

2026 talent & salary outlook. randstad malaysia



partner for talent.

malaysia's strategic shift to a high-value workforce.

Driven by competitive operating costs, strong infrastructure, and a strategic location, Malaysia is now the destination-of-choice for global firms seeking expansion in the region.

The influx of capital and rapid pace of digitalisation are creating an urgent need for specialised skills that outpaces the current supply, resulting in talent scarcity.

For Malaysia to achieve its long-term goal of transitioning from a manufacturing-led economy to a high-value, knowledge-driven nation, companies will need to step up to equip local talent with skills in critical domains such as Industry 4.0 automation, AI, and cybersecurity.

moving up the value-chain with AI.

Talent scarcity is most acute in high-value, niche roles that are essential for driving innovation and development. To fully capitalise on the nation's competitive advantages, Malaysia will need to develop more specialised talent through more targeted skill-building.

The impact of AI is beginning to reshape the local labour market. In Malaysia, the introduction of AI has boosted business growth and workforce productivity. New start-ups are creating AI-powered products and services, and larger organisations are undergoing digital transformation to digitise and automate processes to optimise costs and drive productivity.

However, with the structural shift that we see now happening in larger or more mature economies, it is imperative that companies must move beyond relying on existing capabilities and commit to nurturing continuous talent growth to cushion the ripple effects.

Gen Z talent can fill the gap, but they need development opportunities.

The persistent shortage of specialised talent faces more complexity as employers navigate new perspectives and mismatch expectations from Gen Z a generation eager to seize new opportunities in AI and automation.

In Malaysia, global employers continue to seek "job-ready" talent, yet many young professionals require exposure to build the expertise needed for niche and technical roles.

While Gen Z brings immense potential and serves as an obvious solution to talent scarcity, many graduates lack the hands-on experience as academic training often outweighs practical learning in schools.

Bridging this gap requires a balanced approach that combines structured training with on-the-job development. In Malaysia, 60% of professionals say that they learn through on-the-job training, and concurrently up to 51% also rely on AI tools as well as formal corporate training programmes.

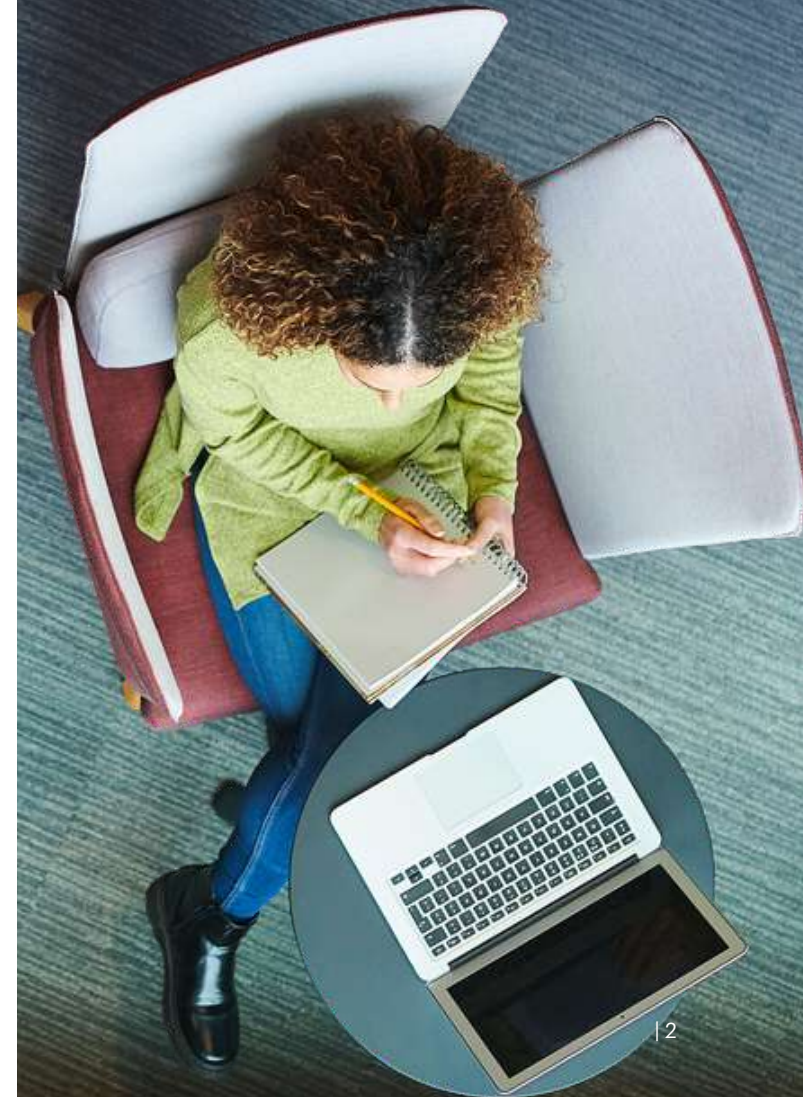
To address talent scarcity and meet the increasing demand for specialised talent, both employers and talent must embrace self-directed learning as a shared responsibility. By offering young talent opportunities to participate in specialised projects, either through internships or management training programmes, employers can provide critical exposure that transform theoretical knowledge into real-world applications.

beyond compensation, trust and accountability defines talent attraction success.

Remuneration packages and work-life balance policies offered by companies are highly-competitive, but they no longer set employers apart when it comes to talent recruitment.

The new currency for talent attraction and engagement is trust, which is an often-overlooked element that defines thriving organisations. Building trust requires companies to deliver on competitive pay that is aligned with inflation rates, and robust learning and development programmes that show employees that their growth and contributions truly matters.

"The new currency for talent attraction and engagement is trust, which is an often-overlooked element that defines thriving organisations."



Employers that empower their teams through transparent and accountable leadership gain a significant advantage in recruitment. Respondents in Malaysia have consistently ranked “strong management” as their top 5 employee value proposition factor when looking for an ideal employer in [Randstad Malaysia’s Employer Brand Research](#).

When employees feel valued and supported, they become authentic advocates for their organisation.

This employee advocacy strengthens employer brand reputation, amplifying positive workplace stories that attract high-quality talent and reinforce long-term retention.

adopt agile workforce solutions to scale business productivity.

Companies in Malaysia have an opportunity to address talent scarcity with a flexible workforce model that comprises both permanent and contract employees. Flexibility in workforce management allows companies to respond quickly to economic changes, maintain operational resilience, and capitalise on new market opportunities.

Already, flexible workforce strategies are being adopted by some industries like Technology and Shared Services, where often the workforce size is dependent on the volume of projects.

Contract talent offers companies niche expertise exactly when the business needs it. For talent, contract work meets most expectations in career flexibility and greater autonomy through a diversity of projects that contributes to overall professional development.

While previously a job type that is less preferred given the perceived lack of stability and the hassle of finding new roles frequently, the local workforce is warming up to the concept of contract roles.

In a recent survey, **17%** of job seekers in Malaysia said that they are open to taking a contract role. This is especially the case with Gen Z workers who are looking for diverse work exposure, as well as senior talent who have a stronger desire for consultancy work.

a holistic talent approach towards talent attraction & employee experiences.

To succeed in the 2026 talent market, companies must adopt a holistic workforce strategy that combines strong leadership, flexible work practices, and robust learning and development. Employers should actively communicate their employee value proposition and benchmark it against leading organisations to refine their competitive edge.



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2026 talent outlook & expectations survey.

The 2026 talent landscape in Malaysia is marked by talent approaching job searches with confidence, as well as valuing time and health as crucial currencies for maintaining balance. AI is increasingly embraced as a powerful platform for self-directed learning and productivity improvements, signaling a shift towards digital-first career development that employers can leverage.

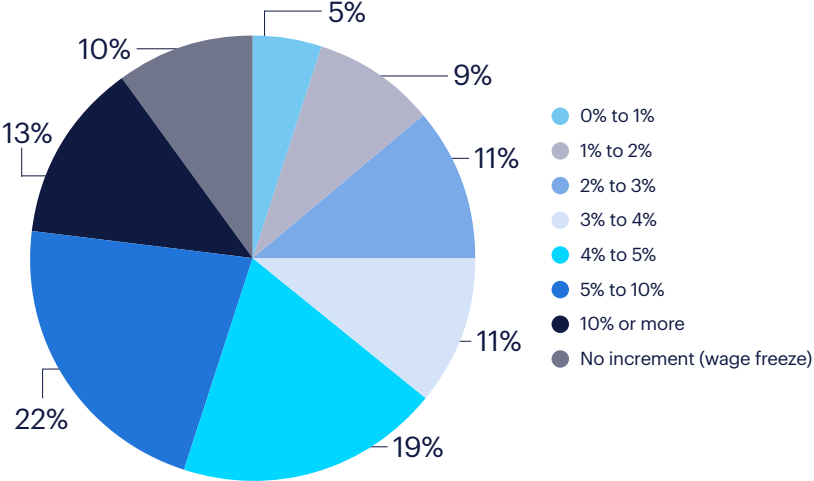
A study commissioned by Randstad and conducted independently surveyed 982 respondents in Malaysia to assess talent expectations and attitudes towards employment and the job market to guide HR professionals and employers seeking in attracting and retaining talent in a talent-scarce market.

salary & bonus expectations on job switching behaviour.

In Malaysia, 22% of respondents expect a salary increase of 5% to 10% from their existing employers in 2026, while 18% anticipate a 4% to 5% pay raise. This optimism aligns with Malaysia's status as Southeast Asia's second-fastest growing economy, with several banks upgrading the country's 2025 growth forecast to the upper range of 4% to 4.8%. Beyond salary increments, 1 in 3 respondents expect a modest one-month bonus next year, as another 26% anticipate a two-month bonus, and 18% look forward to a three-month bonus payout.

keeping in mind the economic climate and your company's business performance...

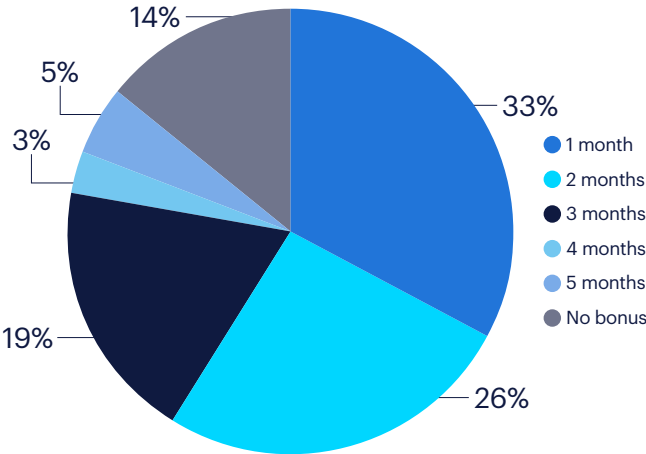
2026 salary expectations



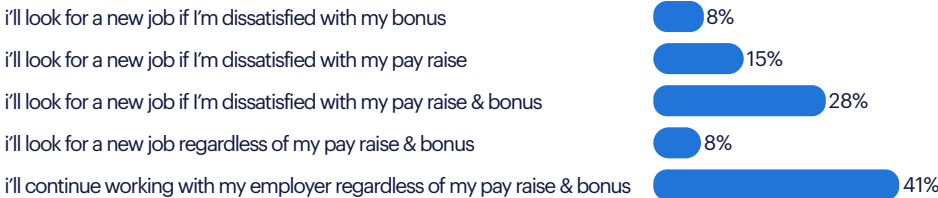
In a growing economy, companies must offer compensation that is not only fair but competitive to reflect the employee's contribution, growth potential, and skills. According to the 2025 Employer Brand Research in Malaysia, "salary and benefits" has consistently ranked as the most important employee value proposition sought by talent.

Reflecting this, 52% of respondents said they would consider changing jobs if they are dissatisfied with their salary increments, bonuses, or both. 28% of respondents said that they evaluate salary growth and bonus payout together, suggesting that employers cannot compensate for poor salary increments with bonuses alone, or vice versa. A balanced approach to total compensation is both necessary and critical for retention.

2026 bonus expectations.



will your bonus payout or salary increment affect your decision to change employer in 2026?



job seekers considerations.

With salary and bonus payouts being one of the factors talent consider when making career decisions, the job market is expected to show significant movement with 64% of respondents actively or passively seeking new job opportunities.

20%

are actively looking for new employment

44%

are passive job seekers who are open to opportunities but not actively searching

32%

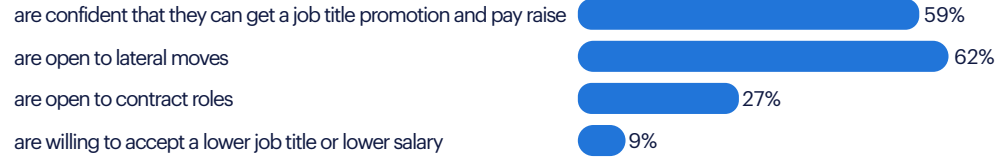
are not actively job seeking at the moment but feel neither excited nor challenged by their current work

Passive job seekers are highly sought-after because they offer proven reliability and niche skills. Since they are currently employed and not desperate for a paycheck, their decision to switch jobs is calculated and career-driven, which can often result in higher retention rates.

