



# Workplace Happiness Index: Singapore

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What makes Singaporean workers happy — and how employers can build a happier, more productive workplace.



# About Jobstreet by SEEK

Jobstreet is a leading employment marketplace, connecting the right people with the right work in Singapore since 1999. Operated by SEEK, an Australian Securities Exchange-listed company, Jobstreet combines its deep local expertise with SEEK's world-class AI technology and platform to create relevant job and talent matches across Asia-Pacific.

SEEK's presence spans Australia, New Zealand, Hong Kong, Indonesia, Malaysia, the Philippines, Singapore and Thailand. Additionally, SEEK has minority investments in employment marketplaces in China, South Korea and Bangladesh.

In 2021, 2022, 2023 and 2024, SEEK was recognised as one of Australia's Top Ten Places to Work in Technology in the AFR BOSS Best Places to Work awards.

## About this report

The SEEK Workplace Happiness Index provides a comprehensive look at the happiness levels of workers in the markets we operate across Asia-Pacific, with this report focusing on the results for Singapore. It delves into key research findings, highlighting the factors that contribute to happiness in the workplace and offering practical tips for improving happiness in employees.

This research was conducted by market research agency Nature on behalf of SEEK between October and November 2025, via an online survey. Responses were gathered from around 1,000 individuals currently in the employment market, aged 18 to 64, and living in Singapore. To ensure accuracy, the data has been weighted to be geographically representative of the labour force for each market, based on age and gender.

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# Foreword

Happy employees share one thing in common: they find meaning in their work. Employees who find purpose in what they do are not only happier, they're also more motivated at work and less likely to leave their jobs. The benefits of investing in employee happiness and connecting them to purpose are undeniable.

This report aims to equip employers with the information and tools they need to address and increase employee happiness. This report also draws a connection between job satisfaction and engagement. In an era of advancing AI and other automation tools in the workplace, it's even more important for leaders to ensure employees feel heard and connected to purpose.

By sharing data that comes straight from workers in the market, we hope to empower leaders to build a more purposeful and fulfilling workplace for their people, ultimately improving workplace happiness for the benefit of individuals and of entire organisations.



Esther Lee,  
Managing Director (Singapore),  
Jobstreet by SEEK



# Happiness in APAC in 2025

To gain a nuanced understanding of workplace sentiment across Asia-Pacific, we surveyed workers in eight diverse markets, asking “How happy are you at work, generally?”

The findings shed light on significant variability across the region.

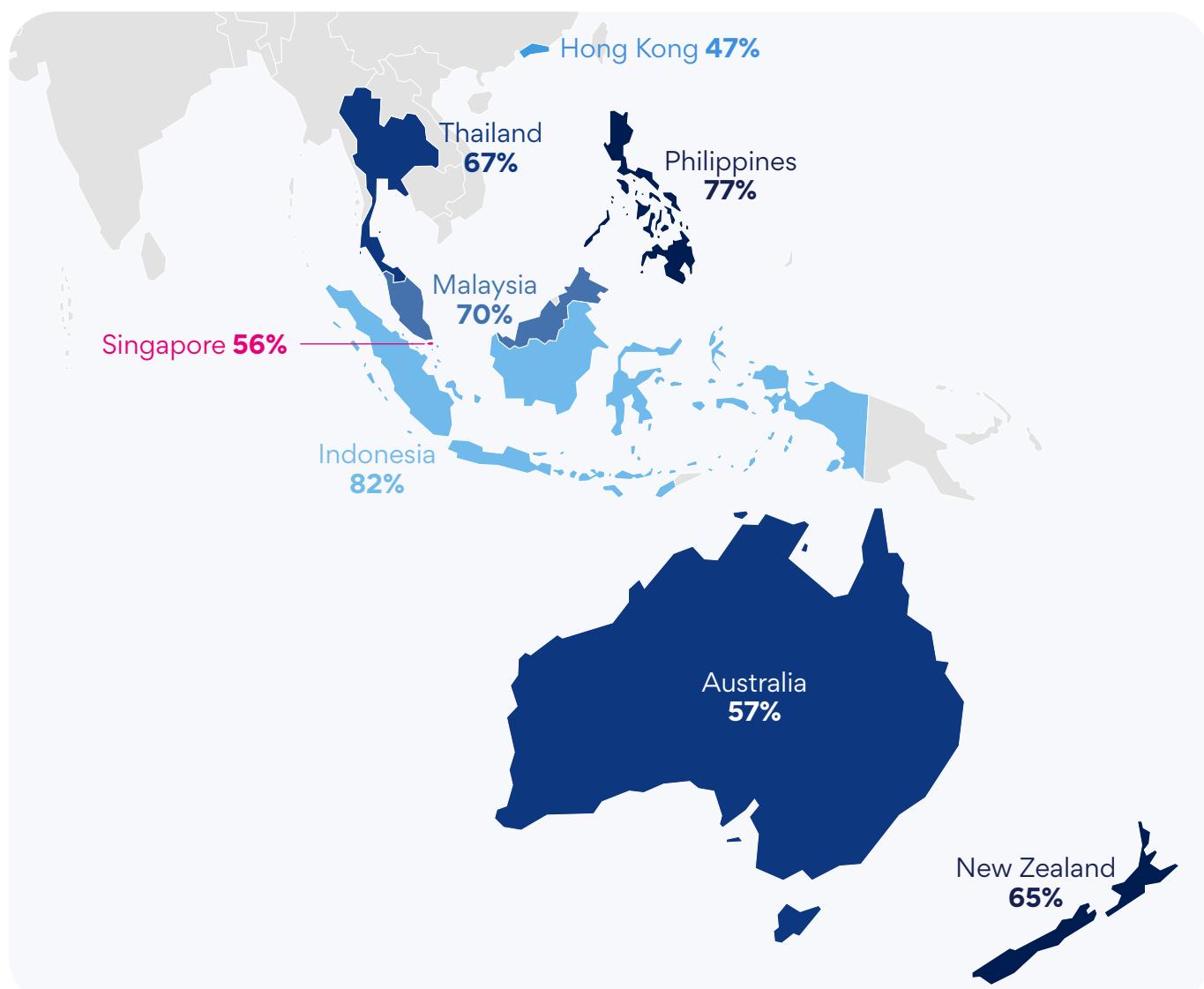


# Workplace happiness in the APAC region

Indonesia leads in workplace happiness, with 82% of respondents reporting that they feel somewhat or extremely happy at work, closely followed by the Philippines at 77%. This may be reflective of a cultural tendency among Indonesians and Filipinos to answer more positively to surveys, however, these are still striking results.

