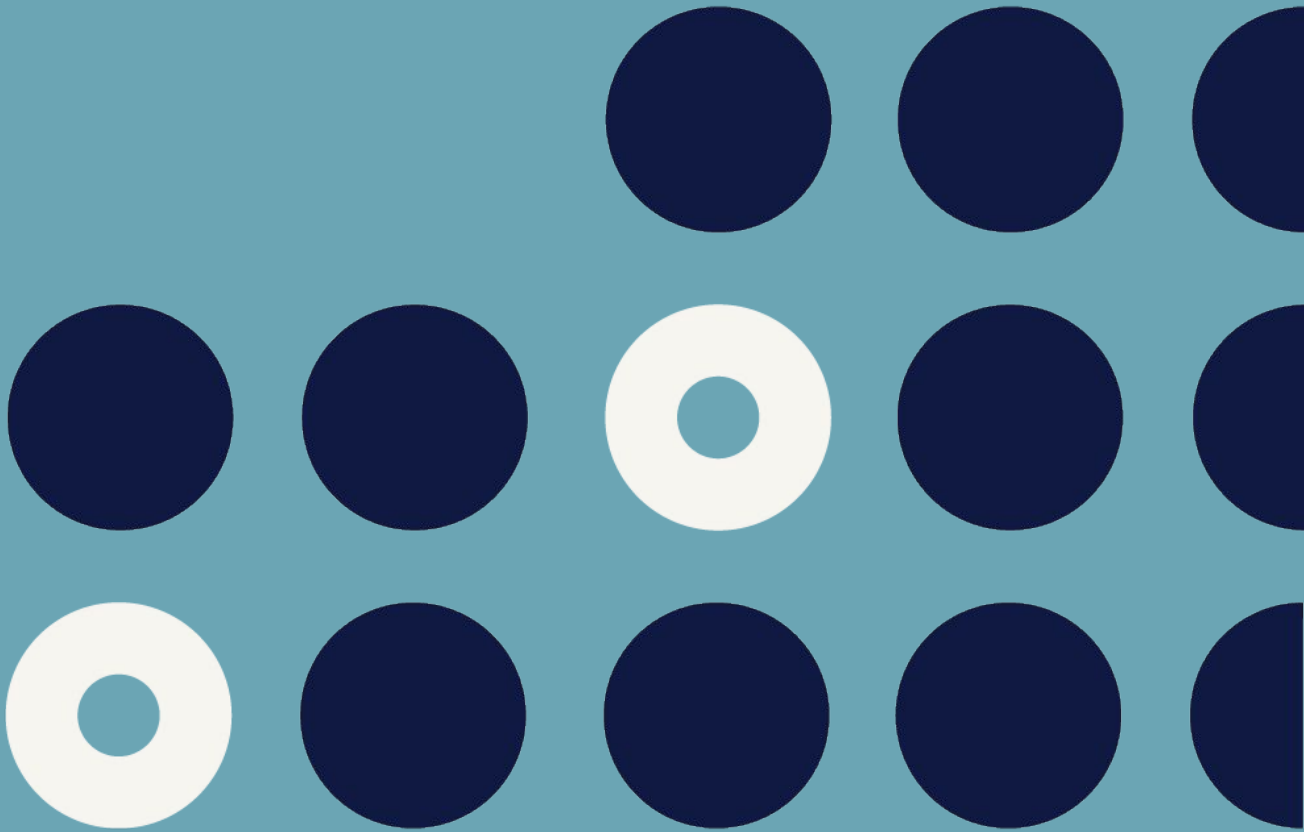


2021 employer brand research malaysia.





The “start-stop” work situation has been less than ideal for many organisations and employees. It is not only disruptive to business operations but it also risks slowing down the economy recovery rate further.

It is hence more critical for employers to ensure a COVID-19 safe work environment for their employees upon their return. This means going above and beyond the statutory measures to mandate mask wearing, ensuring adequate hand sanitisers “checkpoints” in the office, and implementing split team or remote working to practise better social distancing between each employee.

As we discover new ways to navigate in the next normal, organisations must not only take stock of their performance last year but also keep pace with changing expectations from candidates and employees.

A common result of a global pandemic is that people will re-evaluate their life priorities. They may have an altered sense of the timeline they have to accomplish career milestones or want to spend more time with their families. Regardless of what they may be, one element came out clear – flexibility.

Being flexible allows companies to be more prepared to leverage future opportunities and address new challenges. Besides business operations, employers can also exercise flexibility when it comes to designing and implementing new HR policies in respond to new trends or situations.

We hope that the insights in our Randstad Malaysia’s 2021 Employer Brand Research will help guide you towards building a more inclusive and attractive work environment that attracts and retains great talent.

Jaya Dass
Managing Director, Malaysia & Singapore
Randstad

2021 randstad malaysia employer brand research report.

introduction to employer brand research	4
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why does employer branding matter?

1 in 2 candidates

say they wouldn't work for a company with a bad reputation – even with a pay increase.¹

1-2x

faster hiring time experienced by companies with a strong employer brand.³

#1

obstacle to candidates in the application process is not knowing what it's like to work at an organisation.⁵

96%

agree that the alignment of personal values with a company's culture is a key factor in their satisfaction working there.²

52%

of all candidates search the company's website and social media first to learn more about an employer.⁴



what is the randstad employer brand research?

- a **representative employer brand research** based on perceptions of the general audience. Optimising 21 years of successful employer branding insights.
- an **independent survey** with more than 190,000 respondents across 34 markets worldwide.
- a **reflection of employer attractiveness** for the market's 75 largest employers known by at least 10% of the population.
- **provides valuable insights** to help employers shape their employer brand.



we surveyed 34 markets covering more than 80% of the global economy.



worldwide

- over 190,000 respondents
- 6,493 companies surveyed

market sample

- 2,523 respondents
- aged 18 to 64
- overrepresentation of respondents age 25 – 44

fieldwork

- online interviews
- January 2021

interview length

- 16 minutes



sample composition and breakdown malaysia.



female

53%



male

47%



generation z
(18 - 24 years old)

10%



millennials
(25 - 34 years old)

32%



generation X
(35 - 54 years old)

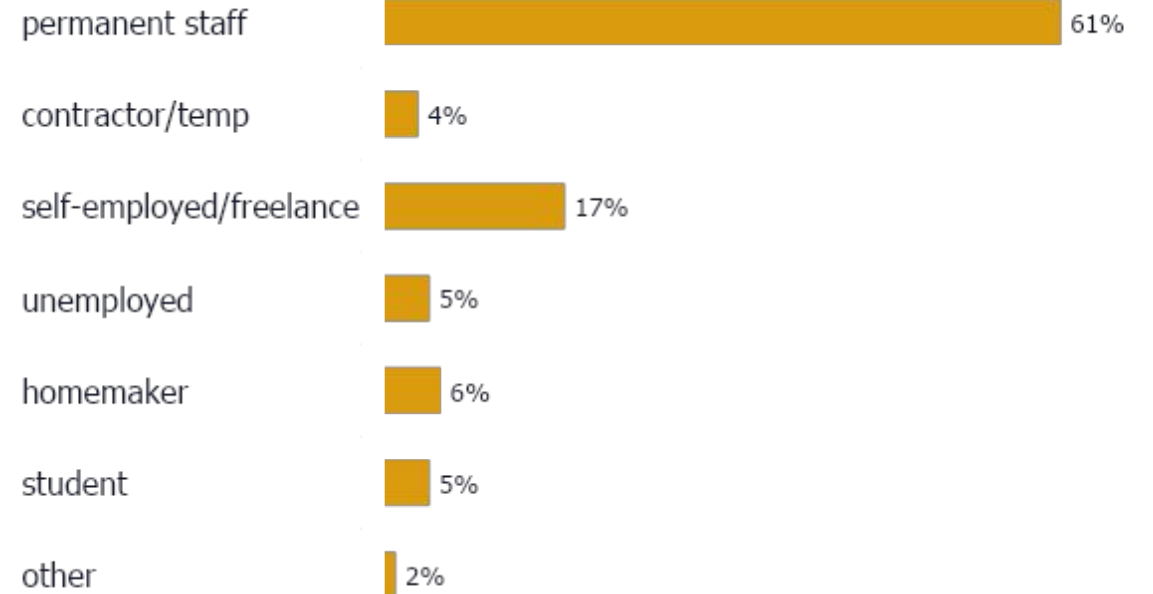
52%



boomers
(55 - 64 years old)

6%

employment status



applying the smart sampling methodology to ensure fairness and accuracy.

30 companies per respondent

'do you know this company?': determines awareness.

for each company known

'would you like to work for this company?': determines attractiveness.

each company known

rating on a set of drivers: determines reason for attractiveness.

smart sampling

Each respondent is shown 30 companies. Each company is evaluated only by respondents who are aware of that particular brand.

In order to make sure that the less well known brands are assessed by a sufficient number of respondents, we make use of a smart sampling method.

This method ensures that the lesser known companies are shown to more respondents in order to realise a sufficient robust sample. That way the Randstad Employer Brand Research assures dependable insights for both well known and lesser known employer brands.

drivers

each company is evaluated on:

- 01 financially healthy
- 02 COVID-19 safe work environment
- 03 very good reputation
- 04 job security
- 05 career progression
- 06 gives back to society
- 07 possibility to work remotely/from home
- 08 pleasant work atmosphere
- 09 work-life balance
- 10 attractive salary & benefits



KANTAR

For this research, Randstad partners with Kantar, one of the world's largest insight, information and consultancy networks.



movers and shakers



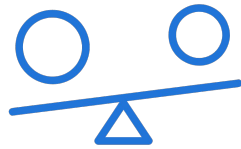
employee value
propositions.

attractive salary & benefits ranked most important EVP factor.



