing knowledge that is relevant, impactful, and forward-looking. This volume is not only a testament to our contributors' dedication but also a resource for policymakers, practitioners, educators, and learners who seek informed perspectives and innovative solutions. We extend our heartfelt appreciation to all authors, reviewers, and editorial team members whose collective efforts have made this publication possible. We hope that RMU4U Vol. 4 will spark dialogue, inspire collaboration, and contribute to the enrichment of both academic scholarship and practical application.

Let us continue to explore, innovate, and contribute, together shaping a future where knowledge serves as the foundation for sustainable and inclusive growth.

Warm regards,  
Dr Azyyati Anuar  
Chief Editor,  
RMU4U E-Bulletin

# FROM STUDENT TO SCHOLAR: ON FACING IMPOSTER SYNDROME IN ACADEMIC LIFE

**\*Berlian Nur Morat**

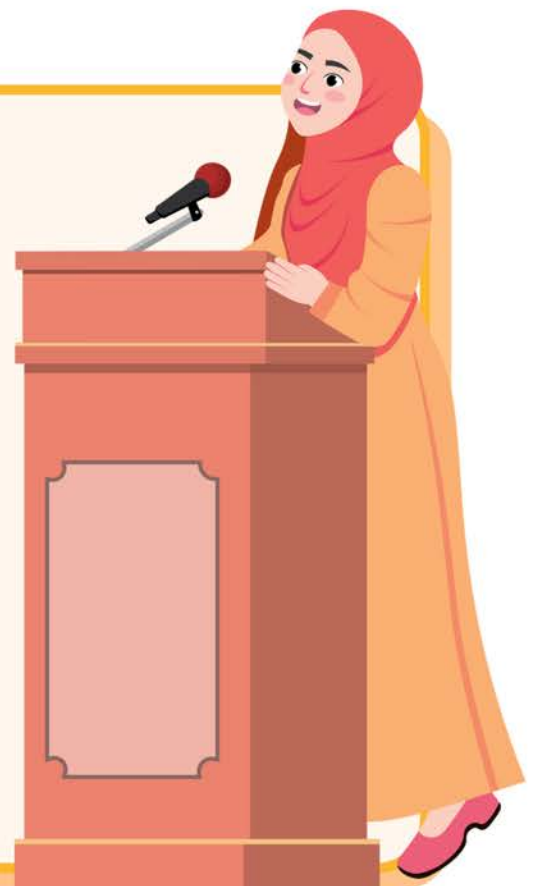
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## Have you ever felt like you don't belong in the very role you worked hard to earn?

You're not alone. Many academics, especially early-career lecturers, find themselves quietly doubting whether they truly deserve the positions they've earned. This can happen even after completing advanced studies or gaining experience. In my case, I had just completed my PhD and stepped into a full-time academic role with confidence. I assumed that with teaching experience and publishing behind me, I was ready to contribute meaningfully.

But the reality of academic life in an institution like UiTM introduced a new layer of expectations. Suddenly, I was navigating MyRA requirements, KPIs, industry grants, and publication targets, all while adjusting to formal responsibilities I had never encountered as a part-timer. I was even appointed to lead a grant project with an industrial partner early in my appointment. It was an honour, of course, but it also triggered something I hadn't expected: self-doubt. I had heard of imposter syndrome before, but now I was living it.



## Imposter Syndrome: A Quiet Struggle in Academia

Imposter syndrome describes the feeling that one's success is undeserved, a belief that any achievements are due to luck or external factors, and that others will eventually find out. Even those with qualifications, skills, and experience can feel like they are merely pretending (Bravata et al., 2020).

Clance and Imes introduced the term in 1978, but it has since become part of a larger conversation in higher education. Parkman (2016) notes that in competitive, performance-driven academic cultures, imposter syndrome can be especially intense for early-career academics trying to meet research and publication benchmarks.



While there is limited published research specifically on Malaysian academics and imposter syndrome, informal conversations, online forums, and academic peer networks suggest that the experience is not uncommon. The pressure to meet KPIs, publish consistently, and navigate complex institutional expectations likely contributes to similar patterns of self-doubt seen globally. Goh et al. (2023) discuss how early-career academics and PhD holders in Malaysia often feel overwhelmed by institutional demands, especially around publication expectations, a context that can intensify imposter-like feelings.

### What Helps: Strategies That Work

Fortunately, research suggests several constructive ways to manage imposter feelings. According to Bravata et al. (2020), who reviewed multiple studies on the subject, the following strategies have shown to be effective:



#### *Peer Support*

Speaking with colleagues, even casually, can be surprisingly powerful. I found that others, even those who seemed confident, had faced similar doubts early in their careers. I am always thankful for the supportive circle around me, not just from my own department but also from colleagues across faculties. The senior lecturers, in particular, have become like sifus, trusted mentors who generously share their knowledge and encouragement.

#### *Reframing Self-Doubt*

One important shift for me was learning to stop equating confusion with incompetence. Instead, I began to view those moments as signs of learning, natural in an environment filled with new responsibilities. I am learning to ask for help when I need to improve, especially in areas like research administration and institutional processes that are still new to me.

#### *Mentoring and Feedback*

Being able to support others, especially in areas like writing and publication planning, reminded me that knowledge gaps do not erase what I do know. Mentoring has helped clarify my own growth. I am grateful for the opportunity to share encouragement and practical strategies with junior colleagues, and in doing so, to grow my own confidence as well.

#### *Reflection and Normalisation*

Accepting that these feelings are common and not a personal flaw has helped me manage them more constructively. I try to make reflection part of my routine, especially after difficult moments. When something does not go well, I pause, take note, and ask what I can learn from this. Over time, this habit has helped me shift from self-doubt to self-awareness.



## Growth Begins Where Comfort Ends

Imposter syndrome does not mean you are not qualified. It often shows up right when you step into bigger responsibilities, when your environment expands faster than your confidence. For me, it is still something I occasionally feel. But now I understand it not as a weakness, but as a response to growth.

If you have ever felt like you are not ready for a role you have already earned, you are not alone. You are just learning, and that is what scholars do.

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