



2023 employer brand  
research report

malaysia.



randstad

human forward.

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# foreword.

For the past 8 years, our Employer Brand Research has captured the voice of our local workforce in Malaysia, showing how talent expectations continually change alongside the economy and labour market.

Technology has helped people connect with one another; yet, it has also made the world a slightly smaller place. We are able to know in real-time how other markets are performing and responding to today's economic and labour climate.

At the same time, technology has levelled the playing field for organisations that are looking for skilled and experienced workers, especially in emerging areas like technology and smart manufacturing.

Today's economic uncertainty has added new dimensions to worker priorities and expectations. Even as people place tremendous value on employment, they seek experiences that can make them feel valued, satisfied and proud.

As talent needs become more dynamic, it's exciting to see how much has changed in just the past three years.

Our 8th Employer Brand Research has confirmed one thing for sure - attractive salary and benefits are very important for job seekers and employees.

We also found that Malaysians are looking for the total employee experience. When asked why they would consider quitting, 50% of respondents said that they want to improve their work-life balance. In contrast, 35% said that they are motivated to leave because they want a higher salary to cope with the rising cost of living.

While compensation is undoubtedly a critical career motivator, it is evident that Malaysians are seeking more than just a paycheck.

When it comes to professional and personal development, 83% said it is important, but 61% of respondents said that they received enough growth opportunities. This means that 22% of workers are not receiving the development they would expect from their employers. To top it off, 36% said that the lack of career growth opportunities would motivate them to find another employer.

The data clearly shows that it will take more than a good compensation package to attract top talent in Malaysia. Moving forward, employers should expect talent to negotiate for a more comprehensive package that focuses on career development and work-life balance.

96%

of the respondents who found non-monetary benefits important said that flexible work options are important to them.



17%

would rather be unemployed than work for a company that does not align with their personal values

The good news is that the gap between what talent expects and what employers can offer in terms of work-life balance has narrowed.

A year-on-year comparison between these expectations showed that the work-life balance gap between what people expect and what employers are perceived to offer has closed by 2 points.

The results from this year's survey also indicate a greater alignment between employees and employers in Malaysia.

60% of respondents said that it's important that they work for a company that actively supports equity, diversity and inclusion - and this sentiment is not exclusive to the younger generation.

Noting that, there is still much more work to be done. Employers must recognise that modern talent places great importance on personal values and make a concerted effort to deliver on those expectations to connect with their employees and achieve the workplace excellence they desire.

Through transformative periods and challenging world events, we've closely listened to the voice of talent - and people continue to display remarkable resilience and optimism for the future.

Through ups and downs, it has become clear that talent desires to work for an equitable and inclusive employer - one that values their unique and specialised skills, as well as who they are as a person.

As an employer ourselves, we have learned to strategically promote our employer brand to engage with the right people. We prioritise taking care of our employees - inside and outside of the workplace - to ensure that they value their time with our organisation and feel motivated to provide exceptional services to our customers.

As talent consultants to your business, we invite you to delve deeper into our latest findings to understand current talent sentiments and how your organisation can attract and retain talent, as we support you in your employer brand journey.

A photograph of two women sitting at a table in a cafe. The woman on the left has long dark hair, wears glasses and a pink sweater, and is holding a yellow mug. The woman on the right has short dark hair and wears a white and black jacket. They are both looking at a laptop on the table and appear to be in a friendly conversation. The background shows a cafe counter with various items and a person working behind it.

introducing our

employer brand  
research.

# what is the randstad employer brand research?

- A representative employer brand research based on perceptions of the general audience. Optimising 22 years of successful employer branding insights.
- An independent survey with nearly 163,000 respondents and 6,022 companies surveyed around the world.
- A reflection of employer attractiveness for this market's 75 largest employers known by at least 10% of the population.
- Provides valuable insights to help employers shape their employer brand.



# 32 markets surveyed across the globe, with 2,529 respondents in malaysia.

## worldwide

- nearly 163,000 respondents
- 6,022 companies surveyed

## sample

- 2,529 respondents in malaysia
- between 18 and 64 years old
- equal gender representation
- overrepresentation of age 35 – 54

## fieldwork

- 16-minute online interview
- 1 to 31 january 2023



argentina  
australia  
austria  
belgium  
brazil  
canada  
mainland china

czech republic  
france  
germany  
greece  
hong kong SAR  
hungary  
india

italy  
japan  
luxembourg  
malaysia  
mexico  
the netherlands  
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singapore  
spain  
sweden

switzerland  
UK  
uruguay  
USA

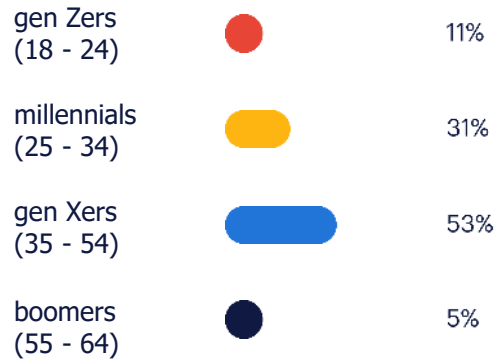
# get to know the survey respondents.

