



<b>COMPANY NAME</b>	
<b>CONTACT PERSON</b>	
<b>DESIGNATION</b>	
<b>EMAIL</b>	
<b>TELEPHONE NO</b>	
<b>FAX NO</b>	

a. Please state your company's location. If more than one location, please complete a separate questionnaire for each location.

- |   |   |
|---|---|
| <input type="checkbox"/> Perlis/Kedah         | <input type="checkbox"/> Rest of Selangor/Putrajaya |
| <input type="checkbox"/> Penang               | <input type="checkbox"/> Negeri Sembilan/Melaka     |
| <input type="checkbox"/> Perak                | <input type="checkbox"/> Johor                      |
| <input type="checkbox"/> Kuala Lumpur         | <input type="checkbox"/> Pahang/Terengganu/Kelantan |
| <input type="checkbox"/> Petaling Jaya/Subang | <input type="checkbox"/> Sabah/Sarawak/Labuan       |
| <input type="checkbox"/> Shah Alam/Klang      |   |

b. Please indicate total number of employees in your company as at 30th June 2016.

- |   |  |
|---|--|
| <input type="checkbox"/> 50 employees & below | <input type="checkbox"/> 251 – 500 employees       |
| <input type="checkbox"/> 51 – 100 employees   | <input type="checkbox"/> 501 – 1,000 employees     |
| <input type="checkbox"/> 101 – 250 employees  | <input type="checkbox"/> More than 1,000 employees |

c. Please select capital ownership of your company (equity more than 50%).

- |                                    |                                |  |
|------------------------------------|--------------------------------|--|
| <input type="checkbox"/> Malaysia  | <input type="checkbox"/> Japan | <input type="checkbox"/> Other Asian countries |
| <input type="checkbox"/> UK/Europe | <input type="checkbox"/> USA   | <input type="checkbox"/> Other Countries       |

d. Please select the group below which reflects your company's sales turnover for the last financial year.

- |   |  |
|---|--|
| <input type="checkbox"/> Less than RM10 million | <input type="checkbox"/> RM100.1 – RM500 million |
| <input type="checkbox"/> RM10.1 – RM30 million  | <input type="checkbox"/> More than RM500 million |
| <input type="checkbox"/> RM30.1 – RM50 million  | <input type="checkbox"/> Not Applicable          |
| <input type="checkbox"/> RM50.1 – RM100 million |  |

e. Is your company.....

- |  |  |
|--|--|
| <input type="checkbox"/> Unionised company | <input type="checkbox"/> Non Unionised company |
|--|--|

f. Is your company.....

- |  |  |
|--|--|
| <input type="checkbox"/> Local company | <input type="checkbox"/> Multinational company |
|--|--|

g. Is your company.....

- |  |  |
|--|--|
| <input type="checkbox"/> manufacturing company | <input type="checkbox"/> Non Manufacturing company |
|--|--|

**PART 1: HUMAN RESOURCE & WAGE POLICY**

**RECRUITMENT**

- (1) Does your company recruit employees without prior working experience? *(Please tick the appropriate box)*

	Executives	Non Executives
Yes, for all Executives/Non Executives		
Yes, for certain Executives/Non Executives		
No		
No fixed policy		

- (2) What is the **MINIMUM MONTHLY BASIC SALARY** for employees recruited without prior working experience based on academic qualifications/skills certification?

Academic Qualification	RM
(1) PMR	
(2) SPM	
(3) Certificate	
(4) STPM	
(5) Diploma	
(6) Basic Degree	
(7) Degree with Honours	
(8) Master Degree	
(9) PhD	
Skills Certification	RM
(10) Malaysian Skills Certificate (SKM) Level 1	
(11) Malaysian Skills Certificate (SKM) Level 2	
(12) Malaysian Skills Certificate (SKM) Level 3	
(13) Malaysian Skills Diploma (DKM) Level 4	
(14) Malaysian Skills Advanced Diploma (DLKM) Level 5	
(15) Technical Institute Certificate (e.g. German Malaysian Institute, Japan Malaysia Technical Institute, Malaysia France Institute & etc.)	

