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randstad employer brand research 2025 edition.

Commissioned by Randstad and conducted by Kantar, the Randstad Employer Brand Research is an independent and most representative and inclusive employer brand research in the world.

It is the only study that captures the workforce sentiments towards key employee value proposition factors from employees and job seekers between the ages 18 and 64.

Since 2011, we conducted the survey every year to track trends in employees' motivations and attractiveness of the employer brand. 2025 also marks the 11th edition in Malaysia.

The in-depth survey results and findings give an overview of the trending insights that can help shape and strengthen your company's employer brand strategy.

research conducted by:

KANTAR



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



randstad employer brand research: malaysia.

respondents in malaysia

minutes online interviews



gen Z 13 to 28 years old





gen X 45 - 60 years old

top 10 respondents' employment fields

admin, secretarial & HR	15%
engineering & technology	14%
sales & marketing	9%
finance	8%
ICT	6%
education	6%
construction	6%
transportation & logistics	5%
customer services	4%
healthcare	4%





talent's priorities remain stable, but vary by generations.

salary & benefits remain top priority for malaysians

The ideal employer profile in Malaysia has remained consistent in the past year. Salary & benefits, work-life balance and strong management continues to be top priorities for all employee types.

Salary and benefits continues to be the leading factor to attract and retain talent. While Malaysia was traditionally viewed as a low-cost labor market, this perception is changing. The ongoing digital transformation and rising demand for specialised skills have prompted employers to reward talent more competitively.

Despite these improvements, there is still a 7-point gap between employee expectations and what is offered in terms of salary and benefits, highlighting a critical area for employers to address.

generational differences in training, equity, security and culture

As people grow older, they start to place more value on various employer traits like financial health, job security, and location. Older generations are also more critical about the performance of their employers — in particular regarding salary and benefits and career progression.

Gen Z workers are the only generation that prioritise a pleasant work atmosphere over career progression and financial health.



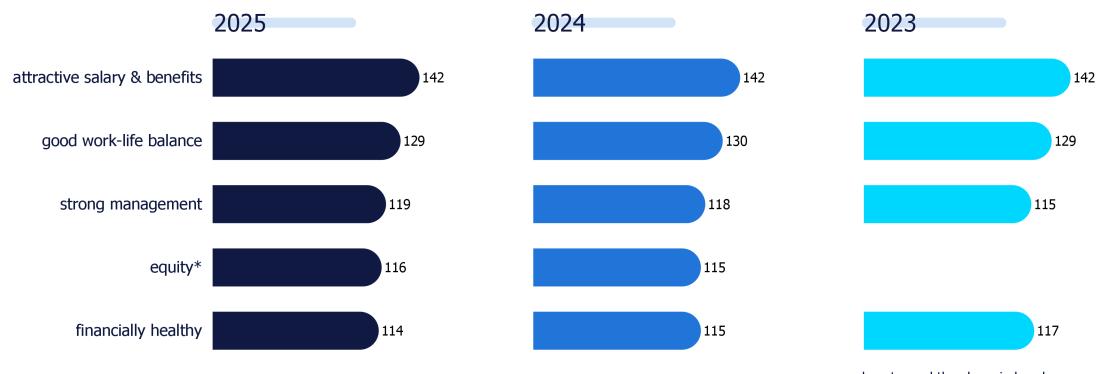
To drive growth and transformation, companies must be able to attract top talent. Now is the time to revise salary bands—not only to enhance your employer brand, but also to meet the rising demand and complexity of skills in today's workforce.

fahad naeem country director, randstad



salary & benefits top EVP factor in malaysia.