## gender



\*others comprise of non-binary, intersex, transgender, gender non-conforming, gender fluid, other gender identities not listed above and people who prefer not to answer.

## work generations



## education

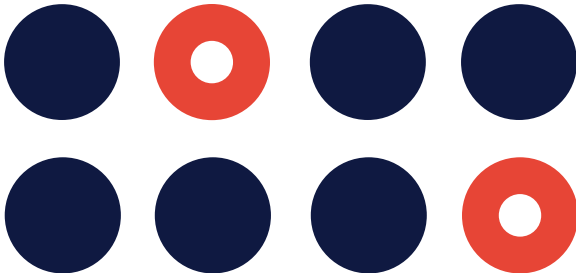




# smart sampling. methodology

Since REBR 2017, companies are evaluated between 140 and 400 respondents. The actual number of evaluations per company depends on the awareness of the company.

The error margin is determined by the % of respondents giving a certain answer and the sample size to which the question has been asked. The highest error margin occurs when 50% of the respondents give a certain answer. The error margin is lower when 30% (or 70%) of the respondents give a certain answer.



## example

140 respondents have evaluated company X. Of these 140, 50% find the company nice to work for. Taking the error margin at  $n=140/50\%$  into account, the real answer lies between 42% and 58%.

400 respondents have evaluated company Y and of these 400, 50% finds the company nice to work for. Taking the error margin at  $n=400/50\%$  into account, the real answer lies between 45% and 55%.

1200 respondents have evaluated company Z and of these 1200, 50% finds the company nice to work for. Taking into account the error margin at  $n=1200/50\%$ , the real answer lies between 47% and 53%.

Therefore, the difference in error margin is very small between  $n=1200$  and  $n=400$  evaluations per company (5% margin vs 3% margin at the most). As such it can be concluded that maximum 400 evaluations per company are sufficient in order to determine a reliable attractiveness per company.

In practice, this means that every company with an awareness over 35% will have max 400 respondents evaluating the company. Companies with an awareness below 35% will be evaluated by 140 to 400 people (depending on awareness).



talent  
movements

in malaysia.



randstad

17% of malaysians  
changed jobs

between july and  
december 2022.

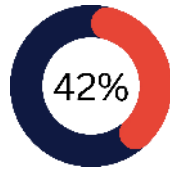


# 33% of malaysians are planning to switch jobs this year.

generations breakdown revealed that millennials are the most motivated to change jobs in 2023.



gen Zers  
(18 - 24)



millennials  
(25 - 34)



gen Xers  
(35 - 54)

37% of malaysians are afraid of losing their jobs

The fear of job loss motivates people to search for an employer that offers better job security or an opportunity to upskill to stay employable.

The fear of job loss has decreased since COVID, but that does not mean that workers don't feel the pressure. As technology transforms at breakneck speed, Malaysians are growing increasingly aware of how their careers can be impacted and are actively taking steps to secure their future.

The survey also revealed that the fear of job loss intensifies as people get older, with 40% of Gen-Xers feeling the pressure.

# workers are leaving to pursue better work-life balance.



Despite rising living costs and inflation in Malaysia, half of the respondents stated that they plan to leave in search of a healthier work-life balance.

According to the [Reimagine Work white paper](#), 27% of respondents defined work-life balance as having enough personal time to do the things they like with the people they care about.

An increasing number of people are looking for employers who can support their work-life balance by offering flexibility, manageable workloads, and reliable resources to boost their productivity at work.

# different generations, different work priorities.

The survey also revealed the distinct motivations driving different generations of workers to search for a new employer.

## gen Zers

to improve work-life balance



low compensation and rising cost of living



lack career growth opportunities



## millennials

to improve work-life balance



lack career growth opportunities



low compensation and rising cost of living



## gen Xers

to improve work-life balance



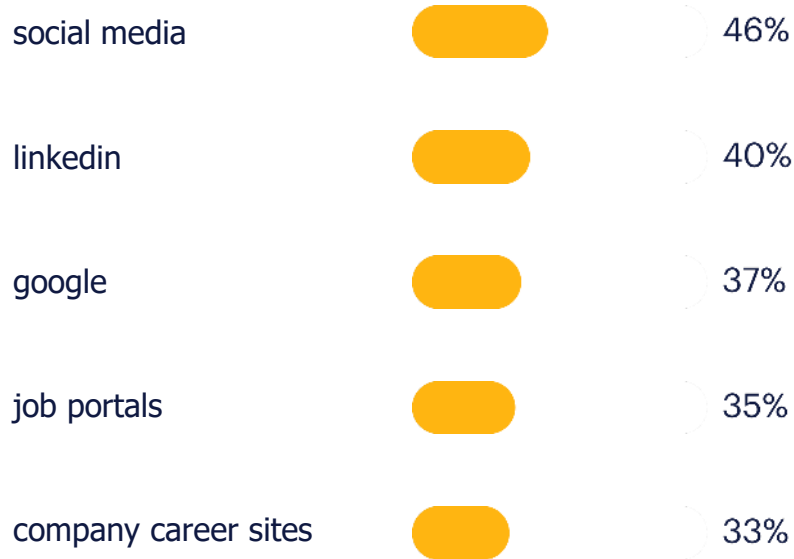
poor relationship with my manager



lack career growth opportunities



# expand your job search scope when you work with a recruiter.



In today's job market, job seekers use a variety of channels to search for new employment opportunities. It is hence critical for employers to establish multiple touchpoints both online and offline to connect and engage with today's talent.