**GRADUATES EMPLOYABILITY SKILLS**

(3) What are the main reasons of unemployment of graduates in Malaysia *(You may choose more than one answer)?*

	Executives	Non Executives
(1) Increased minimum retirement age to 60 from 55		
(2) Uncertain economic conditions		
(3) Company policy to freeze hiring		
(4) Poor command of English		
(5) Graduates are too choosy of work		
(6) Graduates have high expectations of salary		
(7) Lack of skills that company required		
(8) Others, please specify		

(4) What is the percentage of graduates vis a vis total recruitment that your Company had recruited in the past two years?

	Executives			Non Executives		
	Public University/ Colleges	Private University/ Colleges	Overseas University	Public University/ Colleges	Private University/ Colleges	Overseas University
None						
Less than 5%						
5 – 10%						
11 – 20%						
More than 20%						

(5) What are the greatest challenges you face in recruiting graduates to fill up the vacancies of your Company? *(You may choose more than one)*

	Executives	Non Executives
(1) Shortage of applicants with the right skills and capabilities		
(2) Limited resources to market vacancies adequately		
(3) Offering a non competitive starting salary		
(4) Candidates not pursuing applications because the hiring process is slow		
(5) Candidates reject the offer because the nature of job		
(6) Candidates reject the offer because of the working environment		
(7) Candidates withdraw the offer because of company policy, e.g. non-flexible working hours		
(8) Others, please specify		

(6) What are the key characteristics that your company look for when hiring? *(You may choose more than one)*

	Executives	Non Executives
(1) Professional expertise		
(2) Interpersonal skills		
(3) Commercial/entrepreneurial skills		
(4) Innovative/Creative skills		
(5) Strategic/organization skills		
(6) Team work skills		
(7) Academic excellence		
(8) Certified skills		
(9) Prior working experience		

(7) Please rate the importance of the following criteria on candidate's curriculum vitae (CV) which grant a higher chance of applicants to get invited to job interview ?  
*(Level of Importance: • 1 – Not at all important • 2 – Slightly important • 3 – Moderately important • 4 – Very important • 5 – Extremely important)*

	Executives	Non Executives
(1) Match the field of study to the job task		
(2) Relevant work experience		
(3) Higher cumulative Grade Point Average (CGPA)		
(4) Study abroad		
(5) Reputation of educational institution		
(6) Presentation of CV		

(8) On average, what is the demand salary of the fresh graduates?

	Executives (RM/month)	Non Executives (RM/month)
Diploma		
Degree		
Master Degree		

- (9) Which job function will your Company recruit for fresh graduates? *(You may choose more than one)*

	Executives	Non Executives
(1) Accountancy & Finance		
(2) Banking & Financial Services		
(3) Distribution		
(4) Engineering		
(5) Healthcare		
(6) Human Resources		
(7) Information Technology		
(8) Legal		
(9) Marketing		
(10) Operations		
(11) Property/Facilities Management		
(12) Purchasing		
(13) Research & Development		
(14) Sales		
(15) Technical		
(16) Others, please specify		

- (10) What are the attributes that could increase the employability of graduates? *(You may choose more than one)*

	Executives	Non Executives
(1) Improve efficiency in English		
(2) Gain working experience, e.g. participating in internship program		
(3) Developing of hard skills, e.g. computer literacy		
(4) Developing of soft skills, e.g. communication, problem solving, time management		
(5) Have some background knowledge of the employers		
(6) Be responsible, e.g. punctual during interview, dress appropriately in the interview		
(7) Aware of market trend, e.g. do not reject due to low salary, look at career development opportunity in long term		

(11) How far do you agree that graduates recruited in the past 3 – 5 years have the skills that meet your Company requirement?