At the other end of the spectrum, Hong Kong (47%), Singapore (56%), and Australia (57%) report the lowest rates of workplace happiness among the markets surveyed, underscoring the more competitive corporate culture and local cost of living pressures faced by workers in these locations.

These findings show that workplace experiences vary widely across APAC, influenced by differences in culture, economies, and organisational environments. It's clear that improving workplace happiness can't rely on a one-size-fits-all approach. Each market needs tailored strategies to genuinely support and engage its workforce.



# The state of workplace happiness in Singapore

To understand workplace happiness in Singapore in more detail, we looked at how happy workers are in their jobs in general, and with specific aspects of their work. We also investigated which factors most influence workplace happiness.

This report provides an overview of workplace happiness and its key drivers overall, as well as highlighting nuances across different generations, genders, industries and income levels.



## KEY FINDING 1:

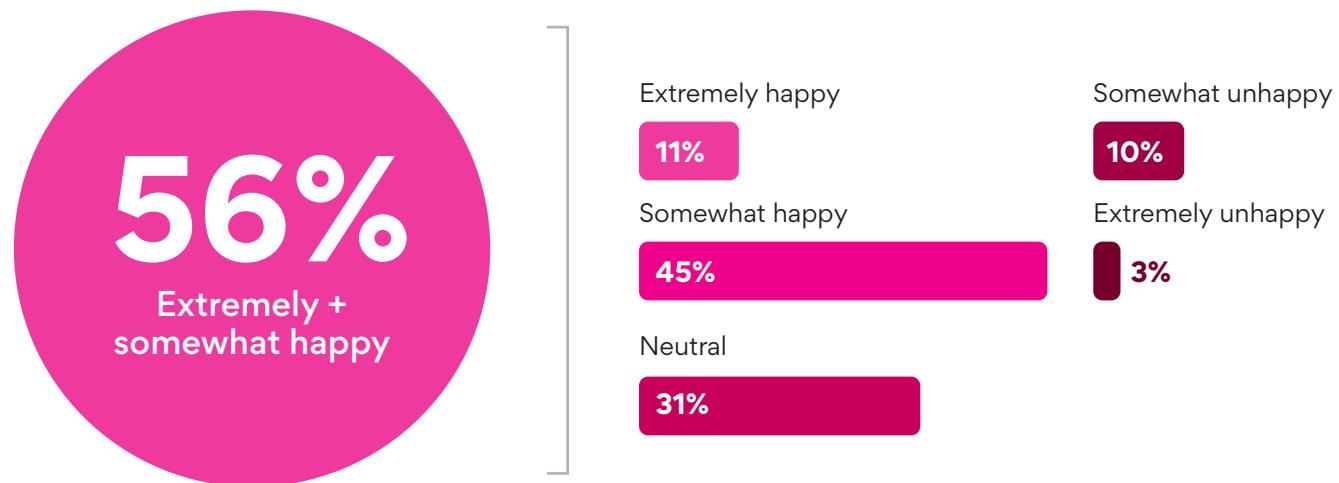
# Just over half of workers in Singapore are happy at work, leaving room for improvement

When asked about their overall happiness at work, just 56% of workers in Singapore said they currently feel somewhat or extremely happy. This may reflect the persistent impact of economic pressure and an 'always on' work culture in Singapore, hindering overall workplace happiness.

Despite this, there is a sense of optimism as 81% of respondents believe that workplace happiness is possible (66% among those currently unhappy or neutral at work).

This notable gap between workers' current experience and their aspirations signals a clear opportunity for employers and organisations to improve happiness in the workplace.

## Overall workplace happiness



## KEY FINDING 2:

# Many workers in Singapore are unhappy with their stress levels

Notably, nearly half of workers in Singapore report feeling burnt out or exhausted by their jobs (45%). Even happy workers are feeling burnt out (41%); however, unhappy workers are 1.5x more likely to experience burnout

compared to their happier counterparts.

Similarly, 39% admit that they often dread going to work, a sentiment that's almost twice as prevalent among those unhappy at work.

