



Signature Insights

Salary Pulse: Malaysia

Satisfaction, fairness and
how to talk about pay rises



About Jobstreet by SEEK

Jobstreet is the leading employment platform in Malaysia, helping people live more fulfilling and productive working lives and helping organisations succeed. It is a subsidiary of SEEK, a diverse group of companies with a strong portfolio of online employment, commercial and volunteer businesses.

SEEK is listed on the Australian Securities Exchange and has a strong presence across the APAC region, including 6 Asian markets – Malaysia, Indonesia, Hong Kong, the Philippines, Singapore, and Thailand – through the Jobsdb and Jobstreet brands. SEEK attracts over 500 million visits a year in Asia.

About this report

The Salary Pulse report is presented in two parts.

Part 1 focuses on attitudes and experiences around pay, including how fairly people feel paid, how happy they are with their salary, and how they approach pay conversations. It also offers practical guidance to help employers and employees have more open, confident conversations about salary.

This research was conducted by market research agency Nature on behalf of Jobstreet by SEEK via an online survey in February 2026. Responses were gathered from 1,010 workers in Malaysia aged 18 to 64 who are currently employed, recruited on a nationally representative basis on age and gender.

Part 2 shares average advertised salaries for the top 20 roles (by job ad volume) across industries, based on Jobstreet job ad data from November 2025 - April 2026. This provides a snapshot of what employers are currently offering in the market for high-demand roles. A minimum threshold of job ads on Jobstreet is required for a role to appear in these tables.

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PART 1

Introduction

Pay is a foundational factor shaping how workers in Malaysia feel about work, yet it's one of the most challenging topics to talk about openly. At Jobstreet by SEEK, our purpose is to help people live more fulfilling and productive working lives and to help organisations succeed, and salary comes up time and again as a key driver of career happiness and longevity.

The financial strain that many are under is no secret. Cost of living challenges continue to weigh on household budgets and consumer confidence remains subdued, leaving candidates with less bargaining power than they once had. In this environment, how people feel about their pay can be the difference between staying in a role or moving on.

This research goes beyond the numbers to understand how workers in Malaysia feel about their pay, how fair they believe it is and their experiences around pay rises.

What we found matters for everyone. When people are happy with their pay, they're more likely to feel motivated and go above and beyond at work. And when leaders create transparent opportunities to discuss pay, they can manage expectations and build stronger pay satisfaction.

With fresh insights and practical advice, this report aims to support both employers and employees to have better, more confident conversations about pay.

Please note: Salary fairness in this report is based on workers' personal feelings and their own ideas about being paid fairly, not specific working conditions that constitute legally fair conditions.

Salary satisfaction across APAC in 2026

Across APAC, most workers feel they're paid fairly, but there's a distinct gap between feeling fairly paid and feeling satisfied with their salary.

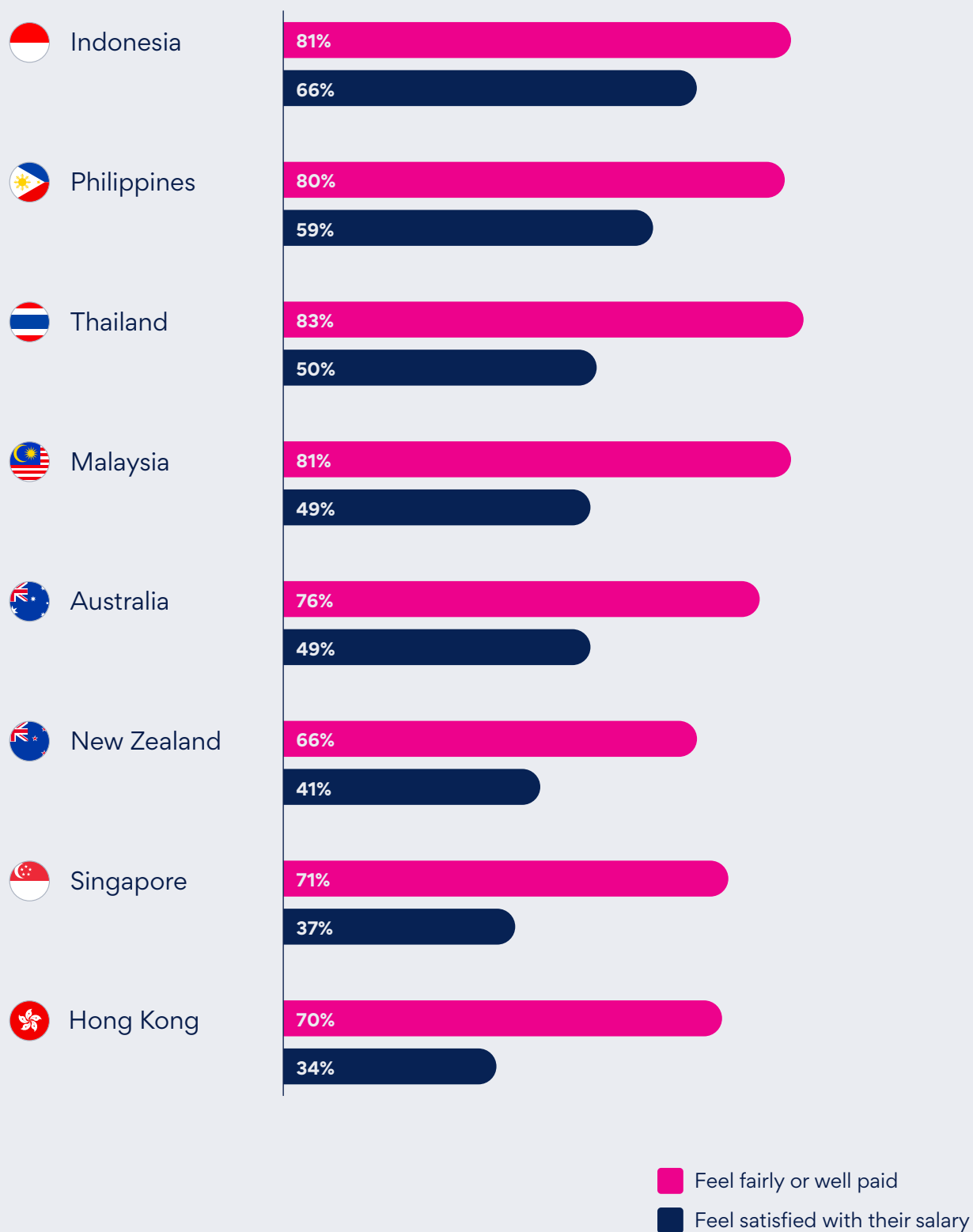
Indonesia leads on pay satisfaction, with 66% feeling somewhat or extremely happy with their salary, followed by the Philippines. While cultural positivity in survey responses may be contributing, these results still point to stronger salary optimism in these markets. A great sense of confidence likely supports this, with workers in Indonesia and the Philippines feeling the most comfortable in asking for a pay rise.

At the other end of the spectrum, Hong Kong, Singapore and New Zealand report the weakest levels of pay satisfaction among the markets surveyed. They are also the least comfortable initiating a pay rise conversation, giving them less agency to influence their salary. Hierarchical structures and social norms around proactively asking for pay increases could be playing a role for Hong Kong and Singapore, alongside high-pressure environments that workers feel don't match their monetary compensation. Cost of living challenges and tough job markets are also likely to be having a bearing on how satisfied workers are with their pay.

For leaders across APAC, there's a clear opportunity to help workers navigate salary conversations with more clarity and confidence, fostering stronger pay satisfaction.