Recruiting them involves less competition, as they aren't interviewing with multiple rivals simultaneously. Additionally, without the pressure to "sell" themselves, passive talent tends to be more transparent about their capabilities and expectations. While harder to source, they typically deliver immediate impact, performance, and higher retention.

Among the active and passive job seekers, opportunism and confidence define their approach.

when looking for a new job, which of the following statements do you agree with?



Talent in Malaysia generally has a clear long-term career vision, with 27% of respondents making decisions based on their future career plans. However, 62% are also influenced by short-term priorities like work-location, work-life balance, and salary offers. This trend highlights how employees often address fundamental needs, such as stability and well-being, before fully focusing on career growth and purpose.

When changing jobs, 38% of respondents expect to negotiate a 6% to 10% salary increase, while 22% are confident of securing a 11% to 15% raise. For more granular salary benchmarks and market insights, this 2026 Market Outlook and Salary Guide report offers comprehensive data across key divisions that are aligned with talent supply and demand dynamics.



redefining work-life balance beyond location flexibility.

Work-life balance has evolved beyond the simplified “work from home vs. office” debate. Workers have come to recognise that true balance encompasses the total employee experience, including workload intensity, recognition, and culture.



Working hours emerged as the top factor defining work-life balance, followed closely by rewards and recognition, demonstrating that employees care as much about how much work they have as whether their contributions are adequately appreciated and reciprocated by their employers.

The research revealed that 44% of respondents are unwilling to work beyond contracted hours, while 29% are indifferent to overtime demands. This division indicates a workforce split no after-hours expectations as clear boundaries between work and personal life gain importance. Organisations that consistently expect after-hours availability, regardless of work or employee engagement, may risk alienating a portion of their talent pool who greatly value personal time and space.

5 most valued employee benefits.



While performance bonuses remain universally important, time-related benefits (flexible hours and location) as well as healthcare rank highly, reinforcing that “time” and “health” as critical currencies for talent in Malaysia.

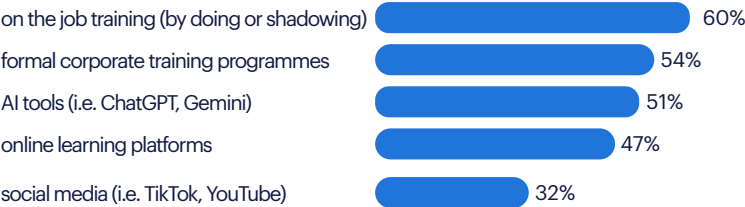
Healthcare benefits, including medical, dental, and vision coverage, are increasingly vital given rising medical expenses and growing employee awareness of well-being. Particularly, extended health insurance that covers spouses and dependents underscores the importance of family security and financial protection, making it an attractive offering that supports employee retention and satisfaction.



upskilling & AI adoption in the workplace.

Continuous learning has become essential for employability and job security, particularly amid rapid technological transformation. Learning methods have diversified significantly, with traditional on-the-job training coexisting alongside modern AI-powered and social learning approaches.

how do you approach learning & development at work?



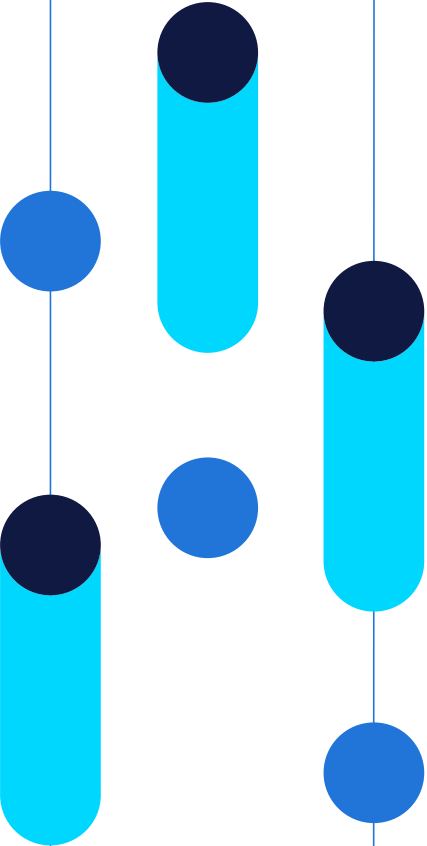
On-the-job experiential learning remains dominant, reinforcing that practical application is more effective than formal training alone.

A significant 51% of respondents now use AI tools for learning and 78% use it for content writing at work. This shift reflects both increased AI literacy and a desire for adaptive, tech-enabled learning solutions. Employers can leverage AI as a talent attraction and retention tool by promoting accessible AI-powered learning platforms while setting clear guidelines and ethical parameters to ensure responsible AI use, balance, and data privacy.

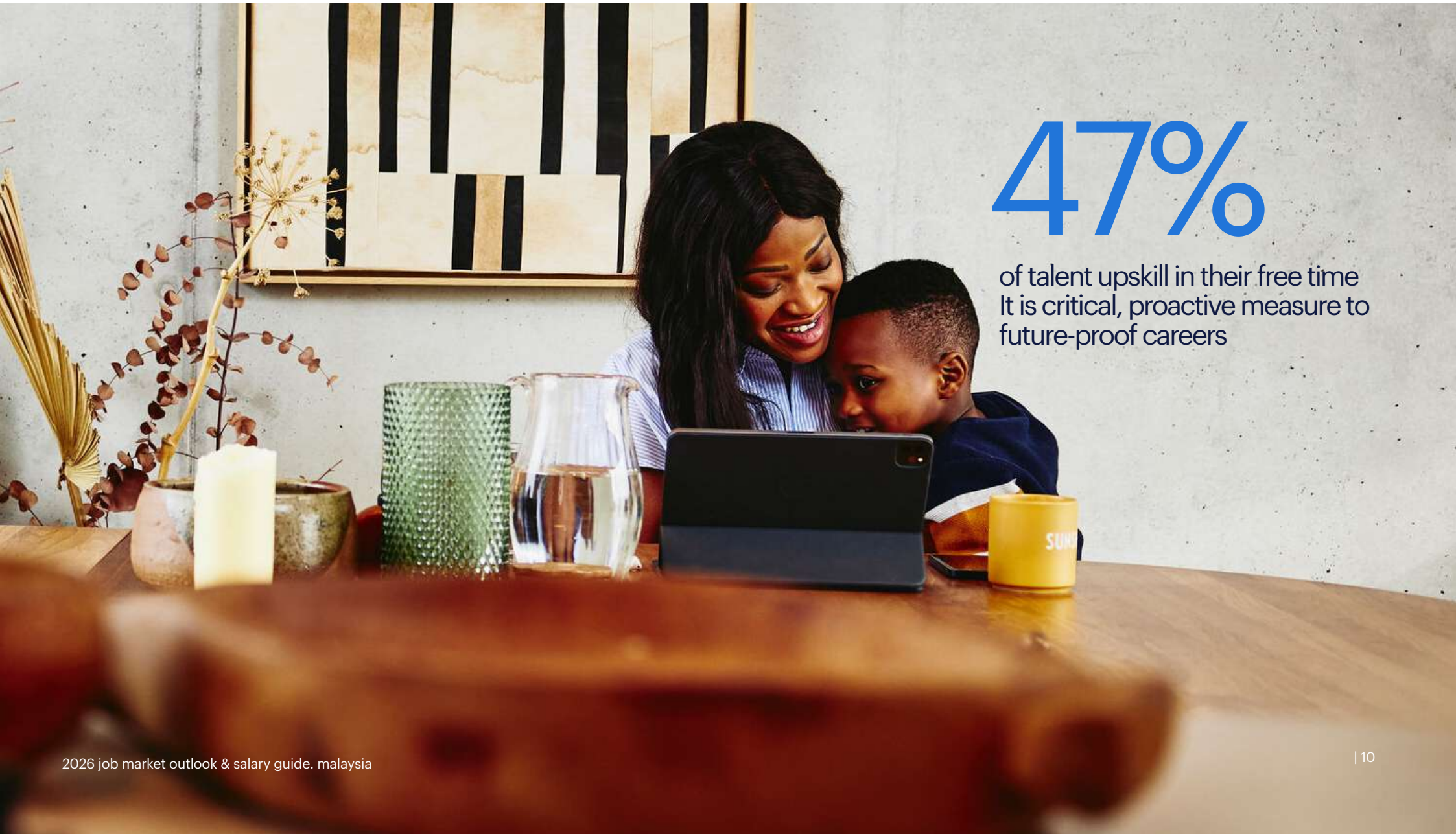
AI use cases:

- 78% use generative AI for content writing (emails, messages, report writing)
- 51% use AI tools for upskilling and learning
- 29% use AI for work advice instead of consulting their managers
- 29% use AI-powered third-party solutions at work
- 22% use proprietary AI solutions developed by their company for internal use

by embracing AI for learning, organisations support employees' career growth, enhance skills agility, and close potential skills gaps. However, restrictive AI policies (blocking AI access for 13% of respondents) risk alienating talent and widening capability divides. Forward-looking employers investing in AI-driven learning ecosystems gain a competitive edge in Malaysia's evolving talent landscape.



by treating the talent's personal commitment to learning as a strategic resource, companies build an adaptive organizational capacity.



47%

of talent upskill in their free time
It is critical, proactive measure to
future-proof careers

2026 talent & salary outlook: accounting & finance.

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partner for talent.

accounting & finance.

With regulatory change and the push for digitalisation, accounting and finance roles will continue to undergo structural change, creating one of the most competitive hiring landscapes in recent years.

The national roll-out of e-invoicing, set for full implementation by mid-2026, is redefining professions in the accounting and finance space. This mandate forces businesses to embed digitalisation into their operations, triggering a surge in talent demand across corporate and shared services hubs.

skill sets for the leap into digitalisation.

Beyond just adopting a new system, it has led to a digital makeover as companies invest more into ensuring process optimisation and compliance. For hiring managers, the digital leap means a focus on a few in-demand roles that are essential for successful transformation, specifically:

- [Finance transformation manager](#)
- [Financial planning & analysis manager](#): Experts in financial dashboards, and performing scenario modelling and advanced analytics
- [Finance tax manager](#): Specialists in navigating financial controlling, cross-border complexities and ensuring readiness for tax standards like SST and VAT

The talent pool with real-world finance digitalisation experience remains scarce, making targeted recruitment strategies a priority for many companies.

leadership agility necessary to drive workforce transformation.

From Q2 2026, the full implementation of the [New Investment Incentive Framework](#) for the services sector will significantly reshape operating models and regulatory frameworks across industries.

The framework aims to streamline tax incentives and attract higher-quality investments aligned with Malaysia's long-term

economic goals, but it also introduces more stringent compliance and reporting requirements.

This period of transition will test leadership agility. Finance and accounting teams must not only ensure compliance but also support strategic business transformation, often with limited resources and heightened expectations. Companies that automate financial governance, strengthen internal controls, and align incentives with digital readiness will navigate this shift more effectively.

At the same time, workforce transformation is accelerating. With 81% of employees expecting AI to reshape their roles, employers must design supportive, forward-looking workplace cultures that enable upskilling and prepare teams for continuous change.

Proactive communication, transparent role redesign, and investment in training will help improve talent attraction outcomes and prevent disengagement and as organisations evolve.

contract market sets the tone on speed, flexibility and specialisation.

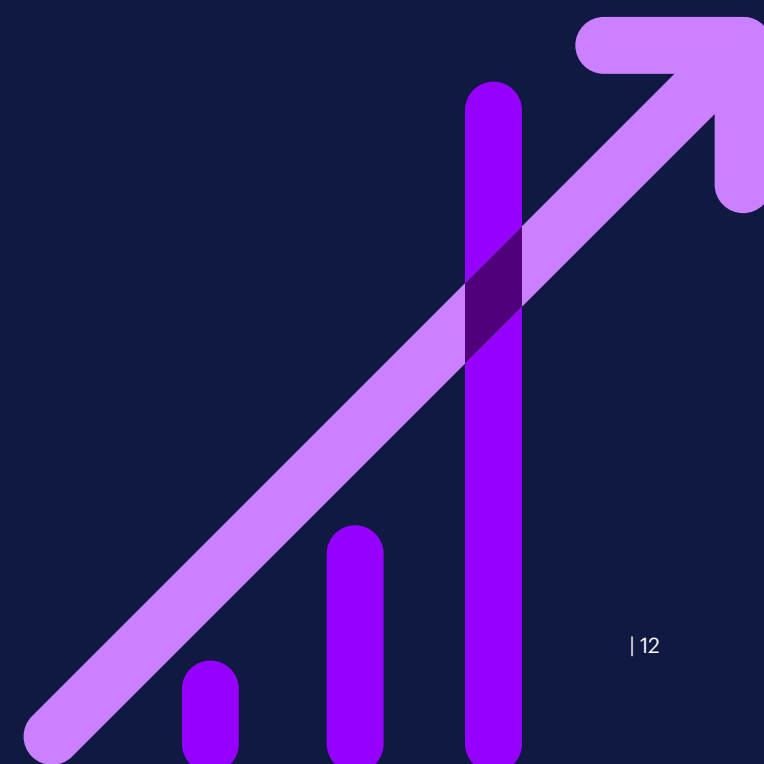
Contract staffing provides an agile solution to the fast-changing regulatory and digital landscape in accounting and finance.