## Burnout

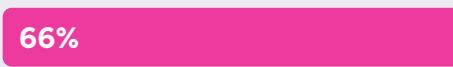


**45%**

Feel burnt out or exhausted by their job

Among those unhappy at work

**66%**



Among those happy at work

**41%**



## Dread



**39%**

often dread going to work

Among those unhappy at work

**72%**



Among those happy at work

**34%**



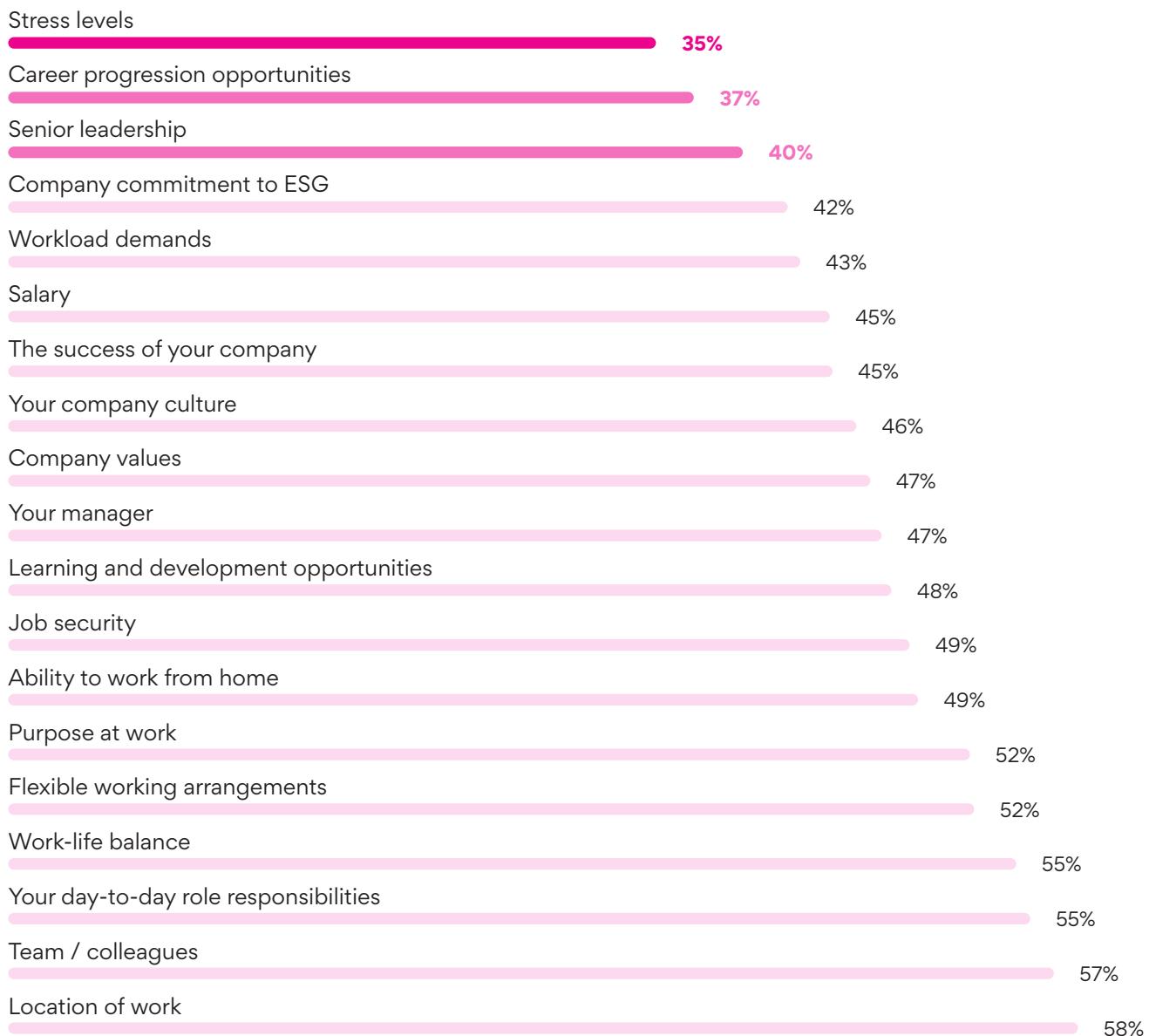
Stress levels are an aspect of work that workers in Singapore are struggling with the most, with only 35% currently happy with their stress levels at work, the lowest of all workplace attributes measured.

The findings highlight a pressing reality that workplace stress and burnout are significant

challenges in Singapore, impacting a substantial proportion of workers. With stress and burnout correlated to absenteeism and poor mental health outcomes, this underscores the critical need for proactive initiatives to improve workplace happiness levels.

# What workers are least happy with at work

(Somewhat + extremely happy with each element)



“

**Not every day is good but there is good in every day.**

- Millennial,  
Public sector

## KEY FINDING 3:

# Happiness at work is a shared responsibility

The role of employers is significant, as 85% of workers believe that workplace happiness is a shared responsibility between themselves and their employers.

When workers are happy, everyone benefits. In Singapore, workers who feel happy in their roles are 5x more likely to feel motivated to go above and beyond for their organisation.

They are also 37% less likely to look for another job, showcasing more loyalty than unhappy workers.

What this reveals is that when businesses prioritise employee happiness, they are rewarded with greater engagement, productivity, and retention.

## Motivation to go above and beyond at work

Among those happy at work



**72%**

Motivated to go above and beyond at work

Among those unhappy at work



**13%**

Motivated to go above and beyond at work

## Likelihood of searching for a new job

Among those happy at work



**50%**

Think about changing roles often

Among those unhappy at work



**87%**

Think about changing roles often

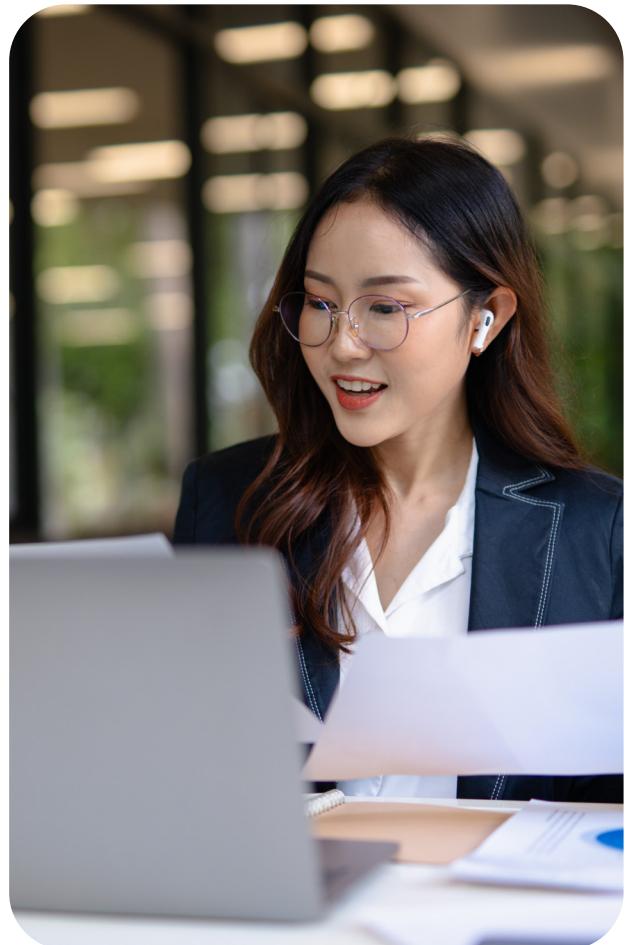
These findings reinforce what we see every day in our organisations: happiness at work isn't something employees or employers can build alone. It thrives when both sides actively contribute.

For employers, this means creating an environment where people feel supported, trusted, and connected to something bigger than their daily tasks.

For employees, it's about taking ownership of their growth, being open about what they need, and engaging meaningfully with the organisation's goals.



