



Workplace Happiness Index: Indonesia

What makes Indonesian 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 Indonesia since 2006. 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 Indonesia. It delves into key research findings, highlighting the factors that contribute to happiness in and out of 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 Indonesia. 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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Introduction

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.



Wisnu Dharmawan
Acting Managing Director
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.

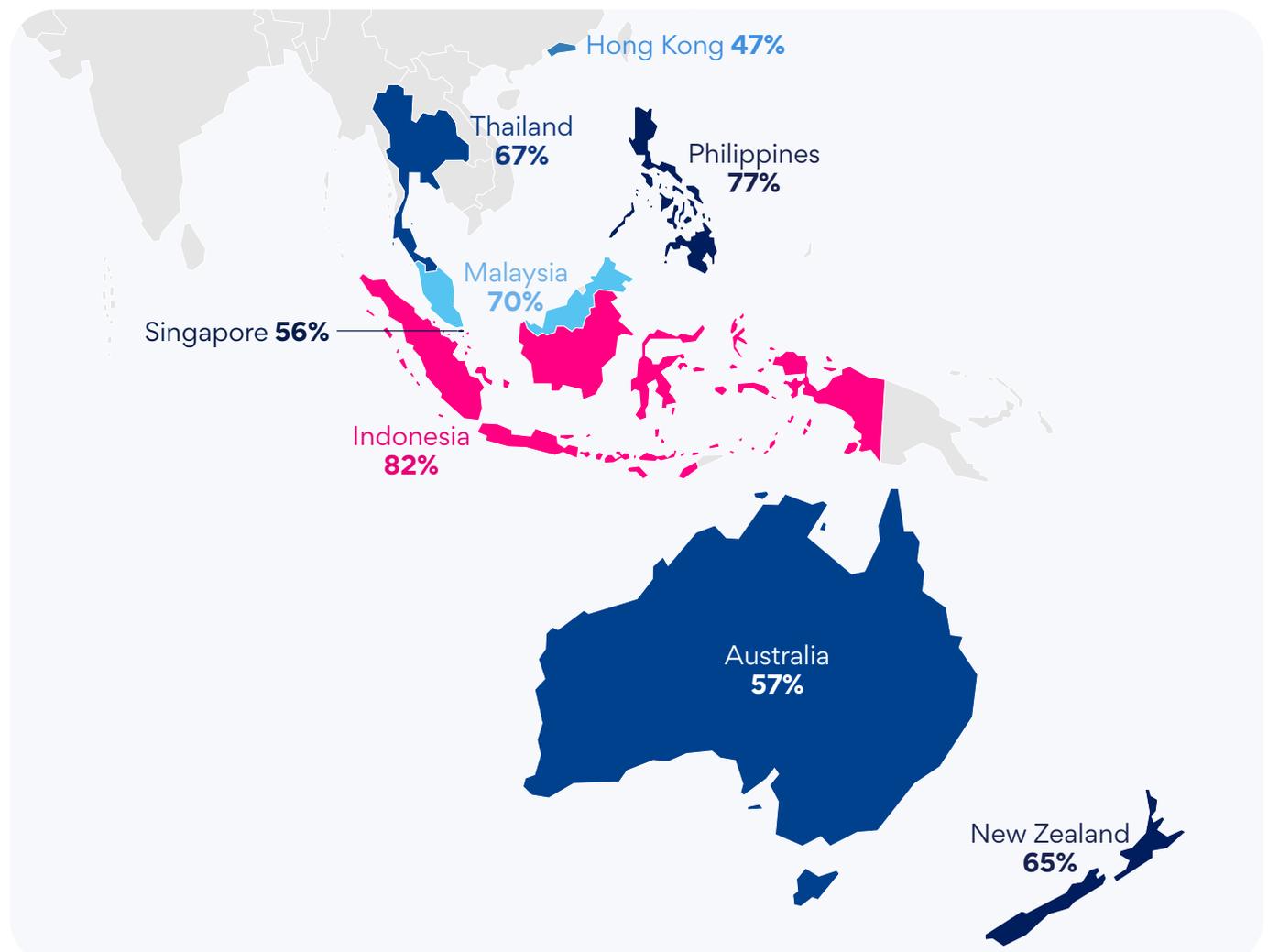


Workplace happiness in the APAC region

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 partly reflective of a cultural tendency among Indonesians and Filipinos to answer more positively to surveys. However, these are still striking results and suggest a genuinely higher level of workplace happiness in these markets compared to others.

