

# 2024 employer brand research report.

malaysia



randstad



partner for talent.

# we've got you covered.

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about the  
employer brand research.

# about the employer brand research.

- A representative employer brand research based on perceptions of the general audience. Optimising 23 years of successful employer branding insights.
- An independent survey with nearly 173,000 respondents and 6,084 companies surveyed worldwide.
- A reflection of employer attractiveness for this market's largest employers known by at least 10% of the population.
- Provides valuable insights to help employers shape their employer brand.

173,000  
respondents



# talent voices from 32 markets, 75% of the global economy.



## sample size

- 2,500 respondents in malaysia

## respondent demographics

- aged 18 to retirement age representative on gender overrepresentation of age 25 – 44 comprised of students, employed and unemployed workforce

## survey fieldwork

- online interviews (14 minutes)
- january 2024

argentina  
australia  
austria  
belgium  
brazil  
canada  
china

czech republic  
france  
germany  
greece  
hong kong SAR  
hungary  
india

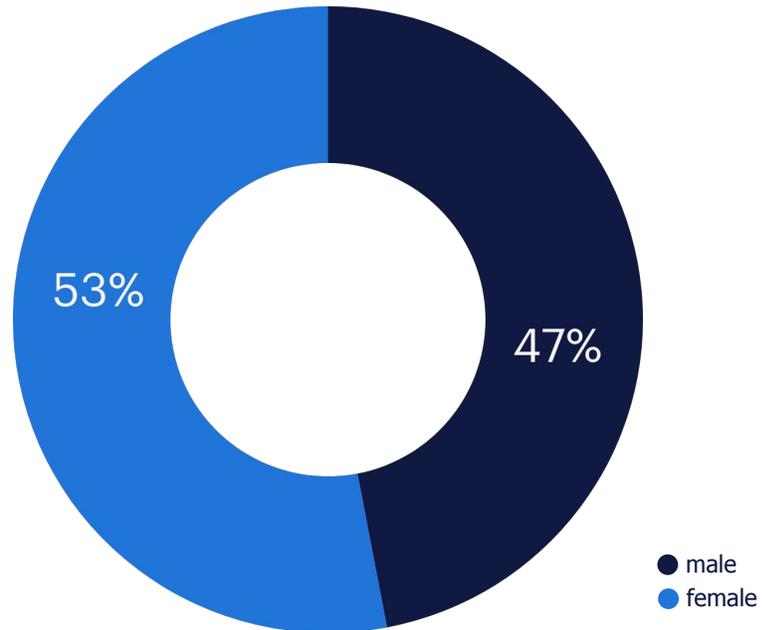
italy  
japan  
luxembourg  
malaysia  
mexico  
the netherlands  
new zealand

norway  
poland  
portugal  
romania  
singapore  
spain  
sweden

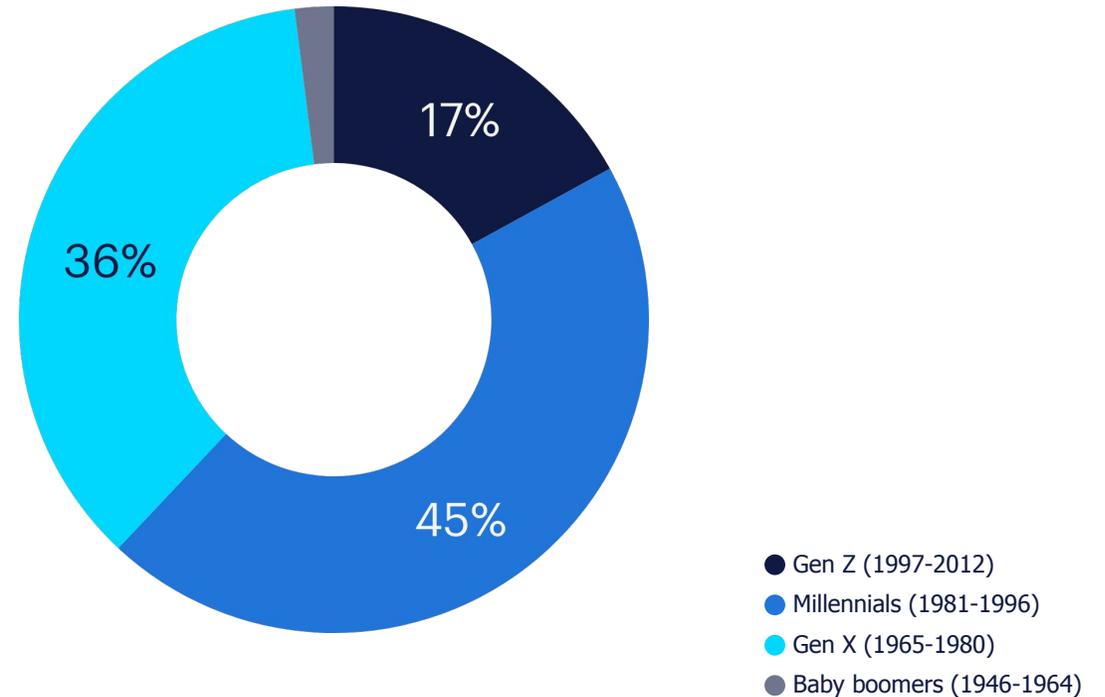
switzerland  
united kingdom  
united states  
uruguay

# demographic of 2,500 respondents in malaysia.

gender



generation



# executive summary.



## EVP drivers

Malaysians continue to place a high value on attractive salaries and benefits, as well as a good work-life balance.

However, their preferences do not entirely align with what they perceive to receive from their existing employers.

Improving work-life balance emerges as a key area of improvement. Despite employees often expressing positive feelings about their work environment, providing hybrid and remote work options would strengthen the employer brand.



## job switching

Work-life balance is the top reason to switch jobs, followed by salary pressures due to rising costs as well as a lack of career growth opportunities.

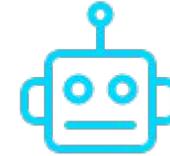
Gen Zers show the strongest job search activity in the first six months of 2024, suggesting increased confidence in the job market as it fully recovers from the pandemic's impact which would lead to a more



## equity

41% of respondents in Malaysia identify as a minority at work, with Gen Zers being the most likely to experience inequality at the workplace.

While minorities may not view their current employers much differently from non-minorities in terms of a sense of belonging and equal pay, they are more likely to encounter obstacles in their career progression.



## artificial intelligence

1 in 5 workers in Malaysia uses AI at work on a daily or regular basis, with younger generations being the most frequent users.

More than half the workers expect AI to have an impact on their jobs in the near future, and this figure grows with younger generations.

Even though Malaysians view AI positively, employers should continue to assess their perceptions and attitudes toward AI as the technology becomes more incorporated into their jobs, which may shift their career trajectories.

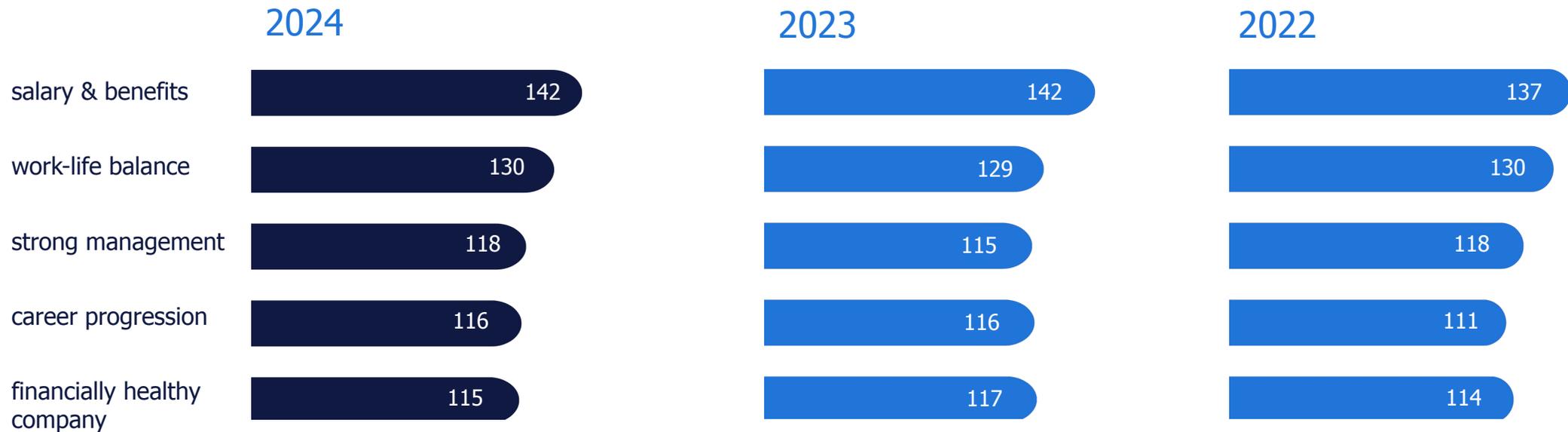


employer value propositions  
talent look for.



# malaysians looking for an all-rounded employer.

In line with recent years, two key factors (attractive salary & benefits, work-life balance) stand out as the key priorities for employees and job seekers. Both EVP factors appear to be important for Millennials and Gen Xers. "Strong management" has also regained its importance, as it returns to 3rd after sliding to 5th in 2023. However, the EVP factors are separated by very thin margins, suggesting that employers should provide an all-rounded employee experience as much as possible.



150: driver is chosen 50% more often than the average driver to be important  
75: driver is chosen 25% less often than the average driver to be important

# understand the gaps to strengthen your employer brand.

Understanding the gap between what employees want and what they believe their employers deliver provides insights into areas that companies should invest in to strengthen their employer brand. Furthermore, benchmarking against what people perceive being offered by their existing workplace provides further context for the gaps that need to be closed.

## evaluation of current employer

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

## profile of ideal employer

1. attractive salary & benefits
2. work-life balance
3. strong management
4. career progression
5. financial healthy
6. equity
7. pleasant work atmosphere
8. good training
9. job security
10. very good reputation

For Malaysian employees, competitive salary and benefits remain the top priority. This presents a significant challenge, as closing the salary and benefits gap may require more extensive adjustments.