72%

attractive salary & benefits



69%

work-life balance



64%

strong management



63%

COVID-19 safe work environment



62%

financially healthy



61%

career progression



61%

job security



59%

pleasant work atmosphere



55%

good training



50%

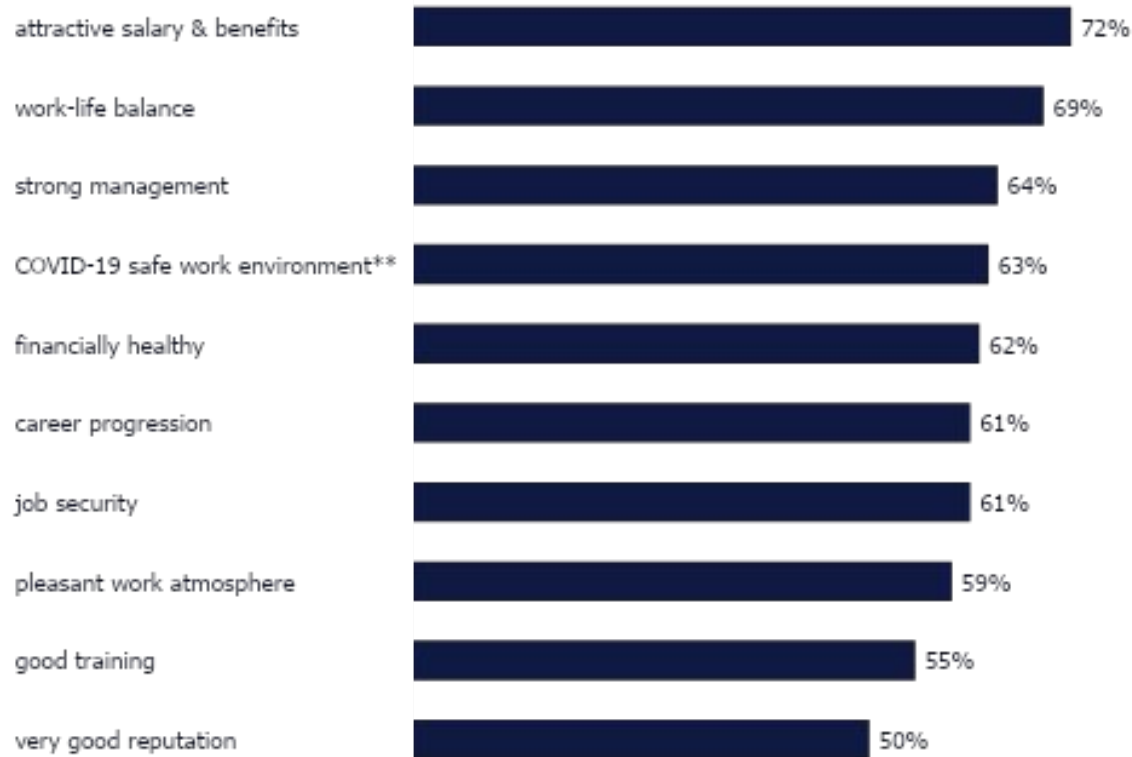
very good reputation



when comparing 2021 with previous years, please note that this question has been revised in that respondents are now free to choose as many drivers as they considered important from a list of 16 drivers while in previous years they only pick 5 out of 16 EVP factors.
** not researched in 2021

non-monetary EVP factors gained significant importance during global pandemic.

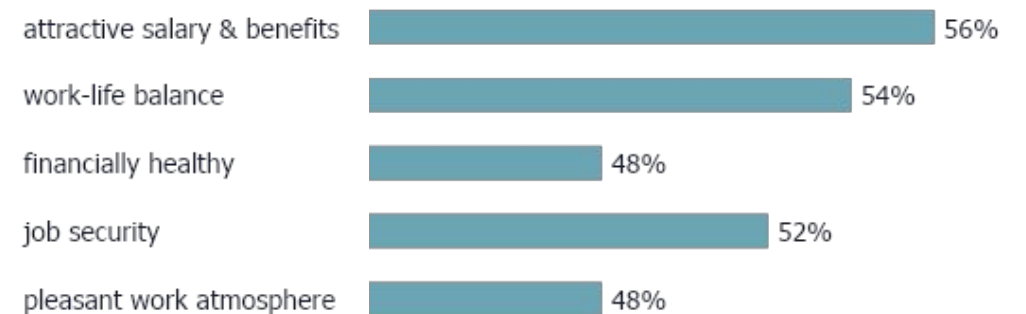
ranking of EVP factors in 2021 (MY: during COVID)



top 5 EVP factors in 2020 (MY: before COVID)



top 5 EVP factors in 2021 (asia pacific: during COVID)



when comparing 2021 with previous years, please note that this question has been revised in that respondents are now free to choose as many drivers as they considered important from a list of 16 drivers while in previous years they only pick 5 out of 16 EVP factors.

** not researched in 2021

work-life balance remains the most unmet candidate expectation.



what employee seek in ideal employers

- 01 attractive salary & benefits
- 02 work-life balance
- 03 COVID-19 safe work environment
- 04 financially healthy
- 05 career progression
- 06 job security
- 07 pleasant work atmosphere
- 08 very good reputation
- 09 possibility to work remotely
- 10 gives back to society

what malaysia's employers are perceived to offer

- 01 financially healthy
- 02 very good reputation
- 03 COVID-19 safe work environment
- 04 career progression
- 05 job security
- 06 attractive salary & benefits
- 07 pleasant work atmosphere
- 08 gives back to society
- 09 work-life balance
- 10 possibility to work remotely

top gaps between what an employee seek and what employers are perceived to offer.

- 1 work-life balance (7-point gap)
- 2 attractive salary & benefits (5-point gap)

Work-life balance is the state of equilibrium where a person can equally prioritise the demands of one's career and personal life. HR initiatives to improve your staff welfare should work towards managing their stress levels, improving their work productivity and help them be more satisfied and fulfilled at and outside of work.

female respondents value work-life balance more than males.



female



male



75%

attractive salary & benefits



69%

attractive salary & benefits



73%

work-life balance



65%

work-life balance



66%

COVID-19
safe work environment



62%

strong management

the EVP factors that registered the widest gap between genders are:

- **COVID-19 safe work environment**
(female: 66% - men: 59%)
- **Pleasant work atmosphere**
(female: 62% - men: 55%)
- **Location**
(female: 50% - men: 43%)
- **Possibility to work remotely**
(female: 49% - men: 42%)

employer tip

Highlight and promote different employee benefits when engaging female and male candidates to drive diversity & inclusion in your organisation.



when comparing 2021 with previous years, please note that this question has been revised in that respondents are now free to choose as many drivers as they considered important from a list of 16 drivers while in previous years they only pick 5 out of 16 EVP factors.

as workers age, their priorities shift from career progression to job security.



gen-Zers
(18 – 24 years old)



millennials
(25 - 34 years old)



gen-Xers
(35 – 54 years old)



boomers
(55 – 64 years old)



66%
attractive salary & benefits



70%
attractive salary & benefits



75%
attractive salary & benefits



77%
attractive salary & benefits



64%
work-life balance



67%
work-life balance



72%
work-life balance



74%
strong management



61%
COVID-19 safe
work environment



65%
COVID-19 safe
work environment



65%
financially healthy



71%
financially healthy

If you're looking to build a healthy talent and diverse talent pipeline in your organisation, customise your EVP and benefits package to appeal to the different generations. Here are some other highlights:

- The **financial health** of the company is more important to Gen-Xers and Boomers than Gen-Zers and Millennials (ranked #8)
- The demand for **good training becomes** less important as employees age. (Gen-Z - #5; Millennials - #6; Gen-Xers & Boomers - #9)

summary

candidates expectation on EVP factors.

most important driver

salary & benefits

Attractive salary & benefits is the most important driver among employees in Malaysia and can be seen to be most prominent among women, employees older than 34 and higher-educated employees.

There is no significant importance by a particular gender, age, or education when it comes to giving back to society or for having a good reputation.

The ranking for career progression has fallen to #6 in 2021 from #4 for the past two years.

employers' proposition

COVID-19 safe work environment

Respondents rate their employer highest on offering a COVID-19 safe environment, closely followed by having a good reputation and being financially healthy.

The lowest ratings given by employees are for giving back to society, the possibility to work remotely, career progression, and salary & benefits.

Overall, employees aged between 25-34 are the most satisfied with their employer, even when it comes to the lowest rated drivers.

recommended employer focus

work-life balance

There is a gap in what employees in Malaysia seek and what their employers are perceived to offer. Work-life balance is most striking in this regard, as it is one of the most sought-after elements, however, employers receive low evaluations on this driver. Employers in Malaysia may want to pay attention and deliver strategies to bridge this gap.

Furthermore, employees rate their salary & benefits as one of the lowest drivers offered by their employer, despite this being an important driver for most employees. As this is a consistent driver coming up among employees, it may be worthwhile keeping this element in mind when focusing on employees' needs.

[click here](#) for a deep dive into the most attractive sectors and employers in 2021.



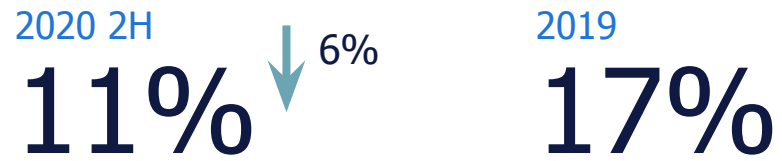
job-switching



and searching
behaviours.

fewer respondents switched jobs during the pandemic.

switchers: changed employers in 2020 2H.