Samantha Tan,  
HR Business Partner,  
Jobstreet by SEEK



“

**My employer could better help my happiness at work by recognising achievements, valuing feedback and respecting work-life balance. Opportunities for growth and flexibility would also support my overall motivation and satisfaction.**

- Millennial,  
Professional services

## KEY FINDING 4:

# Beyond salary, having purpose is the lead driver of happiness at work

When we asked workers in Singapore what would make them happier at work, most said a higher salary, with 64% placing it in their top five (out of 20 options). However, while salary sits in the top position overall, once we look more closely at the data, the story becomes more nuanced.

To uncover more detail about what impacts workplace happiness, we compared the relationship between workers' current happiness levels with various aspects at work against their overall happiness at work. The results reveal a common thread through all markets SEEK surveyed: a sense of purpose has a strong impact on workplace happiness.

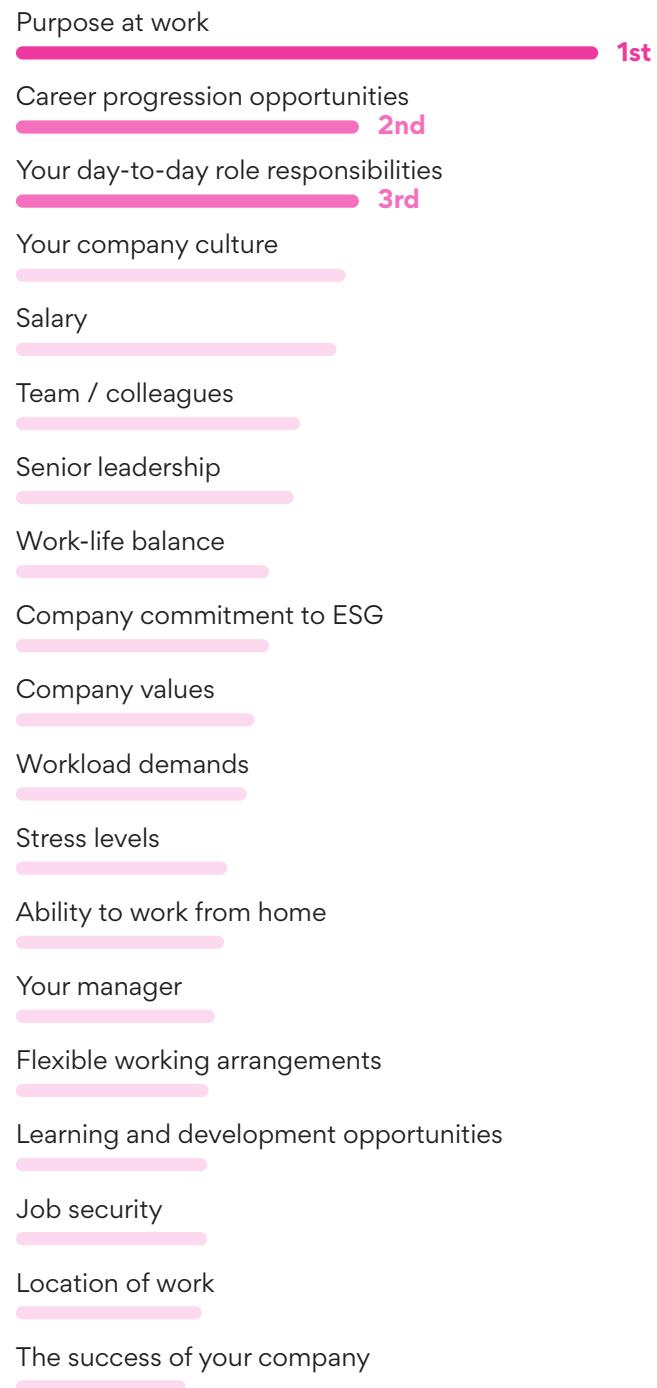
So, what is purpose at work? Purpose at work is defined as employees personally feeling their work has meaning. Going to work day to day, connected to the mission and feeling their work contributes to the company's goals, regardless of their role or function in the organisation. It also includes a sense of personal meaning – where their work supports their own goals, values and aspirations.

What this means is that a competitive salary is important for attracting and retaining talent, but happiness is most likely to come when people feel their work is meaningful.

Currently, only half of Singaporeans say they are satisfied with their sense of purpose at work, which shows there is real room for improvement and a role for leaders to play in helping workers connect to their purpose.



## Drivers of happiness at work



## KEY FINDING 5:

# Career progression and daily duties are also important

Alongside purpose, opportunities for career progression, day-to-day role responsibilities, and company culture have a strong influence on overall workplace happiness in Singapore. Yet, only 37% say they are currently happy with their career progression opportunities and 55% are happy with their day-to-day role responsibilities. Recognition is also a key frustration, with only half feeling valued for their contributions.

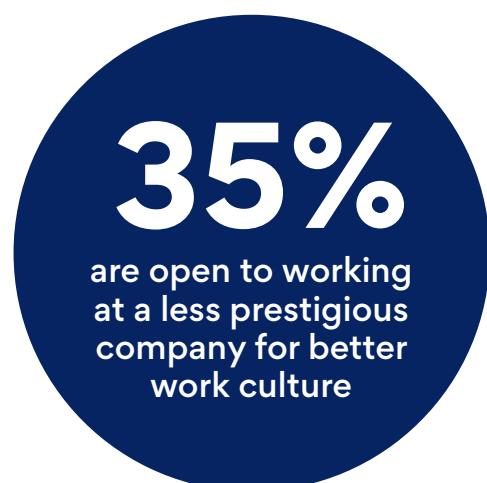
This highlights that the challenges faced by workers extend beyond everyday pressures – they're also about whether people feel part of a supportive culture where their contributions are recognised, and if they can see real opportunities to grow in the future.

In fact, more than 1 in 3 would consider working at a less prestigious company for a better work culture.

This points to a gap between what drives happiness at work and what many employees in Singapore are actually experiencing, eroding their overall engagement at work.

These findings highlight the importance of regular feedback and open communication about career progression, clear pathways for advancement, and ensuring that employees' daily work feels meaningful. Together, these elements can help employees feel more recognised, fulfilled and motivated to do their best.