The top 5 EVP drivers (out of a list of 16) remains stable with previous years, as Malaysians balance functional needs with emotional factors like strong work-life balance and a sense of equity.



appendix: full ranking of 16 employee value propositions



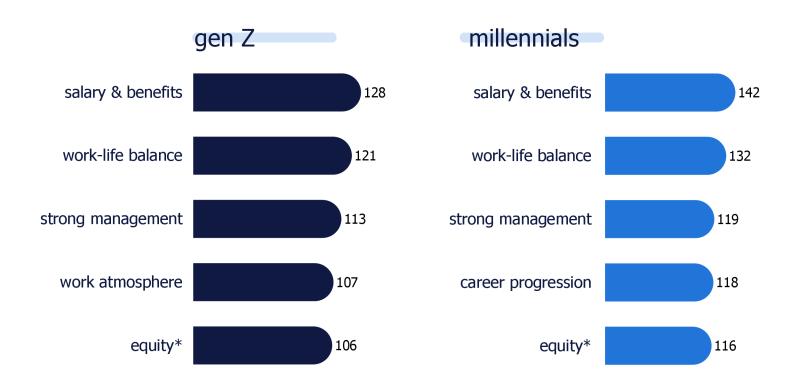
*new in 2024: 'offers employees equal opportunities regardless of age, gender, ethnicity etc. Q. Thinking about your ideal employer, please pick those elements that this organisation should most definitely have?

how to read the above indexed scores:

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

generational divide: top 5 EVPs.





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

how to read the above indexed scores:

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

appendix: full ranking of 16 employee value propositions by work generations



7 in 10 rate their employers positively on equity, suggesting improvements in creating inclusive work environments.

Salary and benefits have the biggest unmet expectation gap at 7 points, despite a slight 1-point improvement from 2024.

However, the talent expectation gap for "good work-life balance" has increased from 4 points to 5 points in 2025. Companies aiming to improve their talent attraction outcomes should focus on improving work-life balance for their workforce.

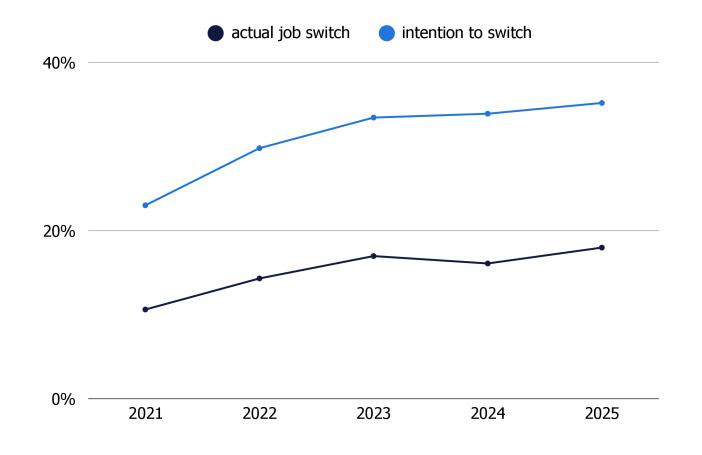
Even though employers are faring better in reputation and location, they are not as important for talent when considering the profile of an ideal employer.

evaluation of current employer	profile of ideal employer
1 conveniently located	1 salary & benefits
2 good reputation	2 work-life balance
3 financially healthy	3 strong management
4 job security	4 equity
5 equity	5 financially healthy
6 pleasant work atmosphere	6 career progression
7 work-life balance	7 pleasant work atmosphere
8 salary & benefits	8 good training
9 interesting job content	9 good reputation
10 career progression	10 job security



Q. How would you rate your own employer on each of the attributes below, on a scale from 1 (not at all true) to 5 (completely true)?

in malaysia's thriving job market, talent are chasing opportunities.





is planning to switch jobs within the first 6 months of 2025, a 1.3% increase in the same period from the previous year.