However, there are opportunities to address employee dissatisfaction in the short term. Organisations can focus on improving their non-material benefits like work-life balance to yield quicker wins.

It's important to note that some benefits, like a convenient work location, is still attractive to employees. However, on their own, they may not fully compensate for lower salaries or incomprehensive benefits. Companies in Malaysia need to develop a well-rounded compensation strategy that addresses both financial needs and work-life expectations to attract top talent.

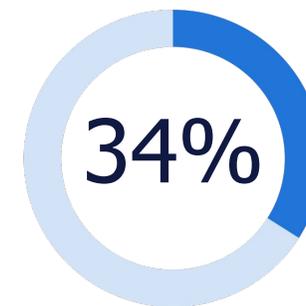
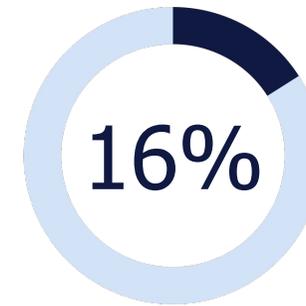
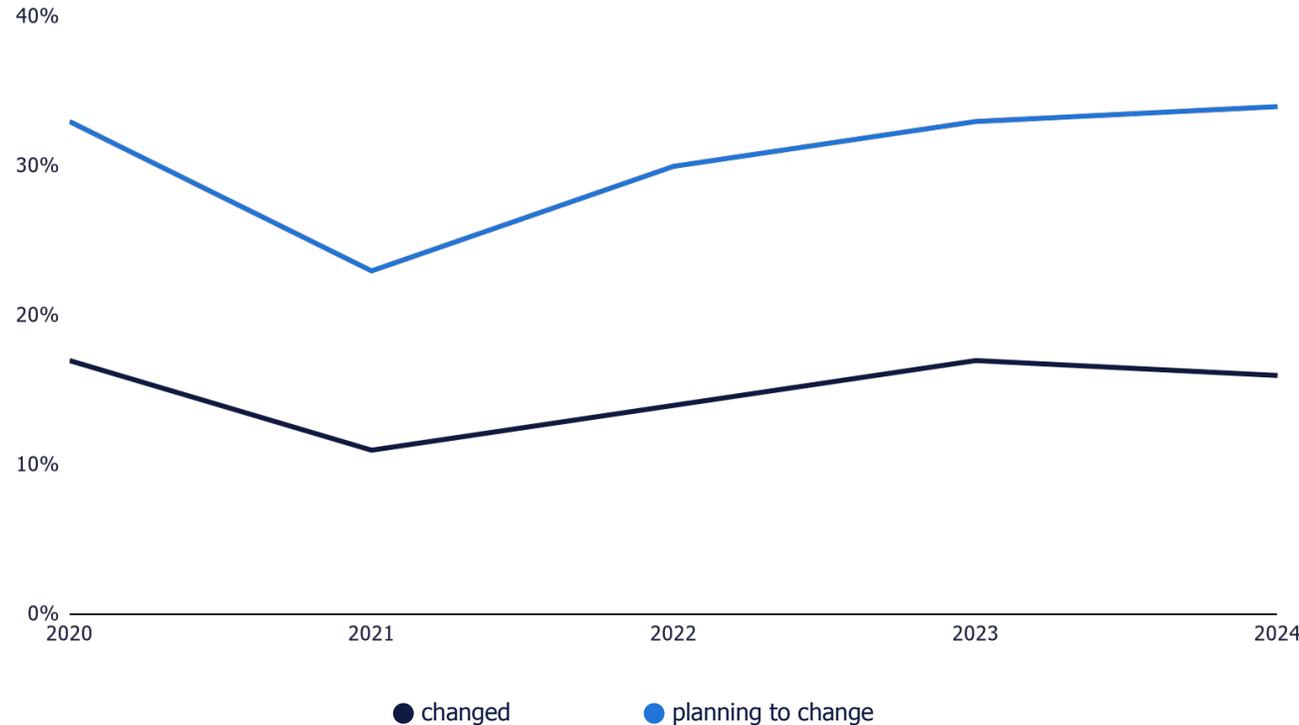


# job switching behaviours & motivations.

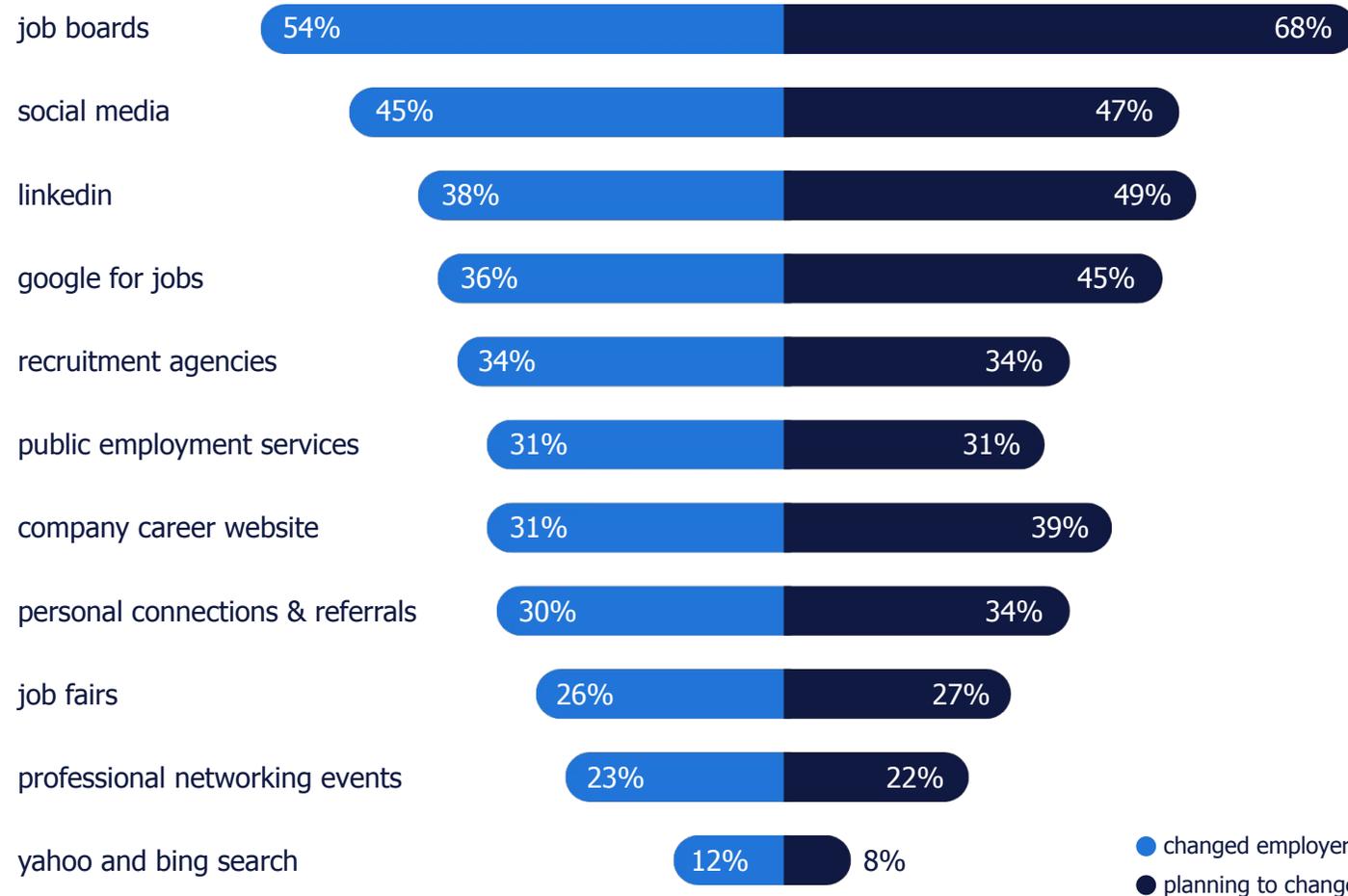


# younger generations & men more likely to switch jobs.

While job-hopping remains steady overall in Malaysia, a closer look at the data reveals that Gen Z (43%) and men (36%) are driving the trend. Younger generations may be more active in the job market as they seek to find fulfilling and meaningful jobs with their employer-of-choice early in their careers. At the same time, Baby Boomers are holding tight for the best opportunities and Gen Xers (27%) settles into their jobs.