## Happiness statements



“

I want to find a job where  
I have a clear career path  
and progression.

- Millennial,  
Professional services

## KEY FINDING 6:

# Job security is less important for happiness at work, but concerns around AI exist

For employees in Singapore, job security is not a top driver of happiness at work, ranking 17th out of 19 possible drivers.

However, a third of workers are very or extremely concerned about the impact of AI on job security, while the remainder either have only slight concerns or none at all. These differing levels of anxiety relating to AI reveal divided opinion in the workforce in Singapore.

Those working in the Technology sector are, perhaps understandably, most concerned about AI's impact on their job security (56%).

Overall, these findings suggest that although job security is less critical in driving happiness at work than other aspects, there are potential challenges to overcome in a future workplace adopting new technologies.

## Concern with impact of AI on job security

20% 42% 25% 11%

 Not at all concerned  Slightly concerned  Very concerned  Extremely concerned



# The happiness gap

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Happiness in the workplace is not equal across workers in Singapore. Instead, there are clear differences that necessitate tailored strategies to support different groups of workers at various stages of their career. The following findings are focused on key differences across different generations, income brackets, genders, and sectors.



## Happiness across generations

Our research looked closely at what drives happiness across different generations, helping to explain why the answers vary so much from one age group to another.

Millennials report the lowest levels of workplace happiness, including the lowest happiness with their stress levels at work (31%). Often nicknamed the 'sandwich generation' along with Gen X, millennials often have the responsibility of taking care of their parents as well as their children, which can be a cause of stress. They are also less likely than other generations to feel valued or believe their work is making a real impact, making them the least motivated group to go the extra mile at work.

In contrast, baby boomers are leading the way when it comes to workplace happiness and feeling valued for their contributions. This could be attributed to their seniority in the workplace, as baby boomers are more likely to hold leadership positions where their expertise is highly valued and recognised. Additionally, they tend to have more control and autonomy in setting their daily tasks, allowing them more freedom to pursue work that feels meaningful – the top driver of workplace happiness in Singapore.

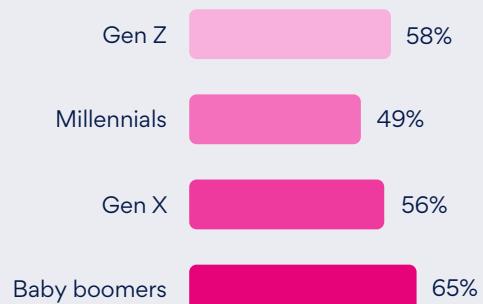
## Happiness



## Value and motivation

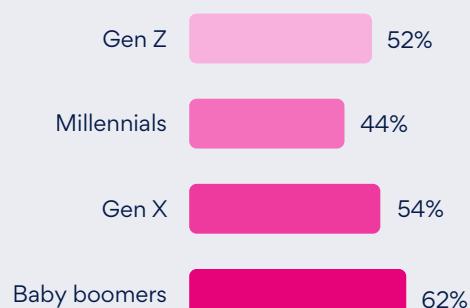
### I feel valued for the work I do

Agree/Strongly Agree



### I feel motivated to go above and beyond at work

Agree/Strongly Agree



## Gen Z (18–29 years old)

Gen Z



“

**Pick growth over comfort earlier. The scary tasks usually open better doors.**

- Gen Z,  
Professional services

Gen Z's workplace happiness is most influenced by flexible working arrangements, career progression opportunities, salary, and day-to-day role responsibilities – with flexibility and everyday responsibilities mattering more to them than other generations. This reflects their strong focus on wellbeing, flexibility, and personal development when deciding where to work.

While Gen Z workers are happier with these aspects than other generations, there's still room for improvement.

It's important for Gen Z that employers offer career progression opportunities, to align with their focus on professional growth, an aspect that less than half of respondents are happy with. Salary also remains important for attracting Gen Z talent – they are the most willing to trade job security or work longer hours for better pay.

For employers, the key to engaging Gen Z is to focus on salary and daily work responsibilities, then flexibility and career progression opportunities.

### Top 3 drivers of happiness at work



Flexible working arrangements



Career progression opportunities



Salary

## Millennials (30-44 years old)

### Millennials



“

**Take it easy. It's not about outcome but more about efforts and slowly making progress.**

- Millennial,  
Professional services

For millennials, workplace happiness is most driven by purpose at work, company culture, and career progression opportunities. However, less than half of millennials are happy with these elements, and their happiness with purpose is lower than any other generation.

There's an opportunity for employers to better support millennials by focusing on these areas.

### Top 3 drivers of happiness at work



Purpose at work



Your company culture



Career progression opportunities

## Gen X (45–59 years old)

Gen X



“

Choose to work for a leader who inspires, not just companies that pay well.

- Gen X,  
Professional services

The workplace happiness of Gen Xers, who are more advanced in their careers and likely the highest earners, is driven most by purpose at work, senior leadership, and company culture. Where other generations are more impacted by daily tasks, Gen X workplace happiness is more influenced by broader workplace experiences.

While most Gen X workers are happy with their top three drivers, many are less happy with career progression and stress levels, possibly as their careers begin to level out after years of growth and their responsibilities at work grow. It's important to consider Gen X employees' broader workplace experience to support their continued happiness at work.

### Top 3 drivers of happiness at work



Purpose at work



Senior leadership



Your company culture

## Baby boomers (60-64 years old)\*

### Baby Boomers



“

**Set healthy boundaries early, work will always be there, but your wellbeing should come first.**

- Baby boomer, Construction

Baby boomers stand out as the happiest generation in the workplace. They are also the happiest with their purpose (the #1 driver of overall happiness at work). In addition to greater seniority and autonomy, this could be also linked to this generation having the highest proportion of part-time or freelance workers, as many may be seeking greater work-life balance as they near retirement. Flexible roles not only allow them to remain productive and continue earning money without the pressure of a full-time job, but they also give grandparents the freedom to support with childcare – further enhancing their sense of meaning and fulfilment.

Three-quarters feel comfortable being themselves at work, and more than 60% feel valued for their contributions and motivated to go above and beyond.

As a result, baby boomers feel a strong sense of belonging and are also the most likely to stay with their current employer, with just 38% saying they often think about changing jobs.