Salary satisfaction in the APAC region



The state of pay in Malaysia



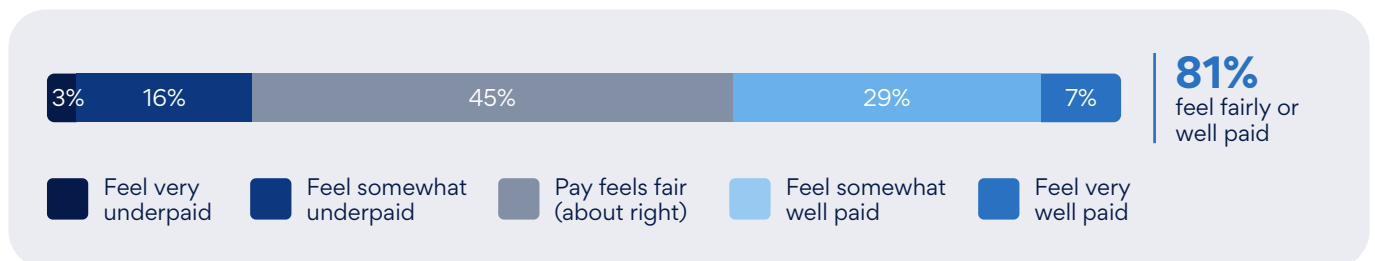
KEY FINDING 1:

Most workers in Malaysia feel fairly paid, but not necessarily content

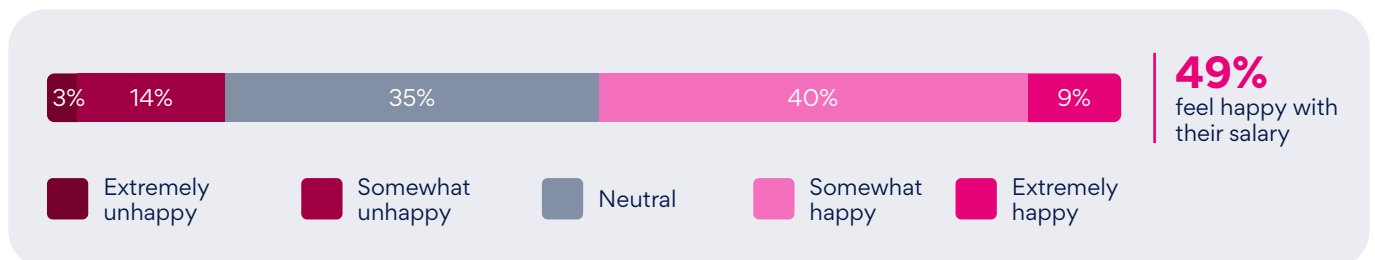
In Malaysia, 81% of workers feel they're being paid fairly for their current role. Despite this, only 49% report being happy with their salary, highlighting a disconnect between what they consider fair and what they'd like to earn.

Perceptions of fairness and salary satisfaction are linked with income, with higher earners more likely to feel well paid and happier with their salary overall.

Salary fairness



Salary happiness



“

The salary is considered average compared to the market rate. It is about right but not too high. Things could always be better.

– Gen X,
Admin, customer service and sales



KEY FINDING 2:

Salary happiness comes from feeling meaningfully rewarded, not just fairly paid

Less than half (41%) of employees who view their pay as 'fair (feels about right)' are actually satisfied with that level of remuneration. This suggests that employees don't just want to know they're being paid in line with a benchmark, they want to feel rewarded above and beyond for their contribution to feel truly well paid.

Alongside benchmarking, employees also interpret their salary in the context of their workload and how well it supports their lifestyle.

Together, these factors have a significant bearing on how fairly employees feel they are being paid and how satisfied they are.

Given this, leaders need to think beyond benchmarking to help foster higher pay satisfaction in the workplace. It's important to recognise that employees' expectations are also shaped by how strongly they believe their contribution is valued, and by how well their salary supports what matters to them outside of work.

Salary happiness among those who feel underpaid vs well paid



“

High salary doesn't mean you're happy and vice versa. We need to consider all the other factors as well, such as the treatment you receive, the workload, the future prospects, the annual bonus and increment.

– Gen X,
Industrial sector

KEY FINDING 3:

Salary happiness boosts motivation and prevents turnover

When workers in Malaysia are happy with their pay, they're almost 3x more likely to feel motivated and willing to put in extra effort at work. On the other hand, employees who aren't happy with their salary are 2.5x more likely to have one eye on the door and be thinking about changing jobs.

Pay satisfaction is therefore a critical area for leaders to understand and take seriously, given the role it plays in driving strong productivity and retention.

2.9x

Workers who are happy with their pay are 2.9x **more likely to feel motivated to go above and beyond** at work than those who are unhappy (78% vs 27%)



2.5x

Workers who are unhappy with their pay are 2.5x more likely to think about changing jobs than those who are happy (56% vs 22%)



KEY FINDING 4:

Recent pay increases are common, and usually worth up to 10%

Just over half (56%) of workers in Malaysia reported a salary increase in the last year. These increases were moderate, with 56% earning up to 5%, while 30% saw increases of 6-10%.

Recent pay rises were driven by within-role increases rather than promotions. Of those within-role increases, the type of pay increase was relatively split between performance-based pay rises and company-wide adjustments.

However, workers who received a performance-based increase were more likely to feel happy

with their salary (65%) than those who only received a company-wide increase (52%).

This shows that when leaders clearly tie pay increases to performance, the impact on pay satisfaction is significant.

Not all industries are equal, with those in tech significantly more likely to have received higher pay increases. This reflects the greater flexibility this sector has around salary bands and caps, allowing for more substantial pay increases for high-performing employees. See page 21 for more insights by industry.

71%

of workers who received their last pay increase in the last 12 months achieved it in their current role.



14%

achieved an increase through a promotion, with most others receiving one because of a role change (within the same company or moving to a different company/industry).



Last pay increase type within role

(Among the 71% of workers who said their last pay increase was in their current role, not via a promotion)

A performance-based pay increase

41%

A company-wide pay increase

34%

An individual pay adjustment

20%

A retention or counter-offer increase

3%

Other/don't know

3%



“

My salary is lower than market rate. With inflation and everything becoming so expensive, it is hard to survive for me on this M40 category salary range.

– Millennial, Industrial

KEY FINDING 5:

Time and project management skills are helping to unlock greater pay increases

Malaysian workers who received a pay rise in the last 12 months most commonly credit the increase to their problem-solving skills, with 37% saying it was one of the top three skills that helped them most.

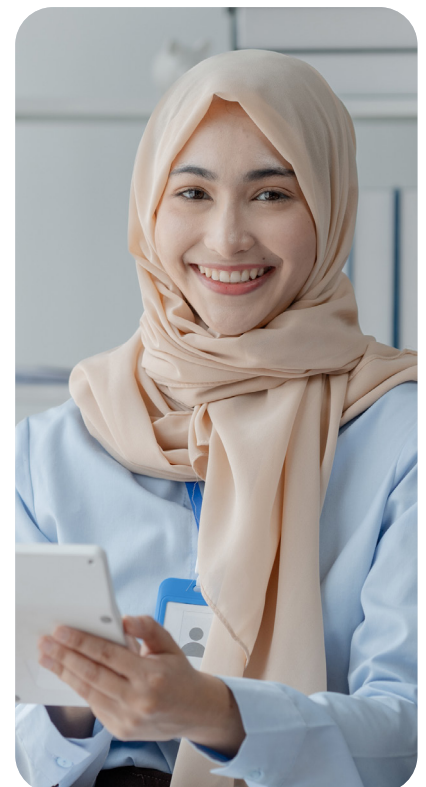
However, certain skills stand out for driving higher increases. Those who received a pay rise of over 10% were most likely to credit this to their time or project management skills (33%), a factor that only ranked fourth for those who received a raise of 10% or less. These skills are especially valued by Gen Z (30%) and those working in construction and industrial sectors (34% each).

Workers with higher pay increases were also 2x more likely to attribute their success to their business and strategic skills (20%) and negotiation abilities (19%) compared to those who received smaller pay rises.

Together, this suggests that while core, technical skills are highly important for securing a pay rise, employees should not forget to focus on soft skills such as problem solving, time and project management, strategic thinking and negotiation, as these can help open the door to higher pay increases down the line.