16%

of those affected by the COVID-19 pandemic changed employers in the last half of 2020.

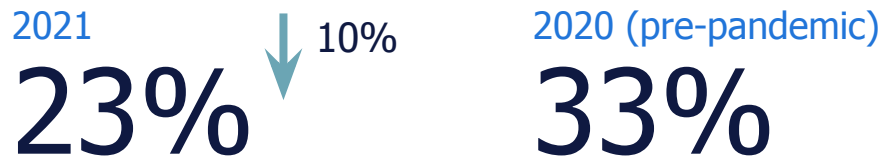
These respondents have either been retrenched, furloughed, or have their salary or working hours adjusted.



* past 6 months = last half of 2020. REBR2021 covers a period of 6 months (as opposed to 12 months in the past) in order to better capture the impact of COVID-19.

fewer respondents plan to switch employers in 2021.

intenders: plan to switch employers in 1H 2021



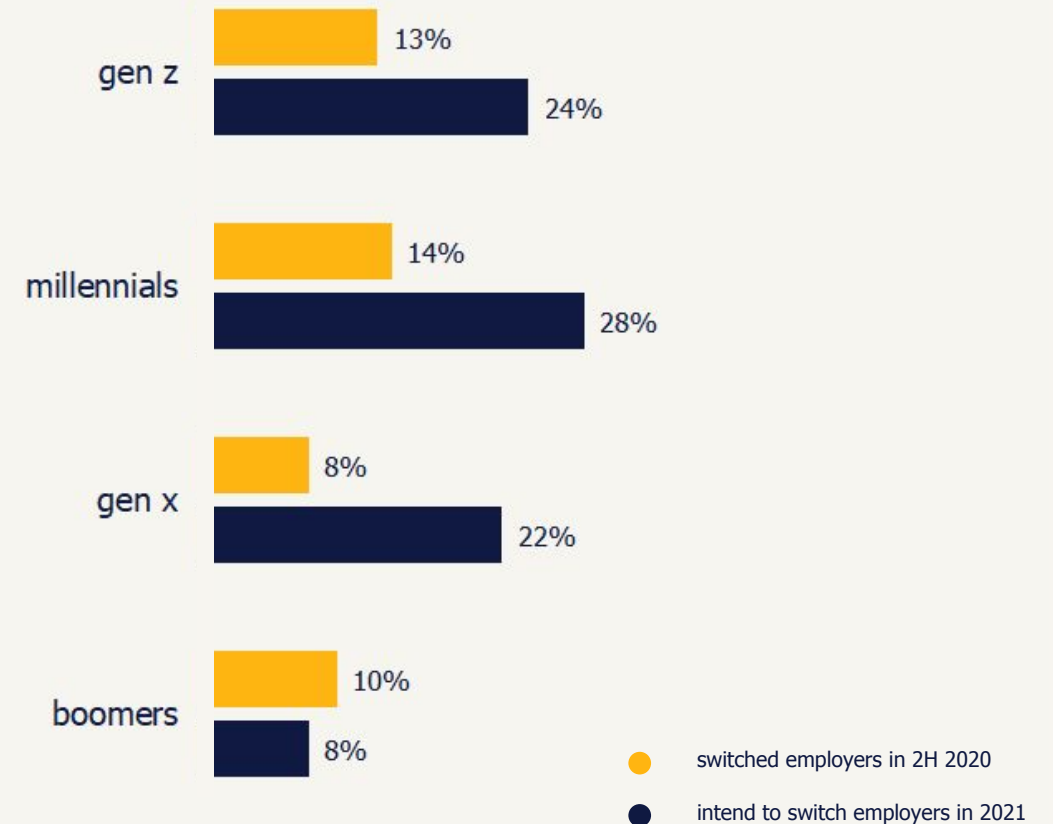
33%

of those affected by COVID-19 plan to change their employer in 1H of 2021.

26%

of the respondents who are afraid of losing their job plan to switch employers in the first half of 2021.

approximately 1 in 4 gen-zers and millennials intend to switch employers in 1H 2021.



* next 6 months = first half of 2021. REBR2021 covers a period of 6 months (as opposed to 12 months in the past) in order to better capture the impact of COVID-19.

using social media and google to search for jobs during the pandemic.

1
job portals



2021: 56% ↓
2020: 60%

2
social media



2021: 36% ↑
2020: 26%

3
recruitment



2021: 31% ↓
2020: 33%

4
google



2021: 30% ↑
2020: 28%

5
company career site



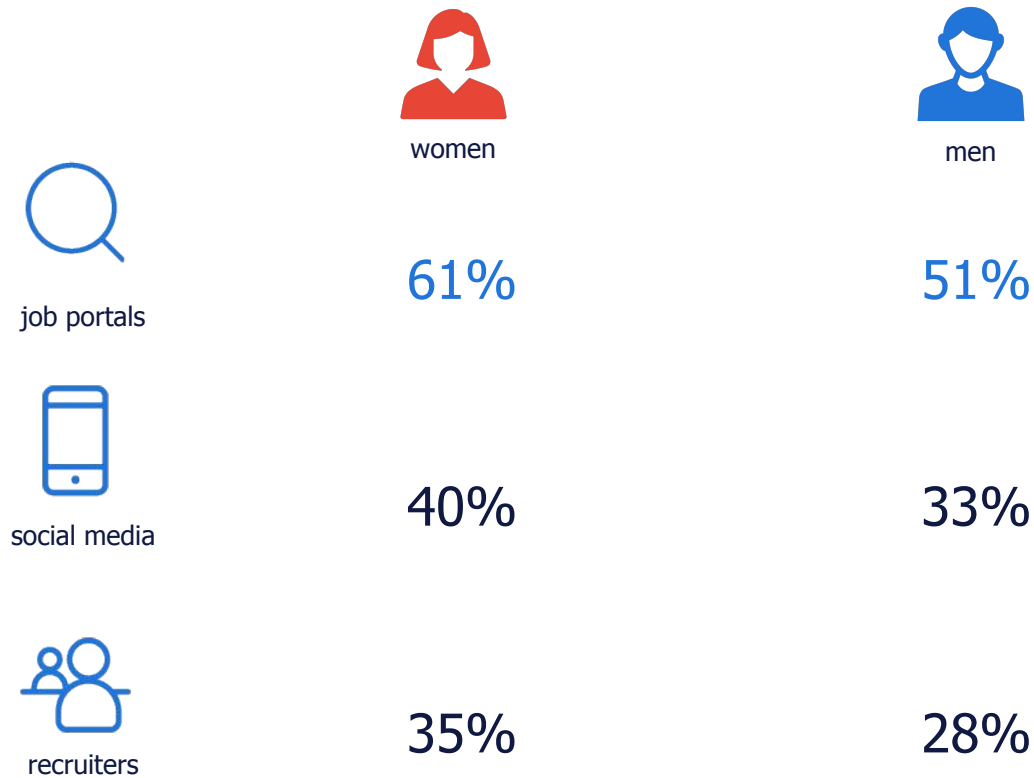
2021: 28% ↓
2020: 31%

1 in 4 respondents used linkedin as one of their job search channels

Invest in building a strong and consistent online employer brand presence to create multiple touch points with their target audience and share powerful employee stories to bridge the connection between employer and job seekers.



know where to reach and engage your talent **for a shorter recruitment process.**



top 3 top job portals that survey respondents use in their job search.

- indeed
(female: 68% - men: 60%)
- maukerja
(female: 35% - men: 43%)
- recruit.net
(female: 22% - men: 31%)

employer tip

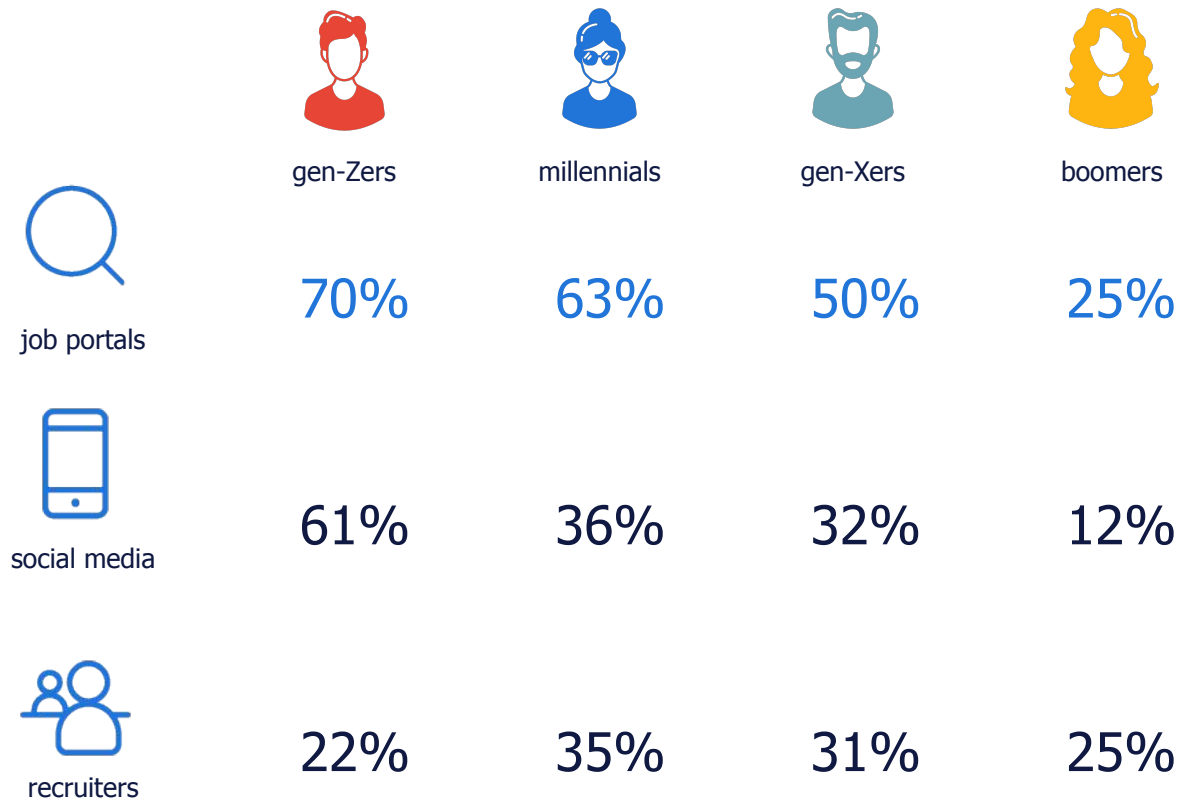
Online job portals are efficient as the first touch and to build job availability awareness.