\*Base too small to run drivers analysis on this generation

# Happiness across income brackets, gender and industry



# Income

Unsurprisingly, those earning above SGD 10,000 each month are the happiest at work (72%). In contrast, just half of those earning less than SGD 4,000 per month say the same. Feeling appreciated plays a big role in employees' sense of worth, with higher income earners more likely to feel valued for their efforts.

However, a higher sense of value and higher salary both correlate with workplace challenges.

Among those in the top earning bracket, one in two feels burnt out or exhausted by their job and nearly as many often dread going to work.

While earning more can bring greater happiness at work, it can also mean less work-life balance and more stress and burnout, making the benefits of a higher salary difficult to enjoy. This underscores the importance of focusing on wellbeing and balance at every stage, no matter the income bracket.

## Happiness and burnout by income

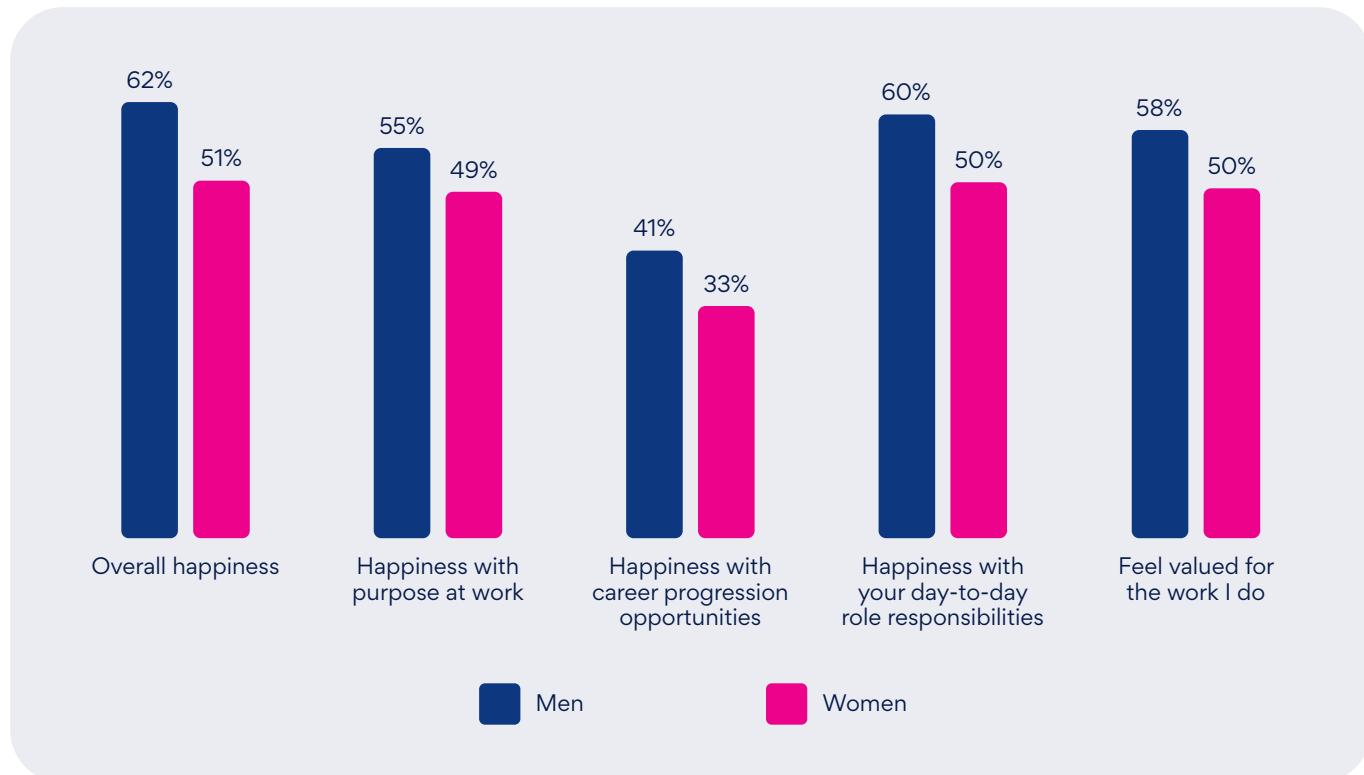


# Gender

Men are significantly happier at work than women. This aligns with the higher levels of happiness among men with the areas that matter most to workers in Singapore – purpose at work, career progression opportunities, and day-to-day role responsibilities. Men are also broadly happier with other aspects of work and feel more valued for the work they do. As expected, these happiness levels also align to differences in income – men are more likely to be higher income earners than women.

These differences highlight an opportunity for employers to create more inclusive and supportive workplaces for women. By focusing on areas like purpose, career development, meaningful work, and recognition, organisations can help close the happiness gap between genders and support all employees equally.

## Happiness with different elements by gender



# Industry

Workplace happiness in Singapore varies widely by industry. Workplace happiness is highest among employees in Construction and Retail, Hospitality, and Sports. At the other end of the spectrum, Admin, Customer Service and Sales report the lowest rates of happiness at 46%, followed by Technology at 49%.

Looking more closely at the data, workers in Construction have the highest levels happiness with their teams and colleagues (67%), as well as their work-life balance (60%), the highest of any industry. They are also the happiest sector with job security (57%) and career progression opportunities (46%), reflecting the steady growth and strong demand for skilled workers in Construction.