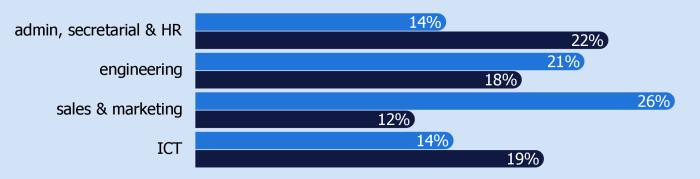
have changed jobs between july and december 2024, a 1.9% increase from the same period the previous year.

sectoral differences in resignation rates, and intention to quit.

respondents who considered resigning (january - june 2025)



respondents who resigned from their roles (july - december 2024)



admin, secretarial & HR	2% 🔱
engineering	2% \uparrow
sales & marketing	8% 1
ICT	2% \downarrow

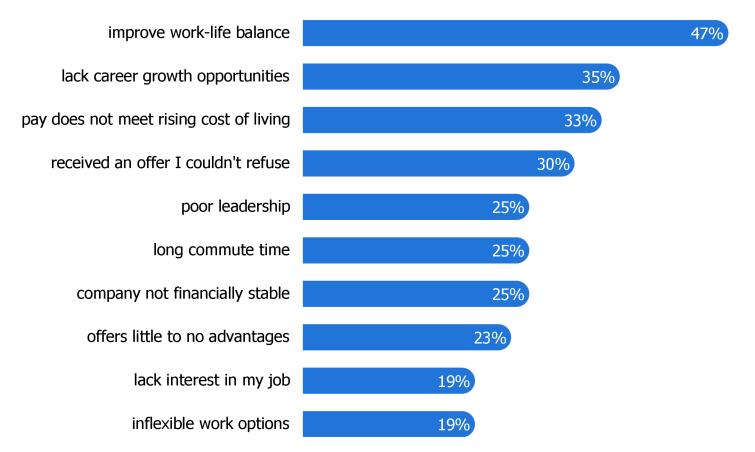
admin, secretarial & HR	8% 🔱
engineering	3% ↑
sales & marketing	14% 个
ICT	5% 🔱

2025

2024



job leavers motivated to find companies that offer better work-life balance.



While Malaysians are exploring new job opportunities in the market, companies are getting better at retaining staff as overall scores for reasons for leaving decreased across all factors.

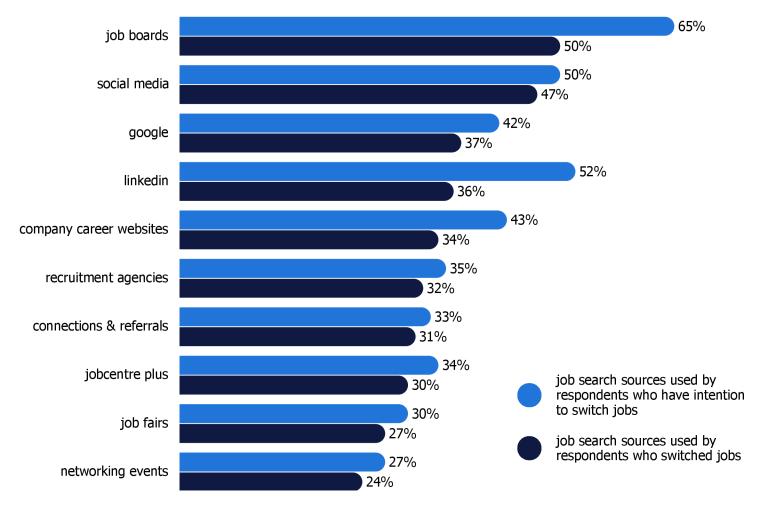
Compared to 2024, fewer respondents are leaving due to poor leadership (2.9%), lack of career growth opportunities (-2.4%), and poor work-life balance (-2%).

The share of those leaving for offers they couldn't refuse also fell by 2.8%, indicating that employers are matching salaries competitively and providing a better experiences to their staff.

appendix: full ranking of reasons by work generations



job boards dominate, but social media gains grounds among gen Z & millennials.



Job boards are still the top job search method for Millennials and Gen X, but the YoY use of job boards in Malaysia dropped by 3% in 2025.

This year, more respondents are using LinkedIn (+3.2%) and company career sites (+4.2%) to look for jobs.

Success rates among respondents with job boards also fell by 4.7%, while company career sites saw higher success, rising from 30.7% in 2024 to 34.1% in 2025.