Most influential skills in achieving pay rise (among those who received on in the last 12 months)

(% who ranked each in their top three)



KEY FINDING 6:

Malaysians are willing to sacrifice their title for higher pay, but not their values

Malaysians are willing to make compromises for a higher salary. Nearly one in five Malaysian workers are open to prioritising financial comfort and stability over title and status, with 19% willing to consider accepting a lower job title or position for a 10% pay increase. It's the most common sacrifice they're willing to make, outside of being on call outside of work hours (21%).

However, Malaysians show a strong commitment to maintaining their values. Only 3% would be

willing to work for a company with a toxic culture for a 10% pay increase, and just 8% say they're willing to work for a company that does not align with their values for that pay rise.

This is no surprise. From [SEEK's Workplace Happiness Index](#) we know that purposeful work is the #1 driver of happiness at work, and weak workplace happiness can lead to low motivation and high turnover.

Sacrifices for a 10% salary increase

(% who would consider each)



“

I feel my pay is fair for my current role and responsibilities. It meets my expectations for now, but I hope there will be opportunities for growth and salary progression in the future.

– Gen Z,
Construction



KEY FINDING 7:

Most workers could use extra support navigating pay conversations

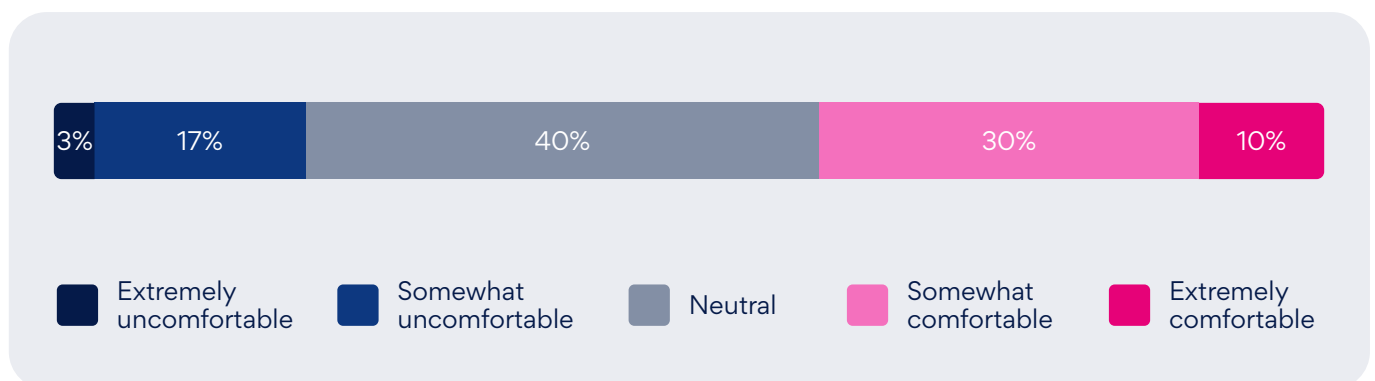
Workers in Malaysia have mixed confidence levels around asking for a pay rise, with 40% feeling comfortable, 20% feeling uncomfortable and the rest somewhere in the middle. Despite a higher proportion feeling comfortable, only 10% feel extremely comfortable asking for a pay rise. It's clear that many workers in Malaysia could benefit from a confidence boost in this area.

Junior employees and Gen X are in even greater need of support, as they are the employees

least confident in asking for a pay rise.

For junior employees, this could come down to a few factors: less confidence in their ability to justify a pay rise, less established relationships with decision-makers, and general inexperience with these types of conversations. For older workers, this could be down to societal norms and less experience talking openly about money and advocating for themselves on pay.

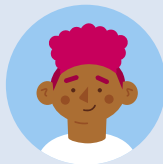
Comfort in asking for a pay increase



Least confident % uncomfortable



Gen X
(34%)



Entry-level/
junior positions
(36%)

Most confident % comfortable



Gen Z
(44%)



Senior positions
(50%)

KEY FINDING 8:

It pays to be proactive in initiating pay conversations

More than half of workers (56%) have asked for a pay rise before, mirroring the mixed levels of confidence Malaysians experience in initiating salary discussions. While these conversations can feel awkward, the encouraging reality is that most employees (78%) who asked for an increase were successful.

Additionally, the more someone does it, the more confident they typically feel in approaching future pay rise conversations. This heightened confidence likely stems not just from the

pay increase they typically receive, but also from the sense of ownership and achievement they have in securing it.

For employees, the opportunity is clear: don't let initial discomfort hold you back. If you have a solid case for a pay rise, invest time in preparing, anchor your ask in evidence, and approach the conversation with confidence. Whatever the outcome, every conversation is a learning experience.

66%

of repeat askers feel
comfortable asking for a pay rise,
compared to 55% of those who
have only asked once



KEY FINDING 9:

Declined pay requests or unmet expectations can trigger quiet withdrawal

While those who ask for a pay rise are often rewarded, 12% of employees have faced rejection. These employees tend to feel less valued and are less motivated to go above and beyond in their roles. Rejection can also lead them to consider changing jobs.

Beyond hard rejections, dissatisfaction with pay rise outcomes can also fuel 'quiet quitting', where employees stop going above and beyond and performing only their required job duties. Nearly one in four (23%) say they'd accept a raise even if it didn't meet their expectations but admit their motivation would be impacted, and 18% say unmet expectations would prompt them to look for a new role.

These employees are essential for leaders to keep an eye on. If a pay increase is declined or smaller than expected, it's important to communicate clearly about why and offer

guidance on what's needed for future success. Getting ahead of these conversations is equally important. Sharing what milestones are required before yearly reviews can help manage expectations early.

Offering other benefits can also help retain these employees, with 19% likely to consider asking for additional perks when a pay rise doesn't meet their expectations. From a recruitment perspective, the opportunity to receive performance bonuses, retirement and pension contributions and flexible working arrangements can be key benefits to dial up, to help manage unmet expectations and offset a lower base salary. These are the top benefits that workers say would make them much more comfortable accepting a salary around 10% lower than expected. Gen Z are particularly interested in bonuses and flexible working.

Next steps if pay rise doesn't meet expectations

(% most likely to take each action)



Expert advice on pay conversations



For employees

Effective salary conversations come down to timing, preparation, and commercial awareness. Don't wait for your performance review, speak to your manager in advance to understand what's required, set expectations and align your goals accordingly.

- Come ready with evidence-based examples: revenue generated, efficiencies improved, and responsibilities taken on beyond your role.
- Benchmark your salary through recruiters, industry networks and job advertisements to understand your market value.

Remember, salary increases are based on the value you deliver, not personal financial pressures. Understand how pay decisions are made in your organisation, seek regular feedback year-round, and let the conversation grow naturally from there. Good luck!

For employers

Pay rise conversations can carry significant emotional weight and should be handled with care, therefore, preparation is critical. Clarity and transparency are essential during these conversations with employees.

- Ensure you can clearly talk to how remuneration decisions are made at your organisation and proactively set clear expectations around KPIs, behaviours and business results before any formal review.
- If a pay rise is declined or lower than expected, explain the rationale clearly and provide actionable feedback. Acknowledge the employee's contribution and demonstrate empathy.
- Where salary increases aren't possible, consider alternatives such as flexible working or professional development.

Handled well, these conversations build trust. Handled poorly, they risk disengagement and higher turnover.

Ukari Warmann,

Director, Business Partnering, APAC
SEEK

Pay satisfaction across generations and industries



KEY FINDING 10:

Despite lower salaries, Gen Z are the most likely to feel they're being paid fairly

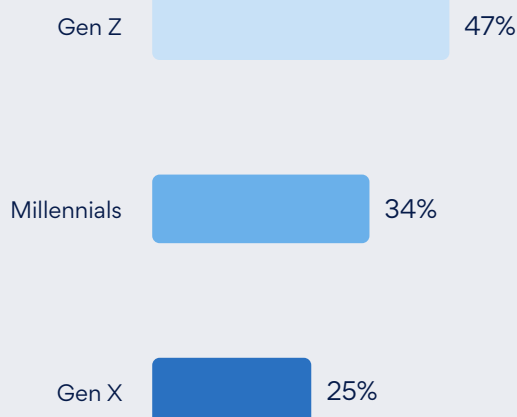
Gen Z are paid significantly less than other generations, with 27% earning below MYR 2,500 compared to the employment market average of 19%. This is in part because a greater proportion of Gen Z are working part time (9%) versus other generations (3%). However, full-time Gen Z workers are also being paid less (18% earning below MYR 2,500 vs 13% full-time worker average). Gen Z are also earlier in their careers and are therefore more likely to be in entry-level roles (25%) compared to other generations (14% market average).