The common thread in this strategic talent approach is efficiency. Contracting allows companies to acquire specialised skills to fill resource gaps for a new project or regulatory deadlines to keep transformation projects on track.

Contract professionals provide the expertise needed for time-sensitive tasks such as new office set-ups and compliance with evolving regulations like e-invoicing.

Key contracting roles include [Accounts Receivables](#), [Account Payable](#), and [General Accounting](#), with many engagements adopting contract-to-permanent models to secure good talent who shows results at initial project phases.

“Proactive communication, transparent role redesign, and investment in training will help improve talent attraction outcomes and prevent disengagement and as organisations evolve.”



take proactive steps to close skills gaps and drive talent attraction outcomes.

According to the [Randstad Workmonitor](#) report, 45% of respondents in Malaysia would not accept a job if it does not offer learning and development opportunities to future-proof their skills. This rate is even more apparent among Gen Z at 56%, highlighting how learning and development is crucial in delivering talent attraction and retention outcomes.

At the same time, companies that overlooked the need to provide support during change, will risk losing their most valuable assets: their talent. 57% of Malaysians would [consider](#) leaving their job if they felt that their manager was not supportive of their development.

While it is challenging to manage change, it presents an unique opportunity for employers to improve their attractiveness to accounting and finance professionals.

Companies are encouraged to upskill their teams through structured training and self-directed learning to ensure that employees are up-to-date with the latest accounting standards. Organisations can explore employee benefits to drive upskilling efforts, like offering study or exam leave, or even professional certifications sponsorship.

Employers who deliver competitive remuneration alongside thoughtful policies will be more successful in closing the expectation gap, reduce turnover, and position themselves to attract and retain top accounting and finance talent in 2026.



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accounting & finance.

roles	years of experience	low	middle	high
accounting				
accounting manager	6 - 8	9,000	11,000	13,000
accounts receivable manager	5 - 8	6,500	8,000	10,000
accountant / assistant account manager	4 - 6	6,000	7,000	8,000
senior account executive	2 - 3	4,500	5,500	6,500
account executive	1 - 2	3,000	4,000	5,000
junior accountant	3 - 5	5,500	6,500	7,500
audit				
audit director	15 - 20	20,000	25,000	30,000
audit senior manager	10 - 15	13,000	16,000	20,000
audit manager	6 - 10	9,000	11,000	13,000
audit assistant manager	4 - 6	7,000	8,000	9,000
audit senior	2 - 4	5,000	6,000	7,000
audit associate	1 - 2	3,500	4,000	5,000
audit assistant	0 - 1	3,000	3,500	4,000
credit control				
senior credit controller	6 - 10	8,000	10,000	13,000
credit controller	3 - 6	5,000	6,000	7,500
compliance				
chief compliance officer	20 - 30	30,000	45,000	50,000
compliance director	18 - 23	25,000	30,000	35,000
compliance head	15 - 20	20,000	22,000	25,000
compliance senior manager	10 - 15	14,000	16,000	20,000
compliance manager	8 - 10	10,000	12,000	14,000
compliance assistant manager	5 - 8	6,500	8,000	9,000
compliance senior analyst	3 - 5	4,500	6,000	7,500
compliance analyst	1 - 3	3,000	4,000	5,000
corporate finance				
head of corporate finance	15 - 20	18,000	25,000	32,000
corporate finance manager	9 - 12	10,000	13,000	17,000
corporate finance assistant manager	5 - 8	7,000	8,500	10,000
corporate finance senior executive	3 - 5	4,500	5,500	7,000
corporate finance executive	1 - 3	3,000	4,000	5,000

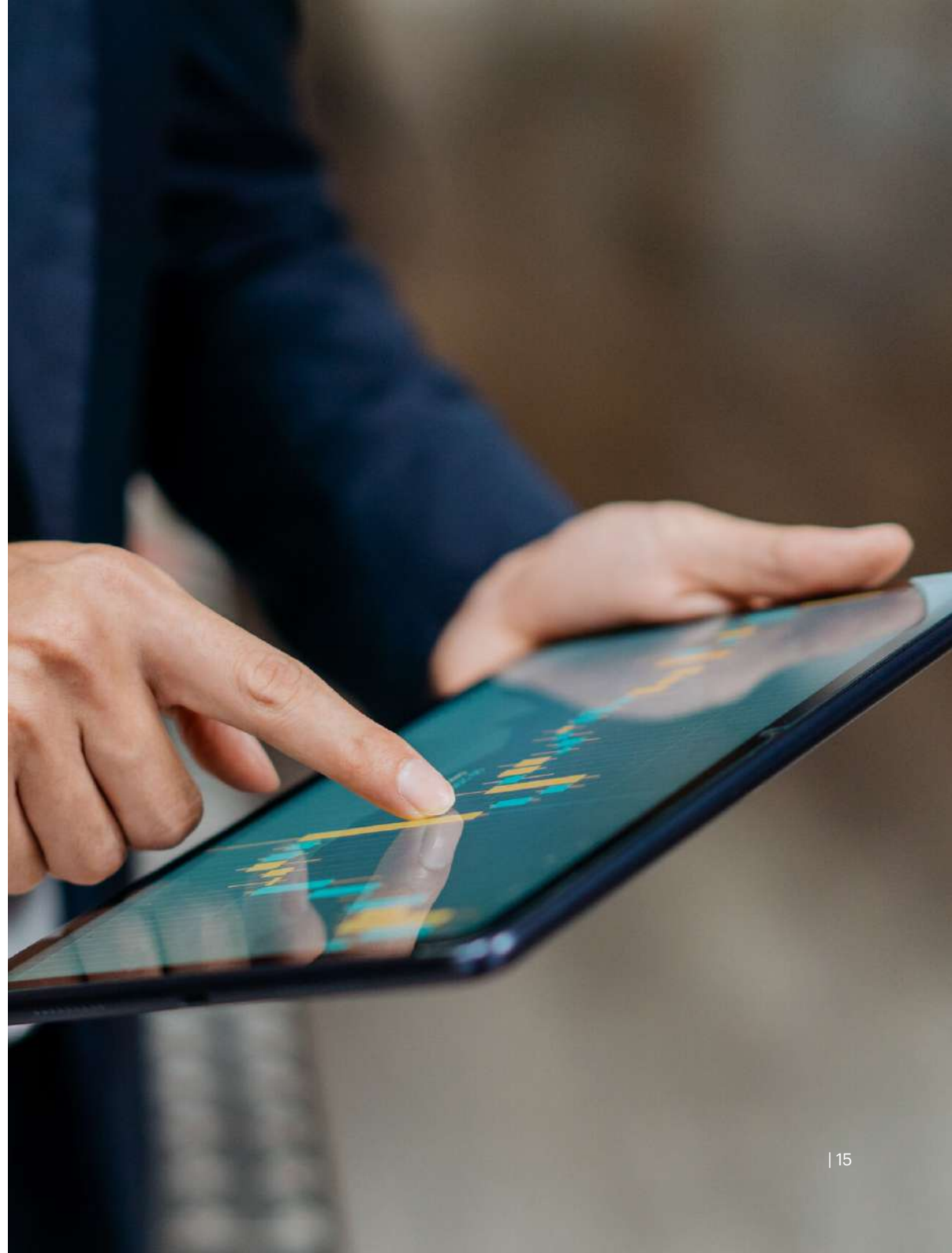
roles	years of experience	low	middle	high
finance				
chief financial officer	18 - 25	28,000	40,000	60,000
finance director	15 - 20	25,000	35,000	45,000
financial controller	12 - 15	18,000	25,000	30,000
senior finance manager	10 - 12	12,000	16,000	20,000
finance manager	7 - 9	10,000	12,000	15,000
assistant finance manager	6 - 8	8,000	9,500	11,000
finance senior executive	3 - 5	5,000	6,000	8,000
finance executive	1 - 3	3,000	4,000	5,000
financial planning & analysis				
FP&A director	13 - 20	20,000	28,000	35,000
senior FP&A manager	10 - 12	15,000	18,000	20,000
FP&A manager	6 - 10	11,000	15,000	18,000
FP&A assistant manager	4 - 6	7,000	9,000	11,000
finance analyst	1 - 3	4,000	5,000	7,000
internal audit				
chief internal auditor	20 - 25	25,000	35,000	45,000
head of internal audit	15 - 20	20,000	25,000	30,000
internal audit manager	8 - 10	10,000	12,000	15,000
senior internal auditor	5 - 7	5,000	6,500	7,500
internal audit executive	3 - 5	4,000	5,000	5,500
investment				
chief investment officer	20 - 30	30,000	40,000	50,000
investment director	15 - 25	25,000	30,000	40,000
investment senior manager	10 - 15	15,000	18,000	25,000
investment manager	6 - 12	11,000	15,000	18,000
investment assistant manager	5 - 8	7,000	8,500	11,000
investment senior executive	3 - 5	4,500	5,500	7,500
investment executive	1 - 3	3,000	4,000	5,000

*Figures are in MYR and based on a basic monthly salary (not including AWS or fixed/variable bonus)

accounting & finance.

roles	years of experience	low	middle	high
investor relation				
head of investor relations	10 - 20	15,000	20,000	25,000
investor relations manager	5 - 10	8,000	11,000	15,000
tax				
head of tax	15 - 20	20,000	28,000	35,000
tax manager	7 - 10	9,000	13,000	16,000
tax accountant	3 - 6	5,000	7,000	9,000
treasury				
head of treasury	15 - 20	20,000	25,000	30,000
treasury manager	8 - 10	10,000	12,000	15,000
treasury senior executive	4 - 6	6,000	7,500	8,500
treasury executive	2 - 4	4,000	5,500	7,000

*Figures are in MYR and based on a basic monthly salary (not including AWS or fixed/variable bonus)



2026 talent & salary outlook: construction & property.

randstad malaysia



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partner for talent.

construction & property.

The 2026 talent market for the construction and property industry in Malaysia is poised for substantial growth, driven by key governmental strategies and a monumental surge in high-value infrastructure projects, particularly in the digital sector.

The overall Malaysian economy is [projected](#) to grow steadily between 4.0% and 4.5% in 2026, creating a favorable domestic business environment.

This buoyant market is driven by significant demand for data centres and advanced manufacturing facilities, a trend that is fueled by the government's strategic focus to attract foreign direct investments.

As Southeast Asia's digital hub, this expansion is creating a wave of new job opportunities that is directly increasing the demand for specialised, high-value talent.

talent scarcity in data centre construction.

With multiple data centre projects being developed simultaneously, employers now face a highly competitive hiring landscape marked by talent scarcity and skill shortages.

Local professionals have traditionally focused on residential and commercial projects, resulting in a shortage of Mechanical and Electrical (M&E) skills that are essential for complex data centre construction.

This environment creates a challenging hiring scenario where employers must secure the right talent to complete complex, high-requirement projects while maintaining trust with international clients.

in-demand jobs in data centre

- [Mechanical & Electrical Professionals](#) with experience in international-standard projects
- [Certified Project & Planning Managers](#)
- [Design Managers](#)

To address this challenge, companies should collaborate with recruiters and employees to actively transfer high-value skills and build stronger local expertise.

contracting as the flexible engine driver of Malaysia's infrastructure pipeline.

Growth in the construction sector is not solely driven by long-term hires, but also on the strategic deployment of flexible and specialised contracting experts.

The robust pipeline of major infrastructure and transportation projects are time-sensitive, and require specialised expertise which is fueling demand for roles such as [site engineers](#), [quality assurance or quality control inspectors](#), and [planning engineers](#).

A dynamic and flexible workforce is proving to be a win-win talent solution for both organisations and talent.

For companies, contract talent offers a cost-effective workforce model that allows scalable staffing without incurring long-term overhead investments.

For contractors, these roles present opportunities to build their track record in diverse, high-profile projects, accelerate skills development, and receive premium remuneration packages that reflects the immediate, high-impact nature of the project.

rising compensation expectations.

With growing demand for specialised talent, professionals working in the data centre and M&E sectors now hold stronger bargaining power.

M&E professionals moving between data center projects anticipate a high salary increase ranging from 20% to 50% above their previous salary. This is especially true for those with the complete technical skill set, for instance [certified construction project managers](#).