However, specialised recruiters are able to enhance the candidate's experience and better align expectations. Through the sharing exclusive information about employee benefits, job responsibilities and organisation's culture, our recruiters can provide a more powerful employer branding narrative to engage the talent you want to hire.

Through these human interactions, Randstad works with our clients to ensure that the candidate meets all three requirements – job fit, boss fit and culture fit.



know where to reach and engage your talent **for a shorter recruitment process.**



38% of respondents uses social media networks as one of their job search channels.

Social media networks are great channels for promoting your employer brand.

Within the social media category, here are the top 3 most popular social networks that candidates across all generations use in their job search journey.

- Facebook – 92%
- Instagram – 39%
- Facebook messenger – 37%

employer tip

Remember that heart-warming story you read on LinkedIn or Instagram?

When your employees advocate for your brand and share their positive experiences, it will attract job seekers who have similar career aspirations.



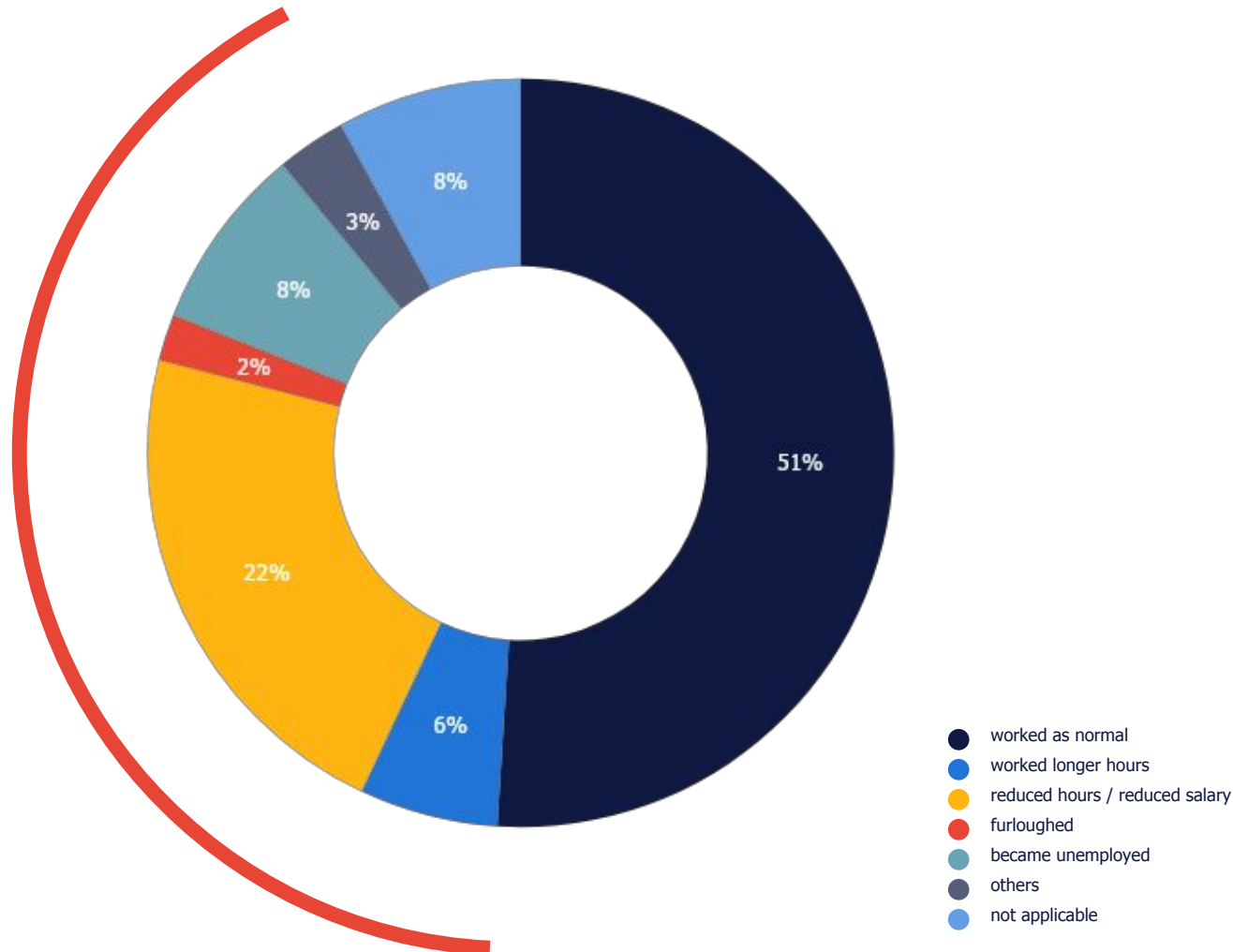
COVID-19



impact on
employment trends.

respondents in malaysia are more impacted by COVID-19.

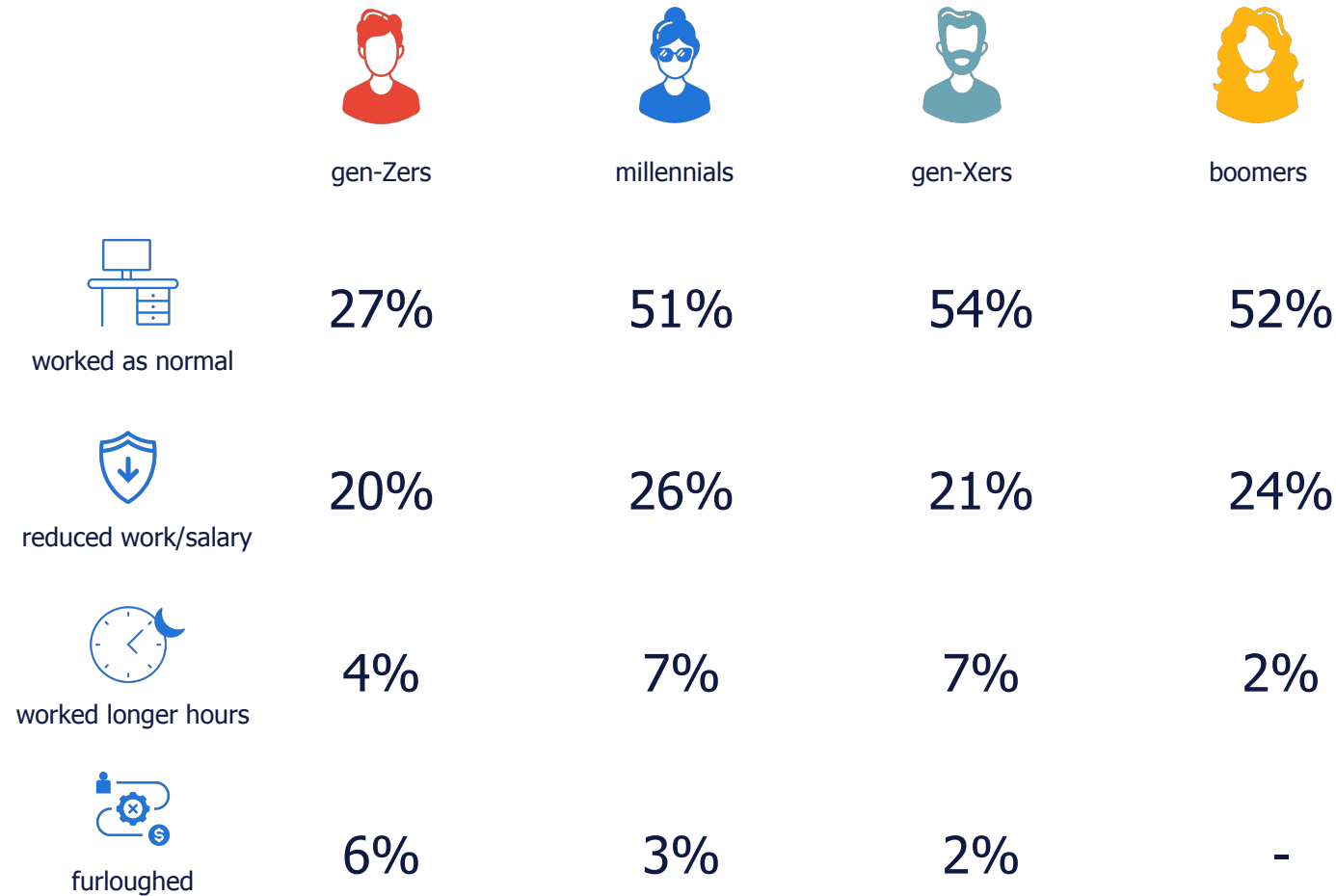
41% of respondents were either furloughed, became unemployed, or worked different hours than usual due to the COVID-19 pandemic.