# digital platforms most popular among job-seeking talent.



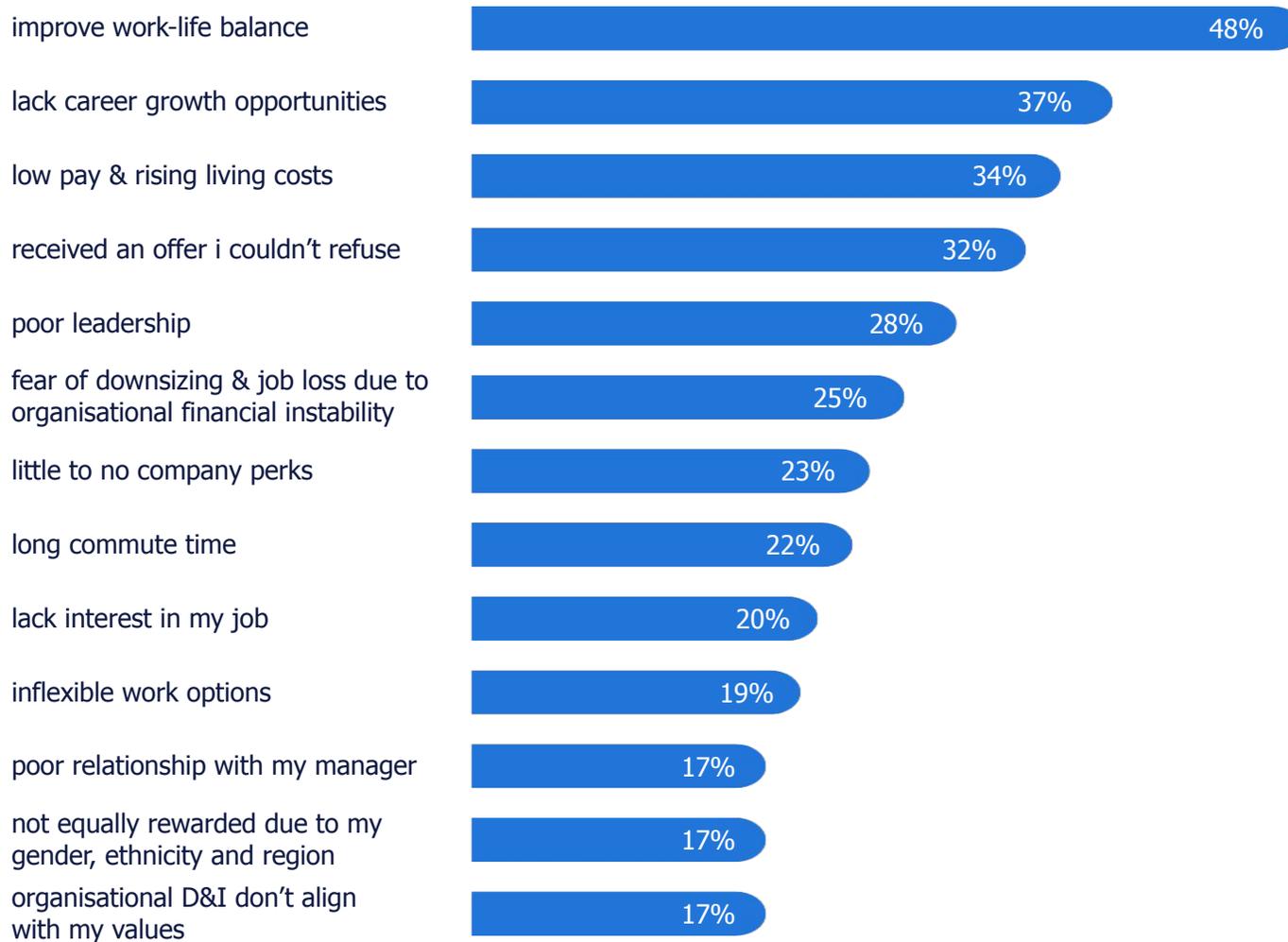
Malaysians are more likely to use digital channels to search for new jobs, as these platforms provide them with a variety of jobs to apply to. This is especially true for the younger generations who favour using digital channels.

While social media platforms are great to reach out to job seekers, it is essential for employers to promote job openings through trustworthy channels like company websites or job search platforms due to the risk of job scams on these platforms.

Despite not being the most commonly used, recruitment agencies, public employment services, and professional networking also demonstrate relatively high success rates.

● changed employer  
● planning to change

# work-life balance and growth top reasons why talent resign.

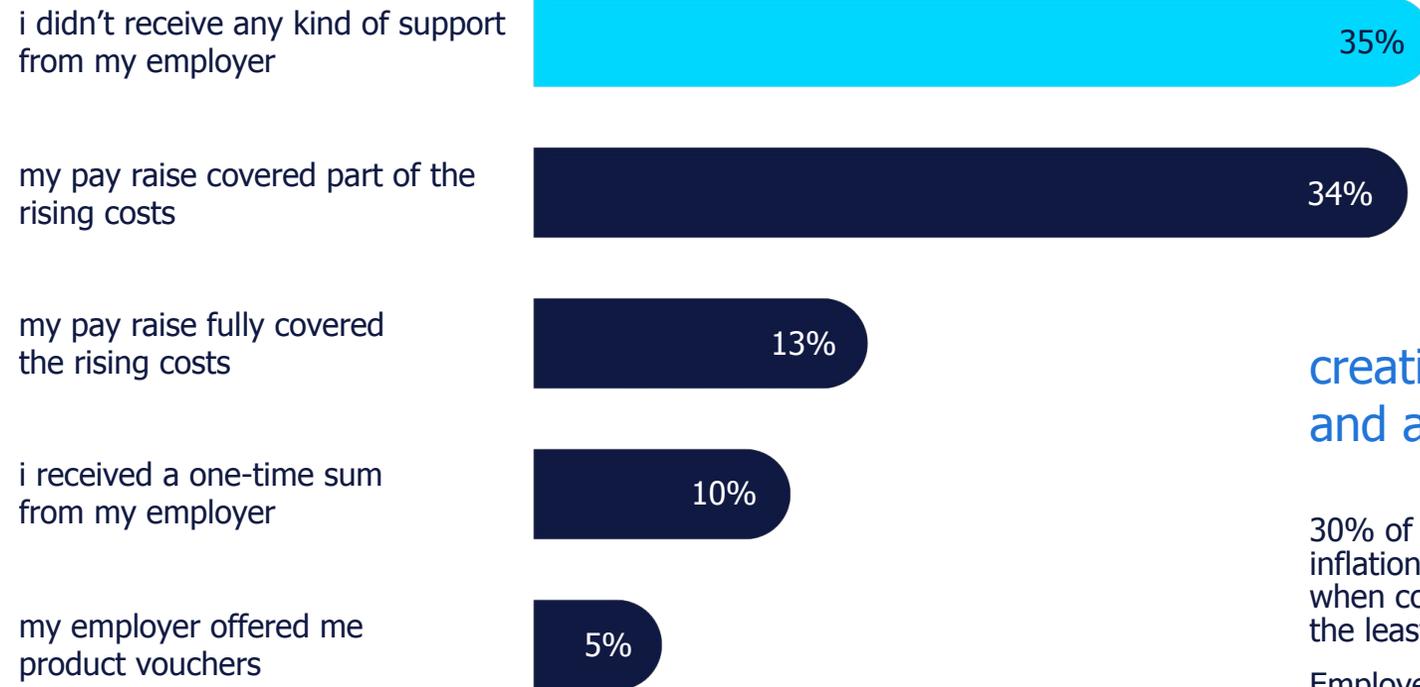


In Malaysia, dissatisfaction with work-life balance is the primary reason talent seeks new opportunities, highlighting the need for flexible work arrangements and a culture that respects personal time.

However, a closer look reveals more. Lack of career growth opportunities follows as a close second, especially for younger generations (40%) who prioritise it more than their older counterparts (33%). Gen Zers (29%) are also more likely to move on quickly when they lose interest in their jobs.

Compensation seems to play a more significant role for men, with 37% of them citing low pay amid rising cost of living as a motivator.

# inflation bites: 1 in 3 in malaysia didn't receive any kind of inflation compensation.



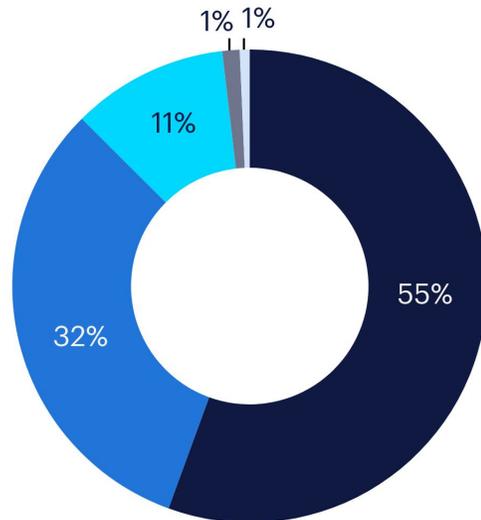
creating the value of feeling understood and appreciated in the workplace.

30% of Gen Z reported that their salary raise fully offset inflation costs, which is more than double the 11% average when compared to older generations. Conversely, Gen Xers are the least likely to receive compensation to manage rising costs.

Employees who did not receive any inflation compensation are nearly 40% more likely to seek new jobs. This underscores the importance for employers to stay attuned to employee expectations, particularly regarding inflation adjustments, to retain talent during challenging times.

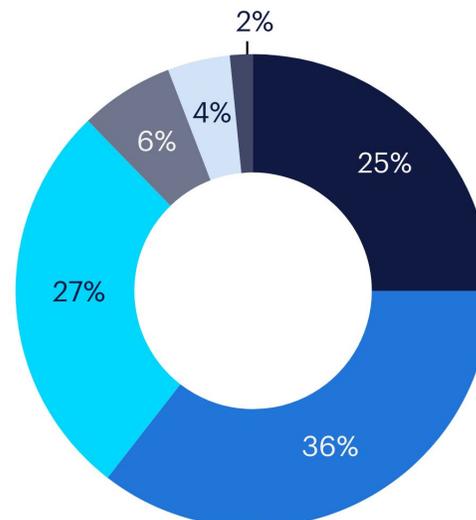
# employers are meeting higher expectations for skills development.

importance of re-skilling opportunities



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

enough opportunity to develop in your role



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

1 in 10 respondents doesn't receive enough opportunities to develop in their role

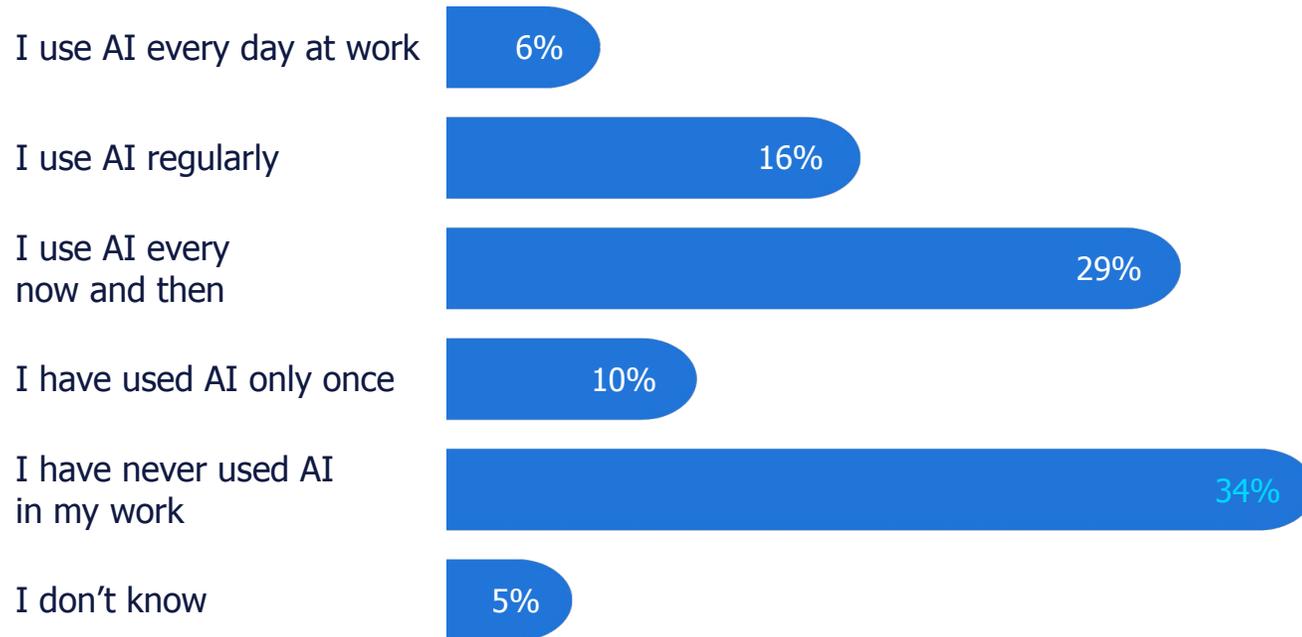
In a competitive job market, workers who do not receive development opportunities are twice as likely to leave the organisations than those who do (63% vs. 31%).