Q. Through which of the following job search channels have you used to look for a job?



across all generations, work-life balance fuels employee motivation.

71% of respondents reported feeling engaged in their current roles, with 62% experiencing higher motivation than the year before.

Work-life balance is the main motivating factor among respondents. Limited growth opportunities, lack of recognition and wanting higher pay are the top reasons people lose motivation at work.

There is a clear link between motivations and retention, as respondents who feel less motivated are more likely to consider guitting.

thoughtful words of appreciation can improve employee engagement

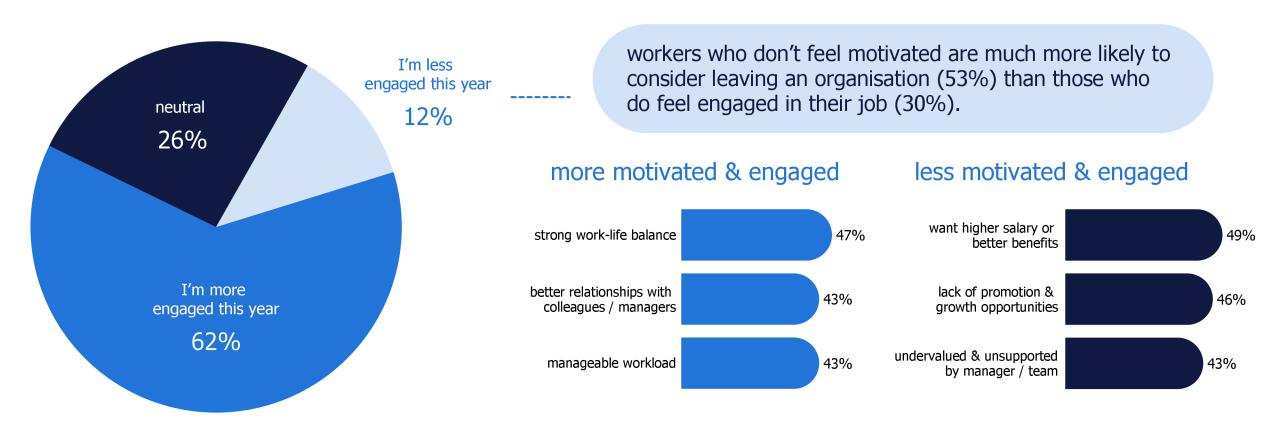
While the disengagement rate in Malaysia is low, there is always ways better motivate employees.

Feeling undervalued and unsupported at work is one of the top 3 reasons why across 3 generations of workers report feeling unmotivated. Simple, sincere words of appreciation not only create opportunities for engagement but also boost motivation and morale





employee engagement is on the rise as 62% of respondents feel more motivated this year.



appendix: full ranking of reasons leading to higher / lower motivations



Q. On a 5 point scale, how motivated / engaged are you in your current job role compared to the

Q. You have stated that you are more (less) motivated / engaged than a year ago. Has this been influenced by any of the following factors?

employee motivations and reasons for disengagement, by industry.

more motivated & engaged less motivated & engaged unsupported at work 58% 55% manageable workload admin, admin, secretarial & HR lack of growth oportunities secretarial & HR strong work-life balance 51% 50% 46% want higher salary / benefits 44% supported by colleagues want higher salary / benefits 50% 61% better job security engineering engineering excessive workload supported by colleagues 56% 49% poor work-life balance adequate recognition 48% 56% manageable workload lack of growth opportunities 85% 44% sales & sales & strong work-life balance 62% marketing 44% marketing unsupported at work supported by colleagues 41% lack of recognition 60% 54% lack of growth opportunities 63% better workplace relationships **ICT** ICT 52% 46% manageable workloads want higher salary / benefits better job flexibility 45% work-life balance 45%



relationships and work-life balance determinants of employee engagement levels.



gen Z

better relationships with colleagues / managers



50%

strong work-life balance



47%

manageable workload



42%

millennials

strong work-life balance



44%

valued & supported by manager / team



40%

opportunities for growth, promotions & development



40%

gen X

strong work-life balance



52%

manageable workload



49%

confidence in job security



46%



gen Z & millennials will be more engaged with better compensation & support.



gen Z

want higher pay / better benefits



56%

excessive workload



44%

undervalued or unsupported by manager / team



41%

millennials

want higher pay / better benefits



52%

lack of growth & promotion opportunities



49%

undervalued or unsupported by manager / team



43%

gen X

lack of growth & promotion opportunities



45%

concern about job security



43%

undervalued or unsupported by manager / team



43%





AI adoption rising quickly in malaysia.