On average, 33% respondents across Asia Pacific saw their employment situation change during the COVID-19 pandemic.



each generation has a different work experience during the pandemic.



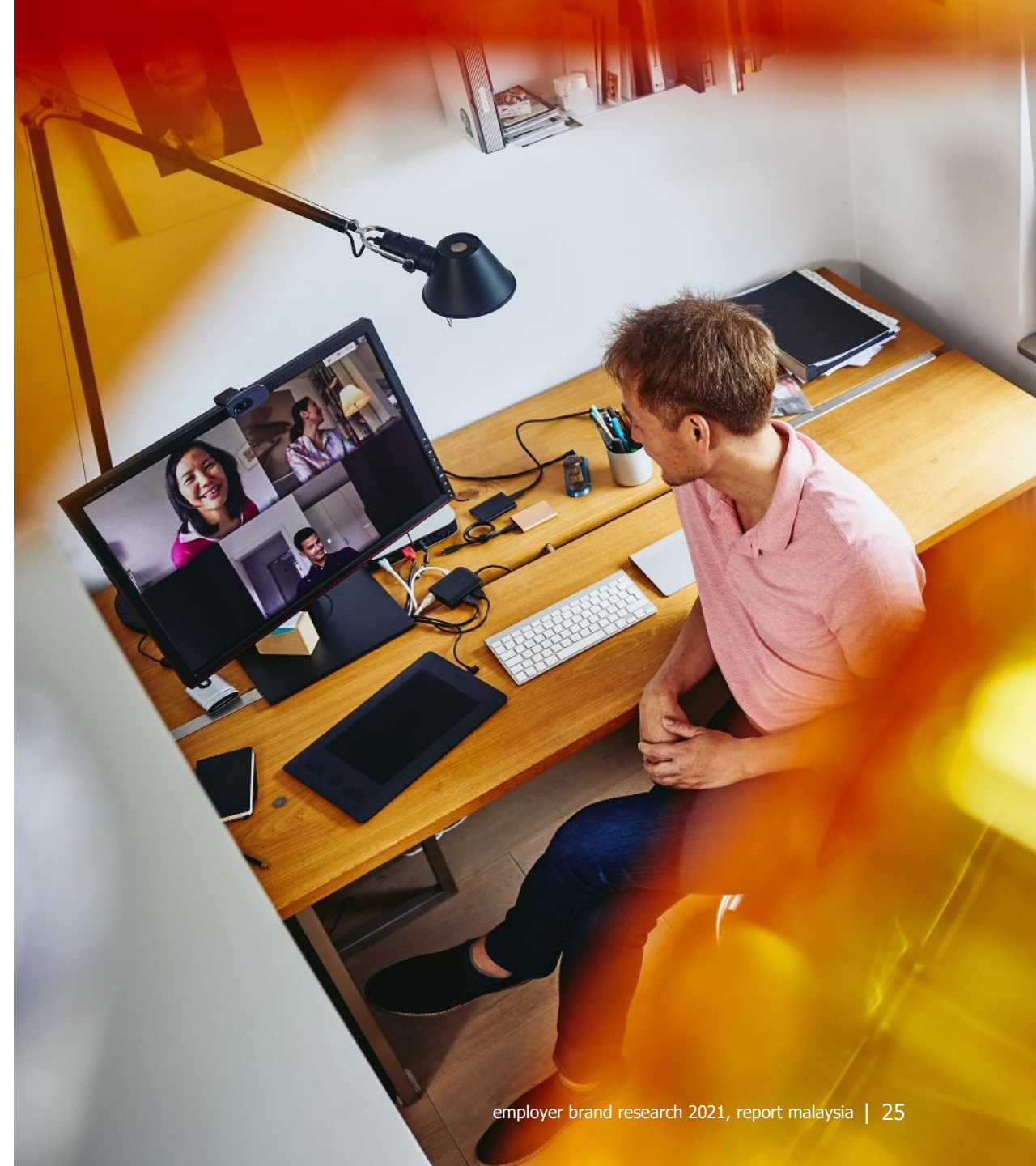
The COVID-19 pandemic has not just impacted people from different industries with various skills sets, but also the work experience for the different generations.

While this could be the result of the COVID-19 pandemic, rapid digitalisation plays an equal part in changing employees' job scopes, skills requirements and way of work.

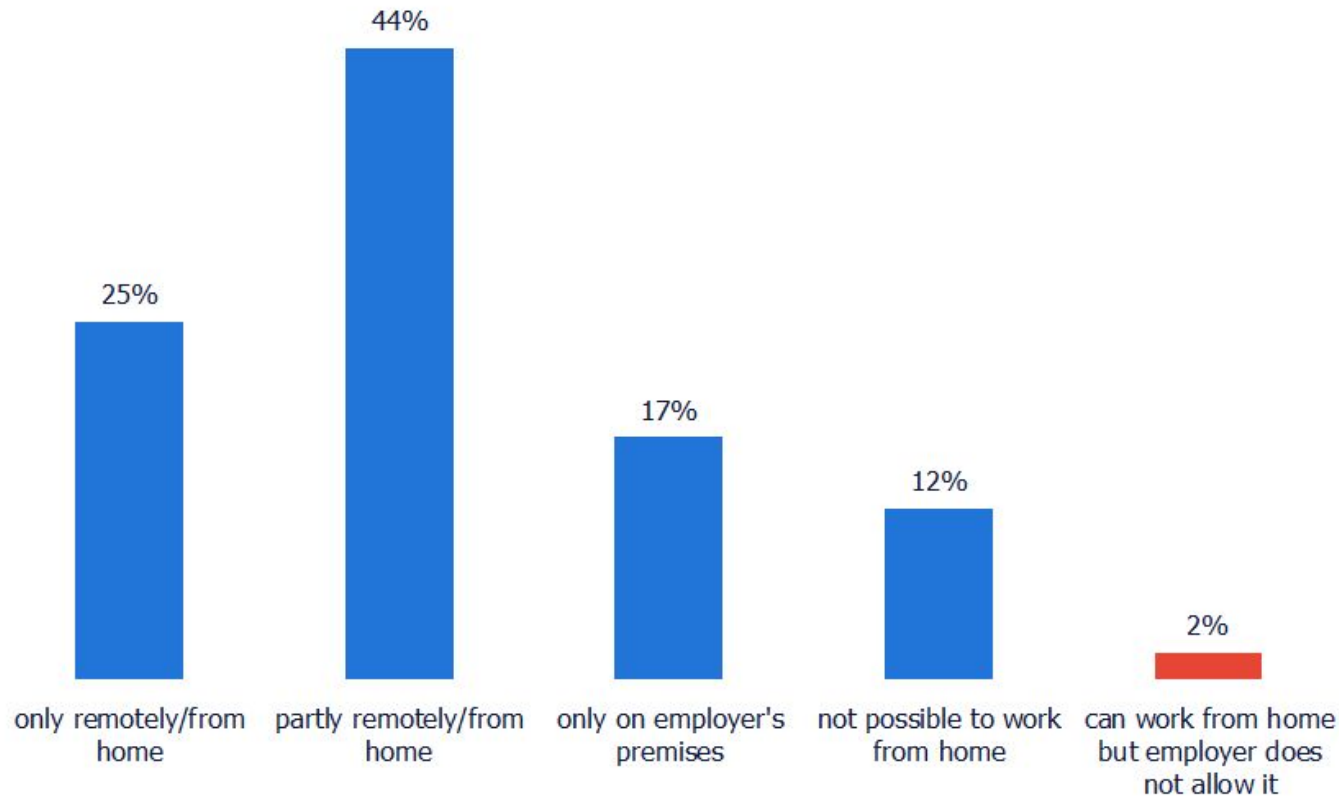
Workers who have worked more or fewer hours, or have their salaries reduced, may feel less driven at work. They are also more likely to seek new opportunities to reignite that spark they once had for their job.

69% of respondents worked remotely in 2020.

- Only 21% had done so out of their own decision making.
- 50% said that the decision was made by their employer and/or authorities.
- 30% said they made the decision together with their employer/authorities.



1 in 4 respondents only worked remotely or from home.



To protect one another from COVID-19, employees around the world worked from home for the majority of 2020. While many experienced benefits of working from home, such as better work productivity and work-life balance, others faced new challenges from prolonged isolation and poor support from their employers.

With every employee expecting varied support to attain work-life harmony, employers may find it difficult to develop new HR policies that can equally benefit everyone and still remain sustainable after COVID-19.

A good place to start is flexible work arrangements. It involves creating new HR policies that allows employees to work from home if their job allows them to and be able to choose their own working hours that suits both their work and personal lives as long as they fulfil the minimum work hour requirements per week.

By giving workers the autonomy to make those decisions for themselves, employers are able to reduce the “push” factors and retain their talent. Employees may also be more productive, happier and motivated at work.

