

UNIVERSITI TEKNOLOGI MARA

**HYBRIDISING CAPABILITIES FOR
IR4.0 JOB DEMANDS FROM THE
PERSPECTIVE OF MALAYSIAN
EMPLOYERS**

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ABSTRACT

This study demonstrates that graduates who have developed hybrid capabilities are more likely to be invited for job interviews and secure work. This study adopts a case-study approach, which is a qualitative method. Semi-structured interviews were conducted to gauge the experiences and collect opinions from employers represented by professionals who hold power to hire new staff members. This study has identified the essential capabilities demanded by employers in the IR4.0 environment: personal, methodological, social, digital, and technical capabilities. The trajectory of the identified capabilities led to the discovery of four major capabilities that require hybridisation: personal-soft digital, socio-soft digital, method-soft digital, and neo-technical capabilities. The experiences and opinions gauge from the employers find that the hybridisation of capabilities will influence employers' recruitment decisions by considering three factors: digital curriculum vitae, assessment, and job interview performance. The recruitment decisions are made using Artificial Intelligence (AI) technology with the interference of human intelligence to recognise the right hybrid capabilities possessed by the graduates that fit the organization's goals, culture, and values. This study points to higher education institutions, policymakers, and employers to revamp their focus and help the graduates develop hybrid capabilities that best foster employability to accommodate future job demands.

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TABLE OF CONTENTS

	Page
CONFIRMATION BY PANEL OF EXAMINERS	ii
AUTHOR'S DECLARATION	iii
ABSTRACT	iv
ACKNOWLEDGEMENT	v
LIST OF TABLES	ix
LIST OF FIGURES	x
LIST OF ABBREVIATIONS	xi
CHAPTER ONE: INTRODUCTION	1
1.1. Introduction	1
1.2. Background of Study	1
1.3. Problem Statement	3
1.4. Research Questions and Research Objectives	7
1.4.1. Research Questions	7
1.4.2. Research Objectives	8
1.5. Scope of the Study	8
1.6. Significance of the Study	9
1.7. Definitions of Terms	11
1.8. Summary	12
CHAPTER TWO: LITERATURE REVIEW	13
2.1. Introduction	13
2.2. Evolutions of Industrial Revolutions	13
2.3. Main pillars of IR4.0	14
2.3.1. Autonomous Robots	15
2.3.2. Simulation	16
2.3.3. Horizontal and Vertical Integration	16
2.3.4. Internet of Things (IoT)	16
2.3.5. Cybersecurity	17
2.3.6. Cloud Computing	17
2.3.7. Additive Manufacturing	18
2.3.8. Augmented Reality	18
2.3.9. Big Data and Analytics	19
2.4. Skills, Competencies and Capabilities	20
2.4.1. Technical Capabilities	21
2.4.2. Non-Technical Capabilities	21
2.5. Capabilities in the IR4.0 environment	22
2.5.1. Technical Capabilities	25
2.5.2. Methodological Capabilities	26
2.5.3. Social Capabilities	28
2.5.4. Personal Capabilities	29
2.5.5. Digital Literacy Capabilities	30
2.6. Hybrid Capabilities for IR4.0 Job Demands	32

2.7. Hybrid Capabilities and Recruitment Decisions	36
2.8. Underpinning Theory	39
2.8.1. Human Capital Theory	39
2.8.2. Resource-Based View (RBV) Theory	40
2.9. Conceptual Framework	43
2.10. Summary	44
CHAPTER THREE: RESEARCH METHODOLOGY	45
3.1. Introduction	45
3.2. Research Philosophy	45
3.3. Qualitative Research Methodology	46
3.4. Research Method: Case Study	47
3.5. Selection of Cases	49
3.5.1. Organisations that adopt IR4.0 technologies	51
3.5.2. Hiring professionals in the IR4.0 organisation	53
3.6. Data Collection	55
3.6.1. Face-to-face interviews	55
3.6.2. Virtual Interviews	57
3.7. Interview Protocol	59
3.8. Data Analysis	63
3.9. Trustworthiness in Qualitative Research	66
3.10. Summary	67
CHAPTER FOUR: FINDINGS AND DISCUSSIONS	68
4.1. Introduction	68
4.2. Identification of Capabilities in the IR4.0 environment	68
4.2.1. Personal Capabilities	70
4.2.2. Methodological Capabilities	75
4.2.3. Social Capabilities	81
4.2.4. Digital Capabilities	88
4.2.5. Technical Capabilities	96
4.3. 'Hybrid Capabilities' that employers needs	101
4.3.1. Personal-Soft Digital Capabilities	103
4.3.2. Socio-Soft Digital Capabilities	105
4.3.3. Method-Soft Digital Capabilities	108
4.3.4. Neo-Technical Capabilities	110
4.4. Employers' Recruitment Decision	112
4.4.1. Digital CV	113
4.4.2. Assessment	117
4.4.3. Job Interview Performance	120
4.5. Hybrid Capabilities Constructs and Recruitment Decision	124
4.6. Summary	126
CHAPTER FIVE: CONCLUSION AND RECOMMENDATIONS	127
5.1. Introduction	127
5.2. Research Framework	127
5.3. Discussions of Research Objectives	128
5.4. Unexpected Findings	136