At Randstad, we leverage our expertise as a talent agency to expand our talent database and identify the right fit for your organisation. We use a range of resources such as job portals, professional networking sites, social media platforms, referral programmes and paid advertisements to find the right talent for companies looking for the right talent.

With a focus on digital marketing and social selling, we help our clients to establish a strong employer brand and position themselves as an attractive workplace.

# job switching returns to pre-COVID levels.

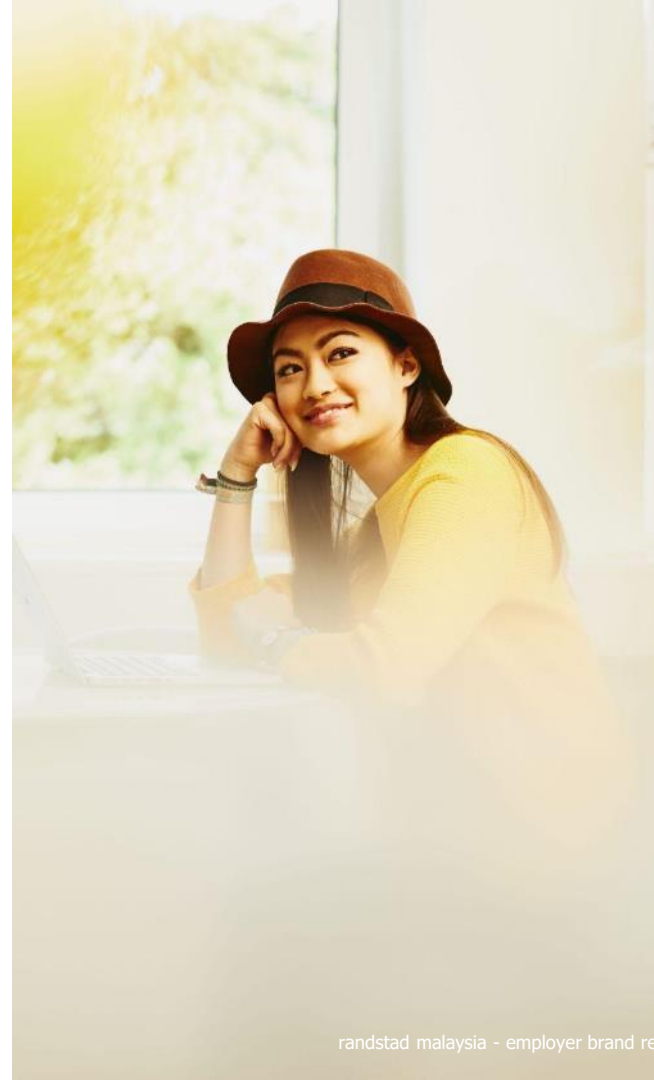
As Malaysians gain more confidence in their ability to seek better employment opportunities and advance their careers, job switching appetite has returned to pre-COVID levels.

Employers looking to hire talent - either for replacement or to grow their teams - will need to understand employee expectations and their job search behaviours to attract the right talent.

People are keen to understand what their lives will look like once they join a new organisation as an employee. This includes finding out if employers offer benefits such as career development opportunities, forward-looking management and a good team culture, as well as wellness initiatives like flexible work schedules.

To effectively attract individuals who align with the company values, employers should focus on developing and promoting these programmes through their companies' websites and social media channels. Furthermore, incorporating details about work arrangements in job advertisements can help attract job seekers who prioritise flexibility.

Overall, understanding and addressing job seekers' expectations in terms of career growth, work culture, and flexibility will enable employers to attract and retain top talent in the competitive job market.



50%

of Malaysian employees would switch their jobs if it would improve their work-life balance.





what makes

an ideal employer.



randstad

# 'attractive salary and benefits' is the most important EVP factor to malaysians.

2023		2022		2021	
1	attractive salary and benefits	1	attractive salary and benefits	1	attractive salary and benefits
2	good work-life balance	2	good work-life balance	2	good work-life balance
3	financially healthy	3	strong management	3	strong management
4	career progression opportunities	4	financially healthy	4	financially healthy
5	strong management	5	career progression opportunities	5	career progression opportunities

# the gap on work-life balance close from 7-point to 5-point in a year.

## evaluation of current employer

1	financially healthy
2	good reputation
3	conveniently located
4	long-term job security
5	pleasant work atmosphere
6	good work-life balance
7	interesting job content
8	attractive salary and benefits
9	career progression
10	gives back to society