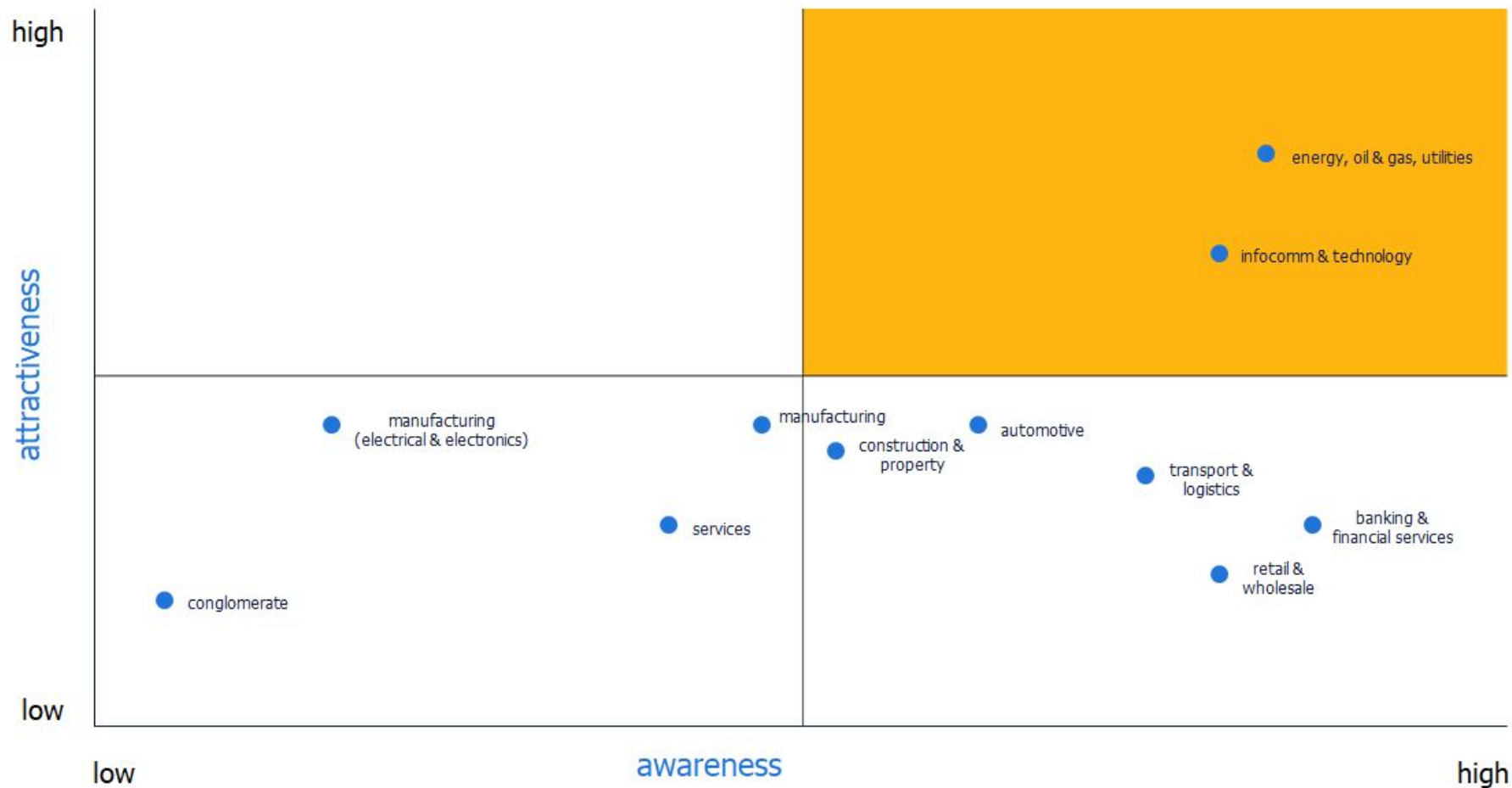


randstad employer brand awards

2021.



top performing sectors in malaysia by awareness and attractiveness.



high awareness

having a high awareness means that employers in the sector are widely known.

high attractiveness

a sector with high attractiveness contains more highly attractive companies than other sectors.

most attractive employers by sector.

	sector	most attractive employer	most attractive employer runner up	most attractive employer second runner-up
1	energy, oil & gas, utilities	Shell Malaysia	Tenaga Nasional Berhad	Sapura Energy Berhad
2	infocomm & technology	Intel Malaysia	Hewlett Packard Enterprise Services Sdn Bhd	IBM
3	manufacturing (electrical & electronics)	Samsung	General Electric Malaysia	Sony EMCS (Malaysia) Sdn. Bhd.
4	automotive	UMW Holdings Berhad	DRB-Hicom Berhad	Perusahaan Otomobil Kedua Sendirian Berhad (PERODUA)
5	manufacturing	Nestlé (Malaysia) Berhad	B.Braun Medical Industries Sdn. Bhd.	Hartalega Holdings Berhad
6	construction & property	Sime Darby Berhad	Sunway Berhad	IOI Corporation Berhad
7	transportation & logistics	Malaysia Airports Holdings Berhad	AirAsia Berhad	Malaysia Airlines Berhad
8	services	Deloitte SEA Services Sdn. Bhd.	Astro Holdings Sdn. Bhd.	Media Prima Berhad
9	banking & financial services	Malayan Banking Berhad (Maybank)	HSBC Bank Malaysia Berhad	Citibank Berhad
10	retail & wholesale	AEON Co. (M) Bhd.	McDonald's (Gerbang Alaf Restaurants Sdn Bhd)	KFC Holding
11	conglomerate	Johor Corporation Berhad	Kuala Lumpur Kepong Berhad	Oriental Holding Berhad



most attractive employers in malaysia.

top 10 employers 2021

- 01 Shell Malaysia
- 02 Nestlé (Malaysia) Berhad
- 03 Intel Malaysia
- 04 Samsung
- 05 Sime Darby Berhad
- 06 General Electric Malaysia
- 07 Hewlett Packard Enterprise Services Sdn Bhd
- 08 Sunway Berhad
- 09 IBM
- 10 Tenaga Nasional Berhad

top 10 employers 2020

- 01 Petroliam Nasional Berhad (PETRONAS)**
- 02 Shell Malaysia
- 03 Nestle (Malaysia) Berhad
- 04 Sime Darby Berhad
- 05 IBM
- 06 AirAsia Berhad
- 07 Samsung
- 08 Intel Malaysia
- 09 Huawei Technologies Malaysia
- 10 Tenaga Nasional Berhad

**After winning "Most Attractive Employer" thrice in a row, Petroliam Nasional Berhad (PETRONAS) had been inducted in the Hall of Fame, the highest and most prestigious accolade handed out in the Randstad Employer Brand Award.

- company dropped out of 2021's top 10 list
- company new to 2021's top 10 list



top 3 EVP drivers of the top five most attractive companies.

		#1 EVP	#2 EVP	#3 EVP
1	Shell Malaysia	financially healthy	very good reputation	attractive salary & benefits
2	Nestlé (Malaysia) Berhad	financially healthy	very good reputation	job security
3	Intel Malaysia	very good reputation	financially healthy	career progression
4	Samsung	financially healthy	very good reputation	career progression
5	Sime Darby Berhad	financially healthy	very good reputation	job security



most attractive employers by EVP driver.

EVP driver	#1 EVP	#2 EVP	#3 EVP
attractive salary & benefits	Shell Malaysia	IBM	Intel Malaysia
work-life balance	Shell Malaysia	Johor Corporation Berhad	Nestlé (Malaysia) Berhad
COVID-19 safe work environment	B.Braun Medical Industries Sdn. Bhd.	Johor Corporation Berhad	Nestlé (Malaysia) Berhad
financially healthy	Nestlé (Malaysia) Berhad	Shell Malaysia	Public Bank Berhad
career progression	Nestlé (Malaysia) Berhad	Intel Malaysia	Shell Malaysia
job security	Tenaga Nasional Berhad	Nestlé (Malaysia) Berhad	Shell Malaysia
pleasant work atmosphere	Nestlé (Malaysia) Berhad	Johor Corporation Berhad	Intel Malaysia
very good reputation	Shell Malaysia	Nestlé (Malaysia) Berhad	Intel Malaysia
possibility to work from home	IBM	Intel Malaysia	Johor Corporation Berhad
gives back to society	Nestlé (Malaysia) Berhad	Johor Corporation Berhad	Shell Malaysia



the employer brand roadmap.



randstad employer brand research

FAQs.

what is the Randstad Employer Brand Research?

The Randstad Employer Brand Research is the most comprehensive, independent and in-depth employer brand research in the world. Commissioned by Randstad and conducted by Kantar TNS, the survey captures the views of more than 190,000 respondents on 6,000+ companies across 34 markets. Kantar is the world's leading data, insights and consulting company with headquarters in London, United Kingdom.

can you tell me more about how the sample is selected?

Randstad is not involved in the survey sample selection as the Employer Brand Research is an independent survey. The survey sample is a subset and mirrors the general population in the market. In Malaysia, 2,523 respondents participated in the 16-minute online survey which was conducted in January 2021 by Kantar TNS to reflect the latest HR trends and candidates' sentiments.

how are the companies selected for the research?

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

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

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

At the world's leading HR solutions provider, we know that perception is the co-pilot of reality. And this is why your employer brand directly impacts your ability to attract the right talent.



Whether you are hiring or making some adjustments to your workforce needs, we're here for you.

We know how the right talent can make a significant impact not only to your company's workforce productivity and business growth. Our specialist recruiters provide strong market knowledge and candidate insights, and have a proven track record in sourcing high-calibre professionals across various key industries.