Year-on-year data also reveals stagnation in development opportunities offered. This lack of progress, despite the clear employee desire for re-skilling, highlights a critical disconnect. As digital transformation reshapes the workplace, companies need to start investing in training that expands skill sets. By fostering a culture of development, companies in Malaysia can build a more adaptable and sustainable workforce, prepared for the evolving digital landscape.

the impact of AI  
on jobs.



# the AI gap: 34% of malaysians have never used AI at work.



While AI offers significant potential to boost worker efficiency and productivity, a concerning gap exists in its adoption in Malaysia.

34% of respondents have not used AI tools at all and another 10% have only used them once.

The data also reveals a generational divide when it comes to adoption of new technologies. Around 1 in 4 Gen Zers and Millennials use AI regularly at work, whereas 40% of Gen Xers have never used AI at all.

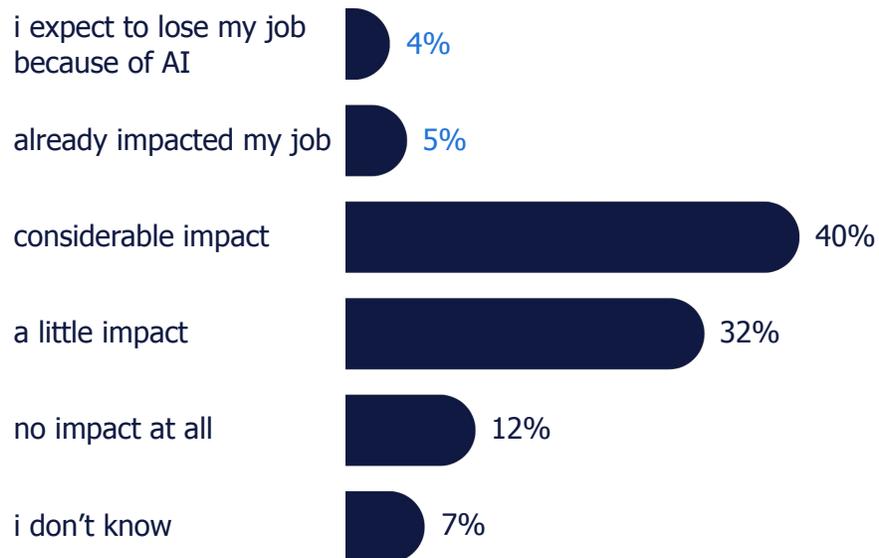
To bridge this gap and unlock the full potential of AI at the workplace, it will be important for companies to target training and initiatives that are geared towards different work generations.

- [AI literacy programmes](#) and pair experienced AI users with less familiar colleagues to bridge the skills gap.
- [Communicate how AI can benefit employees](#) by streamlining tasks, improving decision-making, and empowering employees to focus on higher-value activities
- [Proactively address job security](#) by emphasising how AI complements human skills and creates new opportunities.

# stark generational attitude differences towards AI and jobs.

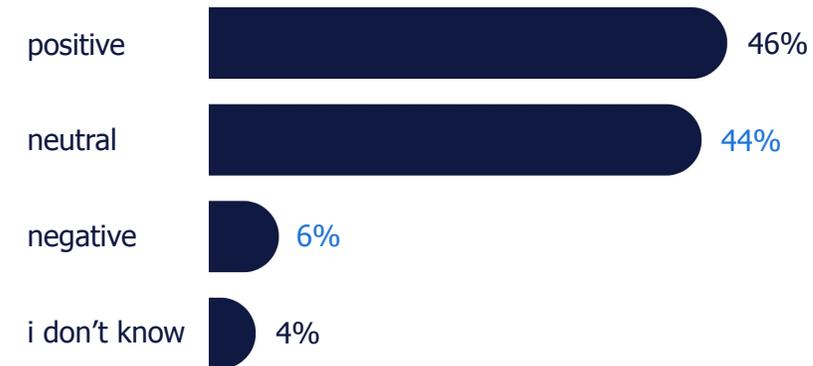
The survey reveals that Malaysians have a solid grasp of how AI might affect their day-to-day or their jobs. Encouragingly, the sentiment regarding AI's impact skews positive. Notably, those who are already using AI and the higher educated are more optimistic about AI.

## expected impact of AI on your job



## impact of AI on job satisfaction\*

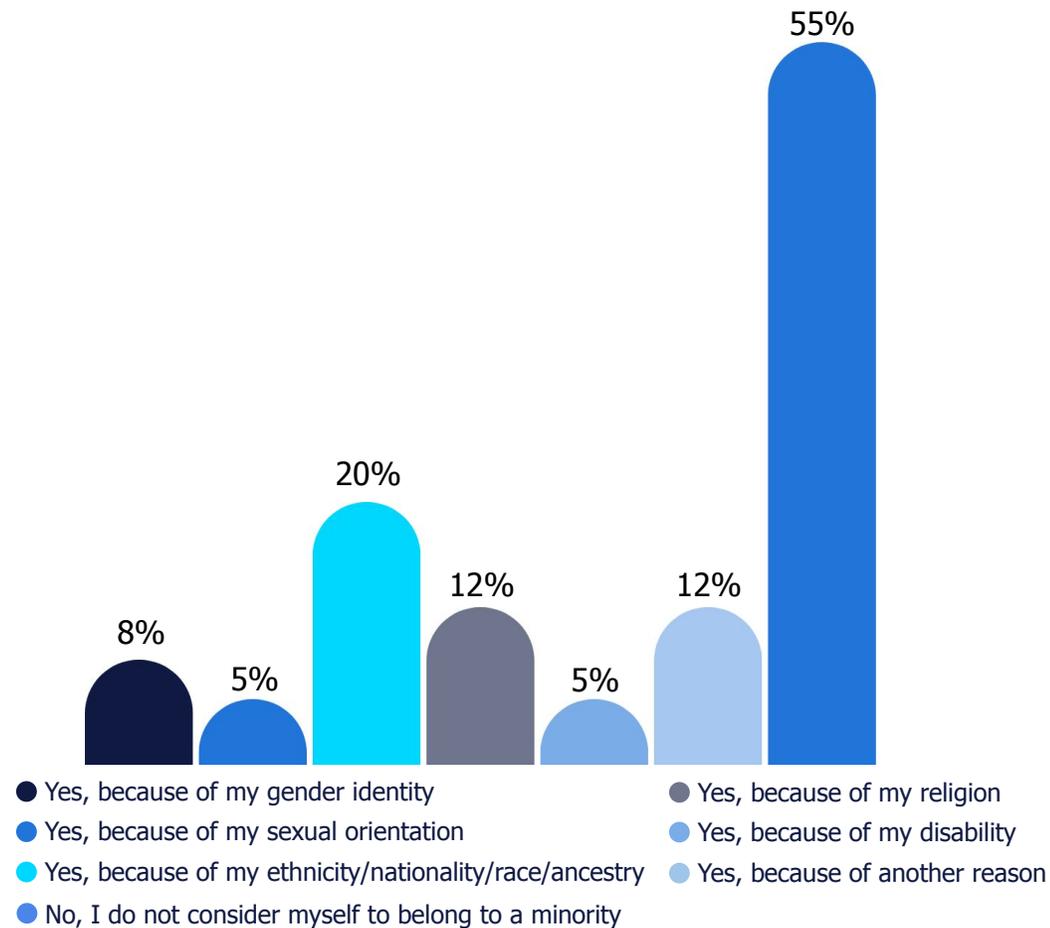
\* only answered by those who said that AI has a little or considerable impact on their job. (n = 1,800)