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 Indonesia

To understand workplace happiness in Indonesia 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, industries and income levels.



KEY FINDING 1:

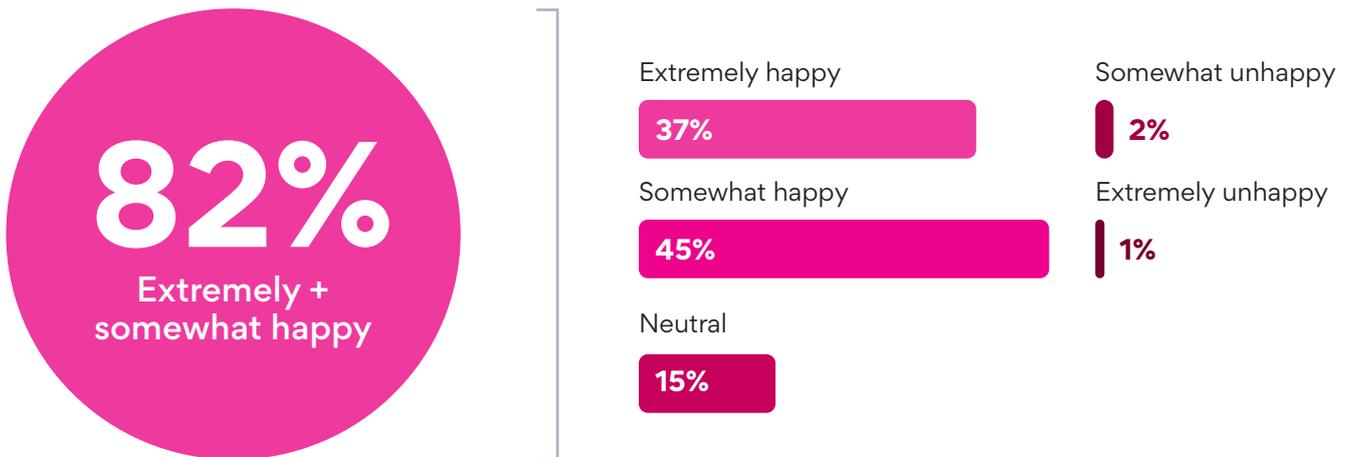
The overwhelming majority of Indonesians are happy at work

When asked about their overall happiness at work, 82% of workers in Indonesia said they feel somewhat or extremely happy – a higher rate than any other Asia-Pacific country in this study.

Most workers in Indonesia also feel appreciated and engaged, with 86% saying they feel valued at work and 75% saying they find their jobs fulfilling - revealing widespread positivity and satisfaction within the workplace.

This sense of happiness extends beyond work, with Indonesians reporting high levels of overall wellbeing. A recent study by Harvard, Baylor University and Gallup even named Indonesia the “world’s most flourishing country”. It’s a reflection of the optimism and positivity that shape life in Indonesia right now, both on and off the job.

Overall workplace happiness



KEY FINDING 2:

Workers in Indonesia are most happy with their colleagues, workplace location and purpose at work

When it comes to specific elements of their work, workers in Indonesia are happiest with the people they're working with and where they're working, as well as their purpose at work.

People who have the option to work from home or in a hybrid arrangement are particularly happy with their workplace location – 78% compared to 67% of those without this flexibility. Flexible working is clearly making a difference in Indonesia as hybrid working gains momentum.



What workers are happiest and least happy with at work



KEY FINDING 3:

Beyond salary, work-life balance and purpose are the lead drivers of happiness at work

When we asked workers in Indonesia what would make them happier at work, most said a higher salary, with 54% 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.