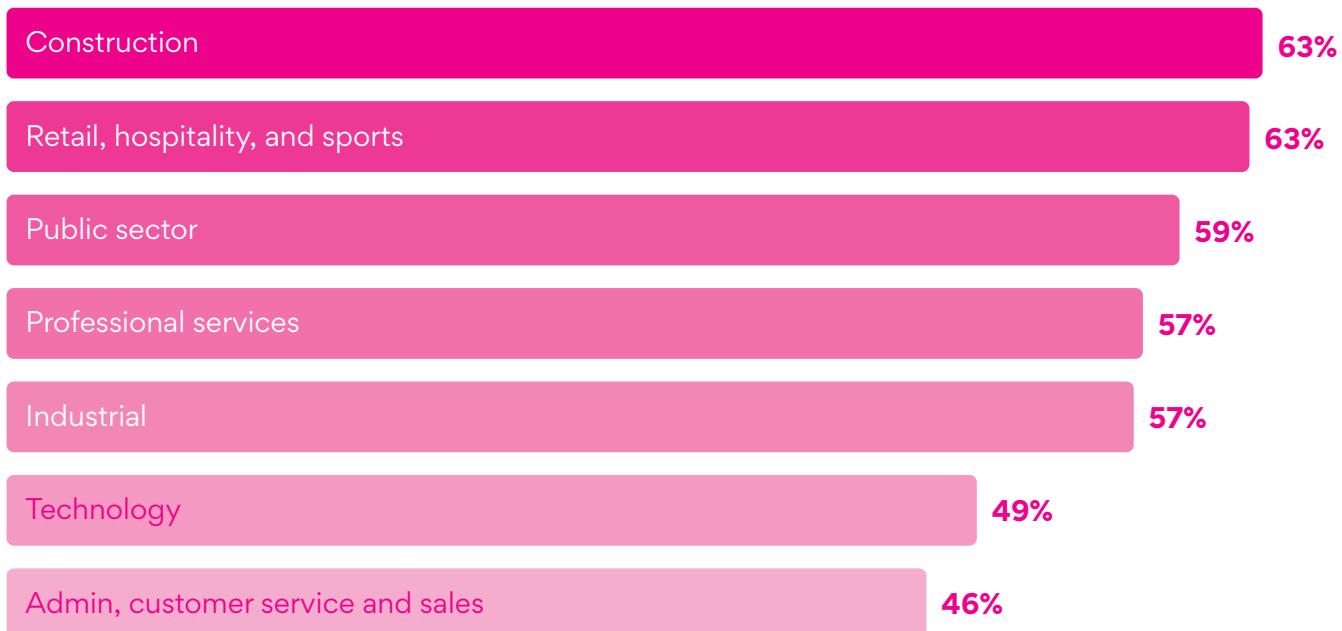
Retail, Hospitality and Sports professionals report the lowest levels of burnout and exhaustion, helping to drive overall happiness up for people in these fields.

In contrast, employees in Technology and Admin, Customer Service and Sales are more likely than others to feel unhappy at work. They are the least happy with their job security (34%), salary (33%), senior leadership (28%), and stress levels (23%), indicating that they feel under pressure to perform from leaders but not adequately compensated for their efforts.

Meanwhile, those in Admin, Customer Service and Sales are least happy with career growth. They are the least satisfied with their company values (37%), their manager (35%), L&D opportunities (33%), and career progression opportunities (26%).

These findings illustrate how happiness drivers change across industries; leaders should be aware that there's no one-size-fits-all approach to improving workplace happiness.

## Happiness by industry





## TAKEAWAYS

- Four in five Singaporean workers believe happiness is possible, yet only half experience it today.
- Burnout is widespread, affecting two in five workers, even among those who report being happy.
- Happy workers are more motivated to go above and beyond and far less likely to leave, directly impacting business performance.
- While salary tops the wish list for workplace happiness, purpose emerges as the strongest actual driver, yet only half feel satisfied with the meaning they find in their work.
- Only 37% feel satisfied with their progression opportunities, despite career growth being a key driver of happiness.
- AI anxiety is creating a new source of workplace concern, with one in three workers worried about its impact on their future.



“

**Stay curious and open to change; adaptability will make your work life smoother.**

- Baby boomer,  
Public sector

# Playbook for employers



# What this means for leaders

Happiness at work benefits everyone. It translates to a productive and loyal workforce, reduced staff turnover and employees who feel motivated to go above and beyond. Happy employees foster positivity in the workplace and help build a supportive culture, creating a positive feedback loop.

Based on the findings of SEEK's Workplace Happiness Index, here is a summary of practical actions leaders can take to help improve employee happiness.

## 1. Create a sense of purpose and link to daily duties

Leaders can more clearly connect their workers' daily responsibilities to the broader mission and values of the organisation.

### ACTION POINTS

- **Make sure employees see how their daily contributions help the business:** Draw a clear connection between an employee's role and the company's objectives and success.

- **Match roles with individuals' skill sets and passions:** Roles and responsibilities that play to people's strengths (and their own interests) are often more engaging. Consider offering opportunities for people to engage in projects that resonate with their personal values and foster professional growth.
- **Empower employees:** Establish regular check-ins and encourage feedback from the onboarding stage to create a culture where employees feel valued. Team members should have formal opportunities to provide feedback on their duties, empowering them to play a part in their day-to-day responsibilities and career progression.
- **Create growth pathways:** Work with employees to create personalised career development plans that align with their values.
- **Be transparent and realistic about what you can offer:** Create clarity by providing employees with a development and action plan to get them to their desired goal within an agreed upon timeframe. Acknowledge the limits of the company and be honest about your ability to meet employees' expectations.



## 2. Build a positive and motivating workplace culture

Company culture, team/colleagues, and senior leadership are also important areas that influence how happy people are at work. To improve happiness in these areas, employers should aim to create a supportive workplace culture where employees feel valued and leaders model company values.

### ACTION POINTS

- **Keep communication lines open:** Create safe channels for employees to share their challenges and concerns.
- **Lead by example:** Consider additional training for managers and leaders to encourage a supportive company culture that comes from the top down.
- **Institutionalise appreciation:** Create a work recognition and appreciation system, so team members can see their work is seen and valued.
- **Promote team bonding:** Hold regular team-building activities, create peer-support networks, and plan offsite company outings to strengthen workplace relationships, foster culture, and create a sense of belonging.
- **Address stress and burnout:** Equip leaders to recognise signs of burnout. Support employee wellbeing, whether through flexible work options, benefits such as free/subsidised gym membership, or a monthly wellbeing allowance – in addition to an Employee Assistance Program that provides confidential short-term counselling.
- **Ideas sessions:** Create opportunities for team members to share new ideas at work, relating to their roles at work or to the organisation as a whole. Implement the best ideas, empowering and inspiring employees to stay engaged with their duties and with the company.

## 3. Listen to generational needs

While there are key aspects of work that are universally important to employees across life and career stages, there are unique differences by generation and gender that require a more tailored approach to improving happiness.