# unmasking inequality in the workplace.



# 45% of Malaysians consider themselves a minority at work.

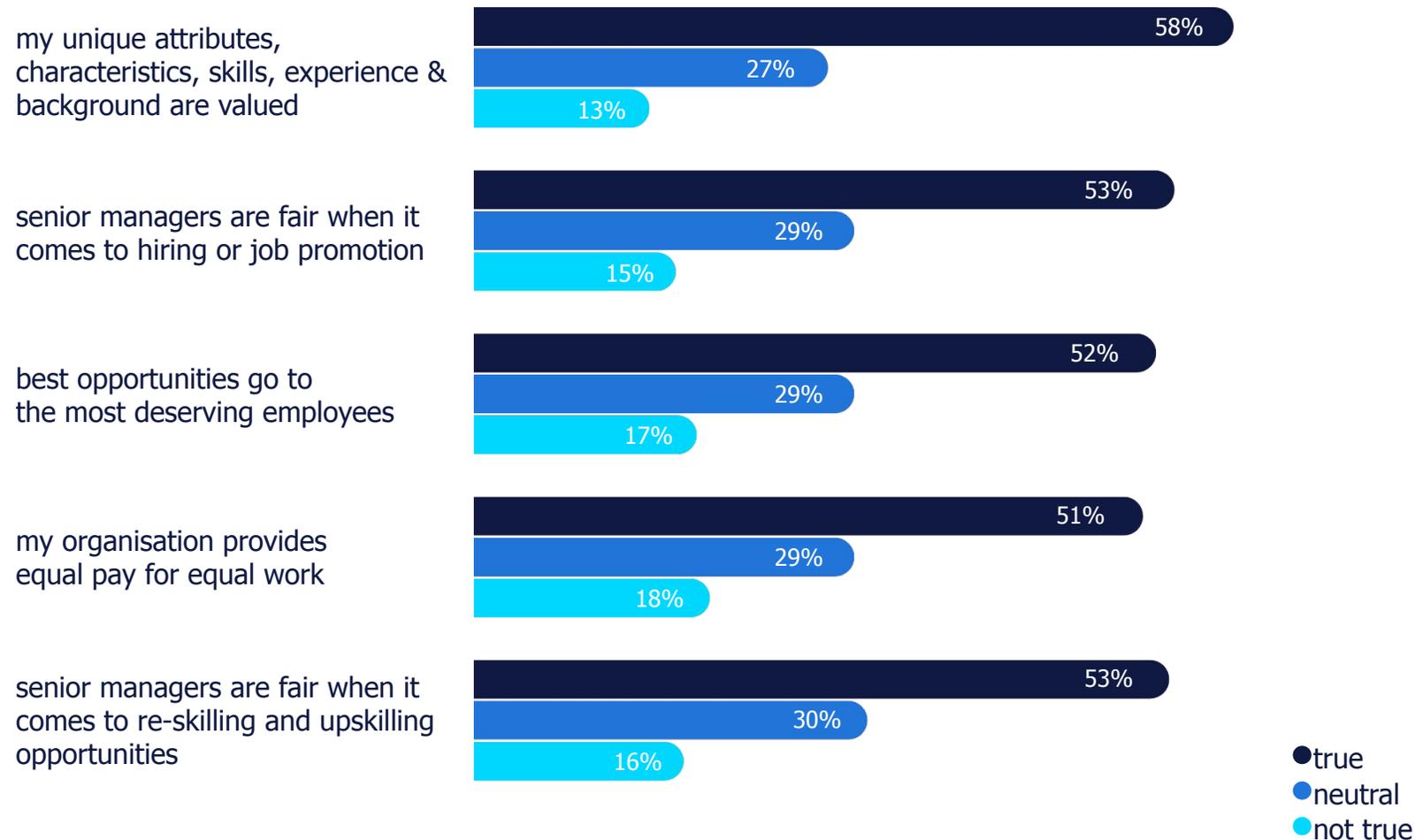


Even though Malaysia has made great strides to become more diverse and inclusive, research data indicate a gap with 45% of respondents considering themselves as a minority at work due to varying reasons.

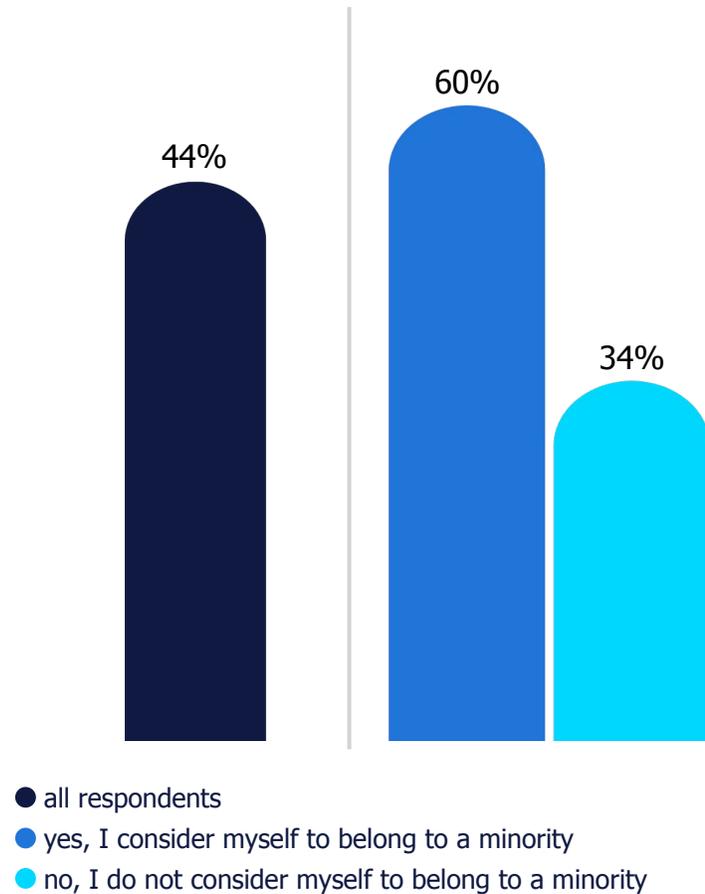
Fear of judgment or potential consequences may stem from experiences in which employees were marginalised because of their values, beliefs, or identity.

Employers who drive open conversations and promote inclusivity beyond just diversity can create a welcoming environment. This, in turn, allows everyone to bring their whole selves to work, attracting top talent who value authenticity and belonging so that they can focus on building their careers.

# an opportunity to move employees from neutral state to a thriving workforce.



# 44% of all respondents faced career growth obstacles, and minorities 26% more likely to have it worse.



3 in 5 workers who identify as minorities report facing career obstacles, which is 26% more when compared to non-minorities. Younger generations (Gen Z and Millennials) are more likely to identify as minorities, which could be attributed to higher modern societal awareness.

These obstacles could include unclear promotion processes, unconscious bias and limited access to mentorship or training. To bridge this gap, employers need to foster a truly inclusive environment through thorough education and purposeful engagement. Addressing these roadblocks will unlock their diverse workforce's full potential, leading to a more engaged, innovative, and talent-rich workplace.

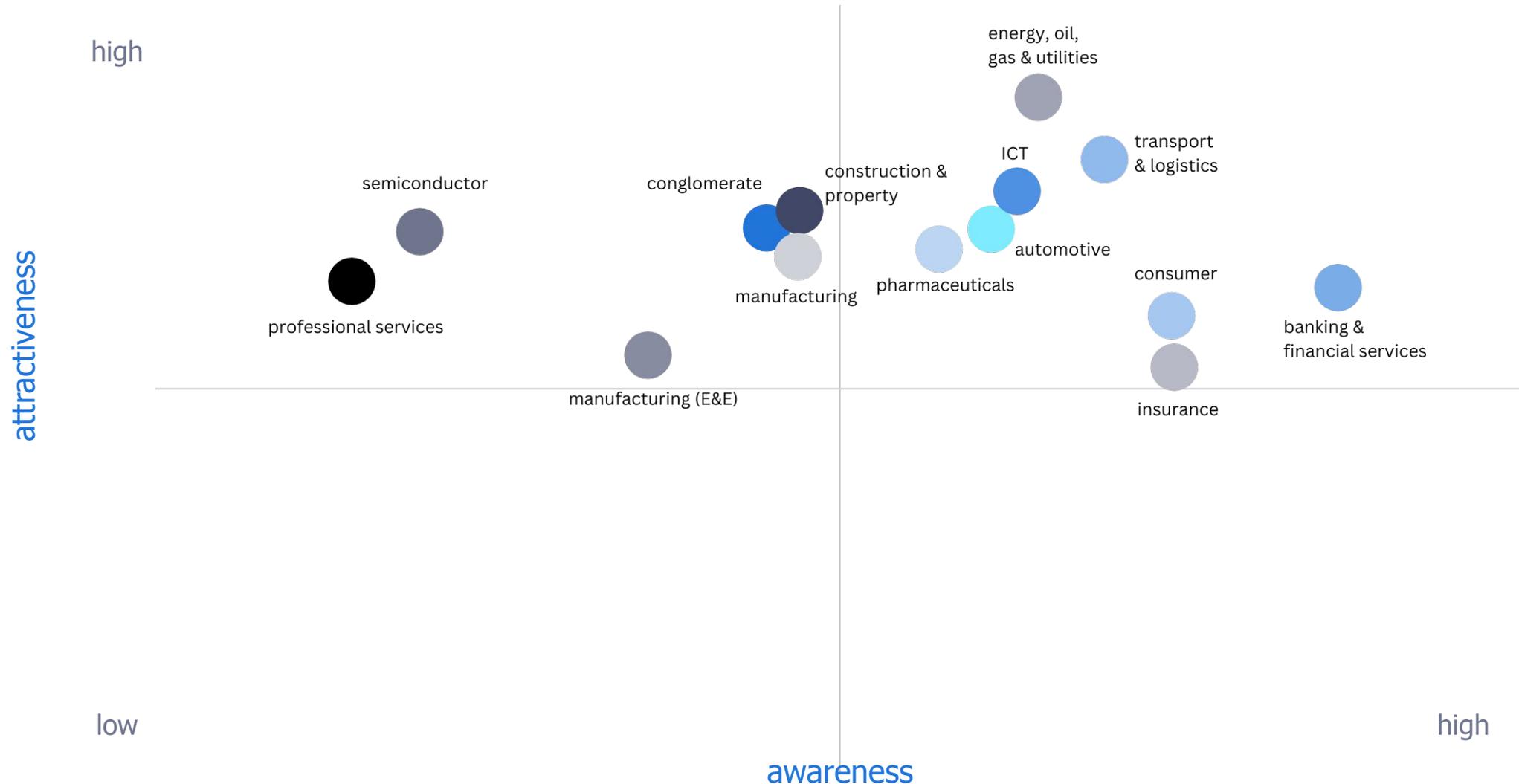
# progress on gender diversity, but perception of equity lags.

	female	male	gender gap
at my organisation, the best opportunities go to the most deserving employees	48%	56%	8%
senior managers are fair when it comes to reskilling and upskilling opportunities of those that report to them	50%	57%	7%
senior managers are fair when it comes to hiring or career advancements of those that report to them	51%	56%	5%
my unique attributes, characteristics, skills, experience and background are valued in my organisation	56%	60%	4%
my organisation provides equal pay for equal work	50%	52%	2%
I have faced obstacles in my career progression in this organisation which I believe are due to who I am	44%	44%	-



