

CONTENTS

1. EXECUTIVE SUMMARY	1
2. SURVEY METHODOLOGY	23
3. PROFILE OF PARTICIPATING COMPANIES	31
3.1 Industrial Distribution	33
3.2 Geographical Distribution	35
3.3 Employment Size	36
3.4 Capital Ownership	37
3.5 Annual Sales Turnover	38
3.6 Local/Multinational Companies	39
3.7 Average Monthly Turnover Rate of Executives.....	40
3.7.1 Average Monthly Turnover Rate	40
3.7.2 Notice period of resignation for Executives	43
3.7.3 Reasons of Turnover for Executives	54
3.7.4 Measures adopted to retain Executives.....	59
3.7.5 Retention Strategies.....	62
4. PROFILE OF EXECUTIVES SURVEYED	67
5. SALARY POLICIES & SALARY ADMINISTRATION	79
5.1 Recruitment.....	81
5.1.1 Recruitment of Executives without prior working experience	81
5.1.2 Minimum Monthly Basic Salary without prior working experience	84
5.1.3 Minimum Qualifications and Experience required	93
5.2 Salary Range/Salary Scale.....	108
5.3 Cost of Human Resources Management	119
5.3.1 Salary/Wage Cost	119
5.3.2 Human Resources Cost	122

6. GRADUATES EMPLOYABILITY SKILLS 125

6.1 Recruitment of Graduates 127

6.1.1 Reasons of unemployment of graduates 127

6.1.2 Percentage of graduates recruitment 132

6.1.3 Recruitment of graduates by job function 140

6.1.4 Attributes of graduates required by companies..... 149

6.1.5 Expected Average Monthly Basic Salary of fresh graduates 154

6.1.6 Satisfaction level of newly recruited graduates 163

6.1.7 Attributes that could increase the employability of graduates.. 168

6.1.8 Important criteria in curriculum vitae (CV) 173

6.1.9 Challenges in recruiting graduates..... 176

6.1.3 Recruitment of graduates by job function 140

6.2 Skills of Graduates 181

6.2.1 Key areas of skills shortages 181

6.2.2 Whether the skills of graduates meet the companies requirements 190

6.2.3 Skills to be developed in companies 193

6.2.4 Most lacking skills of graduates 198

6.2.5 Most important skills of graduates in the next 5 years 203

6.3 Collaboration with Higher Education Institution 208

6.3.1 Collaboration with higher education institution 208

6.3.2 Importance of collaboration with higher education institution..... 211

6.3.3 Measures to improve employability of graduates 214

6.3.4 Types of collaboration offer to education institution 217

7. PRODUCTIVITY/PERFORMANCE LINKED SALARY SYSTEM 221

7.1 Salary Linked to Productivity/Performance..... 223

7.2 Criteria for determining the variable components of salary 229

7.3 Problems faced in implementing Productivity/Performance Linked Salary System..... 232

8. SALARY INCREASE & BONUS FOR EXECUTIVES 235

8.1	Salary Increase.....	237
8.1.1	Criteria used in determining quantum of salary increase	237
8.1.2	Month of granting salary increase	242
8.1.3	Salary increase in 2016	245
8.1.4	Comparison of salary increase (2015 - 2016).....	248
8.1.5	Types of Salary Increase	251
8.1.6	Performance-Based Salary Increase.....	254
8.1.7	Average salary increase based on positions surveyed	258
8.2	Bonus	276
8.2.1	Bonus in 2016	276
8.2.2	Types of bonus granted to Executives.....	282
8.2.3	Criteria adopted to award Discretionary Bonus.....	285
8.2.4	Quantum of bonus	288
8.2.5	Performance-Based Discretionary Bonus.....	292
8.3	Forecast of Salary Increase and Bonus for 2017.....	295
8.3.1	Forecast of salary increase policy 2017.....	295
8.3.2	Forecast of salary increase 2017	298
8.3.3	Forecast of bonus policy for 2017	301
8.3.4	Forecast of bonus 2017	304

9. SALARIES OF EXECUTIVES SURVEYED 311

Top Executive/Management	313
Administration	337
Corporate Affairs/Public Relations	367
Legal.....	379
Research & Development/Information.....	391
Safety/Security.....	403
Human Resource.....	423
Finance.....	455
Information Technology	509
Sales & Marketing.....	551
Distribution	625

Contents

Production/Technical Services	673
Operation Services	717
Quality Assurance/Control	765
Engineering	797
Property Development/Construction	847

10. LIST OF PARTICIPATING COMPANIES 855