

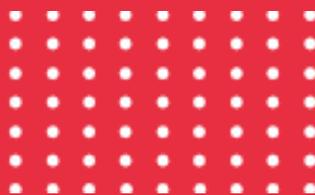


KEMENTERIAN SUMBER MANUSIA

“

KERATAN AKHBAR KESUMA”

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FLEKSIBILITI kerja menjadi tarikan utama ramai individu menyertai sektor gig, termasuk pelajar, pekerja, pekerja B40 dan mereka yang terkesan dengan ekonomi semasa. – GAMBAR HIASAN

Lambakan rider punca upah makin rendah

- **Tiada garis panduan sukar tentukan bayaran munasabah**
- **Rider p-hailing dianggarkan sekitar 120,000 orang**

Oleh **NUR HUDA MUSA** dan **NUR ALWANI ZAFIRAH KHAIRUL**

KUALA LUMPUR – Lambakan penghantar makanan dan barangan tanpa kawalan jelas antara punca utama kadar bayaran semakin menurun, sekali gus memberi tekanan besar kepada pendapatan pekerja gig ketika ini.

Presiden Malaysia E-Hailing & Delivery Organization (MEDO), Masrizal Mahidin berkata, penilaian terhadap kadar bayaran semasa amat subjektif kerana setiap platform p-hailing menggunakan algoritma tersendiri tanpa sebarang piawaian atau kawal selia khusus kerajaan.

Menurutnya, ketiadaan ketelusan algoritma serta garis panduan kadar minimum menyebabkan sukar untuk menentukan sama ada bayaran yang diterima rider benar-benar munasabah.

"Selagi tiada mekanisme kawal selia, ketelusan algoritma dan kadar minimum adil diperkenalkan, isu kadar bayaran ini akan terus menjadi runtuhan berpanjangan kalangan rider," katanya ketika dihubungi Kosmo!

Mengulas perbandingan pendapatan penghantar antara tempoh 2020 hingga 2023 dengan keadaan semasa, Masrizal berkata, trend penurunan pendapatan jelas dirasai meskipun kadar asas kelihatan tidak banyak berubah.

Jelasnya, situasi itu dipe-



ngaruhi dua faktor utama iaitu jumlah penghantar yang terlalu ramai serta permintaan pelanggan semakin berkurang selepas pandemik Covid-19 dan Perintah Kawalan Pergerakan (PKP).

"Ketika pandemik, permintaan berada pada tahap luar biasa tinggi. Kini, permintaan semakin normal, tetapi jumlah rider terus bertambah, sekali gus mewujudkan persaingan pendapatan yang tidak seimbang," katanya.

Beliau mendedahkan kebanyakannya keputusan melibatkan perubahan syarat, bayaran dan upah oleh syarikat platform dibuat secara 'unilateral' tanpa rundingan bersama persatuan atau notis munasabah kepada penghantar.

Keadaan tersebut katanya, berpunca daripada peruntukan undang-undang berkaitan pekerja gig dan sektor p-hailing yang masih belum diaktifkan sepenuhnya, sekali gus menafikan kewajipan rundingan tripartit adil.

Menyentuh dasar kerajaan, Masrizal berharap Rang Undang-Undang Pekerja Gig 2025 mampu

melindungi hak dan kebajikan pekerja gig secara menyeluruh, termasuk isu bayaran, keselamatan sosial dan hak perundingan.

"Kami menantikan pengumuman rasmi daripada Menteri Sumber Manusia dan berharap undang-undang ini bukan sekadar simbolik, tetapi benar-benar berfungsi di lapangan," ujarnya.

Beliau turut memberi amaran masa depan sektor gig akan menjadi semakin suram sekiranya pembaharuan dasar terus ditangguhkan.

"Sektor gig berisiko menuju ke arah *modern day slavery*, di mana pekerja terus terperangkap dalam kitaran pendapatan tidak adil, tidak stabil dan tanpa jaminan masa depan," katanya.

Masrizal berkata, berdasarkan rekod MEDO, lebih 2,000 rider berada dalam rangkaian persatuan dengan kira-kira separuh bekerja sepenuh masa.

Namun, pada skala nasional, jumlah rider p-hailing dianggarkan sekitar 120,000 orang berdasarkan data caruman Perkeso di bawah Skim Lindung Kendiri bagi tahun 2025.

Katanya, angka itu membuktikan sektor p-hailing bukan lagi kerja sampingan semata-mata, sebaliknya berkembang menjadi sektor pekerjaan berskala besar.

Menurutnya, fleksibiliti kerja menjadi tarikan utama ramai individu menyertai sektor gig, termasuk pelajar, pekerja B40 dan M40 serta mereka yang terkesan dengan ketidakpastian ekonomi.

"Namun, syarat kemasukan terlalu mudah dan ketiadaan kawal selia komprehensif menyebabkan lebih tenaga kerja yang menekan kadar bayaran dan menjejaskan kelestarian pendapatan rider," katanya.