## profile of ideal employer

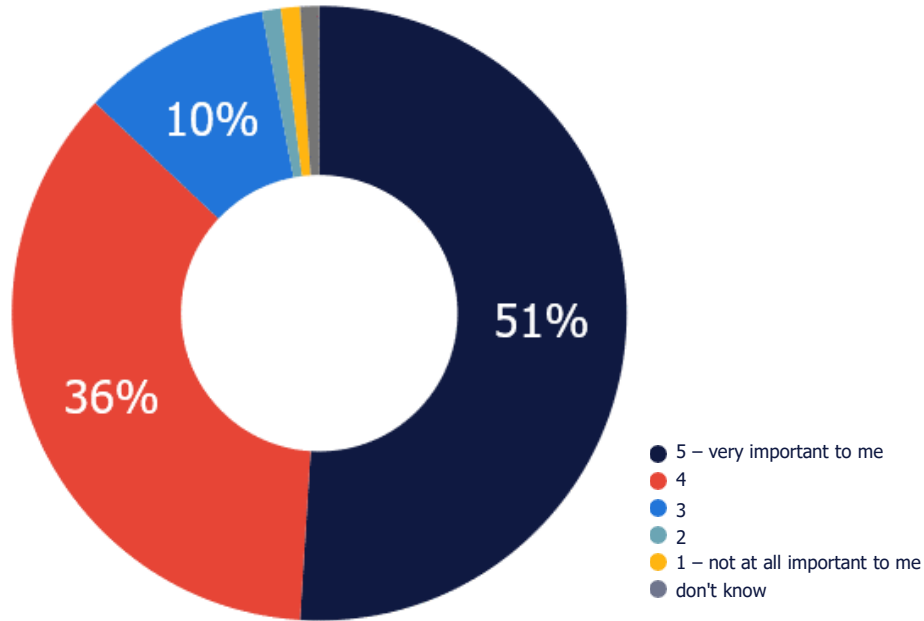
1	attractive salary and benefits
2	good work-life balance
3	financially healthy
4	career progression
5	strong management
6	pleasant work atmosphere
7	good training
8	long-term job security
9	good reputation
10	conveniently located

## creating the perfect employee experience.

Companies have taken steps to support their employees' work-life balance over the past year. Employees are beginning to have a healthier work-life balance as a result of improved communications, more manageable workloads and wellness initiatives.

However, achieving the perfect employee experience calls for more. Companies should perform regular research to ensure that their remuneration packages stay competitive in today's economic climate, as well as offer good training programmes so that people can feel a sense of security.

# 87% of respondents find non-monetary benefits important.



## what are non-monetary benefits and why do employees find them important?

In the new social contract between employers and employees, companies are expected to offer comprehensive support that extends beyond wages.

Non-monetary benefits are those that do not involve direct monetary compensation but instead, provide intangible benefits that can enhance your employees' job satisfaction and work-life balance.

People seek work at organisations that align with their values and provide opportunity for personal and professional growth, enabling them to bring their true selves to the workplace.

# good workplace relationships contributes to employee happiness.



# talent seek the feeling of belonging and empowerment at work.

## gen Zers

flexible work arrangements



good relationship with my manager



convenient location



## millennials

convenient location



good relationship with my manager



flexible work arrangements



## gen Xers

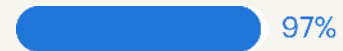
good relationship with my manager



good relationship with my colleagues

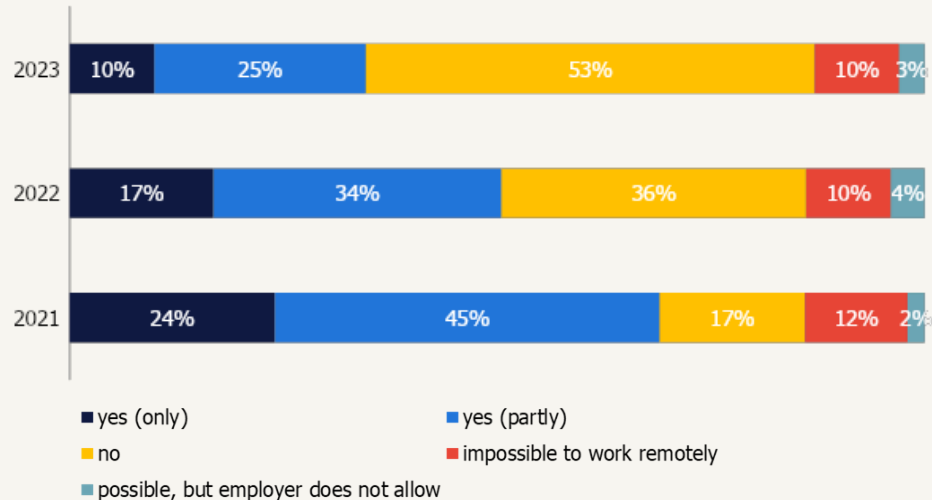


flexible work arrangements



# more malaysians are heading back to the office.

do you currently work remotely?



## why do employees desire hybrid work?

Employees can better balance their work and personal lives with hybrid work, which can lead to a healthier work-life balance and higher job satisfaction.

Already, 23% of Malaysians said that they would leave their jobs due to long commute times, and of those who said that non-monetary benefits are important, 96% prioritise flexible work.

Following the pandemic, employees have a strong preference for companies that allow them to work remotely. Not only are they able to save money on commuting, meals and other work-related expenses, flexible work can vastly improve employee well-being as employees have more flexibility and control over their schedules.

# from good to great: creating a culture of excellence.

Companies in Malaysia have clearly invested in improving their internal programmes and policies to strengthen their employer brand.