# top sectors & employers insights.

# spotlight on malaysia's most attractive industries.





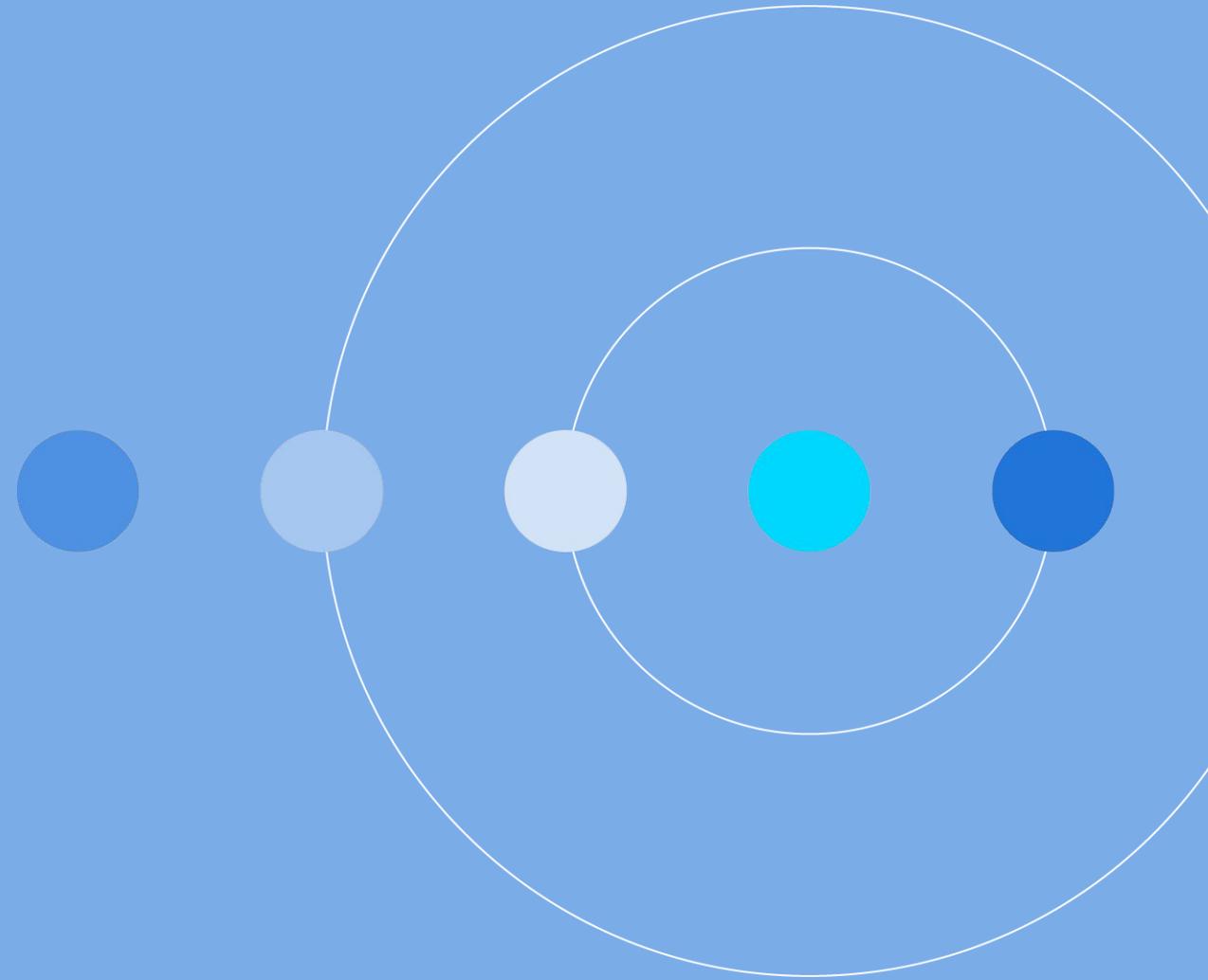
# let's start a conversation.

the employer brand research has many insightful, but complex insights, so we'd love the opportunity to walk you through our findings and have an open discussion about your talent attraction and employer branding strategies.

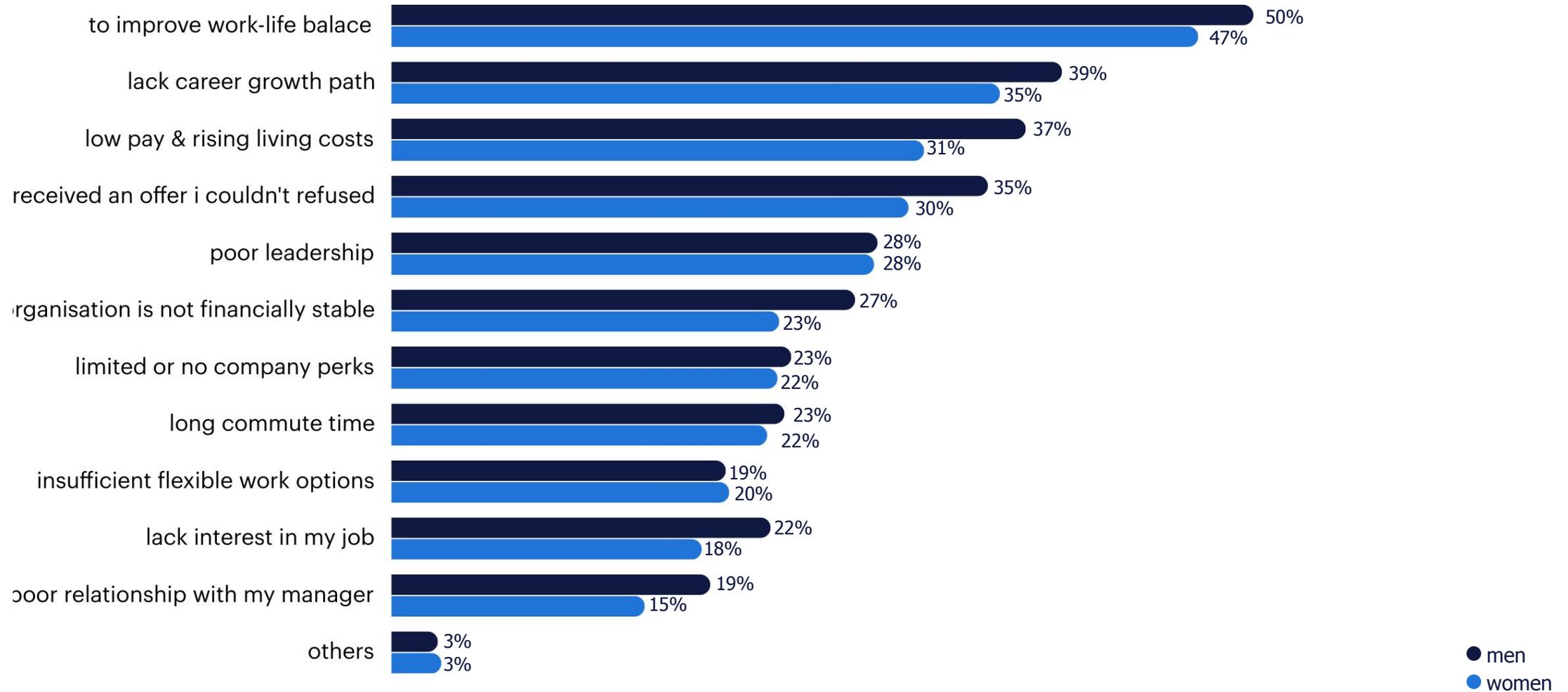
[communications@randstad.com.my](mailto:communications@randstad.com.my)



# appendix.



# reasons for leaving: genders.

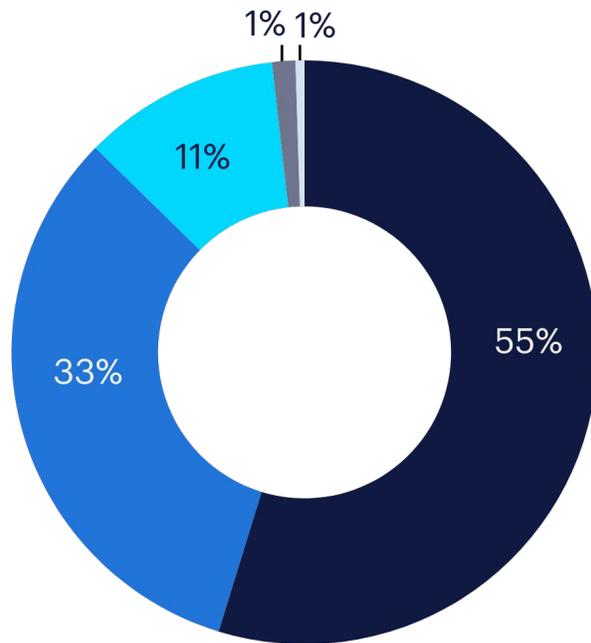


# reasons for leaving: generations.

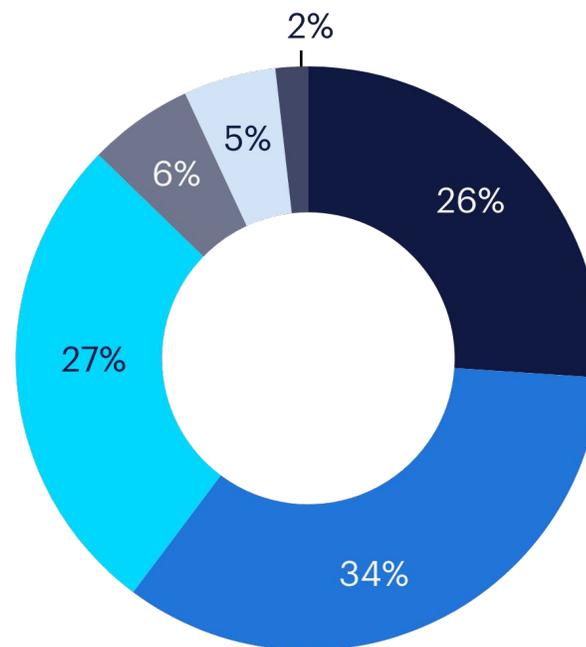
	Gen Zers (1997 - 2012)	Millennials (1981 - 1996)	Gen Xers (1946 - 1964)	Baby Boomers (1945 or before)
improve work-life balance	51%	50%	46%	43%
lack career growth path	38%	40%	32%	48%
low pay & rising living costs	35%	35%	32%	52%
received an offer i couldn't refuse	26%	31%	36%	62%
poor leadership	29%	26%	30%	29%
organisation is not financially stable	25%	21%	28%	43%
limited or no company perks	26%	24%	9%	24%
long commute time	21%	21%	23%	38%
insufficient flexible work options	25%	20%	16%	29%
lack interest in my job	29%	19%	18%	29%
poor relationship with manager	14%	17%	17%	24%
not fairly rewarded due to my identity	16%	17%	16%	24%
my company doesn't align with my D&I values	16%	17%	18%	24%
others	2%	2%	5%	-