	Executives	Non Executives
Strongly agree		
Agree		
Disagree		
Strongly disagree		
Not sure		

(12) What are the most lacking skills in the fresh graduates? *(You may choose more than one)*

	Executives	Non Executives
(1) Technical skills		
(2) Job specific skills		
(3) Leadership skills		
(4) Interpersonal skills		
(5) Communication skills, e.g. written & oral		
(6) Problem solving skills		
(7) Planning and organising skills		
(8) Initiative/creativity		
(9) Information Technology (IT) skills		

(13) Please rate the level of satisfaction of your newly recruited graduates in your Company.

***(Level of Satisfaction : 1 – Completely dissatisfied • 2 – Mostly dissatisfied • 3 – Somewhat satisfied • 4 –Mostly satisfied • 5 – Completely satisfied)***

	Executives	Non Executives
(1) Theoretical skills		
(2) Practical skills		
(3) Analysis and problem solving		
(4) Numeracy skills		
(5) Decision making skills		
(6) The ability to come up with new ideas and solutions		
(7) The ability to acquire new knowledge		
(8) Ability to work independently		
(9) Communication skills: oral and written		
(10) Basic computer literacy/using IT		
(11) Team working		
(12) Leadership skills		
(13) Negotiation skills		
(14) Demonstrating responsibility at work		

(14) What are the key areas of skills shortages being faced by your Company currently? *(You may choose more than one)*

	Executives	Non Executives
(1) Accountancy & Finance		
(2) Banking & Financial Services		
(3) Distribution		
(4) Engineering		
(5) Healthcare		
(6) Human Resources		
(7) Information Technology		
(8) Legal		
(9) Marketing		
(10) Mathematics/Actuarial Science		
(11) Operations		
(12) Property/Facilities Management		
(13) Purchasing		
(14) Research & Development		
(15) Sales		
(16) Technical		
(17) Others, please specify		

(15) What are the skills to be developed in employees to drive your company growth? *(You may choose more than one)*

	Executives	Non Executives
(1) Leadership skills		
(2) Management skills		
(3) Interpersonal skills		
(4) Innovation and creativity		
(5) Technical skills		
(6) Information Technology (IT) skills		
(7) Sales/Marketing skills		
(8) Client management skills		
(9) Others, please specify		

(16) Which skill and competency will be the most important for higher education graduates in the next 5 years? ***(Please choose ONE only)***

	Executives	Non Executives
(1) Industry/job specific skills		
(2) Technical skills		
(3) Leadership skills		
(4) Communication skills, written & oral		
(5) Team working skills		
(6) Analytical skills		
(7) Problem solving skills		
(8) Interpersonal skills		
(9) Information Technology (IT) skills		

(17) How frequently does your Company cooperate with higher education institution to discuss curriculum design and study programs?

	Please tick
Very frequently	
Sometimes	
Never	

(18) Please rate the importance of cooperating with higher education institutions in designing the curriculum and study programs?

	Please tick
Very important	
Important	
Not important	

(19) What actions should higher education institutions take in order to improve the employability of their graduates? ***(You may select more than one)***

	Please tick
(1) Make courses more relevant to the needs of industry	
(2) Include practical experience in courses	
(3) Include work placements as part of the study program	
(4) Others, please specify	



- (20) What types of cooperation could the employers offer to higher education institution on recruitment of graduates?

	Please tick
(1) Participation in internship program	
(2) Direct recruitment at higher learning institutes	
(3) Cooperation with career centres	
(4) Personal discussions with study program directors	
(5) Participation in debates or seminars	
(6) Others, please specify	

**PRODUCTIVITY /PERFORMANCE LINKED SALARY/WAGE SYSTEM**

- (21) Does your company link salary/wage to performance or productivity? *(Please tick the appropriate box)*

	Executives	Non Executives
Yes		
No		
Not sure		

- (22) If **YES**, which part of the salary/wage is variable? *(Please tick the appropriate box)*

	Executives	Non Executives
Annual Increment		
Bonus		
Annual increment and bonus		
Others		

- (23) State the criteria for determining the variable salary/wage component *(You may choose more than one):*

	Executives	Non Executives
(1) Based on company's profitability only		
(2) Based on employees' performance only		
(3) Based on both company's profitability & employees' performance		
(4) Based on set targets		
(5) Based on commission		
(6) Others		