“M&E professionals moving between data center projects anticipate a high salary increase ranging from 20% to 50% above their previous salary.”

Employers must therefore benchmark salaries competitively and develop long-term retention strategies to avoid losing critical talent during this period of heightened market activity.

partner with randstad to build sustainable talent pipelines.

From a talent perspective, this influx of multiple data centre projects has expanded job opportunities, prompting many professionals to switch roles for short-term gains such as higher salaries or bonuses. For organisations and hiring managers, this intensified competition has turned talent attraction into a pricing game.

To stay competitive without engaging in costly hiring battles, many companies are partnering with Randstad to identify talent whose skills and long-term career goals align with business needs, helping them build sustainable teams and keep construction timelines on track.



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construction & property.

roles	years of experience	low	middle	high
engineering				
technical director	> 10	10,000	14,000	20,000
civil engineer	0 - 7	3,000	5,000	7,000
electrical engineer	0 - 7	3,000	5,000	7,000
geotechnical engineer	0 - 7	3,000	5,000	7,000
mechanical engineer	0 - 7	3,000	5,000	7,000
resident engineer	8 - 10	6,000	9,000	12,000
structural engineer	0 - 7	3,000	5,000	7,000
associate	> 8	8,000	11,000	13,000
architecture				
project architect	3 - 7	3,000	5,000	7,000
design architect	3 - 7	3,000	5,000	6,000
resident architect	8 - 10	8,000	11,000	13,000
building information technology				
BIM manager	> 10	7,000	10,000	15,000
BIM coordinator	3 - 7	4,000	6,000	8,000
BIM modeller	3 - 7	3,000	5,000	7,000
property development				
general manager	> 15	20,000	27,000	35,000
project manager	> 8	12,000	15,000	18,000
assistant project manager	6 - 8	6,000	8,000	10,000
senior project executive	4 - 6	4,000	5,000	6,000
business development manager	8 - 10	10,000	15,000	20,000
contract manager	> 8	12,000	15,000	18,000
assistant contract manager	6 - 8	6,000	8,000	10,000
design manager	> 8	12,000	15,000	18,000
sales & marketing manager	8 - 10	10,000	15,000	20,000

roles	years of experience	low	middle	high
construction				
general manager	> 20	20,000	30,000	40,000
project director	> 20	20,000	30,000	40,000
senior project manager	> 20	18,000	23,000	26,000
project manager	> 10	10,000	12,000	18,000
assistant project manager	8 - 10	7,500	10,000	12,000
senior project engineer	3 - 7	6,000	8,000	11,000
project engineer	0 - 3	3,500	4,500	5,500

*Figures are in MYR and based on a basic monthly salary (not including AWS or fixed/variable bonus)

2026 talent & salary outlook: human resources.

randstad malaysia



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partner for talent.

human resources.

As businesses adapt to rapid digital acceleration and shifting market dynamics, the demand for HR professionals with strategic and specialised capabilities has surged.

Employers are no longer looking for generalists who manage transactional functions. Companies now need HR leaders who can shape organisational design, manage complex change initiatives, and steer workforce strategies that align with evolving business objectives.

digital divide intensifies skills competition.

The pace of digital transformation is creating a two-tiered HR talent market that we are observing. While larger corporations are in the process of integrating AI and machine learning into core HR functions such as talent acquisition and workforce analytics, many smaller employers remain at the initial stage of digitisation, automating fundamental administrative processes like payroll, attendance, and leave management.

This widening digital divide has heightened the competition for HR professionals with expertise using technology tools in talent mapping, organisational design, and cross-cultural workforce management.

Meanwhile, administrative and support roles face automation risk, creating an urgent need for re-skilling and redeployment to retain talent within the function.

from lean teams to specialised functions.

Historically, companies tend to operate with lean HR teams and outsourced core functions to consultancies and shared services.

Today, the trend is shifting sharply toward in-house specialisation, with larger companies taking the lead on building internal expertise across critical HR domains:

- **Compensation & rewards** : Developing comprehensive salary banding and long-term reward strategy
- **Learning & development**: Implement upskilling frameworks to bridge widening digital skill gaps and promote internal mobility
- **Talent management & succession planning**: Institutionalise competency assessments and structured succession programmes for more sustainable leadership pipelines

beyond just industry experience.

The ideal HR professional today blends traditional expertise with strong digital literacy and analytical skills. Familiarity with enterprise systems like SuccessFactors and Workday, combined with the ability to draw actionable insights from workforce data, is now a key differentiator when hiring new talent.

In-demand skills and competencies within the human resources industry include:

- **Specialised leadership**: Companies are strengthening HR leadership layers, hiring for roles such as **Head of Reward** and **L&D Leads** to anchor specialist capabilities
- **Data-driven acumen**: Analytical skills to handle “number crunching” for data-driven outcomes, such as predictive workforce planning and total rewards optimisation
- **AI and automation fluency**: Particularly in MNCs and fast-scaling firms, HR professionals adept at leveraging automation for tasks like candidate sourcing or interview scheduling are in high-demand

With the shift towards a more digital-forward HR industry, employers need to start getting involved in driving AI adoption. However, 1 in 4 HR and administrative professionals has never used AI tools at work and 14% do not expect it to affect their jobs in the next 5 years.

This gap signals a critical need for targeted communication and upskilling to shift HR professionals to become more digitally-adept and analytical as the industry becomes more digitised.

“Companies now need HR leaders who can shape organisational design, manage complex change initiatives, and steer workforce strategies that align with evolving business objectives.”



hiring during evolving talent expectations and value propositions.

While there is surplus in certain talent buckets, companies that want to be successful in attracting top talent will need to deliver on tangible rewards and work-life quality.

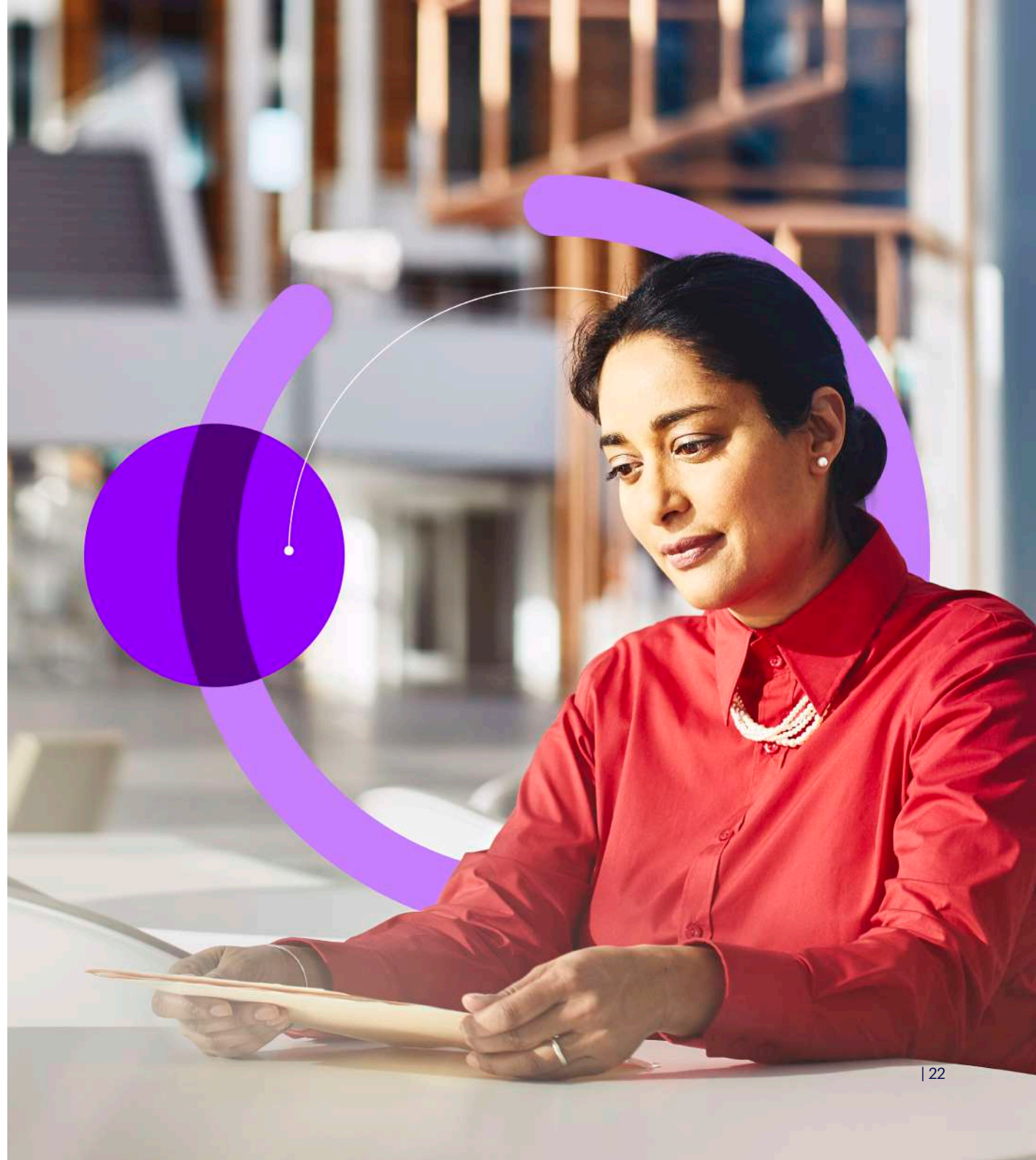
In our [Employer Brand Research](#), 47% of professionals cite work-life balance as their reasons for leaving, with its expectation gap increasing to 5 points in 2025. As digital transformation reshapes how work is performed, employers should prioritise both upskilling and supporting employees' work-life balance throughout periods of change.

To secure high-value HR talent in 2026, organisations need to leverage digital training incentives, address compensation and work-life gaps, and invest in recognition and career development. Only by ensuring employees feel valued, supported, and prepared for the future can companies set themselves apart in a competitive market.



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roles	years of experience	low	middle	high
operations				
regional HR director	> 20	35,000	40,000	50,000
regional HR manager / HRBP	10 - 15	20,000	25,000	30,000
HR director / CHRO	> 20	35,000	40,000	50,000
GM HR / head of HR	15 - 20	25,000	35,000	40,000
senior HR manager / senior HRBP	12 - 15	15,000	20,000	25,000
HR manager / HRBP	8 - 10	10,000	12,000	15,000
assistant HR manager	5 - 7	7,000	8,500	10,000
senior HR executive	3 - 5	4,500	6,000	7,000
HR executive	1 - 3	3,500	4,500	5,500
compensation & benefits				
C&B director / rewards	> 15	25,000	30,000	35,000
regional C&B manager / rewards	10 - 15	15,000	18,000	25,000
C&B manager / rewards manager	8 - 10	12,000	15,000	18,000
C&B specialist / rewards specialist	3 - 5	7,000	10,000	12,000
learning & development				
L&D manager	7 - 10	12,000	15,000	18,000
assistant L&D manager	5 - 7	9,000	10,000	11,000
L&D specialist / senior L&D executive	3 - 5	7,000	8,000	9,000
L&D executive	1 - 3	4,500	6,000	7,000
payroll				
payroll director	> 15	20,000	25,000	30,000
senior payroll manager	10 - 15	15,000	18,000	20,000
payroll manager	7 - 10	10,000	12,000	15,000
senior payroll executive / payroll specialist	3 - 6	7,000	8,000	9,000
payroll executive	1 - 3	4,500	6,000	7,000

roles	years of experience	low	middle	high
talent acquisition				
TA director	> 15	20,000	25,000	30,000
regional senior TA manager	12 - 15	18,000	20,000	25,000
senior TA manager	12 - 15	15,000	18,000	20,000
regional TA manager	8 - 12	12,000	15,000	18,000
TA manager	8 - 12	10,000	12,000	15,000
TA partner / assistant TA manager	5 - 7	8,000	9,000	10,000
senior TA executive / TA specialist	3 - 5	7,000	8,000	9,000
TA executive / recruiter	1 - 3	5,000	6,000	7,000
talent management & organisational design				
head of talent management & OD	> 15	20,000	25,000	30,000
talent management & OD manager	8 - 10	15,000	20,000	25,000
talent management specialist	3 - 5	7,000	9,000	12,000

*Figures are in MYR and based on a basic monthly salary (not including AWS or fixed/variable bonus)



2026 talent & salary outlook: legal.

randstad malaysia



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partner for talent.

legal.

The hiring landscape of legal professionals in Malaysia is fuelled by foreign direct investments and expansion in the digital economy. This influx of investment is the primary driver shaping specific and specialised hiring demands in Malaysia's legal industry.

high-growth industries reshaping hiring priorities.

The nature of new investments coming into Malaysia dictates the types of legal expertise required. Investments involving corporate exercises lead towards the need for **corporate lawyers**, like those skilled in mergers and acquisitions and joint ventures, specifically those with experience facilitating cross-border deals.