# importance of re-skilling opportunities: genders.

men



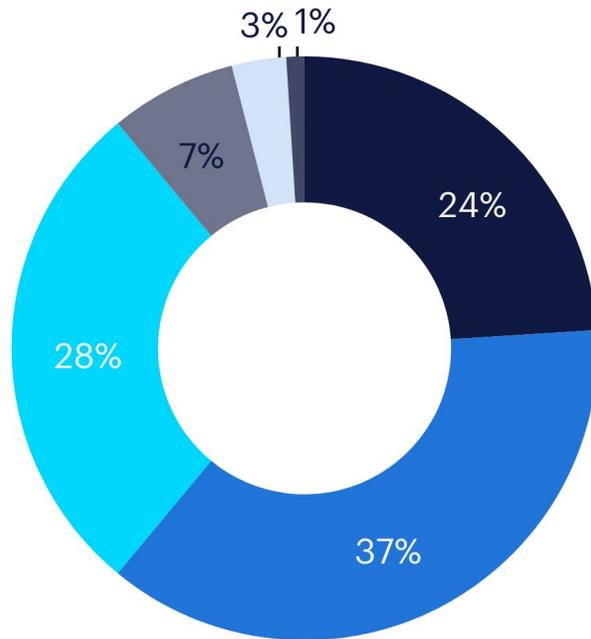
women



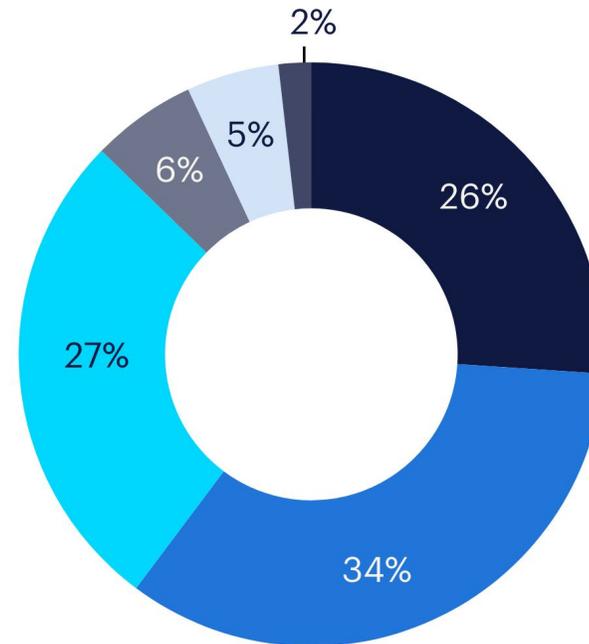
- 5 – very important to me
- 4
- 3
- 2
- 1 – not important at all
- don't know

# opportunities given to develop skills: genders.

men



women

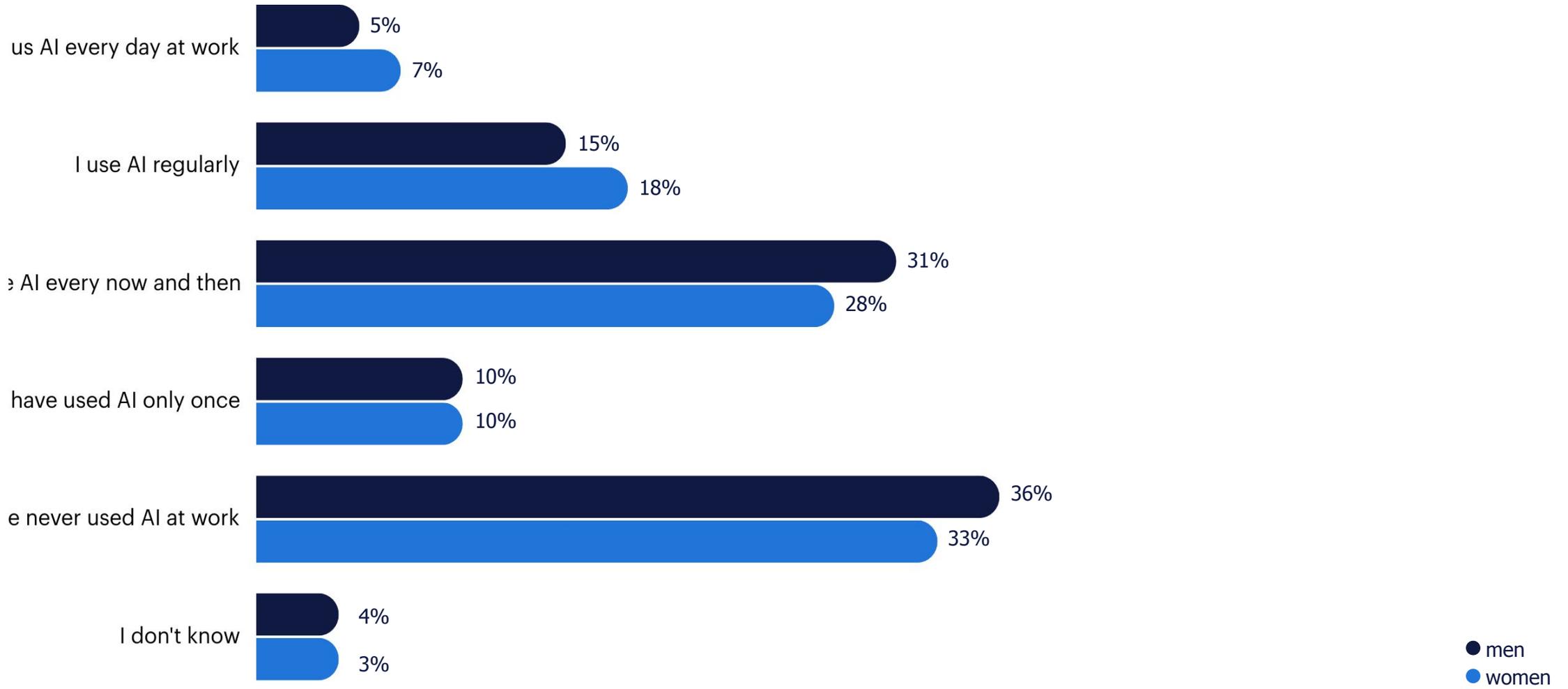


- 5 – completely true
- 4
- 3
- 2
- 1 – not at all true
- don't know

# career development: generations.

	Gen Zers (1997 - 2012)	Millennials (1981 - 1996)	Gen Xers (1946 - 1964)	Baby Boomers (1945 or before)
how important is it for your employer to provide re-skilling opportunities?				
5 - very important	56%	61%	48%	33%
4	38%	28%	25%	58%
3	9%	9%	13%	-
2	1%	1%	2%	-
1 - not important at all	-	1%	1%	-
don't know	-	1%	1%	-
does your employer offer you opportunities to develop in your role?				
5 - very important	28%	29%	19%	12%
4	40%	35%	35%	13%
3	24%	26%	29%	62%
2	4%	5%	10%	-
1 - not important at all	3%	4%	5%	12%
don't know	1%	1%	3%	-

# usage of artificial intelligence: genders.

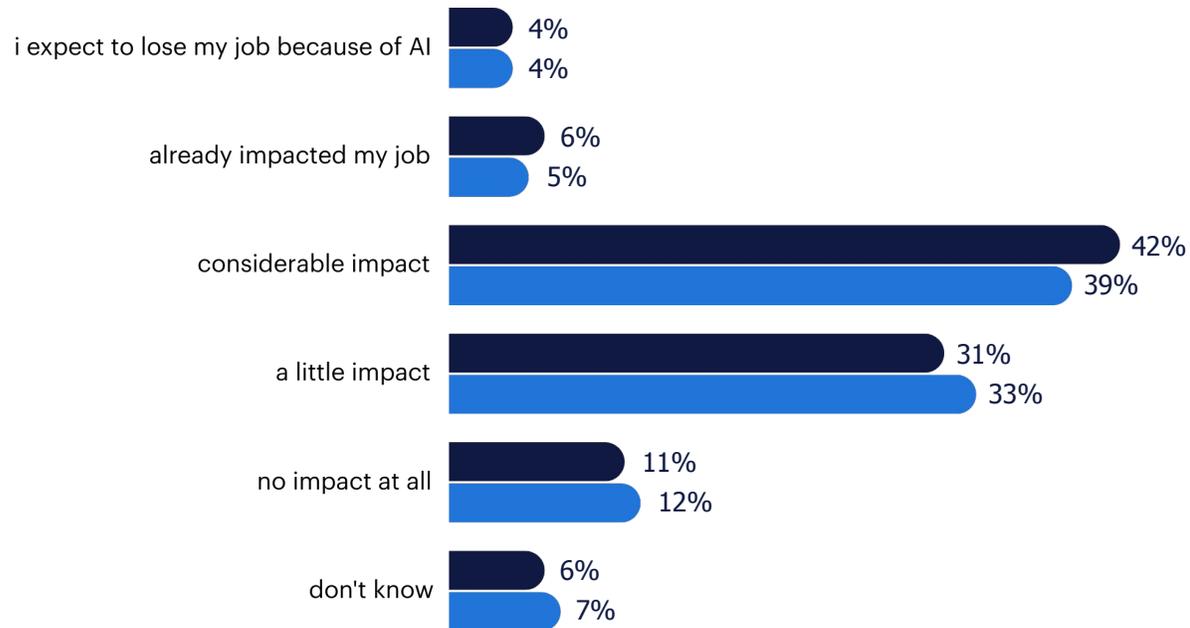


# usage of artificial intelligence: generations.

	Gen Zers (1997 - 2012)	Millennials (1981 - 1996)	Gen Xers (1946 - 1964)	Baby Boomers (1945 or before)
to what extent are you using artificial intelligence at work today?				
I use AI every day in my work	12%	7%	3%	7%
I use AI regularly	24%	18%	12%	7%
I use AI every now and then	28%	31%	28%	13%
I have used it only once	14%	10%	9%	-
I have never used AI in my work	19%	32%	42%	73%
don't know	2%	3%	6%	-