(24) If **NO**, please state the reasons. *(You may choose more than one)*

	<b>Executives</b>	<b>Non Executives</b>
Present system is working fine		
Do not know how		
Union resistance		
Others		

(25) What are the problems faced by your company in implementing Productivity/Performance Linked Salary/Wage System? *(You can choose more than one)*

	<b>Executives</b>	<b>Non Executives</b>
(1) Inadequate knowledge		
(2) Fear factor		
(3) Reluctance of employees to change to a new way of wage system		
(4) Lack of support from top management		
(5) Unwillingness to share financial data with trade union/employee representative		
(6) Objection by Union		
(7) Others		



**EMPLOYEES TURNOVER RATE**

(26) Please calculate the Employees Turnover Rate based on the following formula:

	2015						2016						Total
	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	
Total Number Executives who left in each month	5	2	0	8	6	3	3	12	9	2	0	3	53
Total Number Executives at the end of each month	89	84	83	75	82	81	80	73	70	76	80	82	955

**EXECUTIVES**

**Total number Executives who left the company for the period July 2015 to June 2016 (EXCLUDING retirement and retrenchment)**

**Formula :** Total Number Executives who left in (Jul 2015 + Aug 2015 + .....+ May 2016 + June 2016) =   5 3

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**Average Total Number of Executives per month**

**Formula :** Total Number Executives at the end of Jul 2015 + Aug 2015 + .....+ May 2016 + June 2016  
12 =   8 0 ----- 955/12

**EXECUTIVES**

**Total number Executives who left the company for the period July 2015 to June 2016 (EXCLUDING retirement and retrenchment)**

**Formula :** Total Number Executives who left in (Jul 2015 + Aug 2015 + .....+ May 2015 + June 2016) =        

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**Average Total Number of Executives per month**

**Formula :** Total Number Executives at the end of Jul 2015 + Aug 2015 + .....+ May 2016 + June 2016)  
12 =        

**NON EXECUTIVES**

**Total number Non Executives who left the company for the period July 2015 to June 2016 (EXCLUDING retirement and retrenchment)**

**Formula :** Total Number Non Executives who left in (Jul 2015 + Aug 2015 + .....+ May 2016 + June 2016) =        

---

**Average Total Number of Non Executives per month**

**Formula :** Total Number Non Executives at the end of Jul 2015 + Aug 2015 + .....+ May 2016 + June 2016)  
12 =

(27) What is the notice period of resignation in your Company?

	Top/Senior Managers	Managers	Assistant Managers	Executives
Less than one month				
1 month				
2 months				
3 months				
4 months				
5 months				
6 months				
More than 6 months				
Others				

	Supervisors	Assistant Supervisors	Clerical Staffs	Production Operators	General Unskilled Employees
Less than one month					
1 month					
2 months					
3 months					
4 months					
5 months					
6 months					
More than 6 months					
Others					

(28) What are the main reasons for employees' turnover in your company? *(You may choose more than one)*

	Executives	Non Executives
(1) Lack of career progression		
(2) Salary level		
(3) Work environment		
(4) Geographic location of the firm		
(5) Difficulty in balancing work/life issues		
(6) Low job satisfaction		
(7) Worried about job security		
(8) Conflicts with management/supervisors/co-workers		
(9) Non-competitive compensation/benefits package		
(10) Conflicts with organization's mission or values		
(11) Lack of appreciation from management		
(12) Personal reasons		
(13) Others, please specify _____		

(29) Does your company adopt any measures in retaining the employees?

	Executives	Non Executives
Yes		
No		
Not sure		

(30) What are the retention strategies that your company has adopted in retaining the employees? (***You may choose more than one***)

	Executives	Non Executives
(1) Maintain competitive salary or wages		
(2) Specify clear career path		
(3) Provide growth and promotion opportunities		
(4) Implement work life balance program (E.g. flexible working hours, job sharing)		
(5) Provide organisational support for community based services (E.g. Child care centre, health club)		
(6) Provide financial incentives (E.g. shares, longevity bonuses)		
(7) Intensify non financial incentives (E.g. employee discounts, company trip)		
(8) Provide job security		
(9) Increase organisation communication to keep employees informed about the company's plans, goals and operations		
(10) Emphasise teamwork and employee engagement		
(11) Provide training opportunities		
(12) Provided assistance with childcare		
(13) Others, please specify		

**SALARY RANGE/SCALE**

(31) What is the salary structure in your company?