There is also a significant demand for **commercial lawyers** within the shared services market or Centres of Excellence (CoE) environment within corporations. These organisations are prioritising talent experienced in handling technology-related contracts, including areas such as Software-as-a-Service (SaaS), Marketing-as-a-Service (MaaS), and general technology contracts.

talent scarcity and structural skills mismatch.

The legal market faces a structural skills mismatch and high competition for highly-skilled legal professionals who are open to exploring overseas opportunities that offer more attractive remuneration packages and better growth prospects. This migration has led to a scarcity of the right talent that companies are seeking.

While there is a large pool of litigation lawyers in Malaysia, there is a lack of demand for this specialty in corporate settings, as few companies maintain an in-house litigation team.

The expertise that is critically in demand is corporate commercial. The required technical skill set, particularly the niche expertise needed for specialised industry specific experience, corporate exercises and M&A, is considered low among the available talent pool. Companies are seeking very specific sets of technical skills, soft skills, and cultural fit, which defines their careful selection to find the right candidate.

attraction and retention in a competitive legal talent market.

Consequently, employers must ensure that legal professionals are compensated fairly as talent is fully aware that their skills are in high demand in Malaysia and other markets.

Legal professionals, particularly those seeking career advancements and more flexibility, are strongly attracted to big corporations and moving in-house. This preference highlights a desire for the corporate environment, which may include potentially greater stability, better benefits, or different exposure.

Employers can leverage this pull towards the in-house environment when developing talent attraction and retention strategies.

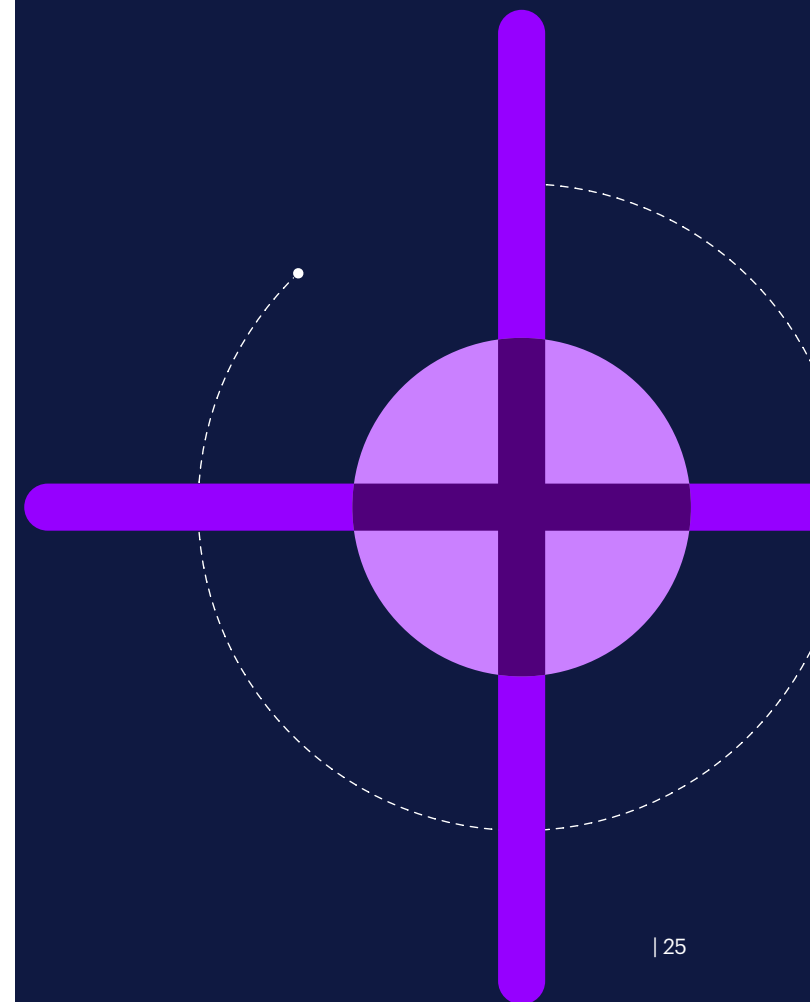
- **Look beyond the immediate:** Consider talent with transferable skills who can be quickly upskilled into niche and in-demand areas
- **Re-evaluate value:** Understand that salary expectations, internal mobility, and exposure to new projects are now necessary for attracting and retaining top talent
- **Embrace the CoE model:** A Shared Services or CoE structure not only centralises expertise but offers talent clear career paths and exposure to diverse, high-value projects

The market is sending a clear message: future success belongs to organisations that invest in attracting, developing, and retaining specialised legal talent needed to drive sustained growth.



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“Legal professionals, particularly those seeking career advancements and more flexibility, are strongly attracted to big corporations and moving in-house.”



legal.

roles	years of experience	low	middle	high
legal director / chief legal officer / group general counsel	> 20	28,000	32,000	36,000
head of legal	> 15	20,000	25,000	30,000
regional senior legal counsel	> 10	16,000	20,000	25,000
regional legal counsel	> 7	12,000	16,000	18,000
senior legal manager	> 10	15,000	18,000	20,000
legal & compliance manager	> 7	12,000	15,000	17,000
legal manager / legal counsel	> 7	12,000	15,000	17,000
assistant legal manager	> 5	7,000	9,000	11,000
senior legal executive	> 3	5,000	6,000	7,000
head of data protection	> 15	20,000	25,000	30,000
regional data protection manager	> 10	15,000	17,000	20,000
regional data protection officer	> 7	10,000	12,000	15,000
head company secretary / named company secretary	> 15	22,000	26,000	30,000
senior manager company secretary	> 10	17,000	20,000	25,000
manager company secretary	> 7	10,000	13,000	16,000
assistant manager company secretary	> 5	7,000	8,000	9,000
senior executive company secretary	> 3	5,000	6,000	7,000

*Figures are in MYR and based on a basic monthly salary (not including AWS or fixed/variable bonus)



2026 talent & salary outlook: life sciences & healthcare.

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partner for talent.

life sciences & healthcare.

The life sciences and healthcare industry is facing evolving changes defined by comprehensive health reforms, infrastructure improvements, and a fierce competition for specialised talent.

Organisations must prepare to navigate a challenging market backdrop where national economic growth is [projected](#) to stabilise between 4.0% and 4.5%, yet the sector itself faces acute talent shortages.

roles shaping the future.

As the industry innovates, there is a rising demand for talent who can bridge the gap between science and business.

1. **Product managers:** Bridging clinical and medicine with business to support growth and meet market demands
2. **Business development managers:** Acting as a channel partner to identify and appoint product distributors to expand product reach

shrinking talent pool redefines “best fit” in talent recruitment.

As mature workers retire, the pool of available professionals is also shrinking as the industry struggles to attract new professionals. This shortage is driven primarily by an insufficient influx of Gen Z professionals entering the field, as younger talent often gravitate towards what they perceive as more attractive industries like Fintech.

robust learning and development to skill talent into roles.

Malaysian talent are serious about choosing a company that will invest in their skills development, with 51% from Gen Z & Millennials prioritising it, according to the [Randstad Workmonitor report](#).

Organisations need to move away from seeking immediate “plug-and-play” talent and implement a long-term strategy. Employers should prioritise talent who demonstrate the right mindset, drive, and motivation, even if they are not “fully-ready” for the role, and invest heavily in their development.

A key component of this approach involves purposefully attracting talent from adjacent education backgrounds, such as Biomedical, Biotechnology, or Food Nutrition, as these individuals already have a holistic understanding of the industry and require lesser upskilling.

The commitment to learning and development not only builds capabilities, but serves as a talent attraction and retention mechanism, as employees feel motivated when companies actively invest in their professional growth.

create exposure opportunities to technology and AI.

The integration of AI and advanced technologies in life sciences and healthcare typically requires substantial capital investment, making digital transformation a complex, multi-year journey rather than a quick fix.

In the short-term, employers can attract talent by focusing on initiatives that enhance employee experience and professional development without requiring immediate large-scale infrastructure changes.

These include providing targeted training and certification programmes in AI and data analytics, offering project-based exposure to technology pilots, and creating cross-functional teams to work on digital optimisation projects.

Showcasing early successes from these smaller-scale initiatives helps build excitement and engagement among prospective and current employees, which will also include Gen Z talent to expand the talent pool.

In the long-term, organisations that commit to strategic investments in AI-driven platforms, such as predictive analytics and automated laboratory processes, will stand out as forward-looking employers.

These investments not only improve operational efficiency and outcomes but also create attractive career pathways for specialists eager to work with cutting-edge tools.

“As mature workers retire, the pool of available professionals is also shrinking as the industry struggles to attract new professionals.”



The insights from our industry paint a clear picture, that the Malaysian life sciences and healthcare industry is filled with opportunities, but it does require a forward-thinking talent strategy. The potential lies in embracing innovation in both adoption of technology and also approach to talent.



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life sciences & healthcare



life sciences & healthcare.

roles	years of experience	low	middle	high
medical devices				
managing director / country manager / general manager	> 15	25,000	40,000	60,000
business unit manager	8 - 12	12,000	15,000	18,000
head of sales / sales director	8 - 12	12,000	15,000	18,000
regional sales / channel manager	5 - 8	14,000	17,000	20,000
sales manager	5 - 8	8,000	12,000	14,000
marketing director	> 10	15,000	22,000	35,000
marketing manager	8 - 12	12,000	16,000	20,000
product manager	5 - 10	8,000	12,000	16,000
regional product manager	5 - 10	15,000	22,000	28,000
senior marketing / product executive	3 - 8	4,000	6,000	8,000
marketing / product executive	1 - 4	3,000	4,000	5,000
business development manager	5 - 10	12,000	15,000	18,000
regional business development manager	5 - 10	14,000	18,000	22,000
territory manager / account manager	4 - 8	6,000	8,000	10,000
senior sales executive	3 - 8	4,000	6,000	8,000
sales executive / product specialist	1 - 4	3,000	3,500	5,000
clinical application manager	5 - 8	6,000	8,000	10,000
senior clinical specialist	3 - 8	4,000	6,000	8,000
clinical specialist	1 - 4	3,000	3,500	5,000
regional service manager	> 10	15,000	18,000	21,000
service manager	8 - 12	7,000	10,000	12,000
senior service engineer	4 - 10	5,000	6,000	8,000
service engineer	1 - 6	2,200	3,000	5,000
QC/QA director	> 15	15,000	22,000	25,000
QC/QA manager	8 - 15	8,000	10,000	12,000
senior QC/QA executive	4 - 8	4,000	5,500	8,000
QC/QA executive	1 - 4	2,800	3,500	5,000
regulatory affairs director	> 15	6,000	8,000	9,000
regulatory affairs manager	8 - 15	8,000	10,000	12,000
regional regulatory affairs specialist	4 - 8	6,000	8,000	9,000
senior regulatory affairs executive	4 - 8	4,000	5,500	8,000
regulatory affairs executive	1 - 4	2,800	3,500	5,000

roles	years of experience	low	middle	high
pharmaceuticals				
managing director / country manager / general manager	> 15	30,000	45,000	60,000
business unit manager	8 - 12	15,000	18,000	22,000
head of sales / sales director	8 - 12	15,000	18,000	22,000
regional sales / channel manager	5 - 8	14,000	17,000	20,000
sales manager	5 - 8	8,000	12,000	14,000
marketing director	> 15	20,000	25,000	30,000
marketing manager	8 - 12	12,000	18,000	22,000
product manager (dependant on speciality)	5 - 10	8,000	12,000	20,000
business development manager	5 - 10	8,000	12,000	18,000
regional business development manager	5 - 10	12,000	15,000	20,000
territory manager	4 - 8	7,000	9,000	12,000
senior sales executive / product specialist	3 - 8	4,000	6,000	8,000
sales executive / product specialist	1 - 4	3,000	3,500	5,000
project director	> 15	12,000	15,000	22,000
project manager	4 - 10	6,000	8,000	12,000
clinical research coordinator	1 - 4	3,000	4,000	6,000
senior clinical research associate	5 - 8	4,500	5,500	7,000
clinical research associate	1 - 4	3,000	4,000	6,000
QC/QA director	> 15	15,000	22,000	25,000
QC/QA manager	8 - 15	8,000	10,000	12,000
senior QC/QA executive	4 - 8	4,000	5,500	8,000
QC/QA executive	1 - 4	2,800	3,500	5,000
regulatory affairs director	> 15	6,000	8,000	9,000
regulatory affairs manager	8 - 15	8,000	10,000	12,000
regional regulatory affairs specialist	4 - 8	6,000	8,000	9,000
senior regulatory affairs executive	4 - 8	4,000	5,500	8,000
regulatory affairs executive	1 - 4	2,800	3,500	5,000

*Figures are in MYR and based on a basic monthly salary (not including AWS or fixed/variable bonus)

life sciences & healthcare.

roles	years of experience	low	middle	high
life sciences				
managing director / country manager / general manager	15 - 20	18,000	25,000	40,000
business unit manager	8 - 12	12,000	15,000	18,000
head of sales / sales director	8 - 12	14,000	16,000	18,000
regional sales manager	5 - 8	8,000	12,000	15,000
sales manager	5 - 8	8,000	10,000	12,000
marketing manager	8 - 12	12,000	16,000	20,000
product manager	5 - 8	6,000	8,000	10,000
regional product manager	5 - 10	10,000	15,000	22,000
territory manager / account manager	4 - 8	5,000	7,000	10,000
senior sales executive	3 - 8	4,500	5,500	7,000
sales executive	1 - 4	3,000	4,000	5,000
regional application specialist	5 - 8	8,000	12,000	15,000
application / technical manager	5 - 8	6,000	8,000	10,000
senior application specialist	3 - 8	4,000	6,000	8,000
application specialist	1 - 4	3,000	3,500	5,000
regional service manager	10 - 15	15,000	18,000	21,000
service manager	8 - 12	6,000	8,000	11,000
senior service engineer	4 - 10	4,000	5,000	7,000
service engineer	1 - 6	2,800	3,500	5,000
healthcare				
chief executive officer	> 15	25,000	40,000	60,000
chief operating officer	> 15	20,000	30,000	45,000
chief nursing officer	> 15	15,000	20,000	25,000
director of nursing	> 15	12,000	18,000	25,000
operations manager	4 - 10	12,000	16,000	22,000
business development manager	3 - 8	8,000	12,000	15,000
marketing manager	3 - 8	8,000	12,000	15,000
front office manager	5 - 10	8,000	12,000	15,000
nurse manager	5 - 10	5,000	7,000	9,000
nurse	1 - 10	2,500	4,500	6,000

*Figures are in MYR and based on a basic monthly salary (not including AWS or fixed/variable bonus)





2026 talent & salary outlook: manufacturing.

randstad malaysia



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partner for talent.

manufacturing.