Despite this, they are the most likely to feel satisfied with their pay, with 47% saying they feel well paid and 55% feeling happy with their salary. This is likely driven by a sense that their experience and skills don't yet warrant a higher salary. They may also be more likely to have greater disposable income if they don't have a mortgage or dependants, which may help them feel that their salary is sufficient for their living costs.

**Note: baby boomers base size n=16, therefore are excluded from the report.*

Salary fairness

(I feel somewhat well paid + I feel very well paid)



“

My salary is enough to cover all my monthly needs and expenses, and I will usually have some cash left to go into my savings after that.

– Gen Z,
Construction

KEY FINDING 11:

Gen Z are the most confident generation negotiating pay

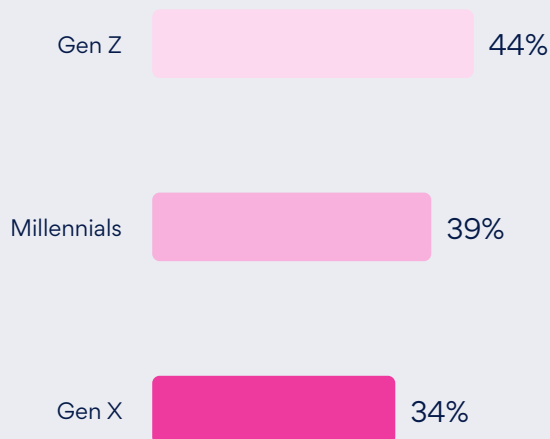
Younger workers are the most comfortable asking for a pay increase, and are also the most likely to say they'd negotiate with their manager or HR for a higher amount if a pay rise did not meet their expectations. Gen Z are clearly starting to challenge traditional norms in Malaysia by advocating more directly for themselves, likely shaped by greater global salary transparency, online career advice, and a less hierarchical view of the workplace.

This comfort is reinforced by 41% of Gen Z preferring to proactively start pay conversations

with their manager, while 35% would rather wait for a scheduled review to bring it up and 23% would rather wait for their manager or HR to raise it.

Their confidence appears to be paying off, with Gen Z the most likely generation to have received a pay rise in the last 12 months (62% vs 56% market average).

Comfort asking for a pay rise (Somewhat comfortable + extremely comfortable)



**Note: baby boomers base size n=16, therefore are excluded from the report.*

KEY FINDING 12:

Despite being the highest paid generation, Gen X are feeling less fairly paid

Gen X are earning the most of all generations on average, being the most likely to report monthly salaries of MYR 7,000 and above (39% vs 25% market average). Despite this, Gen X are the least likely to feel well paid (25% vs 36% market average). This tension may reflect how they see their pay compared to peers in similar roles. At this stage of their careers, people with comparable job titles can have very different levels of experience and tenure, which can create noticeable gaps in pay and fuel a sense of unfairness.

Adding fuel to feelings of being underpaid is limited pay growth. Gen X are less likely to have received a recent increase, with 16% stating their last pay rise was more than two years ago. They are also the least comfortable asking for a pay

rise, which can make it harder to change their situation even when they feel their pay is not keeping up. On top of this, mortgages, families and established careers mean big moves are often harder to justify. Gen X are also more likely to simply accept a pay rise decision that falls short of expectations rather than look for a new role, negotiate, or ask for additional perks, revealing a tendency to 'make do' and be more realistic about their options as they move closer to retirement.

Still, it's important for leaders not to overlook these employees, as their motivation could eventually wane, impacting their productivity and retention.

**Note: baby boomers base size n=16, therefore are excluded from the analysis.*



“

There are others in the same role getting much better pay. But some are earning less too.

– Gen X,
Retail, hospitality and sports

KEY FINDING 13:

Feelings of being well paid are similar across industries, but the underlying drivers differ

More than one in three workers in Malaysia (36%) feel well paid, with little variation across industries.

For those in technology, higher pay growth plays a role. Workers in this sector are the most likely to be earning MYR 7,000 and above (42% vs 25% market average). They are also the most likely to say their last pay rise was a performance-based increase (52% of in-role increases vs 40% market average). Tech workers also feel more comfortable navigating pay conversations, giving them more opportunity to influence outcomes.

For workers in retail, hospitality and sports, the drivers are different. They are the most likely to be lower earners with 24% earning under MYR 2,500 per month (vs 19% market average) but may feel well paid because pay structures are more transparent and expectations are clearer, so even if salaries are modest, people feel they're being treated fairly for the work they do.

This shows there is no single path to feeling well paid: in higher-earning sectors visible performance-linked growth is important, while in lower-paid sectors clear structures and transparency matter more. Pay strategies need to therefore be tailored by industry in Malaysia, not applied as a one-size-fits-all.

Salary fairness

(I feel somewhat well paid + I feel very well paid)



“

The salary is about the same as the other company offers. They do not require me to do other things outside of my job scope. So, it is fair.

– Millennial,
Retail, hospitality and sports



KEY FINDING 14:

Workers on the East Coast feel significantly more well paid than the rest of Malaysia

Workers living on the East Coast are the most likely to feel well paid and satisfied with their salary. Despite this, they are less likely to be high earners with just 8% earning MYR 7,000 and above (vs 25% market average) and are just as likely to have received a pay rise in the last 12 months versus other regions (56%).

Cultural and economic differences in the East Coast vs other regions may be driving this. While salary tends to be lower, the cost of

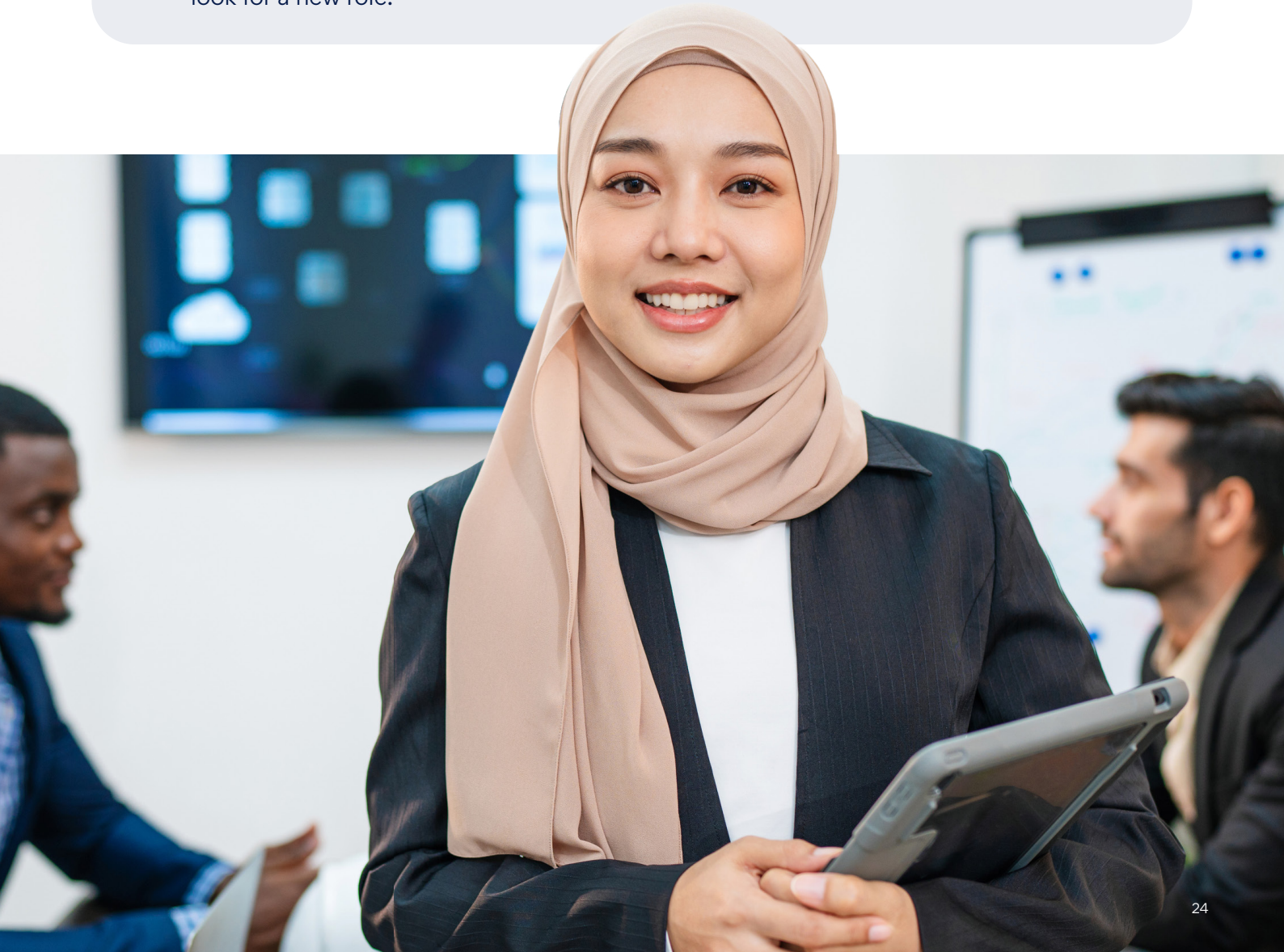
living is significantly cheaper in East Coast cities, meaning that their real standard of living may not be so different.