	Executives	Non Executives
Salary Range/Scale (with Minimum and Maximum with fixed annual increment)		
Salary Range/Scale (with Minimum and Maximum with no fixed annual increment)		
Salary Range/Scale Open (with Fixed Minimum and no Maximum)		
No Salary Range/Scale		



(32) Please indicate the Salary Range/Salary Scale for the following categories of **EXECUTIVES**:

	<b>SALARY SCALE/SALARY RANGE</b>	
	<b>Average MINIMUM (RM)</b>	<b>Average MAXIMUM (RM)</b>
(1) Top Management (CEO, CFO, CIO, etc.)		
(2) Division Director (HR /Finance Director, etc.)		
(3) Senior Managers		
(4) Middle Managers		
(5) Junior Managers		
(6) Senior Executives		
(7) Middle Executives		
(8) Junior Executives		

(33) Please indicate the Salary Range/Salary Scale for the following categories of **NON EXECUTIVES**:

	<b>SALARY SCALE/SALARY RANGE</b>	
	<b>Average MINIMUM (RM)</b>	<b>Average MAXIMUM (RM)</b>
(1) Supervisors		
(2) Assistant Supervisors		
(3) Secretaries		
(4) Assistants		
(5) Clerks		
(6) Non Clerical Staff		
(7) Skilled Employees/Craftsmen		
(8) Semi-Skilled Employees		
(9) Unskilled/General Employees/Labourer		

**SALARY INCREASE IN 2016**

(34) Based on your company’s policy, which month of the year does your company grant salary increase?

	Executives	Non Executives
January		
February		
March		
April		
May		
June		
July		
August		
September		
October		
November		
December		

(35) What are the criteria used in determining the quantum of the salary increase? *(You may choose more than one)*

	Executives	Non Executives
(1) Performance of the employees		
(2) Company capacity to pay		
(3) Market rate		
(4) Increase in the cost of living		
(5) Years of experience in the job		
(6) Job Grade/Job Size		
(7) Collective Agreements		
(8) Company’s profitability/productivity level – target set		
(9) Skills/Qualification required during employment		
(10) Consumer price index/Inflation rate		
(11) Goods and Services Tax		
(12) Annual Salary Review		
(13) Others		

(36) Does your company practise the following with regard to salary increase/decrease for the year 2016? *(Please tick the appropriate box)*

	Executives	Non Executives
Salary Increase – for all Executives/Non Executives		
Salary Increase – for certain Executives/Non Executives only		
No Increase for all Executives/Non Executives		
Salary Cut – for all Executives/Non Executives		
Salary Cut – for certain Executives/Non Executives only		



(37) In general, the percentage of the salary increase for 2016 was:

	Executives	Non Executives
Higher than 2015		
Same as 2015		
Lower than 2015		

(38) If salary increase was granted to employees in 2016, what type of salary increase was granted?

	Executives	Non Executives
(1) Across the board salary increase		
(2) Salary increase based on performance		
(3) Salary increase based on seniority level (not based on performance)		
(4) Salary increase based on the length of services (not based on performance)		
(5) Others		

(39) If the salary increase is based on the performance of the employees, state the **AVERAGE PERCENTAGE INCREASE IN SALARY** for the following categories of employees in 2016.