GANESHWARAN KANA
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WHILE investments are pouring into Malaysia, many young Malaysians are still finding it difficult to get decent jobs.

Employers, meanwhile, have their own complaint list. They say Gen Y, better known as millennials (born 1981-1996), and Gen Z (born 1997-2012), are picky, quick to leave and difficult to retain.

Both sides have a point. But the real issue is simpler and more uncomfortable: expectations are misaligned.

Younger Malaysians have a different definition of what a "good job" is than previous generations, and many managers are still adjusting.

It's not just about pay. It is also about a healthy work-life balance, psychological safety, flexible arrangements and a non-toxic culture.

These were often treated as optional, even indulgent, in the past.

Many boomers, Gen X and a sizeable portion of older millennials, learned to live without these "luxuries" as the price of survival and upward mobility.

Gen Z is less willing to make that trade. When expectations are repeatedly dismissed, they leave.

So what do Gen Z employees typically want?

They want clarity. What does "good performance" look like, and how will it be measured? They want priorities that do not shift without warning, and deadlines that make sense.

They want context and purpose. Not just what to do, but why it matters, and how it connects to the bigger picture.

They want access to guidance. A manager they can approach when stuck, rather than someone hovering over their shoulder.

They want frequent feedback. Short, specific check-ins that correct course early, instead of an annual appraisal that arrives too late to be useful.

They want autonomy in execution. Clear outcomes, with room to decide how to get there.

What they do not want is equally clear.

They do not want to be constantly monitored.

They do not want rigid, step-by-step instructions for everything.

They do not want managers who redo their work instead of coaching them to improve.

And they do not want feedback that only appears when something goes wrong.

This is why "upskilling" can no longer apply only to employees. Managers and employers need to upskill too, especially in leading younger teams.

Are bosses misreading young workers?

■ **The real issue is simpler and more uncomfortable: expectations are misaligned**

■ **Besides pay, it is also about a healthy work-life balance, psychological safety, flexible arrangements and a non-toxic culture**

This matters because millennials and Gen Z now make up an estimated 70% of Malaysia's workforce.

Organisations that keep misreading these groups, or default to undermining their attitudes and capabilities, are not just risking higher turnover.

They are weakening their own long-term competitiveness.

To be fair, the willingness of younger workers to speak up, whether internally or online, has pushed workplaces in a better direction.

More companies now train staff to prevent harassment. Flexible hours and work-from-home options are increasingly common.

But compromise cannot be one-way.

Gen Z and millennial employees also need to accept that work will come with inconveniences.

They have to show, consistently, that they are reliable and committed team players.

Playing victim too often can backfire, especially when managers are deciding who gets trusted with bigger projects.

And the reality is that the negotiating room is shrinking.

As businesses adopt artificial

intelligence (AI) and automation faster, the bar is rising for everyone, especially those at the entry level.

A TalentCorp study estimates that about 620,000 jobs across 10 key sectors face the risk of convergence or displacement due to AI, digital technology and the green economy.

AI tools are also becoming powerful enough to reduce the need for junior roles. A company that used to hire five junior employees for a function may find it can run with two people who have similar baseline skills, supported by AI tools.

That change also pushes responsibility upwards.

Senior staff will be expected to manage more complexity, because automation and AI are increasingly used to fill the vacuum that junior headcount once covered.

A recent ManpowerGroup survey on Malaysian workers adds to that picture. About 60% of respondents said they are now regularly using AI, up seven percentage points from 2025.

About 30% expect job loss soon, while 48% fear automation could replace their roles within two years.

Training gaps make this worse. More than half of workers (55%) reported no recent training, and 32% said they have no access to mentorship, limiting their ability to build skills for fast-advancing technologies such as AI.

There is some relief on the well-being front.

Daily stress eased, with 37% reporting high stress, down three points from the previous year.

But burnout remains widespread. Three out of four workers reported recent burnout, driven by heavy workloads (37%) and stress (32%).

Still, most workers (67%) plan to stay with their current employer, and confidence in existing skills remains high at 91%.

Yet many are hedging: 73% are actively job hunting, and 69% are exploring ways to supplement income.

In short, Malaysia's workforce, like the rest of the world, is at a critical juncture.

Employers are struggling to balance expectations and retention. Employees are trying to protect well-being while keeping pace with technological change.

And there is another pressure point that makes the problem more acute: skill-related underemployment.

More than one in three Malaysians with tertiary education are employed in low or semi-skilled jobs.

The result is a growing pool of well-educated workers who cannot fully use their capabilities or meet their salary expectations.

Against that backdrop, young Malaysians, especially Gen Z, will need to stay agile.

They will have to learn fast, communicate clearly, build credibility through results and keep upgrading their skills.

The workplace is changing quickly. The winners will not be those who complain the loudest, or those who demand the most.

It will be those who adapt fastest – on both sides of the table.

It is the survival of the fittest, after all.



This visual is human-created, AI-aided