However, attracting talent will only become more challenging in a highly competitive market. In an environment where every organisation is stepping up, companies need to focus on areas where they can excel and provide in-demand employee offerings even with limited resources.

Through our research, it is clear that creating a culture of excellence requires a multi-dimensional approach that goes beyond offering competitive wages.

Malaysians seek companies that value their work and provide an environment where they can be bring their true selves to work and realise their true potential. While high salaries may attract talent, it doesn't guarantee that they will experience a cultural fit within the organisation.

Organisations must evaluate candidates based on skills, potential, and personality traits. Finding a team player who can collaborate effectively, and is willing to learn and enhance their skills, is more valuable than simply hiring the most technically proficient candidate available in the market.

Securing the right talent to join your organisation is a process that requires time and patience, but the end result can be incredibly rewarding. As you carefully assemble all the necessary pieces of the puzzle, your organisational culture of excellence will gradually take shape and flourish.



87%

of Malaysians  
said that non-  
monetary  
benefits are  
important to  
them.

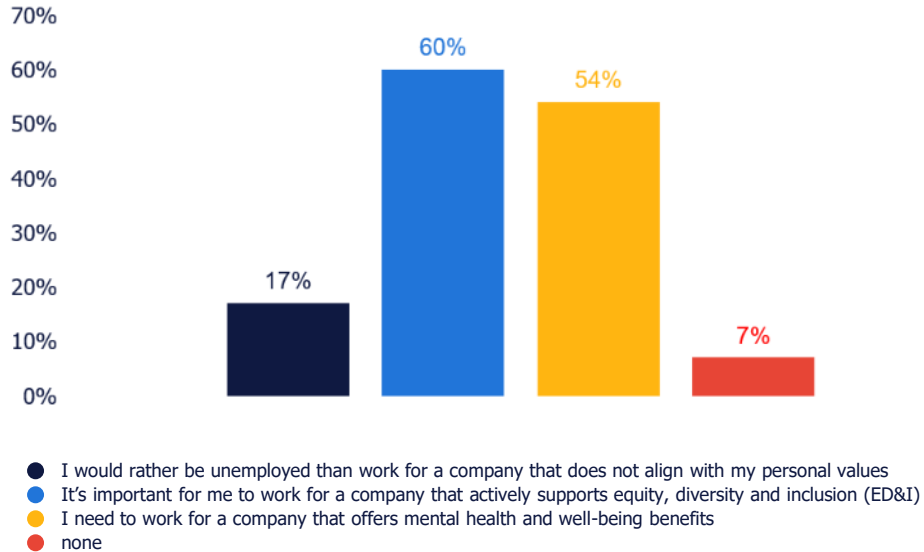


talent expectations

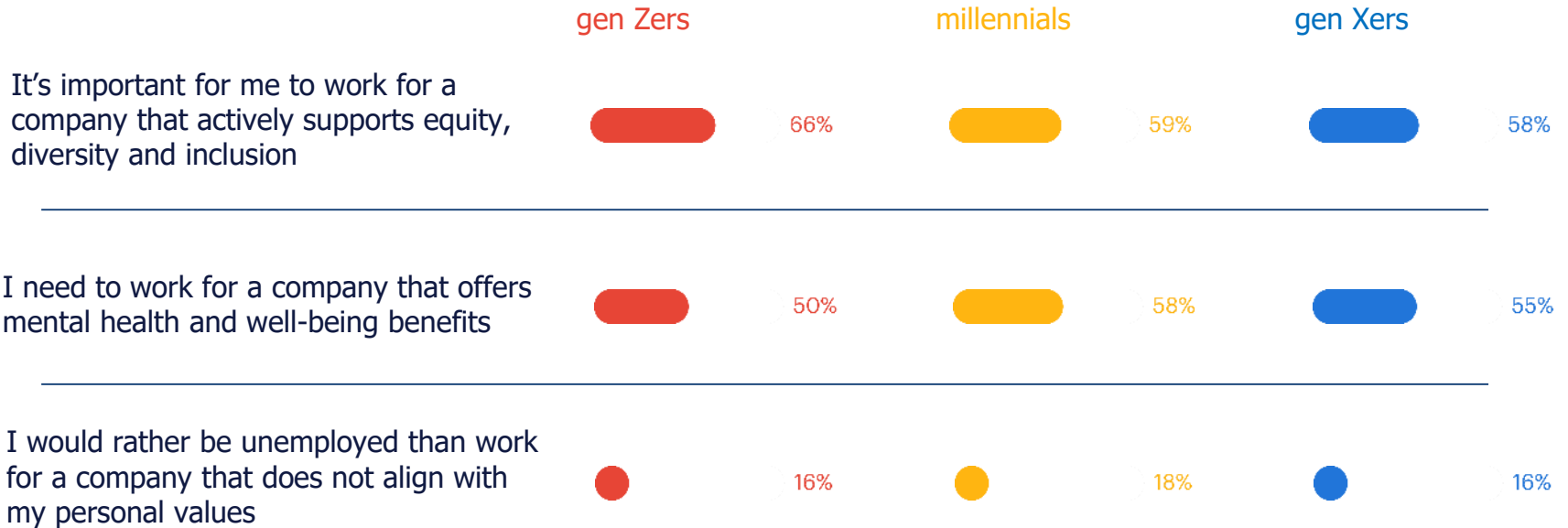
on diversity  
& inclusion.