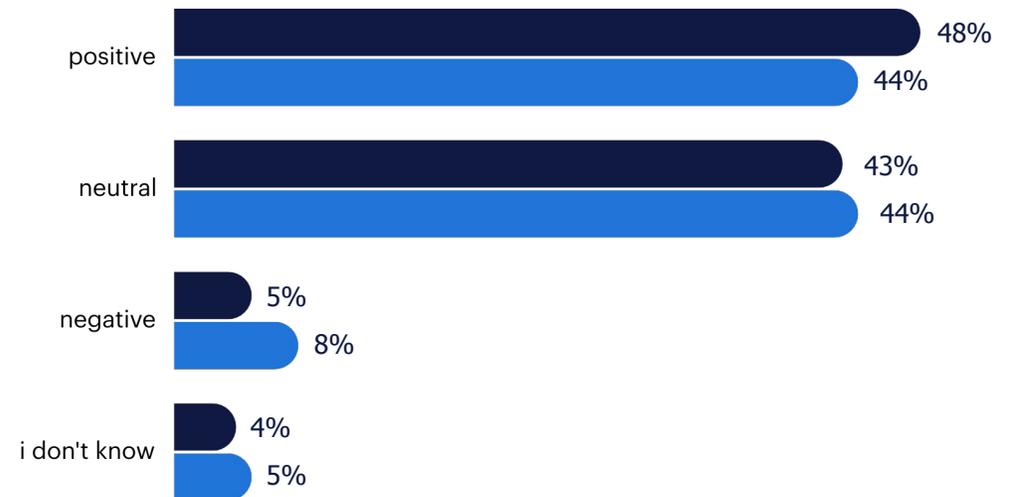
# AI's impact on jobs & satisfaction: genders.

## expected impact of AI on your job



## impact of AI on job satisfaction\*

\* only answered by those who said that AI has a little or considerable impact on their job. (n = 1,800)



● men  
● women

# AI's impact on jobs & satisfaction: generations.

	Gen Zers (1997 - 2012)	Millennials (1981 - 1996)	Gen Xers (1946 - 1964)	Baby Boomers (1945 or before)
<b>what do you think is the impact of AI on your job satisfaction to be?</b>				
positive	47%	47%	46%	14%
neutral	46%	45%	41%	57%
negative	6%	5%	8%	14%
don't know	2%	4%	5%	14%
<b>do you expect that AI will have an impact on your job in the next five years, or is this already the case?</b>				
No, not at all	14%	10%	12%	20%
Yes, a little impact	33%	33%	31%	20%
Yes, a considerable impact	41%	40%	40%	27%
I expect to lose my job because of AI	3%	5%	3%	-
It's already having an impact	6%	7%	4%	-
don't know	4%	5%	9%	-%

# impact of inflation: genders.



● men  
● women

# impact of inflation: generations

	Gen Zers (1997 - 2012)	Millennials (1981 - 1996)	Gen Xers (1946 - 1964)	Baby Boomers (1945 or before)
My salary raise completely covered the rising costs	26%	12%	9%	18%
My salary raise covered part of the rising costs	33%	38%	31%	18%
I received a one-time sum from my employer	8%	11%	8%	9%
My employer offered me vouchers to obtain specific products for free	6%	6%	4%	-
I did not receive any kind of support from my employer	23%	30%	45%	46%
don't know	4%	3%	3%	9%

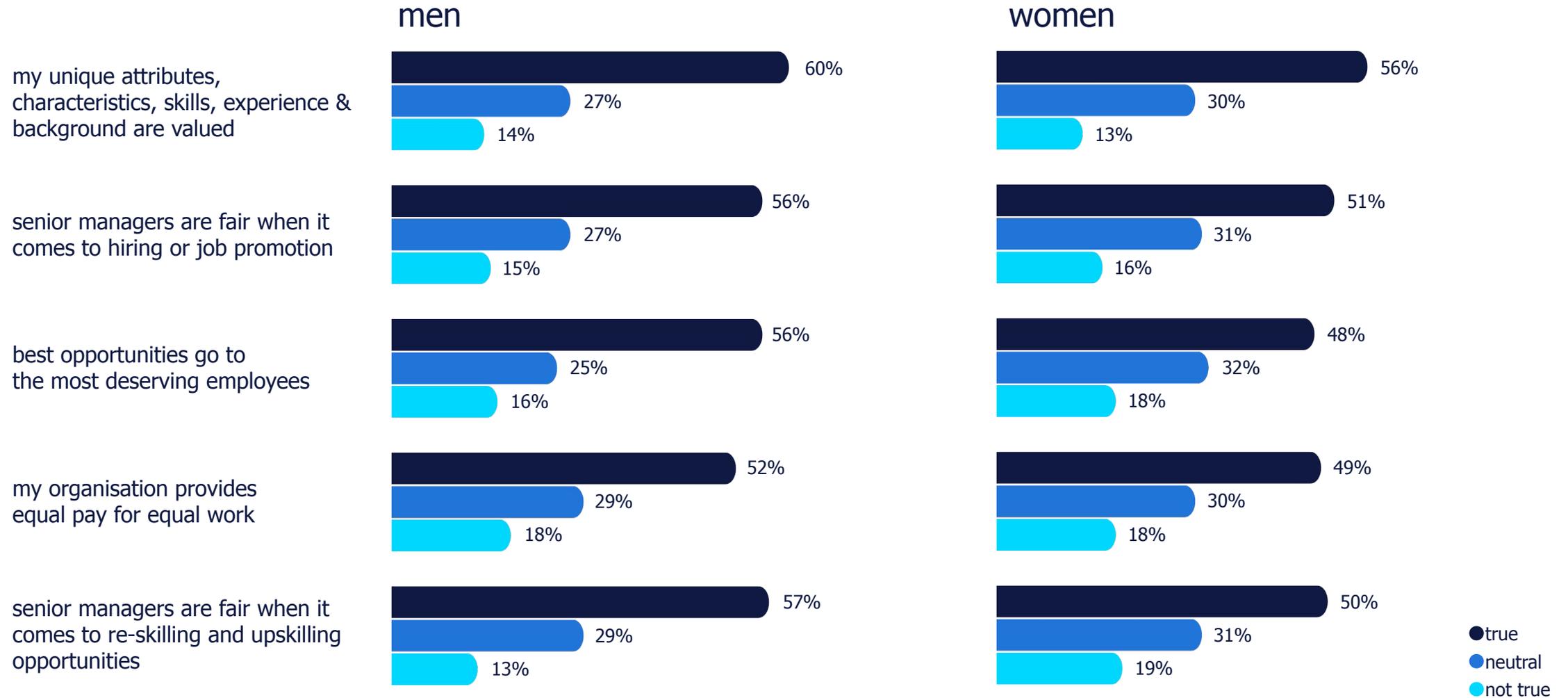
# respondents who identify themselves as minorities: genders.

	men	female
i don't consider myself a minority	57%	52%
gender identity	7%	9%
sexual orientation	5%	4%
ethnicity, nationality, race or ancestry	21%	19%
religion	13%	10%
disability	6%	4%
other reasons	11%	13%
prefer not to answer	4%	5%

# respondents who identify themselves as minorities: generations.

	Gen Zers (1997 - 2012)	Millennials (1981 - 1996)	Gen Xers (1946 - 1964)	Baby Boomers (1945 or before)
i don't consider myself a minority	44%	53%	59%	78%
gender identity	16%	10%	4%	-
sexual orientation	7%	6%	2%	-
ethnicity, nationality, race or ancestry	21%	21%	20%	11%
religion	19%	12%	9%	-
disability	7%	3%	7%	-
other reasons	18%	13%	10%	-
prefer not to answer	4%	5%	4%	11%

# equity statements: genders.



# equity statements: generations.

	Gen Zers (1997 - 2012)	Millennials (1981 - 1996)	Gen Xers (1946 - 1964)	Baby Boomers (1945 or before)
<b>my unique attributes, characteristics, skills, experience &amp; background are valued</b>				
true	60%	60%	54%	66%
neutral	26%	27%	28%	17%
not true	13%	11%	17%	17%
<b>senior managers are fair when it comes to hiring or job promotion</b>				
true	57%	53%	52%	50%
neutral	26%	30%	29%	33%
not true	16%	14%	17%	17%
<b>best opportunities go to the most deserving employees</b>				
true	57%	55%	47%	33%
neutral	30%	26%	31%	50%
not true	12%	17%	20%	17%

# equity statements: generations.

	Gen Zers (1997 - 2012)	Millennials (1981 - 1996)	Gen Xers (1946 - 1964)	Baby Boomers (1945 or before)
<b>my organisation provides equal pay for equal work</b>				
true	55%	51%	49%	50%
neutral	25%	28%	31%	33%
not true	19%	17%	19%	17%
<b>senior managers are fair when it comes to re-skilling and upskilling opportunities</b>				
true	52%	54%	52%	66%
neutral	33%	29%	29%	17%
not true	14%	15%	18%	17%

partner  
for talent.