In lower-cost regions, where daily expenses such as housing and food are more manageable, salaries may feel more “adequate” relative to lifestyle needs. This suggests that expectations, cost structures and local benchmarks play a significant role in shaping salary satisfaction, beyond headline earnings alone.



→ TAKEAWAYS

- Most workers in Malaysia (81%) feel fairly paid, yet only 49% are happy with their salary, revealing a gap between what feels fair and what they'd like to earn.
- Only 41% of employees who feel their pay is 'fair (about right)' are happy with it, showing that real salary happiness comes from feeling meaningfully rewarded, not just fairly paid.
- Pay satisfaction is a critical focus for leaders, with workers who are happy with their pay almost 3x more likely to go above and beyond at work, and unhappy workers almost 3x more likely to be thinking about changing jobs.
- Recent pay rises are modest, with just over half of workers in Malaysia reporting an increase in the last year and 56% of these amounting to 5% or less.
- Workers are willing to make personal sacrifices for a 10% higher salary.
- One in four workers (21%) are willing to be on call outside of work hours for a 10% pay rise, but very few would sacrifice their values (3% for a toxic culture or a boss they do not respect).
- Being proactive with pay conversations pays off, with 78% of workers who ask for a pay rise successfully receiving one and typically feeling more confident with their salary.
- When pay rise expectations are not met, engagement can drain, with 23% likely to stay in that situation, but with reduced motivation and 18% saying they'd be likely to look for a new role.



Playbook for employees and employers



Playbook for employees

1. Know your market value

- **Benchmark your salary before any pay conversation.** Use [Jobstreet's Explore Salaries page](#) to understand what others in your role and industry are earning. It's the foundation of any confident pay discussion.
- **Don't rely on informal comparisons.** Comparing your salary to colleagues, friends or family is common, but these are subjective measures that can give you an inaccurate picture of your true market value.

2. Build your case

- **Know what you bring to the table.** Before any salary discussion, take stock of your contribution and how it aligns with your organisation's goals. The clearer you are on your value, the more confidently you can advocate for yourself. Need help getting started? [Jobstreet Career Advice](#) has practical tips to help you prepare.
- **Think beyond the pay rise.** If a higher salary isn't immediately possible, consider what else matters to you. Flexible work arrangements, additional leave or other benefits can be valuable alternatives.

3. Have the conversation

- **Don't let discomfort hold you back.** A fifth of workers in Malaysia find salary conversations uncomfortable, but those who have them are far more likely to be rewarded (78% of employees who asked for a pay rise received one, either in full or in part).
- **Choose the right moment.** Just under half of workers prefer to bring up pay discussions in a scheduled review, while 33% prefer to start the conversation proactively themselves and 21% prefer their manager or HR to bring it up. Know what works best for you and plan accordingly.
- **If you're early in your career, ask anyway.** Junior employees are among the least confident when it comes to pay conversations, but confidence grows with practice. The sooner you start, the easier it gets.

4. If the answer is no

- **Ask for a clear pathway forward.** If a pay rise isn't possible right now, ask your manager for specific feedback on what's needed to get there. A clear plan gives you something to work towards and helps manage your expectations.
- **Don't let rejection derail your motivation.** It's natural to feel frustrated or undervalued after a knock-back, but staying engaged and focused on your development is the best way to position yourself for future success.
- **Consider your options.** If unmet expectations are affecting your motivation, weigh up whether other benefits or a move to a new role better aligned with your values and goals might be the right next step.



Playbook for employers

1. Understand how your people feel about their pay

- **Don't assume fair means satisfied.**
Many employees may feel their pay is reasonable, but that doesn't mean they're happy with it. Regularly checking in on pay satisfaction (not just pay rates) gives you a more accurate picture of how your people are really feeling.
- **Pay attention to who's feeling the pinch.**
Older workers are less likely to feel fairly paid. Understanding where dissatisfaction is concentrated helps you focus your efforts where they're needed most.
- **Watch for the warning signs.** Don't wait for a resignation to find out there was a problem.

2. Go beyond benchmarking

- **Benchmarking is the floor, not the ceiling.**
Paying in line with market rates is important, but it's not enough on its own. Employees want to feel genuinely rewarded for their contribution, not just paid in line with a benchmark.

- **Build a culture of recognition.**
Feeling valued is a key driver of pay satisfaction. Regular, meaningful recognition of your people's contribution can have a significant impact on how satisfied they feel with their pay overall.
- **Consider the full reward picture.**
When a pay rise isn't possible, other benefits matter. Performance bonuses, flexible working arrangements and retirement contributions are appealing alternatives that can help retain employees when salary increases aren't feasible.

3. Be transparent about pay

- **Communicate clearly about pay decisions.**
When pay rises are declined or smaller than expected, employees need to understand why. Clear, honest communication helps manage expectations and reduces the risk of disengagement.



4. Create space for salary conversations

- **Normalise pay discussions.**
Many employees find salary conversations uncomfortable, yet those who have them are far more likely to feel satisfied with their pay. Creating an environment where these conversations are expected and welcomed makes a real difference.
- **Provide structure but keep it flexible.**
Workers who can discuss pay during scheduled reviews and at other times if needed are the happiest with their salary (67%), compared to those with only scheduled reviews (52%) or no formal process at all (52%). Regular structured check-ins are important, but leaving the door open for informal conversations is equally valuable.

5. Manage expectations early

- **Be proactive about pay conversations.**
Don't wait for the annual review to discuss salary. Regular check-ins on performance and pay give employees a clearer sense of where they stand and what's needed to progress.
- **Set clear milestones for pay rises.**
Employees who understand what's required to earn a higher salary are better equipped to work towards it and less likely to feel blindsided if a review doesn't go their way.



PART 2

Malaysia pay data



A few things to keep in mind

This data reflects the salary ranges employers are advertising when posting roles on Jobstreet and provides a snapshot of the current market for high-demand positions. It shows advertised salary ranges, which may differ from what employees are actually earning in their current roles (as reflected in the sentiment data in Part 1).

The roles featured are the top 20* by job ad volume within each industry, meaning they represent where hiring demand is strongest. The average salary ranges shown are based on salary information included in job ads during the six-month period (November 2025 - April 2026).

This data is useful for understanding what employers are currently offering for in-demand roles, but individual salary offers will vary based on specific experience, skills, company size, and other factors. It should not be used as the sole benchmark for setting salaries or making hiring decisions.