Compared to 2024, 11% more respondents use AI regularly at work across all generations, with Gen Z and Gen X respondents reportedly using it more this year.

There is a net +1% improvement in talent attitude towards AI. With more people using AI now, the perception may have shifted from viewing it as a threat to their job security to a tool that can improve work quality and outcomes.

However, AI adoption is still inversely correlated with age. Gen Z is leading the change at 49%, while only 26% of Gen X use AI regularly.

This highlights the importance of employers offering equitable training and access to AI, while customising the solution to meet the expectations and capabilities of all generations.

1 in 3 use AI regularly at work

31%

of Gen X have never used AI at work

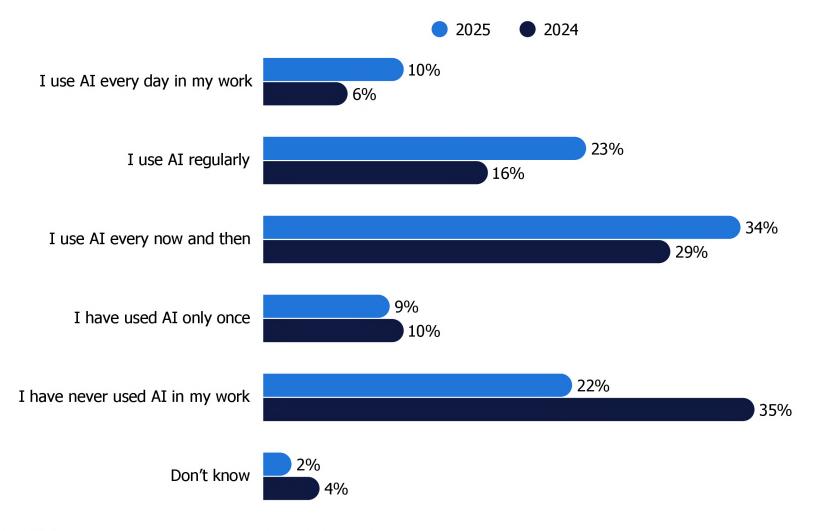


To unlock the full potential of AI for organisational growth and transformation, leaders must bring their people along on the journey. When your workforce is engaged and empowered, your company moves faster, adapts better to changes, and attracts top talent.

ionathan sia head of randstad talent, malaysia



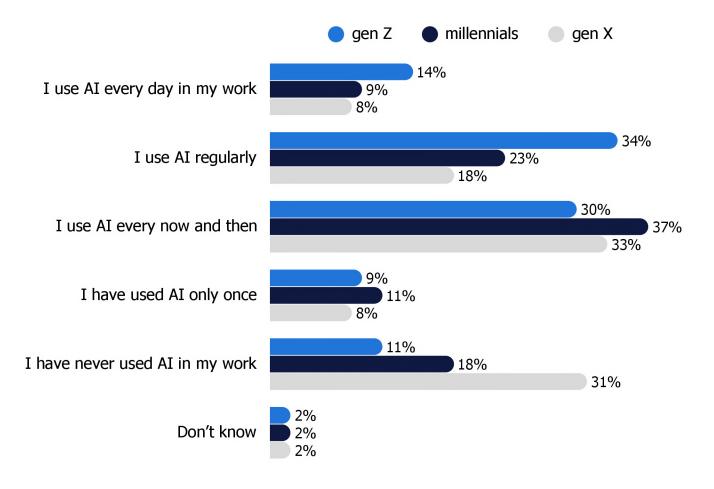
regular AI use has increased by 11% in 2025.