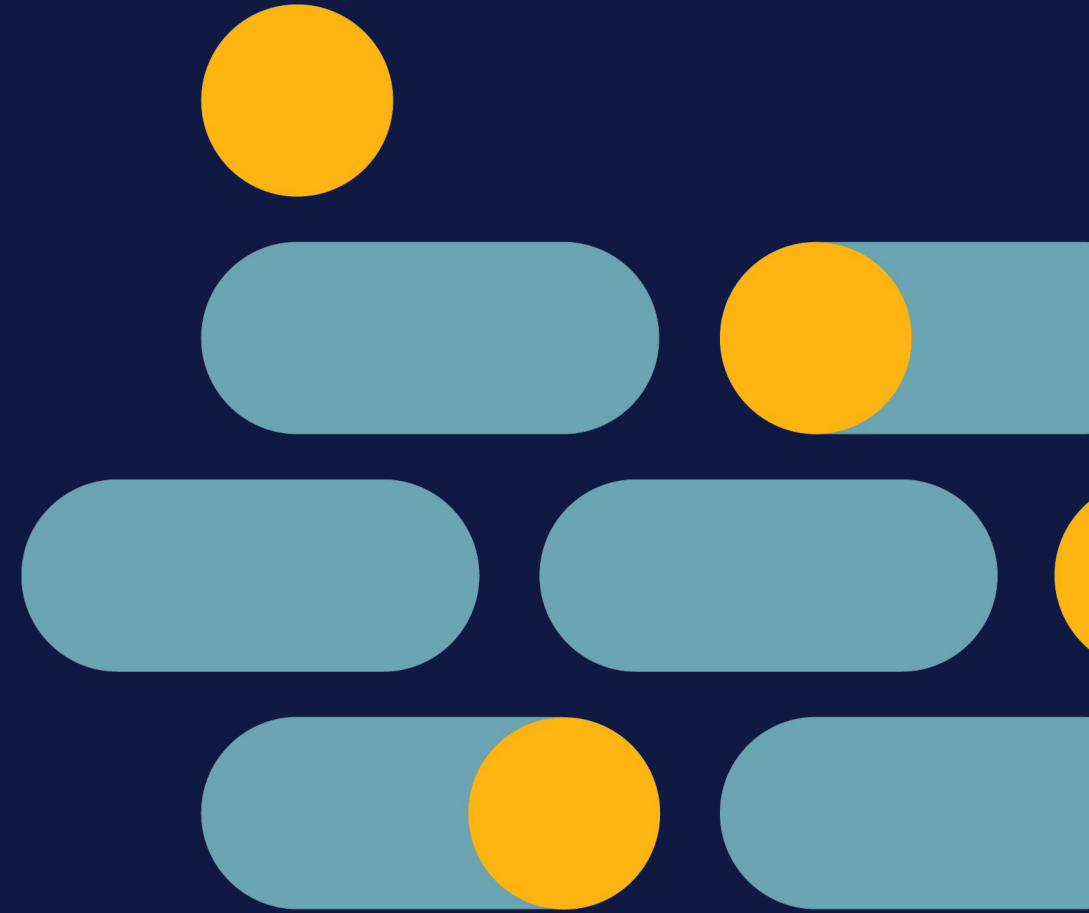
Visit our website to find out more about our talent recruitment services and HR solutions at randstad.com.my/employers.

If you have an interview request or any questions about this survey, please contact us at randstad.com.my/contact-us.

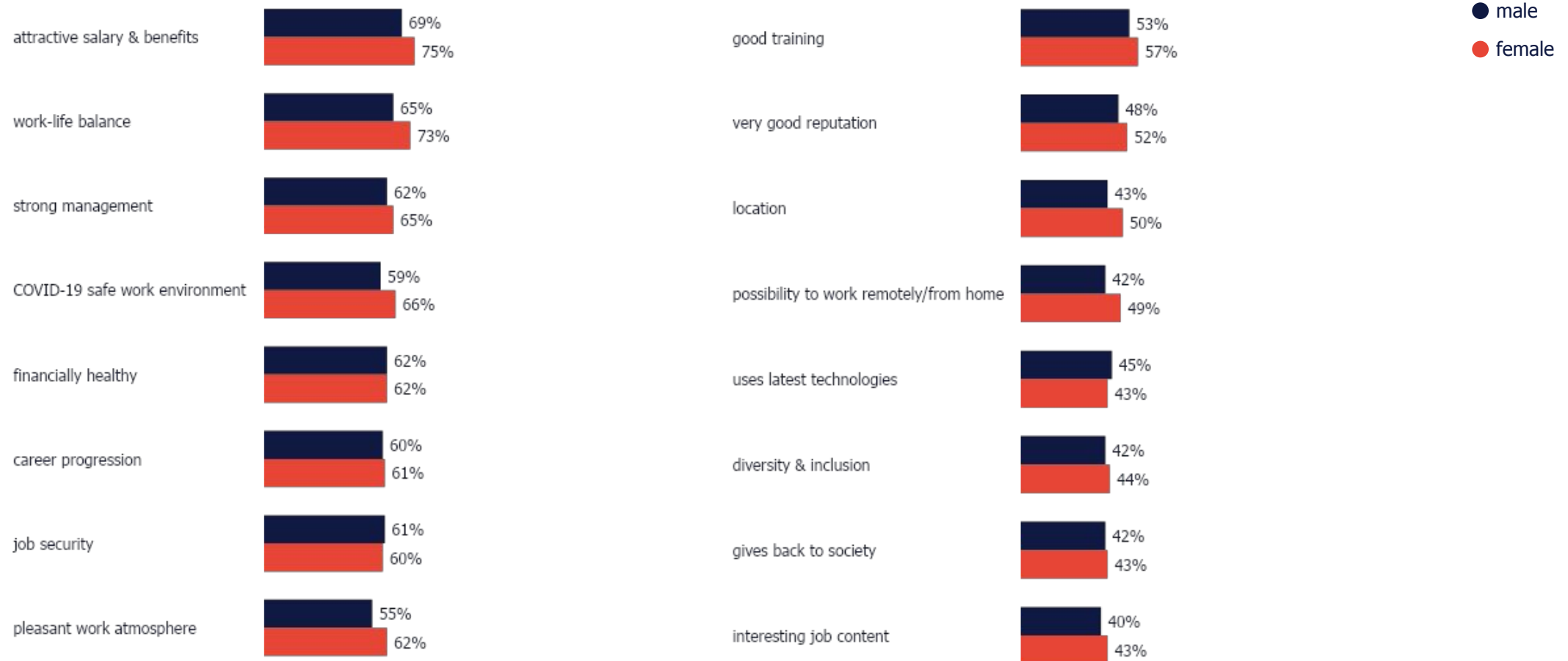
reach out.



appendix.

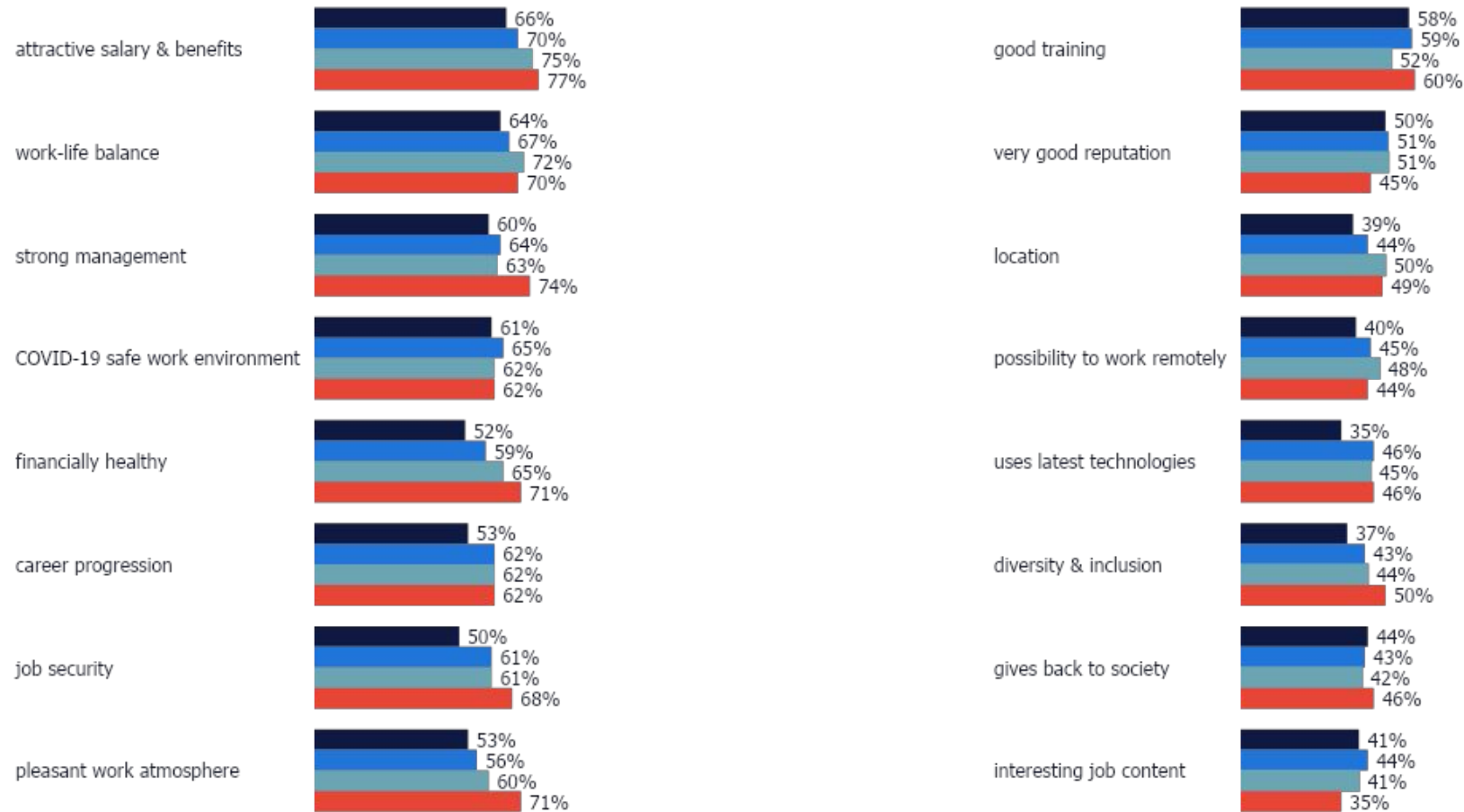


EVP driver importance by gender.