Malaysia's manufacturing sector remains on a strong growth trajectory, backed by sustained foreign investments and government incentives. According to the [Malaysian Investment Development Authority \(MIDA\)](#), approved investments in the first six months of 2025 alone are expected to generate more than 89,000 jobs, with foreign investment in manufacturing growing at 12.1% year-on-year.

This momentum is supported by global supply chain diversification and Malaysia's strategic position as both a cost-efficient and talent-rich hub. However, the pace of growth has also led to an increasingly fierce competition for skilled workers across the entire manufacturing value chain.

the race for skilled talent.

Foreign direct investments have intensified the talent shortage in key sub-sectors, resulting in mounting pressure to increase salary benchmarks and shorten hiring timelines.

Key hotspots of talent shortages are in:

- **Industry machinery:** Driven by the expansion of Malaysia's data centre ecosystem, demand is rising for professionals in technical compliance and ISO certification
- **Research & development:** Semiconductors and medical devices manufacturers are localising design and engineering functions to support the growing number of R&D centres
- **Mandarin language proficiencies:** The growing presence of large Chinese manufacturers is fuelling the need for bilingual (and trilingual) talent to manage cross-border communication and stakeholder relationships

efficiency and ESG as new talent hiring priorities in 2026.

As companies start driving transformation strategies, the drive for productivity and sustainability is expected to drive new talent demand in 2026.

Manufacturers are automating to offset capacity pressures, generating demand for [automation managers](#), [process engineers](#), and [digital transformation specialists](#).

Meanwhile, environmental legislation and corporate sustainability goals are driving up hiring for [environmental and energy managers](#), which is increasingly being viewed as an operational must-have.

contract talent pipeline to fill critical talent and skills gaps.

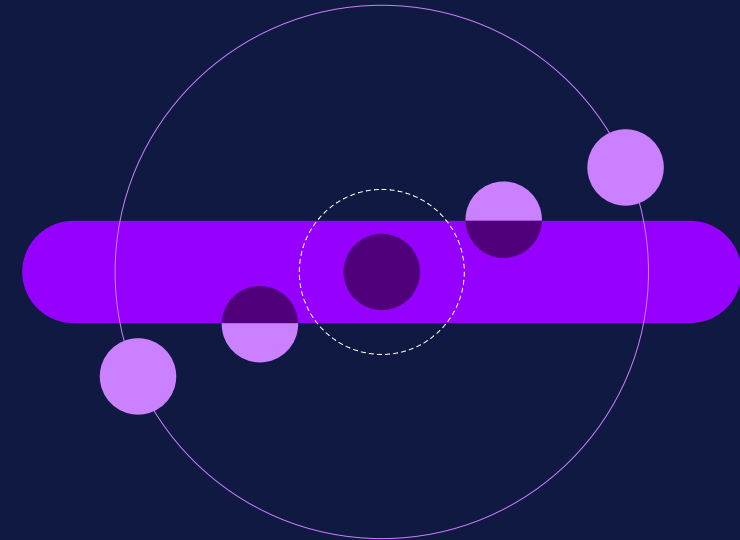
Contract roles have evolved from a secondary talent solution to a core part of staffing strategies, particularly in many critical, time-sensitive, project-driven sectors, such as Oil & Gas and Semiconductors.

Talent such as [production engineers](#), [quality surveyors](#) and [on-site engineers](#) are especially in-demand for immediate project deployment. Contract roles typically span 2 to 5-year terms, providing talent with mid-term stability to support speed and precision during hiring.

A distinct advantage of hiring contract workers in manufacturing lies in transparent and scalable budgeting to accurately forecast talent costs aligned with project lifecycles.

In the manufacturing industry, the contract talent pool consists of mature, highly-skilled specialists adept at quick adoption and integration, which are critical for driving productivity during both business-as-usual activities and critical ramp-up phases.

“Manufacturers are automating to offset capacity pressures, generating demand for automation managers, process engineers, and digital transformation specialists.”



winning the next generation.

Attracting younger talent, especially Gen Z, remains a top challenge for manufacturers. Many still view manufacturing as a “traditional” sector with limited growth appeal, which has directly led to talent shortages needed to meet business expectations.

Talent retention is also another contention area of concern given the limited talent pool, with experienced professionals in manufacturing being able to command 15% to 20% pay increments when switching employers.

To stay competitive and deliver better talent attraction and retention outcomes, employers are strongly encouraged to:

- Benchmark total rewards beyond salary to factor in bonus structures, work flexibility, career progression and well-being benefits
- Collaborate as an industry to improve employer branding with the purpose of repositioning manufacturing as a sector that integrates AI-led innovation and sustainability
- Invest in skills development programmes that create visible career pathways into leadership and technical mastery

Local firms, in particular, must identify “quick wins” that can help close the gap with multinational competitors by offering structured upskilling and clearer internal mobility opportunities.

partner to power strategic growth plans with precision.

Many high-calibre manufacturing professionals are no longer applying for jobs, instead they are being proactively headhunted as employers battle for talent with technical mastery and soft skills like curiosity, adaptability and strong communication.

This necessitates a realignment in hiring strategies in a globalised talent market, while delivering experiences and incentives that keep homegrown talent motivated to stay and grow.



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roles	years of experience	low	middle	high
c-suite and executive roles				
chief operating officer	> 15	30,000	40,000	50,000
general manager	> 15	25,000	35,000	45,000
operations director	> 10	25,000	32,500	40,000
plant director	> 10	25,000	32,500	40,000
manufacturing director	> 10	20,000	27,500	35,000
engineering director	> 10	20,000	27,500	35,000
design and development roles				
design manager	10 - 15	12,000	15,000	18,000
assistant design manager	7 - 10	9,000	10,000	12,000
senior design engineer	4 - 6	6,500	7,500	9,000
design engineer	1 - 3	3,500	5,500	6,500
senior R&D engineer	4 - 6	6,000	7,000	8,000
R&D engineer	1 - 2	4,000	5,000	6,000
R&D manager	10 - 15	10,000	14,000	18,000
assistant R&D manager	7 - 6	8,000	10,000	12,000
engineering				
automation engineering manager	8 - 12	13,000	16,500	20,000
automation engineer	3 - 7	7,000	9,500	12,000
electrical engineer	3 - 6	6,000	8,000	10,000
engineering manager	8 - 12	13,000	15,500	18,000
industrial engineer	2 - 6	5,000	7,000	9,000
industrial engineering manager	7 - 10	13,000	15,500	18,000
maintenance manager	6 - 10	10,000	12,500	15,000
maintenance engineer	2 - 5	5,000	6,500	8,000
manufacturing engineering manager	8 - 12	12,000	15,000	18,000
mechanical engineer	3 - 7	5,000	7,000	9,000
process engineer	2 - 5	5,500	7,250	9,000
project engineering manager	8 - 12	14,000	17,000	20,000

roles	years of experience	low	middle	high
ESG, energy and sustainability roles				
senior sustainability officer	4 - 7	5,500	7,000	8,500
sustainability officer	1 - 3	3,500	4,500	5,500
senior energy engineer	4 - 7	8,500	10,500	12,500
energy manager	7 - 15	13,000	16,500	20,000
energy engineer	1 - 3	4,500	5,500	7,500
ESG manager	7 - 15	10,000	14,000	18,000
production and operations				
plant manager	15 - 20	17,000	22,000	27,000
senior production engineer	4 - 6	5,500	6,500	7,500
production manager	10 - 15	12,000	14,000	16,000
assistant production manager	7 - 10	7,500	9,000	11,000
production engineer	1 - 3	3,500	4,500	5,500
production operator	1 - 3	2,500	3,500	4,500
project management roles				
project manager	8 - 15	10,000	14,000	18,000
project engineer	3 - 7	5,000	6,500	8,000
quality and EHS				
senior quality assurance engineer	4 - 6	5,000	6,000	7,000
quality manager	10 - 15	10,000	14,000	18,000
assistant quality manager	7 - 10	7,500	8,500	9,500
quality assurance engineer	1 - 3	3,500	4,500	5,500
EHS manager	8 - 12	8,000	11,500	15,000
senior EHS officer	4 - 7	5,500	6,500	7,500
EHS officer	1 - 3	3,500	4,500	5,500

*Figures are in MYR and based on a basic monthly salary (not including AWS or fixed/variable bonus)

2026 talent & salary outlook: sales & marketing.

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partner for talent.

sales, marketing & communications.

The 2026 talent market for sales and marketing in Malaysia thrives in a macroeconomic climate shaped by rapid digital transformation and steady growth.

Revenue-generating roles in business development, customer engagement, and partnerships directly drive business outcomes, cementing sales and marketing as critical functions for every organisation. However, these roles are undergoing dramatic change as AI redefines workflows, decision-making processes, and performance metrics.

In this environment, it is unequivocally a talent-driven market, making the hiring process far more competitive for employers than for job seekers. Employers must address the high demand for specialised skills in pivotal roles amid transformation and growth, including:

1. [Brand & Marketing manager](#)
2. [Key Account Manager](#)
3. [Digital Marketing & E-Commerce Manager](#)

To navigate the talent landscape with precision, organisations have increasingly prioritise talent who demonstrate both competency and culture fit.

equity, work-life balance, top priorities for sales and marketing talent.

Today's Sales and Marketing talent in Malaysia recognise their market value and approach career development strategically.

Randstad Malaysia's [Employer Brand Research](#) found that 1 in 3 sales and marketing professionals are actively looking for new job opportunities — an 8-point increase compared to the year prior.

While competitive salary and benefits remain a leading priority, 47% of sales and marketing respondents report leaving roles to achieve better work-life balance, which is also a critical gap for employers to address.

More sales and marketing talent also now expect fairer equity, a pervasive sense of belonging that allows them to be their authentic selves within the organisational culture. This sentiment is reflected in the same survey, as respondents ranked "equity" as the 4th most attractive employee value proposition they seek in an ideal employer, signalling the importance of creating an inclusive work environment.

Business leaders will now need to not just communicate, but also champion their employee value proposition by living it out so that talent can clearly see, feel, and experience the culture from the very first interaction.

hiring playbook in a talent-driven market.

Despite talent scarcity, organisations are adopting layered assessments that go beyond technical skills when hiring for the sales and marketing function which requires advanced communication, critical thinking, and creativity skills.

Recruitment playbooks include rigorous tests like case study presentations and roundtable interviews to evaluate growth potential and underlying motivations. Psychometric tests are also often conducted to understand working style and cultural fit.

However, employers should exercise caution as complex and long-drawn hiring processes can easily be seen as less attractive for passive but high-quality potential candidates.

As businesses expand and revenue goals intensify, sales and marketing talent sit at the forefront of organisational performance. Employers must compete fiercely for specialists who can harness digital tools, adapt to AI-driven changes, and deliver exceptional results.