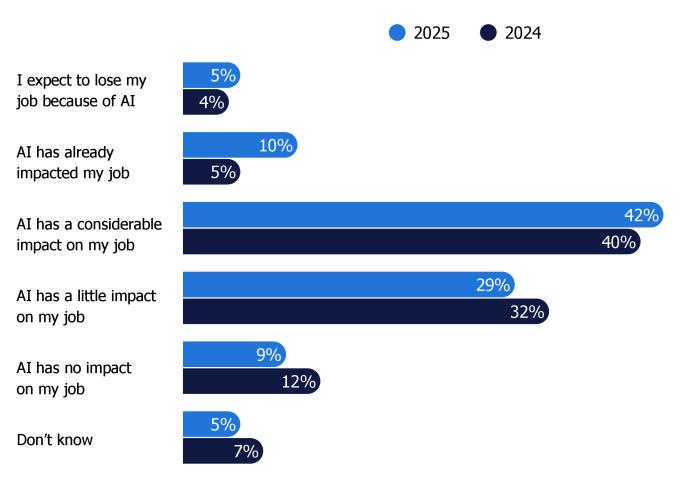
improvements in AI adoption, but 1 in 3 gen X still not using AI at work.





more Gen Z and Gen X are using AI more regularly in 2025

malaysians know that AI is impacting their jobs, and are positive about the changes that it will bring.



Awareness of AI's role at work is growing, with 81% of respondents expecting AI to shape their jobs, and most see this as a positive change.

Positive attitudes towards AI have grown by 2%, while negative views have slightly declined by 1%.

Notably, 2% fewer people now believe AI will take over their jobs, suggesting more are seeing how to use AI as a tool rather than viewing it as a threat.



companies' equity ratings improved year-on-year.

Employers' equity ratings has improved across all key statements compared to 2024. Talent are expecting employers to be more equitable, and Malaysia employers are proving successful results from their progress.

In particular, employer performance is the strongest in valuing talent's unique attributes and offering fair re-skilling and upskilling opportunities.

In line with this, respondents who identified as minorities now experience somewhat less career obstacles than a year ago. Nevertheless, they still face more career obstacles compared to respondents who do not identify as a minority.

more gen Z identify as minorities, but are positive about their employer's equity performance

More than half of the Gen Z respondents identify as minorities, and the most common reasons are ethnicity & nationality, as well as religion.

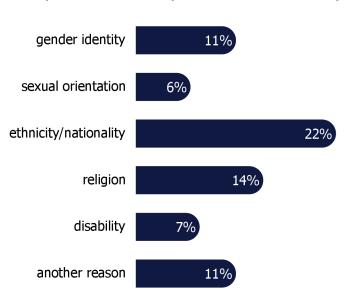
Despite identifying as so, Gen Z and Millennials are generally more positive about their employer's equity performance.





talent experience have improved, but respondents who identify as minorities are still more likely to face career obstacles.

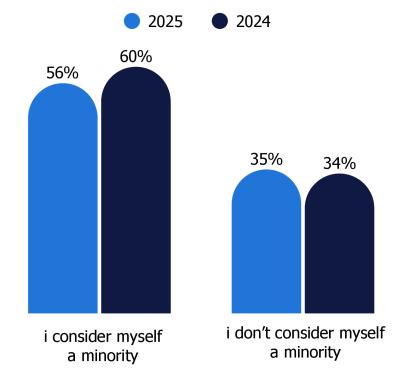
do you consider yourself a minority?