When leaders take the time to understand what is influential to each group, they can adapt their approach to improve workplace happiness overall.

### ACTION POINTS

- **Tailor support to the workplace:** Different demographics have different happiness drivers, so it's important to address the specific needs and drivers of the generations within the organisation – and then of the individual employee.
- **Ask employees directly how you can support them:** While there are trends and generalisations that emerged in this report, it is important not to assume what employees need. Leaders should listen to individual teams' and employees' concerns and not take a one-size-fits-all approach.
- **Establish regular audits for workplace happiness:** Leaders can schedule regular company-wide audits that allow employees to directly provide feedback.
  - Audits can be done through:
    - Anonymous 'pulse' surveys
    - Yearly 360-degree review
    - Regular 1:1 check-ins
    - Looking at absentee rates
    - Calculate your Employee Net Promoter Score

# Afterword

While only 56% of our workforce currently reports being happy at work, the fact that 81% believe workplace happiness is achievable shows us there's genuine optimism and a clear path forward.

Purpose matters more than a paycheque when it comes to sustained happiness. Yet only half of Singaporean workers feel satisfied with their sense of purpose at work. This represents our greatest opportunity – and our most urgent call to action.

As leaders, we must act on three critical fronts. First, we need to create genuine connections between our people's daily work and our organisation's broader mission. Second, we must build cultures that actively combat burnout and stress – particularly when 45% of our workforce reports feeling exhausted. And third, we must listen to the unique needs across generations, genders, and industries, tailoring our approach rather than applying one-size-fits-all solutions.

The benefits are clear: happy employees are five times more likely to go above and beyond, and significantly more likely to stay with their employers. By investing in workplace happiness as a shared responsibility, we're not just doing what's right for our people – we're building stronger, more resilient, and more successful organisations.



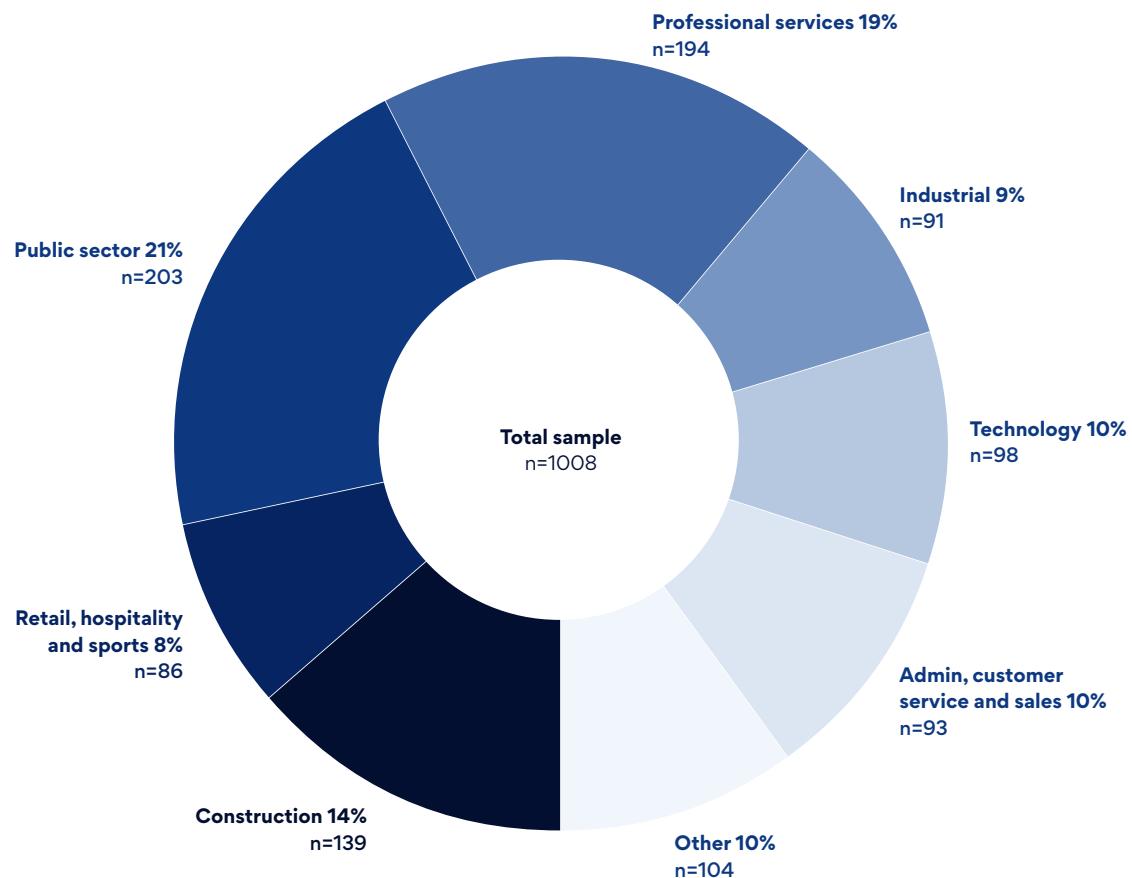
Esther Lee,  
Managing Director (Singapore),  
Jobstreet by SEEK

# Appendix

## Industry groupings

Public sector	Industrial	Retail, hospitality and sports	Construction	Technology	Professional services	Admin, customer service and sales
Education & training (43%)	Manufacturing, transport & logistics (92%)	Retail & consumer products (74%)	Trades & services (15%)	Information & communication technology (76%)	Accounting (18%)	Administration & office support (58%)
Healthcare & medical (38%)	Resources & energy (8%)	Hospitality & tourism (20%)	Construction (38%)	Science & technology (24%)	Banking & financial services (43%)	Call centre & customer service (6%)
Government & defence (16%)		Sport & recreation (6%)	Engineering (43%)		Consulting & strategy (12%)	Sales & business development (18%)
Community services & development (2%)			Design & architecture (4%)		Advertising, arts & media (4%)	Real estate & property (18%)

## Industry sample size



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.

## LEARN MORE

Contact your account manager or reach out to our local representatives at [customerservice-sg@seek.com](mailto:customerservice-sg@seek.com) for more information, if you're interested in a Workplace Happiness Index industry deep-dive or training for people leaders.