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sales, marketing & communications — consumer & services

“Despite talent scarcity, organisations are adopting layered assessments that go beyond technical skills when hiring for the sales and marketing function which requires advanced communication, critical thinking, and creativity skills.”

sales, marketing & communications.

roles	years of experience	low	middle	high
FMCG: sales				
chief executive officer	> 15	40,000	50,000	60,000
general manager	> 10	25,000	30,000	40,000
sales director / head of sales	> 10	20,000	25,000	30,000
country manager	> 10	18,000	22,000	30,000
national sales manager	> 8	18,000	20,000	23,000
regional sales manager	5 - 8	13,000	15,000	17,000
area sales manager	3 - 5	8,000	9,000	12,000
business development manager	5 - 8	9,000	12,000	15,000
export sales manager	5 - 8	9,000	12,000	15,000
national key account manager	> 8	18,000	20,000	23,000
group key account manager	5 - 8	14,000	15,000	17,000
channel sales manager	5 - 8	10,000	14,000	16,000
key account manager	3 - 5	8,000	10,000	13,000
sales operations manager	3 - 5	8,000	10,000	12,000
sales excellence manager	4 - 8	10,000	12,000	15,000
e-commerce manager	5 - 8	9,000	15,000	18,000
food service manager	5 - 8	7,000	9,000	12,000
away from home manager (B2B)	5 - 10	10,000	15,000	18,000
FMCG: marketing & communications				
chief marketing officer	> 15	30,000	38,000	45,000
marketing director / head of marketing	12 - 15	25,000	35,000	40,000
marketing manager	> 8	15,000	20,000	25,000
group brand manager	8 - 12	15,000	18,000	20,000
senior brand manager	5 - 8	12,000	14,000	16,000
brand manager	3 - 5	8,000	12,000	14,000
new product development manager	8-12	12,000	15,000	18,000
digital marketing manager	3 - 8	10,000	12,000	18,000
trade marketing manager	5 - 10	8,000	12,000	18,000
consumer insights manager	5 - 8	10,000	15,000	20,000
communications manager	5 - 8	10,000	13,000	18,000

roles	years of experience	low	middle	high
retail: sales, marketing & communications				
country manager	> 10	20,000	30,000	40,000
head of operations / operations director	> 10	16,000	23,000	28,000
retail operations manager	8 - 10	8,000	13,000	16,000
area manager	5 - 10	6,000	10,000	15,000
store manager	5 - 10	4,000	8,000	12,000
franchise manager	5 - 10	6,000	8,000	14,000
merchandising manager	5 - 8	8,000	12,000	18,000
visual merchandising manager	5 - 10	6,000	10,000	15,000
e-commerce manager	5 - 8	7,000	12,000	18,000
brand manager	5 - 8	8,000	15,000	20,000
training manager	5 - 8	8,000	10,000	15,000
marketing manager	6 - 10	10,000	15,000	20,000
digital marketing manager	5 - 8	8,000	12,000	15,000
communications manager	5 - 8	8,000	12,000	15,000
services: sales, marketing & communications				
regional sales director	> 10	18,000	25,000	35,000
sales director	> 7	15,000	18,000	25,000
account manager	4 - 6	8,000	11,000	13,000
buisness development manager	4 - 6	8,000	11,000	13,000
marketing director	> 10	18,000	25,000	33,000
marketing manager / head of marketing	> 7	15,000	18,000	23,000
digital marketing manager	> 7	13,000	16,000	20,000
performance marketing specialist	4 - 8	7,000	9,000	15,000
content specialist	> 4	6,000	8,000	10,000
public relations and communications manager	4 - 8	6,000	7,500	10,000
event manager	4 - 8	6,000	7,500	10,000

*Figures are in MYR and based on a basic monthly salary (not including AWS or fixed/variable bonus)

2026 talent & salary outlook: shared services.

randstad malaysia



randstad

partner for talent.

shared services.

Malaysia's shared services market is no longer defined by scale or cost efficiency alone. The nation's global business services (GBS) sector is evolving rapidly into a high-value, analytics-driven ecosystem that supports multinational corporations across finance, technology, and business transformation.

While cost optimisation remains a draw, Malaysia's edge increasingly lies in its quality of talent. A multilingual, adaptable workforce capable of managing complex regional operations across the world.

government incentives reshaping skill priorities.

Policy reforms and incentives introduced in 2025 are rapidly accelerating Malaysia's move up the value chain. [The Global Services Hub Tax Incentive](#) and [Malaysia Digital Tax Incentives](#) encourage the creation of high-value GBS roles in consultancy, corporate finance, and AI-enabled operations.

At the same time, initiatives like the [5G Enterprise & AI Cities Grant](#) foster demand for digital transformation specialists with skills in data analytics, automation, and intelligent decision-making; capabilities that are now critical across industries such as healthcare, logistics, and manufacturing.

shifts in talent demand: higher value, deeper expertise.

The traditional "processor" roles that once anchored shared services are being automated through business process automation or offshored to lower-cost markets. In their place, demand is rising for professionals who combine technical expertise with strategic, analytical, and leadership capabilities.

Key roles in demand include:

- [Controller](#)
- [Financial Planning & Analysis](#)
- [R2R \(Record to Report\) specialists](#)
- [Transformation Lead](#)

scaling workforce and sustaining through change with contract talent.

With the increasing opportunities and demands, organisations increasingly rely on a flexible talent strategy combining both permanent and contract recruitment.

Contract staffing provides swift access to specialised expertise for complex, time-sensitive projects such as system integrations, GBS centralisation, and the deployment of AI/RPA roles. Meanwhile, permanent employees build a stable foundation and deep organisational knowledge essential for long-term success.

The shared services industry tends to face higher turnovers due to the abundance of job opportunities and more attractive offers in a highly-competitive market. The interim operational risks as a result of turnover can be resolved with contract talent who serve as a stability buffer during the transition to maintain continuity, ensure compliance, and oversee critical operations without disrupting progress.

skills shaping the future workforce.

The future-ready GBS talent will demonstrate both technical flexibility and interpersonal dexterity across these 3 skills:

- [AI & RPA fluency](#): Beyond spreadsheets, professionals will need to leverage automation and generative AI tools
- [Communication & influence](#): Supporting multiple markets will require talent to master stakeholder alignment, negotiation, and influence
- [Relationship building](#): The hallmark of GBS success lies in trust which is earned through effective collaboration across teams, regions, and time zones

“In place of traditional processor roles, demand is rising for professionals who combine technical expertise with strategic, analytical, and leadership capabilities.”



the talent challenge: retention at the top.

While Malaysia continues to attract global GBS investment, talent shortages persist at the strategic and leadership levels. Retention challenges are amplified by the traditional shared services structure where mid-level professionals often face limited advancement visibility.

Generational expectations add further complexity, particularly among Gen Z talent who prioritise greater flexibility, recognition, and career transparency over purely financial incentives.

Malaysia is cementing its position as a high-value, knowledge-based hub as a strategic partner for global operations. The next frontier of competition will depend on how companies retain and grow future leaders through visible career pathways, continuous learning, and purpose-led employee experiences.



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shared services.

roles	years of experience	low	middle	high
procure-to-pay (PTP)				
tower lead	> 18	18,000 - 22,000	22,000 - 27,000	> 27,000
senior manager	13 - 18	15,000 - 17,000	17,000 - 20,000	> 20,000
manager	8 - 13	9,000 - 10,000	10,000 - 12,000	12,000 - 15,000
specialist / team lead	5 - 10	5,000 - 6,000	6,000 - 7,000	7,000 - 9,000
senior analyst	3 - 5	4,500 - 5,500	5,500 - 7,000	7,000 - 8,000
analyst	1 - 3	3,000 - 4,000	4,000 - 5,000	5,000 - 5,500
order-to-cash (OTC)				
tower lead	> 18	18,000 - 22,000	22,000 - 27,000	> 27,000
senior manager	13 - 18	15,000 - 17,000	17,000 - 20,000	> 20,000
manager	8 - 13	9,000 - 10,000	10,000 - 12,000	12,000 - 15,000
specialist / team lead	5 - 10	5,000 - 6,000	6,000 - 7,000	7,000 - 9,000
senior analyst	3 - 5	4,500 - 5,500	5,500 - 7,000	7,000 - 8,000
analyst	1 - 3	3,000 - 4,000	4,000 - 5,000	5,000 - 5,500
record-to-report (RTR)				
tower lead	> 18	20,000 - 25,000	25,000 - 30,000	> 30,000
senior manager	13 - 18	15,000 - 17,000	17,000 - 22,000	> 22,000
manager	8 - 13	10,000 - 12,000	12,000 - 15,000	15,000 - 17,000
specialist / team lead	5 - 10	5,000 - 6,000	6,000 - 9,000	9,000 - 10,000
senior analyst	3 - 5	4,500 - 5,500	5,500 - 7,000	7,000 - 8,000
analyst	1 - 3	3,000 - 4,000	4,000 - 5,000	5,000 - 5,500
record-to-report (RTR)				
tower lead	> 18	20,000 - 25,000	25,000 - 30,000	> 30,000
senior manager	13 - 18	15,000 - 17,000	17,000 - 22,000	> 22,000
manager	8 - 13	10,000 - 12,000	12,000 - 15,000	15,000 - 17,000
specialist / team lead	5 - 10	5,000 - 6,000	6,000 - 9,000	9,000 - 10,000
senior analyst	3 - 5	4,500 - 5,500	5,500 - 7,000	7,000 - 8,000
analyst	1 - 3	3,000 - 4,000	4,000 - 5,000	5,000 - 5,500
treasury				
head of treasury	> 15	25,000 - 30,000	30,000 - 35,000	35,000 - 45,000
senior manager	> 15	15,000 - 20,000	20,000 - 25,000	25,000 - 30,000
manager	11 - 15	12,000 - 14,000	14,000 - 17,000	17,000 - 20,000
specialist	5 - 10	8,000 - 9,000	9,000 - 10,000	10,000 - 12,000
senior analyst	3 - 5	4,500 - 5,500	5,500 - 7,000	7,000 - 8,000
analyst	1 - 3	3,000 - 4,000	4,000 - 5,000	5,000 - 5,500

roles	years of experience	low	middle	high
tax				
senior manager	> 15	16,000 - 18,000	18,000 - 22,000	22,000 - 25,000
manager	13 - 15	12,000 - 15,000	15,000 - 17,000	17,000 - 20,000
team lead	8 - 11	8,500 - 9,000	9,000 - 10,000	10,000 - 12,000
specialist	5 - 8	5,500 - 6,500	6,500 - 7,500	7,500 - 8,500
senior analyst	3 - 5	4,000 - 4,500	4,500 - 5,000	5,000 - 5,500
analyst	0 - 3	3,000 - 3,500	3,500 - 4,000	4,000 - 4,500
financial planning & analysis				
head of FP&A	> 15	23,000 - 25,000	25,000 - 30,000	30,000 - 50,000
manager	10 - 15	14,000 - 16,000	16,000 - 18,000	18,000 - 25,000
specialist	7 - 10	10,000 - 12,000	12,000 - 15,000	15,000 - 18,000
analyst	5 - 7	7,000 - 8,000	8,000 - 10,000	10,000 - 12,000
internal control & compliance				
senior / department lead	10 - 20	10,000 - 12,000	12,000 - 15,000	15,000 - 20,000
specialist	3 - 10	3,500 - 5,000	5,000 - 7,000	7,000 - 10,000
management roles				
SSC director	> 15	30,000 - 35,000	35,000 - 49,000	>50,000
process owner - PTP/OTC/RTR	> 15	17,000 - 20,000	20,000 - 28,000	28,000 - 35,000
language proficiencies (additional monthly salary incentives)				
japanese		500 - 1,000	1,000 - 2,000	2,000 - 3,000
korean		500 - 1,000	1,000 - 2,000	2,000 - 3,000
thai		500 - 800	800 - 1,500	1,500 - 2,000
vietnamese		500 - 800	800 - 1,500	1,500 - 2,000
"european languages (e.g. french, spanish, russian, german, etc.)"		1,000 - 1,500	1,500 - 2,500	2,500 - 3,000

*Figures are in MYR and based on a basic monthly salary (not including AWS or fixed/variable bonus)

2026 talent & salary outlook: technology.

randstad malaysia



randstad

partner for talent.

technology.

The tech industry is on a strong growth trajectory that is supported by foreign direct investment in digital infrastructure and a strategic national push towards becoming a regional AI and data hub.

While the topic of AI has been making headlines on a daily basis, Malaysia's technology industry revolves beyond just this technicality to incorporate AI across the entire organisation, requiring AI-first talent to steer and drive success.

However, the most significant restraint on this growth is talent scarcity which is driving up labour costs and investments in local upskilling programmes to develop more skilled tech talent.

scaling AI talent to support digital transformation in malaysia.

AI has been the central taskforce for many companies in Malaysia. Large organisations are integrating AI-powered technologies into their operations and products, and start-ups focused on providing AI solutions are springing up all over the country.

The AI evolution is creating a significant number of jobs, which has also heightened competition due to talent scarcity. Demand is especially strong for roles in AI, data engineering, data science, and machine learning, reflecting the evolving needs of Malaysia's digital economy.