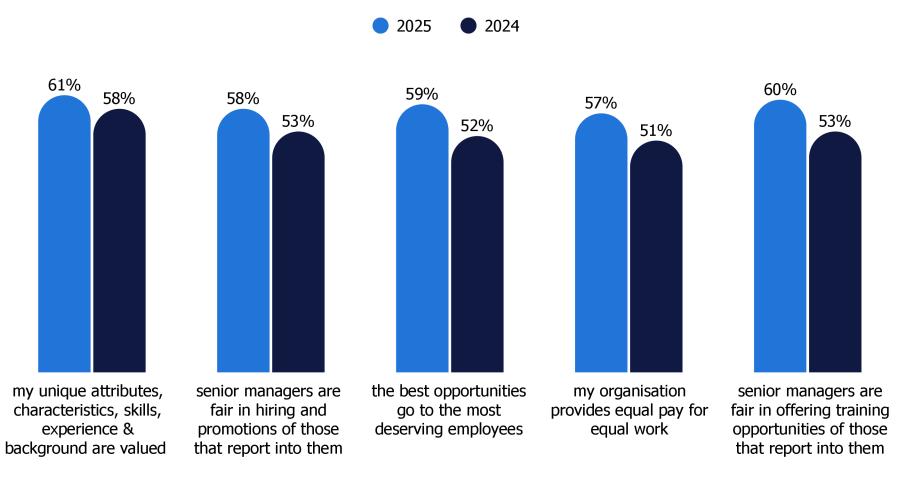
"I have faced obstacles in my career progression in this organisation, which I believe is because of who I am."



appendix: full reasons why people consider themselves a minority by work generations



employers are making positive progress with their equity initiatives.



appendix: equity statements by work generations



about randstad.

Randstad is a global talent leader with the vision to be the world's most equitable and specialised talent company. As a partner for talent and through our four specialisations — Operational, Professional, Digital and Enterprise — we provide clients with the high-quality, diverse and agile workforces that they need to succeed in a talent scarce world. We help people secure meaningful roles, develop relevant skills and find purpose and belonging in their workplace. Through the value we create, we are committed to a better and more sustainable future for all.

Headquartered in the Netherlands, Randstad operates in 39 markets and has approximately 40,000 employees. In 2024, we supported over 1.7 million talent to find work and generated a revenue of €24.1 billion. Randstad N.V. is listed on the Euronext Amsterdam. For more information, see www.randstad.com.

about employer brand research.

Randstad employer brand research 2025 explores the views of working people in Europe, Asia-Pacific, Latin and North America.

Data was collected from over 170,000 respondents in Argentina, Australia, Austria, Belgium, Brazil, Canada, Chile, China, Czech Republic, Denmark, 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, Türkiye, the United Kingdom, the United States and Uruguay between 6 January 2025 and 2 March 2025.

For this research, Randstad partnered with Kantar, a global research and analysis firm.

Please visit the Randstad Malaysia website for more information about the annual employer brand research.

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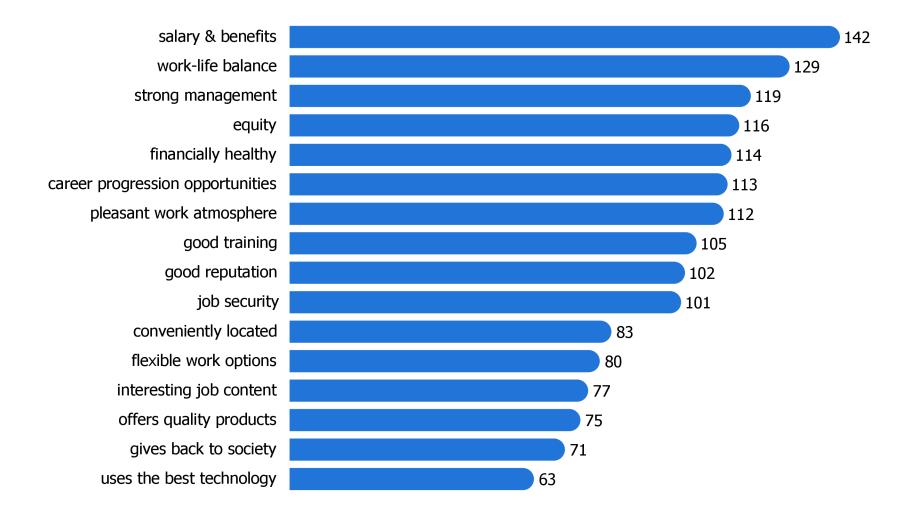
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appendix.

employee value proposition: all respondents.





employee value proposition: generations.