For employers looking to establish competitive compensation packages, [Jobstreet's Explore Salaries page](#) provides up-to-date advertised salary data so you can see how your salary brackets measure up.

**A minimum threshold of job ads on Jobstreet is required for a role to appear in these tables.*



State of the economy



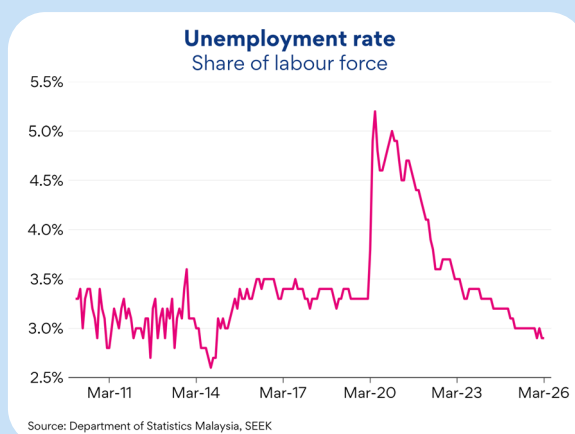
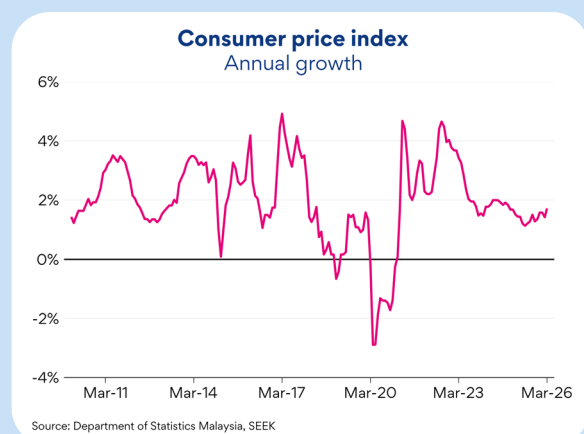
Malaysia experienced a post-pandemic increase in the cost of goods and services, though the rise was less pronounced than in some other economies. Like many countries, it also saw a sharp increase in unemployment during the pandemic period. As inflation picked up, driven by stronger demand and supply disruptions, Bank Negara Malaysia's Monetary Policy Committee raised the Overnight Policy Rate to help maintain price stability.

Wages per worker have broadly kept pace with headline inflation since 2020, but they have not kept up with the stronger increase in food and beverage prices. The picture is more difficult in the private sector, where wage growth has trailed both overall inflation and food price inflation. This suggests many households have faced pressure on real incomes, reducing how far their wages go.

Malaysia also stands out as a country where workers receive a relatively low share of national income compared with some neighbouring economies and more developed economies like Australia. Compensation of employees as a share of GDP is lower in Malaysia than in both the Philippines and Singapore. Together with ongoing pressure on purchasing power, this may be contributing to some workers being unhappy about their salary levels.

The Malaysian economy is expected to continue expanding, although the outlook is subject to downside risks. Ongoing conflict in the Middle East may weigh on global growth, while new or higher tariffs could dampen export demand. Inflation is expected to remain moderate, though much will depend on external conditions. Employment growth is expected to continue through 2026, with the unemployment rate edging slightly lower.

Dr Blair Chapman,
Chief Economist
SEEK



Accounting

Role Titles	Lower-mid range	Upper-mid range
1. Account Executive	3,220	5,100
2. Accounts Executive	3,450	5,175
3. Finance Executive	3,590	5,600
4. Account Assistant	2,150	3,221
5. Accountant	4,300	7,900
6. Finance Manager	8,300	12,530
7. Accounts Assistant	2,300	3,262
8. Accounts And Administration Executive	2,940	4,598
9. Assistant Finance Manager	6,308	8,600
10. Accounts Clerk	1,940	2,948
11. Audit Associate	3,160	4,600
12. Accounts Officer	2,500	3,656
13. Accounts And Administration Assistant	2,210	3,300
14. Audit Assistant	2,650	3,790
15. Accounts And Finance Executive	3,300	5,136
16. Accounts Payable Executive	3,390	5,100
17. Financial Controller	11,500	20,120
18. Accounts Receivable Executive	3,240	5,150
19. Financial Analyst	4,620	8,207
20. Internal Audit Executive	3,800	5,750

Advertising, Arts & Media

Role Titles	Lower-mid range	Upper-mid range
1. Video Editor	3,100	4,600
2. Content Creator	2,590	4,300
3. Videographer And Video Editor	3,010	4,282
4. Graphic Designer	2,650	3,950
5. Videographer	2,779	4,240
6. Photographer	1,790	3,950

Call Centre & Customer Service

Role Titles	Lower-mid range	Upper-mid range
1. Customer Service Executive	2,870	4,300
2. Customer Service Representative	2,800	4,800
3. Customer Service Specialist	3,635	4,800
4. Telesales Executive	2,800	4,211
5. Service Adviser	2,150	3,300
6. Telemarketer	2,650	3,950
7. Telemarketing Executive	2,800	4,950
8. Customer Service Assistant	2,315	3,010
9. Contact Centre Sales Representative	2,860	5,750

Administration & Office Support

Role Titles	Lower-mid range	Upper-mid range
1. Administration Officer	2,070	3,100
2. Administration Executive	2,720	3,950
3. Personal Assistant	3,300	6,250
4. Administration Clerk	1,884	2,590
5. Sales Administrator	2,240	3,950
6. Operations Executive	2,926	4,292
7. General Clerk	1,792	2,290
8. Sales Administration Executive	2,904	3,974
9. Office Administrator	2,147	3,450
10. Receptionist	1,944	3,010
11. Accounts And Administration Assistant	2,150	3,300
12. Executive Assistant	3,880	7,690
13. Executive	2,800	4,950
14. Document Controller	2,719	4,450
15. Clerk	1,795	2,205
16. Operations Assistant	1,956	3,156
17. Accounts And Administration Executive	2,336	4,150
18. Customer Service Executive	3,007	4,240
19. Human Resources And Administration Executive	2,860	4,188
20. Secretary	3,286	5,300

Banking & Financial Services

Role Titles	Lower-mid range	Upper-mid range
1. Personal Banker	3,450	3,950
2. Executive	3,300	5,100
3. Relationship Manager	4,600	8,180
4. Assistant Manager	5,750	7,795
5. Manager	7,900	12,200
6. Operations Executive	3,560	5,100
7. Financial Consultant	3,450	5,040
8. Specialist	3,880	6,950
9. Compliance Manager	7,300	11,550

CEO & General Management

Role Titles	Lower-mid range	Upper-mid range
1. General Manager	10,600	20,100

Figures listed are from Jobstreet advertised salary data in MYR based on monthly full-time salaries, which typically fall between the lower-mid and upper-mid range.

Construction

Role Titles	Lower-mid range	Upper-mid range
1. Quantity Surveyor	3,300	5,600
2. Site Supervisor	2,800	4,300
3. Project Manager	7,600	12,569
4. Contract Executive	3,680	5,750
5. Site Safety Supervisor	3,624	4,650
6. Health And Safety Officer	5,600	8,265
7. Project Executive	3,450	5,300
8. Construction Manager	7,480	11,500
9. Contracts Manager	7,900	11,600
10. Assistant Project Manager	6,025	9,425
11. Quality Assurance And Control Engineer	3,506	5,336
12. Safety Officer	4,600	7,300
13. Project Coordinator	3,120	5,110
14. Supervisor	2,060	3,327
15. Project Engineer	3,450	5,720
16. Construction Site Supervisor	3,073	3,905
17. Inspector Of Works	4,188	5,800

Education & Training

Role Titles	Lower-mid range	Upper-mid range
1. Teacher	2,643	4,288
2. Preschool Teacher	2,305	2,946
3. Lecturer	3,800	6,900
4. Kindergarten Teacher	1,826	2,800
5. English Teacher	3,020	4,860
6. Tuition Teacher	2,210	3,800
7. Special Educational Needs Teacher	2,386	3,450
8. Mandarin Teacher	3,115	5,115
9. Mathematics Teacher	3,018	5,160
10. Teachers Aide	2,156	3,010
11. Primary Teacher	3,115	4,585