# prioritising ED&I can help you build a healthy talent pipeline.



# gen Zers have a stronger desire to work for an equitable company.



# employers can step up on support LGBTQIA+ inclusion efforts.



# companies need to improve policies & initiatives in these ED&IB areas.

## gen Zers

My employer supports protection and inclusion of LGBTQIA+ employees



My employer takes action to limit its impact on the environment



My employer has an equal pay policy (gender and ethnicity)



## millennials

My employer supports protection and inclusion of LGBTQIA+ employees



My employer takes action to limit its impact on the environment



My employer offers support for mental health and well-being

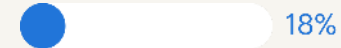


## gen Xers

My employer supports protection and inclusion of LGBTQIA+ employees



My employer takes action to limit its impact on the environment



My employer offers support for mental health and well-being



# build your talent pipeline by showing you care.

Organisations in Malaysia should prioritise areas that are valued by talent, such as environmental impact, equal pay policies and mental health support; and there are many ways for employers to approach these issues to improve their employer brand attract more talent.

Companies, specifically those in manufacturing and supply chain, can actively address environmental sustainability in their business processes and reporting to demonstrate their commitment to responsible practices.

Employers can also provide resources, programmes and initiatives that promote mental well-being as well as policies to ensure equal pay across gender and ethnicities to attract and retain top talent.

Though tackling LGBTQ+ subjects can be tricky for companies in Malaysia, employers can develop and implement inclusive policies to prohibit discrimination and outline the organisation's commitment to provide a safe and inclusive workplace for all employees.

By choosing to focus on these value areas, organisations have an opportunity to set themselves apart as socially responsible employers that many modern talent look for. This not only helps them attract top talent, but it also widens the talent pool to include individuals who are seeking meaningful work experiences.

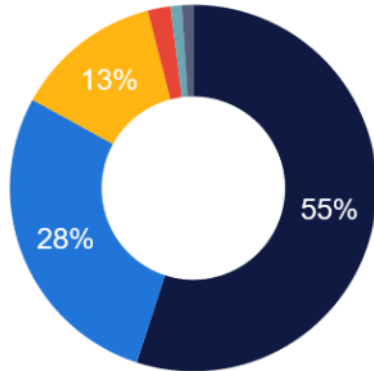


talent expectations

on upskilling  
& re-skilling.

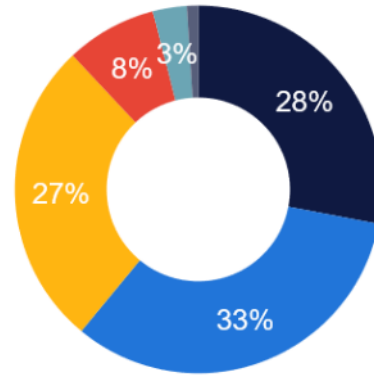
# 83% said it's important to grow, but only 61% have adequate development opportunities.

importance of personal career growth



- 5 - very important to me
- 4
- 3
- 2
- 1 - not at all important to me
- don't know

enough opportunities to develop in your role



- 5 - completely true
- 4
- 3
- 2
- 1 - not at all true
- don't know

3 in 5 respondents said that they feel they have enough opportunities to develop in their current role. However, this also means that 39% either feel indifferent or experience a lack of development opportunities in their roles.

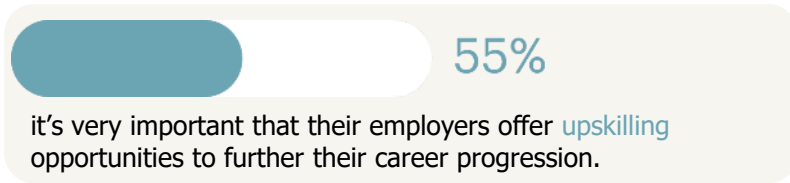
There was also a noticeable generational gap in talent expectations for upskilling. According to our data, millennials had the highest expectations for career development support, with 61% and 57% of them saying that upskilling and re-skilling is important respectively.

Millennials are entering the management phase of their careers, and are actively looking for guidance and training to help them become more efficient and empathetic managers.

A company's training and development programmes are a game-changer for attracting talent, especially those seeking growth in their current roles.

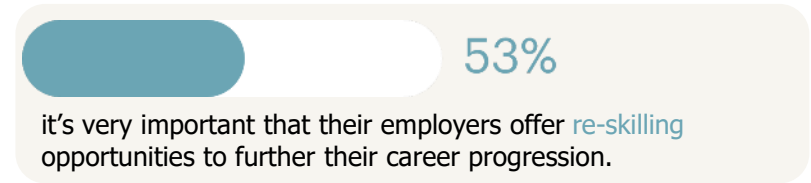


# the difference between upskilling & re-skilling.



**Upskilling** is the process of deepening an individual's existing skills or knowledge to perform their job more effectively. This can include obtaining advanced certifications or qualifications as well as receiving training in a specific area of expertise.