AI talent in Malaysia tends to bring more junior-level skills and expertise, reflecting the early stage of AI workforce development in Malaysia.

Senior-level AI expertise remains concentrated abroad, particularly in the US and mainland China. To accelerate local innovation and replicate their successes in Malaysia, many companies are actively recruiting international talent.

Continuous upskilling is critical for expanding the talent pool to reduce competition for key roles and steer digital transformation goals. Encouragingly, AI is the [leading upskilling choice](#) among Malaysian talent, with growing recognition that both employees and employers share responsibility for skills development.

Our Workmonitor research also [found](#) that 31% of respondents see AI upskilling as their employer's obligation, highlighting the need for

organisations to offer targeted training aligned with career progression and business objectives.

cybersecurity talent in need to counter rising AI-enabled cyber threats.

Hackers are also using AI to launch more targeted and smarter cyberattacks, making companies more vulnerable than ever. Malaysia [experienced](#) a 43% increase in cybersecurity incidents in 2024, with 2,366 incidents involving critical information infrastructure in the first half of 2025 alone. Data breach incidents [rose](#) nearly 29% in Q1 2025 compared to the previous quarter, exposing large volumes of personal data.

In response, defence mechanisms are also being developed via AI, creating a high demand environment for Cybersecurity talent.

To bolster cybersecurity capabilities, we have observed companies hiring technical talent to set up Red and Blue teams to engage in simulated attacks to test and improve an organisations security posture.

Ethical hacking is also another demand, as companies increase the frequencies and intensity of penetration testing and methodology updates.

data centre expansion drives cloud job growth.

The data centre boom is expected to continue into 2026, as companies double-down on their investments in data and cloud infrastructure. The proliferation of data centres has also encouraged more companies to migrate to cloud infrastructure from a data security and privacy standpoint, fuelling further digital transformation and cloud adoption.

The Asia-Pacific Data Centre Association report [states](#) that for every 1 job created in data centres, an additional 3.2 jobs are created indirectly in the wider economy, amplifying the sector's broader workforce impact.

“To bolster cybersecurity capabilities, we have observed companies hiring technical talent to set up Red and Blue teams to engage in simulated attacks to test and improve an organisation's security posture.”

As a result, demand for [cloud](#) talent continues to rise, particularly professionals skilled in leading platforms such as AWS, Microsoft Azure, and Google Cloud.

Employers are especially seeking [DevOps specialists](#) who demonstrate practical expertise in CI/CD, containerisation, and certifications in technologies like Docker and Kubernetes.

contracting as a future-proof workforce strategy.

In this era of constant change in the business environment, contract recruitment is fast becoming a strategic solution to tackle talent scarcity and evolving skill needs.

The perception of IT contract roles in Malaysia is shifting from being a cost-saving strategy to one that values stability, quality and risk mitigation.

Contract staffing offers immediate capabilities for companies to boost and scale their execution on critical projects. While highly-specialised sectors and high-level leadership roles still tend to lean towards permanent hires, contracting provides the flexible support needed by businesses.

For many companies, the most immediate recruitment demand lies in execution-level roles, particularly within [IT Support level 1 to level 3](#) [Software engineers](#) who form the foundation of digital operations exemplify this demand as they remain among the most common positions that require contract staffing.

As AI disrupts traditional job functions, contract recruitment offers agility to companies scaling workforce capabilities in emerging technology areas without the constraints of long-term commitments as the environment continues to evolve. Roles such as [AI risk assessors](#) or [agile project managers](#) increasingly benefit from contract engagement as they deliver on precision and time.

Currently, the contract market in Malaysia consists of a split of 70% local and 30% expatriate talent which aims to fill skill gaps in niche and specialised areas such as advanced technical expertise, CRM systems, or specific language proficiency.

adaptability and agility: the keys to unlock growth and innovation.

Today's hiring approach must become more strategic and forward-looking. Beyond technical expertise in key technology verticals such as AI, data engineering, and machine learning, employers are increasingly prioritising agility and adaptability in candidates. This is essential given the rapid pace at which AI transforms industries and business processes.

The dynamic nature of AI means that companies may adopt new tools or techniques that quickly change how work is done. Therefore, employees must be capable of learning and adapting swiftly to evolving technologies and workflows.

Leadership also needs to anticipate how AI will reshape roles and team structures in the future. With routine tasks increasingly automated, roles like software engineers will likely shift toward more strategic responsibilities.

Companies need to proactively prepare their tech talent through upskilling, role transformation, and flexible team designs to leverage AI-driven disruption as a competitive advantage.



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technology.

roles	salary range
C-suite & leadership	
chief executive officer (tech company)	40,000 - 80,000
chief information officer	40,000 - 70,000
chief technology officer	40,000 - 70,000
chief digital officer	40,000 - 70,000
IT director	25,000 - 40,000
head of IT	15,000 - 25,000
regional IT manager	15,000 - 25,000
global IT manager	15,000 - 25,000
Cloud & DevOps	
head of cloud	18,000 - 35,000
head of DevOps / head of site reliability engineering (SRE)	18,000 - 35,000
cloud lead / manager	15,000 - 25,000
DevOps lead / SRE lead / manager	15,000 - 25,000
cloud architect / DevOps architect	15,000 - 25,000
cloud engineer	8,000 - 15,000
DevOps engineer / site reliability engineer	8,000 - 18,000
cybersecurity, GRC & IT audit	
chief information security officer (CISO)	35,000 - 60,000
head of IT security	20,000 - 35,000
head of IT risk	20,000 - 35,000
head of IT governance / head of data governance	20,000 - 35,000
head of IT audit	20,000 - 35,000
IT security manager / SOC manager	13,000 - 20,000
IT risk manager	15,000 - 21,000
IT governance manager / data governance manager	15,000 - 21,000
IT audit manager	15,000 - 21,000
security architect	18,000 - 35,000
security engineer / SOC engineer	5,000 - 15,000
security analyst	5,000 - 10,000
cloud security architect	18,000 - 35,000
cloud security engineer	8,000 - 18,000
DevSecOps architect	18,000 - 35,000
DevSecOps engineer	8,000 - 18,000
application security specialist	8,000 - 18,000
identity access management (IAM) specialist	5,000 - 12,000

roles	salary range
penetration tester	5,000 - 25,000
data governance specialist	5,000 - 15,000
AI governance	8,000 - 15,000
data & AI	
chief data officer	60,000 - 80,000
head of data	30,000 - 50,000
head of data architecture	35,000 - 55,000
head of data engineering	25,000 - 45,000
head of AI/ML	45,000 - 65,000
data scientist	15,000 - 25,000
data engineer	12,000 - 20,000
data architect	22,000 - 30,000
data analyst	8,000 - 13,000
business intelligence	7,000 - 12,000
AI engineer	10,000 - 18,000
ML engineer	15,000 - 23,000
digital transformation & IT Strategy	
head of digital transformation	30,000 - 40,000
head of change management	20,000 - 25,000
transformation specialist	8,000 - 12,000
change manager	12,000 - 18,000
head of enterprise architecture	35,000 - 45,000
head of IT strategy	35,000 - 45,000
enterprise architect	18,000 - 35,000
business architect	18,000 - 35,000
enterprise applications	
ERP lead / manager	15,000 - 25,000
solution architect	25,000 - 30,000
SAP functional consultant (FICO, MM, SD, SF) - junior	5,000 - 10,000
SAP functional consultant (FICO, MM, SD, SF) - mid	10,000 - 18,000
SAP functional consultant (FICO, MM, SD, SF) - senior	18,000 - 25,000
SAP technical consultant (ABAP, Basis) - junior	5,000 - 10,000
SAP technical consultant (ABAP, Basis) - mid	10,000 - 18,000
SAP technical consultant (ABAP, Basis) - senior	18,000 - 25,000
SAP support (L1)	5,000 - 10,000
SAP support (L2)	10,000 - 18,000

*Figures are in MYR and based on a basic monthly salary (not including AWS or fixed/variable bonus)

technology.

roles	salary range
SAP support (L3)	18,000 - 25,000
oracle consultant (Fusion, EBS, Netsuite, PeopleSoft) - junior	5,000 - 10,000
oracle consultant (Fusion, EBS, Netsuite, PeopleSoft) - mid	10,000 - 18,000
oracle consultant (Fusion, EBS, Netsuite, PeopleSoft) - senior	18,000 - 25,000
salesforce developers	15,000 - 23,000
IT infrastructure	
head of IT infrastructure	15,000 - 30,000
IT infra lead	10,000 - 17,000
IT infra architect / infrastructure architect	13,000 - 25,000
wintel engineer	7,000 - 15,000
linux engineer	7,000 - 15,000
virtualisation engineer (VMware, HyperV, Citrix)	10,000 - 18,000
system administrators	7,000 - 12,000
head of network	17,000 - 25,000
network lead	8,000 - 13,000
network architect	17,000 - 28,000
network engineer	5,000 - 8,000
DBA (MSSQL, Oracle, PostgreSQL, DB2)	10,000 - 18,000
IT Operations / IT Support	
head of IT operations	17,000 - 25,000
head of IT support	17,000 - 25,000
head of application support	15,000 - 23,000
head of production support	15,000 - 23,000
L1 tech support / L1 helpdesk	4,500 - 5,500
L2 tech support / L2 helpdesk	5,500 - 7,500
L3 tech support / L3 helpdesk	7,500 - 10,000
product & design	
chief product officer	25,000 - 40,000
head of product	20,000 - 30,000
product manager	8,000 - 20,000
product owner	8,000 - 20,000
product specialist	8,000 - 20,000
head of design	12,000 - 18,000
design lead	12,000 - 18,000
UI/UX designer	6,000 - 12,000
graphic designer	5,000 - 8,000
game developer	6,000 - 13,000

roles	salary range
project management	
head of project management	25,000 - 30,000
program manager	20,000 - 25,000
project director	25,000 - 35,000
project manager	10,000 - 15,000
technical project manager	12,000 - 17,000
project management officer	12,000 - 17,000
project analyst / project coordinator	5,000 - 8,000
business analyst	5,000 - 15,000
system analyst	5,000 - 12,000
solutions analyst	5,000 - 12,000
agile coach	25,000 - 30,000
agile specialist	10,000 - 15,000
scrum master	15,000 - 25,000
technical delivery manager	18,000 - 25,000
head of service delivery	25,000 - 30,000
service delivery manager	10,000 - 20,000
software engineering	
head of engineering / head of application	18,000 - 30,000
technical lead	15,000 - 20,000
principal engineer	15,000 - 18,000
software engineer	7,000 - 14,000
software architect / application architect	16,000 - 25,000
head of testing / head of QA	18,000 - 25,000
test lead	13,000 - 18,000
software tester / QA (manual)	5,000 - 7,000
software tester / QA (automation)	7,000 - 12,000

roles	salary range
tech sales	
country director / managing director / country head	30,000 - 60,000
sales director / head of sales	20,000 - 30,000
head of channel sales	20,000 - 25,000
senior business development manager	15,000 - 20,000
business development specialist	5,000 - 7,000
account manager	8,000 - 12,000
pre-sales solution architect	15,000 - 20,000
pre-sales manager	8,000 - 12,000
pre-sales specialist	6,000 - 8,000

*Figures are in MYR and based on a basic monthly salary (not including AWS or fixed/variable bonus)

randstad services in malaysia.

We help clients find in-demand talent — when they need it. By offering a comprehensive set of solutions, backed by our innovative technologies and global footprint, with deep insights into market dynamics, a vast pool of pre-screened candidates, and specialised recruiting and talent management processes, we help fill crucial roles to bolster growth and agility.

employer brand research.

The Randstad Employer Brand Research is the 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.

Commissioned by Randstad, the research is conducted annually and independently by Kantar, to share data-driven insights from more than 170,000 respondents across 32 markets, including approximately 2,500 in Malaysia.

workmonitor.

The Randstad Workmonitor 2025 survey explores the views of working people to identify a new workplace baseline defined by three factors: the «why» of personal motivations, the «who» of community, and the «how» of sharpening job skills.

Commissioned by Randstad, the research is conducted annually and independently by Evalueserve, to share data-driven insights from more than 26,000 respondents across 35 markets, including approximately 1,000 in Malaysia.

local research & specialised reports.

Randstad Malaysia offers customised and specialised talent reports tailored to your industry and unique business needs.

Gain a critical advantage with in-depth analysis of local talent supply and demand, competitor employer branding strategies, and emerging recruitment trends specific to Malaysia.

Our customised insights delivered by our specialised talent consultants empower you to make informed decisions, optimise your talent attraction strategy, and build a workforce equipped for sustainable growth in the Malaysian market.

our talent management solutions.

We connect businesses with future-ready talent who's happy in their work, excels in their role, and adapts to evolving business needs so that organisations benefit from high-quality, diverse, and agile workforces, while individuals can enjoy a rewarding career path with equitable opportunities.

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