Design & Architecture

Role Titles	Lower-mid range	Upper-mid range
1. Graphic Designer	2,862	4,656
2. Interior Designer	3,160	5,390
3. Designer	2,800	5,240
4. User Experience And Interface Designer	4,600	7,060
5. Architect	4,600	8,590
6. Assistant Architect	2,946	4,600
7. Draftsperson	2,721	4,366
8. Multimedia Designer	3,446	4,974
9. Creative Designer	3,300	5,300

Engineering

Role Titles	Lower-mid range	Upper-mid range
1. Project Engineer	3,450	5,600
2. Process Engineer	3,950	6,600
3. Engineer	3,800	7,310
4. Electrical Engineer	3,846	7,600
5. Mechanical Engineer	3,645	7,900
6. Technician	2,150	2,976
7. Draftsperson	2,512	3,950
8. Site Engineer	3,150	4,600
9. Services Engineer	3,450	5,300
10. Design Engineer	3,656	6,600
11. Manufacturing Engineer	4,600	7,495
12. Mechanical Design Engineer	4,160	6,900
13. Maintenance Engineer	3,450	6,250
14. Project Manager	7,900	12,500
15. Electrical Technician	2,150	3,300
16. Production Engineer	3,300	5,300
17. Maintenance Technician	2,300	3,155
18. Testing Engineer	4,300	6,900
19. Civil And Structural Engineer	3,680	6,250
20. Automation Engineer	4,457	7,600

Figures listed are from Jobstreet advertised salary data in MYR based on monthly full-time salaries, which typically fall between the lower-mid and upper-mid range.

Healthcare & Medical

Role Titles	Lower-mid range	Upper-mid range
1. Clinic Assistant	1,790	2,447
2. Staff Nurse	2,800	3,800
3. Physiotherapist	2,800	3,950
4. Pharmacist	6,600	7,900
5. Medical Sales Representative	3,450	5,600
6. Product Specialist	3,610	5,592
7. Resident Doctor	8,950	11,500
8. Aesthetic Doctor	11,500	20,100
9. Dental Assistant	1,914	2,290
10. Radiographer	2,574	3,300
11. Nutritionist	3,070	3,950
12. Pharmacy Assistant	2,010	2,800
13. Medical Doctor	9,303	15,800
14. Medical Officer	8,600	10,900
15. Optometrist	4,300	5,500
16. Medical Sales Executive	3,740	4,800
17. Medical Assistant	2,104	3,165
18. Nurse	2,800	3,800
19. Registered Nurse	2,793	3,657

Human Resources & Recruitment

Role Titles	Lower-mid range	Upper-mid range
1. Human Resources Executive	3,440	5,300
2. Human Resources And Administration Executive	3,300	5,154
3. Human Resources Manager	6,900	11,500
4. Assistant Human Resources Manager	5,600	7,600
5. Recruitment Consultant	3,300	5,600
6. Human Resources Assistant	2,150	3,020
7. Human Resources And Administration Manager	6,765	9,655
8. Human Resources Officer	2,773	4,600
9. Talent Acquisition Executive	3,800	5,600
10. Talent Acquisition Specialist	4,300	6,162
11. Human Resources Business Partner	6,370	11,500
12. Recruitment Executive	3,300	5,100
13. Human Resources Generalist	3,950	7,180
14. Human Resources And Administration Assistant	2,300	3,057
15. Human Resources Administrator	2,288	4,300
16. Health And Safety Officer	4,470	7,360
17. Human Resources Specialist	4,600	7,000
18. Talent Acquisition Professional	3,449	8,180
19. Executive	3,160	5,070

Hospitality & Tourism

Role Titles	Lower-mid range	Upper-mid range
1. Barista	1,860	2,310
2. Service Crew	1,860	2,800
3. Restaurant Crew	1,990	2,392
4. Kitchen Crew	1,940	2,500
5. Crew	1,800	1,930
6. Commis Chef	1,902	2,650
7. Restaurant Manager	3,010	6,576
8. Restaurant Supervisor	2,300	3,300
9. Waitperson	1,851	2,650
10. Chef De Partie	2,530	3,950
11. Assistant Restaurant Manager	2,297	3,466
12. Outlet Manager	3,096	4,800
13. Kitchen Helper	1,790	2,006
14. Cook	1,860	2,630
15. Front Office Assistant	1,852	2,368
16. Demi Chef	2,150	3,290
17. Operations Manager	4,830	9,200
18. Chef	2,620	5,705
19. Tea Maker	1,920	2,800
20. Supervisor	2,298	3,450

Information & Communication Technology

Role Titles	Lower-mid range	Upper-mid range
1. Software Engineer	4,450	8,450
2. Information Technology Executive	3,360	5,450
3. Software Developer	4,450	8,050
4. Full Stack Developer	5,300	9,800
5. Business Analyst	5,184	8,735
6. Java Developer	6,070	12,340
7. Information Technology Manager	7,600	11,500
8. Data Engineer	5,750	11,500
9. Information Technology Engineer	3,950	6,290
10. Backend Developer	6,250	11,500
11. Project Manager	7,654	13,600
12. Front End Developer	5,600	9,898
13. Engineer	5,050	9,975
14. Full Stack Software Engineer	5,600	10,600
15. Systems Engineer	4,160	7,900
16. Artificial Intelligence Engineer	4,600	11,500
17. Network Engineer	4,600	8,210
18. Data Analyst	3,950	6,910
19. Java Software Engineer	6,870	11,500
20. Web Developer	3,450	6,600

Figures listed are from Jobstreet advertised salary data in MYR based on monthly full-time salaries, which typically fall between the lower-mid and upper-mid range.

Insurance & Superannuation

Role Titles	Lower-mid range	Upper-mid range
1. Financial Adviser	4,815	5,720

Manufacturing, Transport & Logistics

Role Titles	Lower-mid range	Upper-mid range
1. Purchasing Executive	3,290	4,650
2. Procurement Executive	3,354	4,950
3. Production Supervisor	2,800	5,450
4. Truck Driver	1,950	3,100
5. Quality Engineer	4,010	6,600
6. Storekeeper	1,860	2,650
7. Warehouse Assistant	1,940	2,800
8. Logistics Executive	3,300	4,950
9. Quality Assurance Engineer	3,650	5,600
10. Production Planner	3,318	5,600
11. Production Manager	6,900	11,500
12. Warehouse Supervisor	2,650	4,600
13. Production Executive	3,150	4,650
14. Production Operator	1,790	2,282
15. Personal Driver	2,370	3,330
16. Warehouse Executive	3,220	4,600
17. Production Technician	2,016	2,736
18. Quality Assurance Executive	3,044	4,600
19. Quality Control Inspector	1,924	2,650
20. Operator	1,790	2,150

Real Estate & Property

Role Titles	Lower-mid range	Upper-mid range
1. Leasing Executive	3,450	4,896
2. Sales Executive	3,300	5,600
3. Real Estate Negotiator	10,955	17,250
4. Sales And Marketing Executive	3,220	5,125
5. Building Manager	5,300	7,740

Legal

Role Titles	Lower-mid range	Upper-mid range
1. Legal Executive	3,800	5,864
2. Conveyancing Clerk	2,300	3,908
3. Legal Counsel	7,840	11,500
4. Legal Manager	8,290	12,900

Marketing & Communications

Role Titles	Lower-mid range	Upper-mid range
1. Marketing Executive	3,300	4,950
2. Digital Marketing Executive	3,420	5,159
3. Marketing Manager	6,600	10,600
4. Content Creator	2,300	4,031
5. Ecommerce Executive	3,300	4,600
6. Sales And Marketing Executive	3,076	4,950
7. Social Media Executive	3,080	4,600
8. Marketing Assistant	2,150	3,300
9. Live Streaming Host	2,573	3,950
10. Assistant Marketing Manager	5,600	7,315
11. Executive	3,450	5,091
12. Graphic Designer	2,980	4,600
13. Events Executive	3,150	4,300
14. Digital Marketing Specialist	3,950	5,950
15. Marketing Specialist	3,950	6,888
16. Brand Executive	3,950	5,300
17. Social Media Content Creator	2,733	4,232
18. Digital Marketing Manager	6,250	9,200
19. Communications Executive	2,860	3,880
20. Product Manager	7,290	11,260

Figures listed are from Jobstreet advertised salary data in MYR based on monthly full-time salaries, which typically fall between the lower-mid and upper-mid range.