	AVERAGE SALARY INCREASE (%)			
	High Performance	Above Average Performance	Average Performance	Below Average Performance
<b>EXECUTIVES</b>				
(1) Top/Senior Managers				
(2) Managers/Assistant Managers				
(3) Executives				
<b>NON EXECUTIVES</b>				
(4) Supervisors				
(5) Clerical Staff				
(6) Skilled Employees				
(7) Semi-Skilled Employees				
(8) Manual/Production/Operations Employees				



**BONUS IN 2016**

(40) Did your company grant Contractual and/or Discretionary Bonus to employees either at the end of 2015 or the beginning of 2016? ***(Please tick the appropriate box)***

	Executives	Non Executives
Yes, to all Executives/Non Executives		
Yes, to certain categories of Executives/Non Executives		
No		

(41) State the quantum of bonus payment (either at the end of 2015 or at the beginning of 2016) compared to the previous year (2015)? ***(Please tick the appropriate box)***

	Executives	Non Executives
Higher than 2015		
Same as 2015		
Lower than 2015		

(42) State the type of bonus given. ***(Please tick the appropriate box)***

	Executives	Non Executives
Contractual Bonus only		
Discretionary Bonus only		
Contractual plus Discretionary Bonus		
Some received Contractual Bonus while some received Discretionary Bonus		

(43) What are the criteria adopted in awarding the Discretionary Bonus? ***(You may choose more than one)***

	Executives	Non Executives
Performance/Productivity of the company		
Performance of the employees		
Seniority level		
Number of years in the company		
Others, please specify_____		



(44) State the quantum of bonus in terms of months of basic salary. *(If your company grant bonus more than once in a year, please state the total bonus granted in a year)*

	Average Total Bonus (Months)		
	Contractual	Discretionary	Contractual PLUS Discretionary
<b>EXECUTIVES</b>			
(1) Top/Senior Managers			
(2) Managers/Assistant Managers			
(3) Executives			
<b>NON EXECUTIVES</b>			
(4) Supervisors			
(5) Clerical Staff			
(6) Skilled Employees			
(7) Semi-Skilled Employees			
(8) Manual/Production/Operation Employees			

(45) If bonus is based on **PERFORMANCE OF THE EMPLOYEES**, state the **AVERAGE TOTAL BONUS** (Discretionary plus Contractual) granted.

	Average Total Bonus (Months)		
	Employees with HIGH performance	Employees with ABOVE AVERAGE performance	Employees with AVERAGE performance
<b>EXECUTIVES</b>			
(1) Top/Senior Managers			
(2) Managers/Assistant Managers			
(3) Executives			
<b>NON EXECUTIVES</b>			
(4) Supervisors			
(5) Clerical Staff			
(6) Skilled Employees			
(7) Semi-Skilled Employees			
(8) Manual/Production/Operation Employees			

**FORECAST OF SALARY INCREASE AND BONUS 2017**

(46) Overall, what is your forecast for the following with regard to salary policy for 2017 (*Please tick the appropriate box*)

	Executives	Non Executives
(1) Salary increase – higher than 2016		
(2) Salary increase – same as 2016		
(3) Salary increase – lower than 2016		
(4) No salary increase		
(5) Pay cut		
(6) Not sure/Don't know		

(47) If salary increase is forecasted for 2017, state the **FORECAST OF AVERAGE SALARY INCREASE.**

	%
Executives	
Non Executives	

(48) If **PAY CUT** is forecasted for 2017, state the **FORECAST OF AVERAGE PAY CUT.**

	%
Executives	
Non Executives	

(49) Does your Company forecast **DISCRETIONARY BONUS (excluding Contractual Bonus)** will be granted to employees at the end of 2016 or at the beginning of 2017?

	Executives	Non Executives
YES, more than 2016		
YES, same as 2016		
YES, less than 2016		
No		
Not sure/Don't know		



- (50) State the **FORECAST OF AVERAGE DISCRETIONARY BONUS** (*excluding contractual bonus*) that will be granted at the end of 2016 or at the beginning of 2017.

	Month
Executives	
Non Executives	

THANK YOU FOR COMPLETING **PART 1** OF THE SURVEY.

KINDLY PROCEED TO **PART 2** BY FILLING UP THE **SALARY DATA** IN THE EXCEL SPREADSHEET.

TO DOWNLOAD THE EXCEL FILES, PLEASE CLICK:

<http://www.mef.org.my/EFM1/Part2 Salary Data 2016.xls>