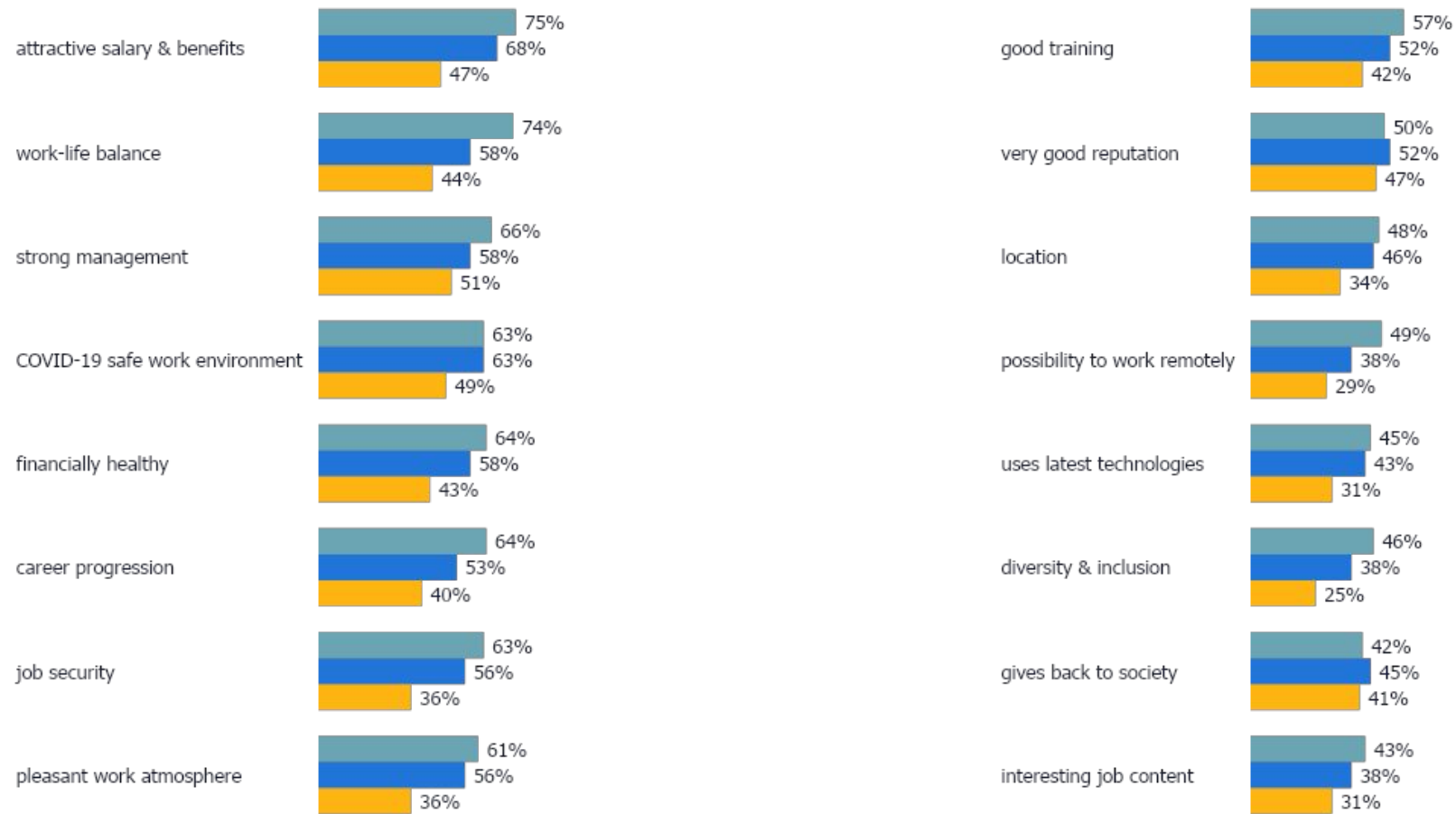
EVP driver importance by generation.

- gen z (18-24)
- millennials (25-34)
- gen x (35-54)
- boomers (55-64)



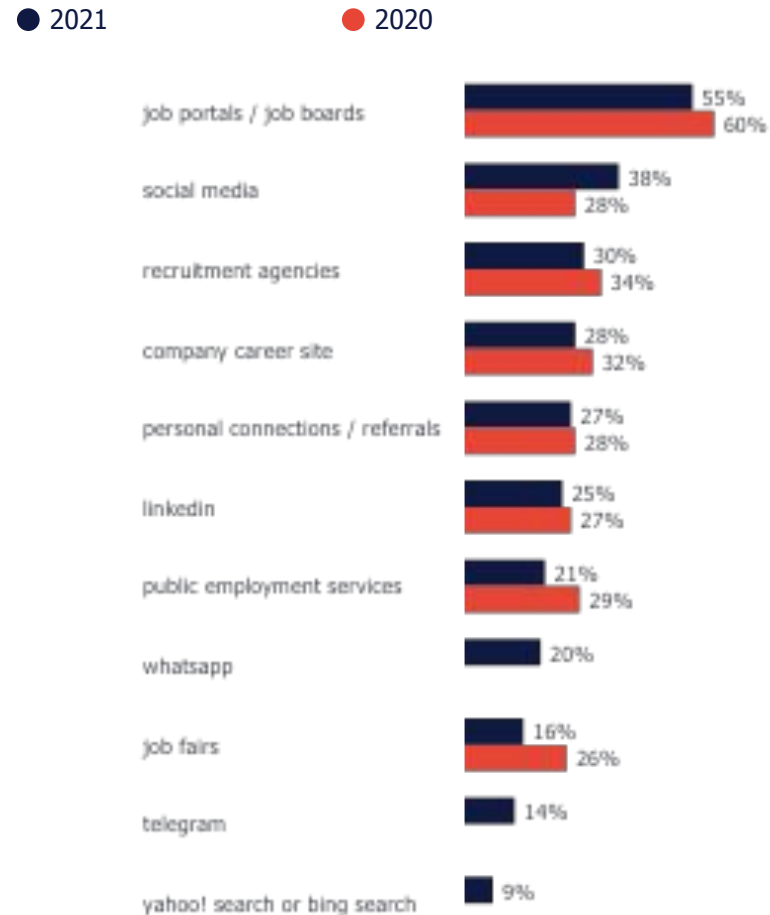
EVP driver importance by education.

- higher
- middle
- lower

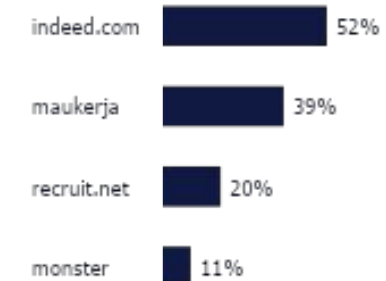


how do employees in malaysia find new job opportunities.

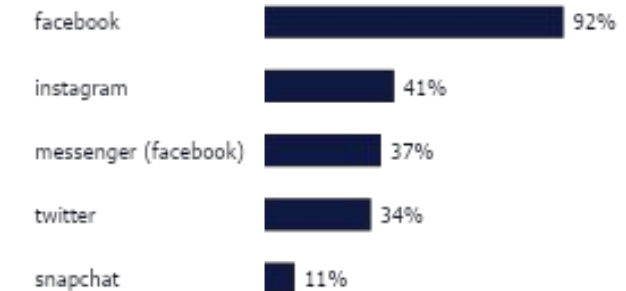
channels used to find new job opportunities



channels used to find new job opportunities deep dive social media & job portals



*base is too small for 2021



methodology

why smart sampling?

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

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

example

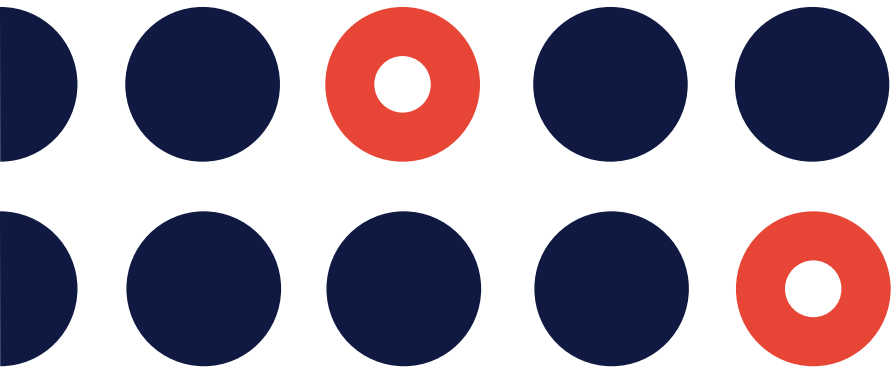
140 respondents have evaluated company X. Of these 140, 50% find the company nice to work for. Taking the error margin at $n=140/50\%$ into account, the real answer lies between 42% and 58%.

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

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

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

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



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