Retail & Consumer Products

Role Titles	Lower-mid range	Upper-mid range
1. Retail Sales Assistant	1,940	2,455
2. Sales Assistant	1,790	2,614
3. Retail Sales Associate	2,010	3,300
4. Cashier	1,790	2,010
5. Store Manager	3,800	6,115
6. Store Supervisor	2,645	3,300
7. Retail Sales Advisor	2,800	3,450
8. Sales Associate	2,170	3,125
9. Merchandiser	2,590	4,450
10. Sales Adviser	1,920	3,405
11. Beauty Adviser	1,730	3,866
12. Sales Executive	2,800	4,740
13. Management Trainee	2,296	4,294
14. Retail Executive	2,440	4,600
15. Assistant Store Manager	2,650	4,909
16. Branch Manager	3,230	6,585
17. Supervisor	2,090	3,300
18. Area Manager	4,345	7,600
19. Outlet Supervisor	2,300	3,244
20. Pet Care Consultant	2,150	2,220

Science & Technology

Role Titles	Lower-mid range	Upper-mid range
1. Chemist	3,094	4,640
2. Research And Development Executive	3,246	4,614
3. Laboratory Technician	2,069	3,193
4. Laboratory Assistant	1,962	2,800

Sales

Role Titles	Lower-mid range	Upper-mid range
1. Sales Executive	3,450	5,368
2. Business Development Executive	3,477	5,600
3. Sales Manager	5,750	10,600
4. Sales Engineer	3,950	6,300
5. Business Development Manager	6,557	11,500
6. Sales Representative	2,821	5,010
7. Sales And Marketing Executive	3,150	4,600
8. Sales Consultant	2,646	5,750
9. Sales Coordinator	2,710	3,800
10. Sales Adviser	1,945	4,600
11. Assistant Sales Manager	4,650	7,900
12. Key Account Manager	6,305	10,780
13. Account Manager	5,600	8,900
14. Sales And Marketing Manager	5,600	10,480
15. Sales Account Manager	4,890	9,200
16. Live Streaming Host	2,150	3,950
17. Sales Specialist	3,478	6,900
18. Key Account Executive	3,950	5,600
19. Corporate Sales Executive	3,562	6,250
20. Sales And Marketing Staff	2,300	4,600

Trades & Services

Role Titles	Lower-mid range	Upper-mid range
1. Technician	2,070	2,925
2. Mechanic	1,860	2,824
3. Security Guard	1,790	2,176
4. Service Technician	2,314	3,204
5. Air Conditioning Technician	1,960	2,800
6. Welder	2,150	3,010
7. Specialist	5,000	5,000
8. Automotive Technician	2,300	3,300
9. Maintenance Technician	2,345	3,384
10. Baker	1,790	2,712
11. Beautician	2,800	4,408
12. Service Adviser	2,198	3,286

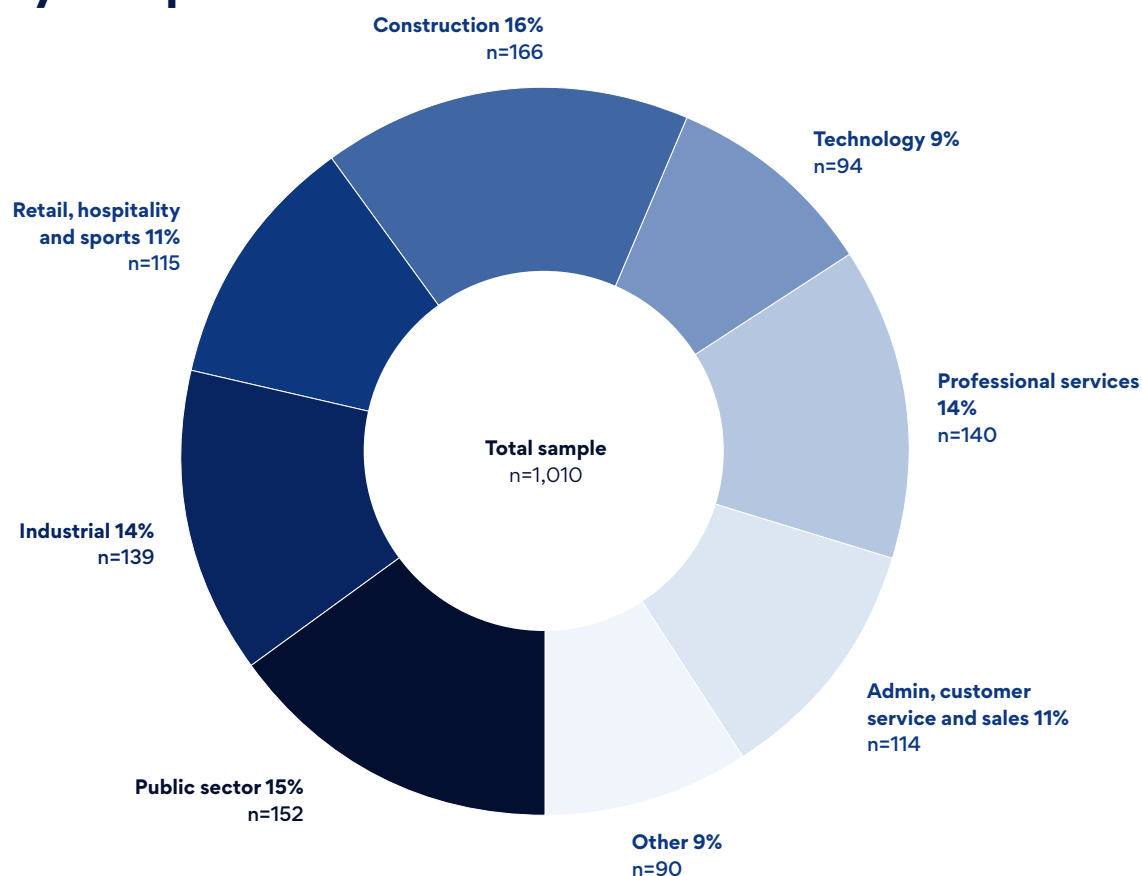
Figures listed are from Jobstreet advertised salary data in MYR based on monthly full-time salaries, which typically fall between the lower-mid and upper-mid range.

Appendix

Industry breakdown

Public sector	Industrial	Retail, hospitality and sports	Construction	Technology	Professional services	Admin, customer service and sales
Education & training (6%)	Manufacturing, transport & logistics (11%)	Retail & consumer products (7%)	Trades & services (2%)	Information & communication technology (7%)	Accounting (3%)	Administration & office support (4%)
Healthcare & medical (5%)	Farming, animals & conservation (1%)	Hospitality & tourism (4%)	Construction (6%)	Science & technology (2%)	Banking & financial services (4%)	Call centre & customer service (1%)
Government & defence (3%)	Resources & energy (2%)	Sport & recreation (1%)	Engineering (6%)		Consulting & strategy (1%)	Sales & business development (4%)
Community services & development (1%)			Design & architecture (1%)		Advertising, arts & media (1%)	Real estate & property (3%)
					Legal (1%)	
					Marketing & communications (1%)	
					Insurance & superannuation (1%)	
					Human resources & recruitment (1%)	

Industry sample size



*Note figures may exceed 100% due to rounding.

This study is part of SEEK's Voice of the Customer program. Through our research work we listen and empathise, we synthesise and share, and we influence and act.

By distilling our candidate and hirer insights we can tell a story about what's most important to our customers, empowering us to make a meaningful impact.

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