Upskilling is frequently used to help employees progress in their current role or take on new responsibilities within the same field.



Changes in the job market or digital transformation projects may render some skills obsolete. Re-skilling can help employees feel more secure and confident in their jobs as they can continue to contribute at work.

**Re-skilling** entails acquiring new skills or knowledge to transition into a new field or role. Unlike upskilling, re-skilling requires more extensive training or education, which may sometimes include learning entirely new skills, such as coding or data analysis.

# 85% said upskilling & re-skilling is important to them, but only 61% received such opportunities.



Employees prioritise career growth and development, but employers often fail to provide the required training and support to meet these expectations.

To address this gap, employers need to develop robust training programmes that focus on expanding and deepening their employees' skills. Implementing mentoring and coaching initiatives, offering regular feedback and evaluations as well as setting clear goals are also useful elements in guiding employees towards their career goals.

By investing in the career aspirations of their employees, companies can attract a larger talent pool and enjoy a more engaged, skilled and motivated workforce.

# learning & development: a magnet for talent.

Our survey findings show that a significant number of employees in Malaysia are feeling dissatisfied with the level of career development support provided by their employers. Already, 36% of Malaysians are contemplating leaving their jobs due to a lack of career growth opportunities.

In order to retain top talent and foster employee engagement, companies must prioritise the inclusion of equitable career opportunities. This entails providing upskilling and re-skilling programmes to help employees develop their skills and stay relevant in an ever-changing job market. This is especially important for millennial employees, 61% of whom are seeking upskilling opportunities.

When companies invest in the development of their own employees through robust training and clear career roadmaps, they will attract talent driven by growth who are looking for employers that value their skills, contributions and potential.

Companies can be more successful in attracting ambitious talent when they showcase their efforts through employee testimonials on the company website, social media and job advertisements. Employers can also highlight opportunities for skills development and involvement in cutting-edge projects during job interviews to secure the talent they want.

Learning and development benefits organisations in many aspects. A more capable workforce will result in higher productivity, and at the same time, create an organisation culture where skills and speed are the key focus.



# a brief overview randstad.



# our global presence.

## we operate in 39 different markets

revenue € 27,568 million (€ 24,635 million in 2021)

revenue per market in %



# our brands.



staffing, professionals, and inhouse services  
geography: global



talent advisory, talent acquisition, talent management and talent transition  
geography: global



outplacement, talent mobility & career development  
geography: global



online talent acquisition, talent management and analytics solutions  
geography: Europe, North America



IT & engineering consultancy, projects, outsourcing (SOW), and professionals  
geography: Europe



professionals recruitment  
geography: France



professionals recruitment, focus on healthcare  
geography: France



staffing and inhouse services  
geography: Netherlands, Belgium, Germany



professionals, inhouse solutions, payrolling and trainee programs  
geography: Netherlands



MSP connected to freelance marketplace  
geography: Europe, North America




professionals, focus on IT, engineering, finance & life science solutions  
geography: Germany




staffing and inhouse services (franchise)  
geography: United States

# areas of expertise.

With the objective of setting up our clients and candidates for long-term success, we have built a strong track record in recruiting the best mid to senior level talent across the following specialist disciplines:


 banking & finance

 engineering

 construction & property

 utilities

 information technology


 insurance

 telecommunications

 life sciences & pharma

 retail & FMCG

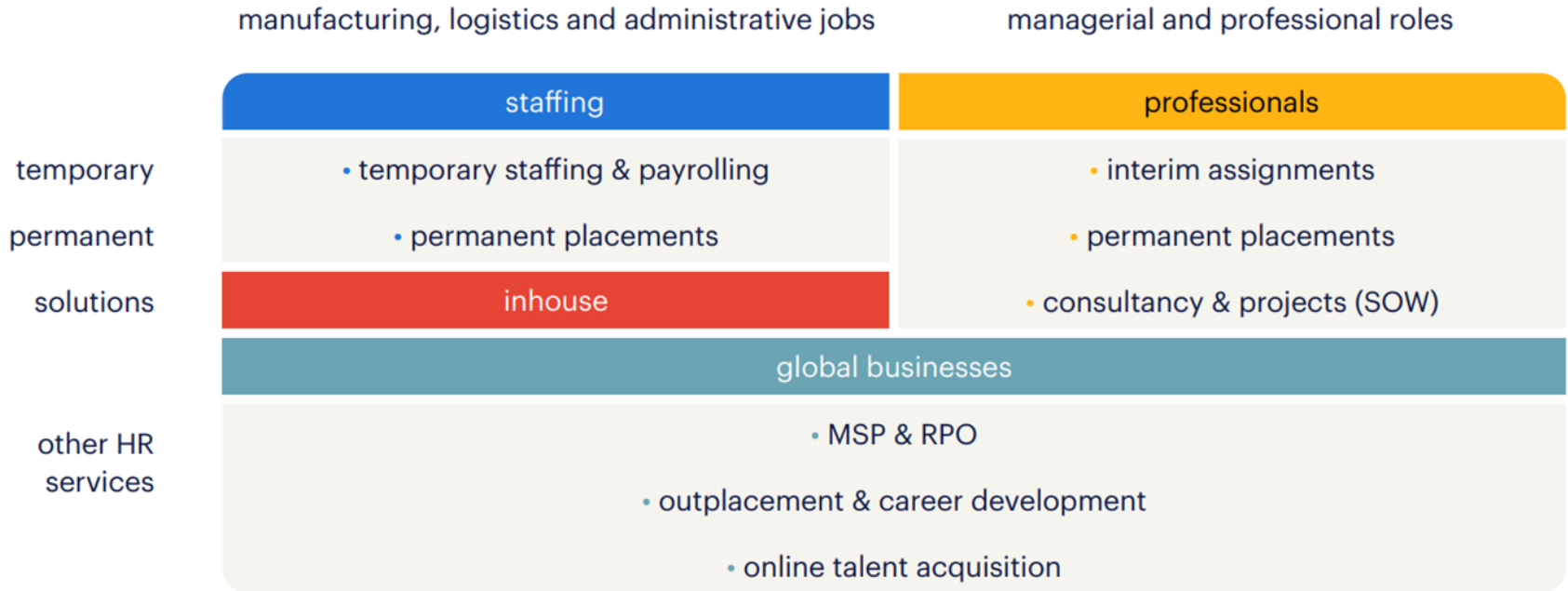
 professional services

 shipping & logistics

 transportation

# our service offering.

we support our talent and clients at all levels





A decorative graphic on the left side of the slide. It features a dark blue speech bubble at the top left containing three white circles. Below it is a large white speech bubble with a dark blue circle at its tail. At the bottom of the graphic is a solid orange circle.

let's talk.

our research has many insightful, but complex insights so we'd love the opportunity to discuss this report and share our thoughts with you, as well as answer any questions you might have.

randstad malaysia  
[communications@randstad.com.my](mailto:communications@randstad.com.my)

# randstad employer brand research 2023

## FAQs.

### what is the randstad employer brand research?

The Randstad Employer Brand Research is the most comprehensive, independent and in-depth employer brand research in the world. Commissioned by Randstad and conducted by Kantar TNS, the survey captures the views of nearly 163,000 respondents on 6,022 companies across 32 markets. Kantar is the world's leading data, insights and consulting company with headquarters in London, United Kingdom. In 2023, the Randstad released the 8th edition of the Employer Brand Research in Malaysia.

### how is sample in your survey selected?

Randstad is not involved in the survey sample selection as the Employer Brand Research is an independent survey. The survey sample is a subset and mirrors the general population in the market. In Malaysia, 2,529 respondents participated in the 16-minute online survey which was conducted in January 2023 by Kantar TNS to reflect the latest HR trends and candidates' sentiments.

### how are the companies selected for the research?

Our survey measures the employer brand awareness of the commercial companies selected for the research. The employer branding efforts of these companies are also measured against 10 employee value proposition (EVP) factors as a benchmark. These factors include (and are not limited to) a healthy work-life balance, good career progression opportunities, attractive salary and benefits. We select companies with a large workforce size in Malaysia as these companies tend to have a higher brand awareness and impact on the local working population. Companies that have a small workforce (e.g. start-ups or small-and-medium enterprises) could risk ranking very low in awareness and attractiveness as a result.

### if the respondents are not employees of the surveyed enterprises, how can they objectively evaluate the companies?

Our research provides insights into the perceptions and drivers of choice of potential employees. Their perceptions of the company are largely formed from the employer's brand communication, employee advocacy and social reputation. Companies looking to attract top talent would need to understand how to manage these external perceptions of its employer brand.

At the world's leading talent company, we know that perception is the co-pilot of reality, and your employer brand directly impacts your ability to attract the right talent.

# the employer brand roadmap.



# methodology

## indexation of EVP drivers

For REBR 2023 we have decided to change the way we display the driver scores in the market reports and data tables. As you will see on in the report, we have changed the drivers to now be shown as index scores based on the average driver score.

This does not change the underlying data but it is a different representation and it allows for different analysis.

### why this change was made?

In 2023, the technical script behind the online REBR survey was updated to accommodate newer devices and improve the user experience.

The changes made to the survey in this update have had an impact on the results of the survey, specifically on the driver scores.

In the new survey layout, respondents tend to select less drivers on average than in the old survey layout. In absolute terms, this means the scores of all drivers have gone down. By indexing these scores to the average score of each year, we are accounting for this change across years and showing the scores of the drivers as they are relative to each other in each given year.

### What are index scores

Indices are used for showing the relative importance. The advantage of using relative scores versus absolutes is that indices are not sensitive for movements within the category.

Instead, they reflect a score that is directly comparable against their equals, accounting for external factors like current preferences and trends. Hence using relative scores for the importance of the drivers shows how one driver performs against all other drivers within each year, and how this performance of drivers against each other changes across years.

### How should you interpret indices

The index scores are calculated by dividing the absolute scores by the average.

The average of all the index scores will always be 100, which also implicates that if some index scores go up, others must go down.

A driver that has an index score of 200, is valued twice as important as the average of all drivers, while a driver that has a score of 50 is valued only half as important as the average. It is correct to say that the driver with the index score of 200 is 4 times more important than the driver with the index score of 50.

Calculation: Index = (abs. / avg.) \* 100

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