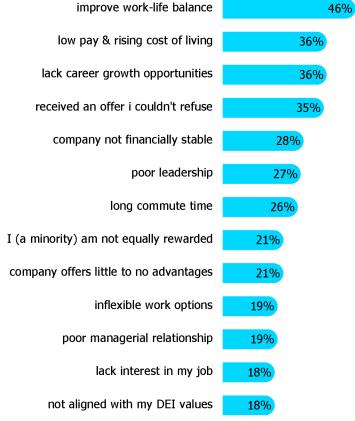




reasons to leave an employer: generations.

millennials gen X gen Z

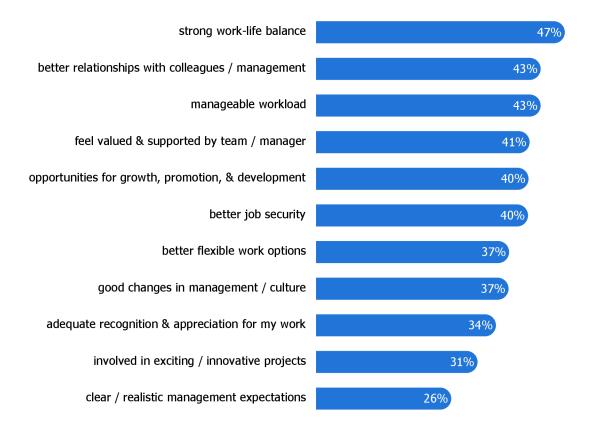




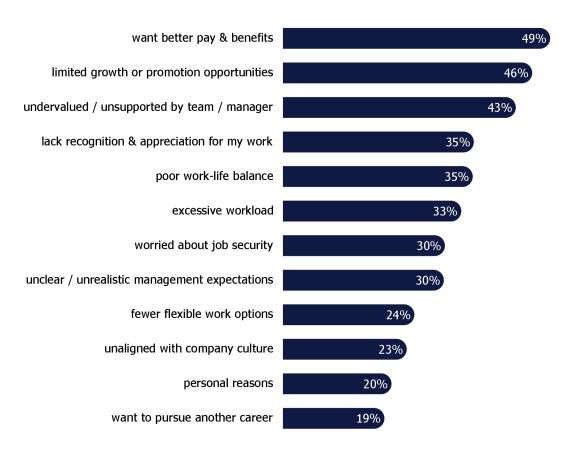


motivations & engagement levels: all respondents.

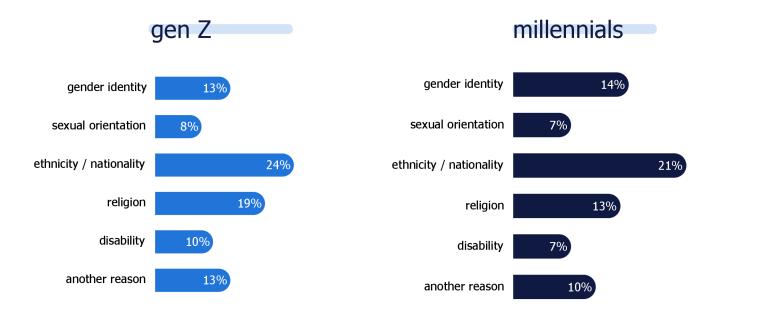
feel more engaged in 2025

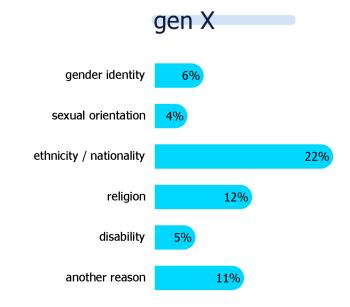


feel less engaged in 2025



identify as minority: generations.





equity statements: generations.

agree statements are true