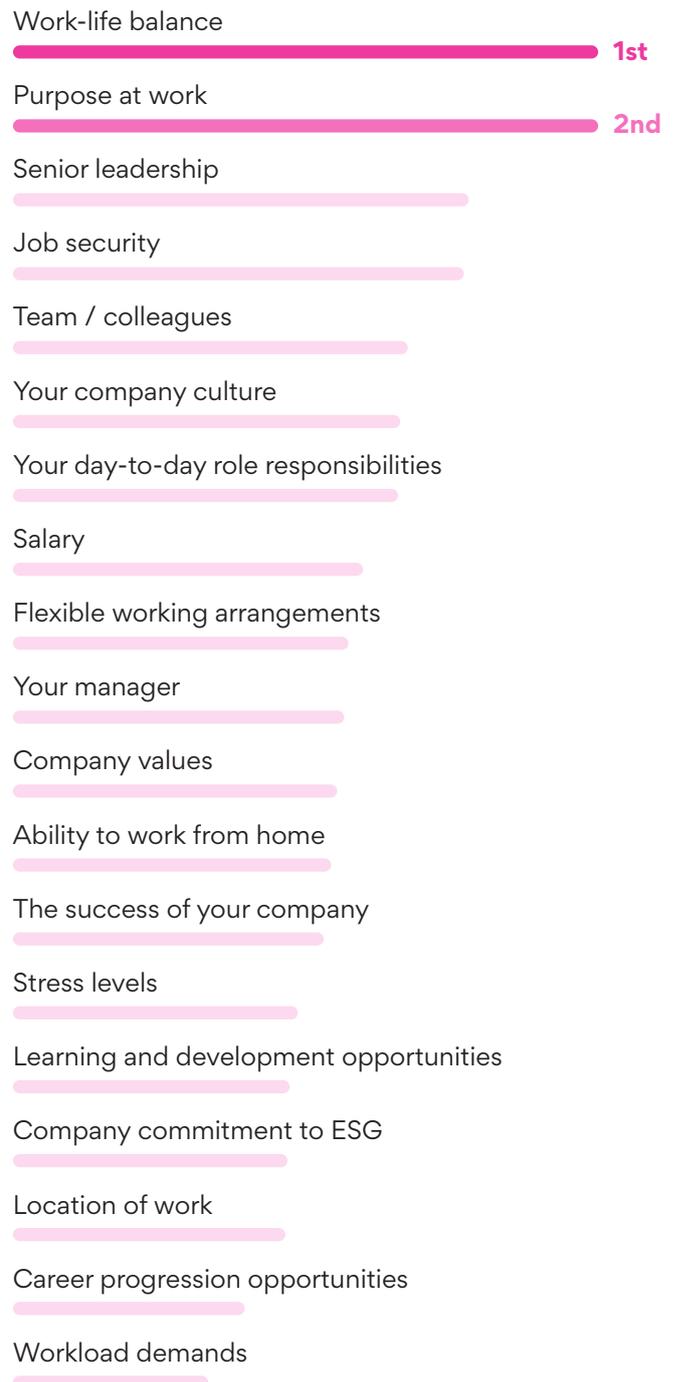
To uncover more detail about what impacts workplace happiness, we compared the relationship between workers' current happiness levels with various aspects at work against their overall happiness at work. The results reveal a common thread through all markets SEEK surveyed: a sense of purpose has a strong impact on workplace happiness. For Indonesia specifically, having a good work-life balance is also fundamental to happiness at work.

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, and they have balance to enjoy things outside of their job.

Around 74% of workers in Indonesia are feeling happy with their work-life balance and purpose at work, underpinning why overall workplace happiness is strong. Nevertheless, there's still some room for improvement and a role for leaders to play in helping workers connect to their purpose and find balance.

Drivers of happiness at work





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I would tell my younger self to focus on balance and purpose, not just success. Choose work that aligns with your values and makes you feel proud of what you're doing.

- Millennial,
Public sector

KEY FINDING 4:

Senior leaders have a significant responsibility for their employees' happiness at work

After work-life balance and purpose, senior leadership is the next most influential factor shaping workplace happiness in Indonesia.

The way senior leaders communicate, make decisions and foster company culture has a significant effect on how supported and valued employees feel, especially within Indonesia's relatively hierarchical workplace environment.

64% of workers in Indonesia are currently happy with their senior leadership – an area with lower satisfaction compared to most other parts of their job. This may reflect challenges around limited transparency or communication gaps in decision making. It can also signal that some workers don't feel recognised or valued for their contributions by those at the top, thereby undermining their sense of purpose at work, which is a top driver of happiness.

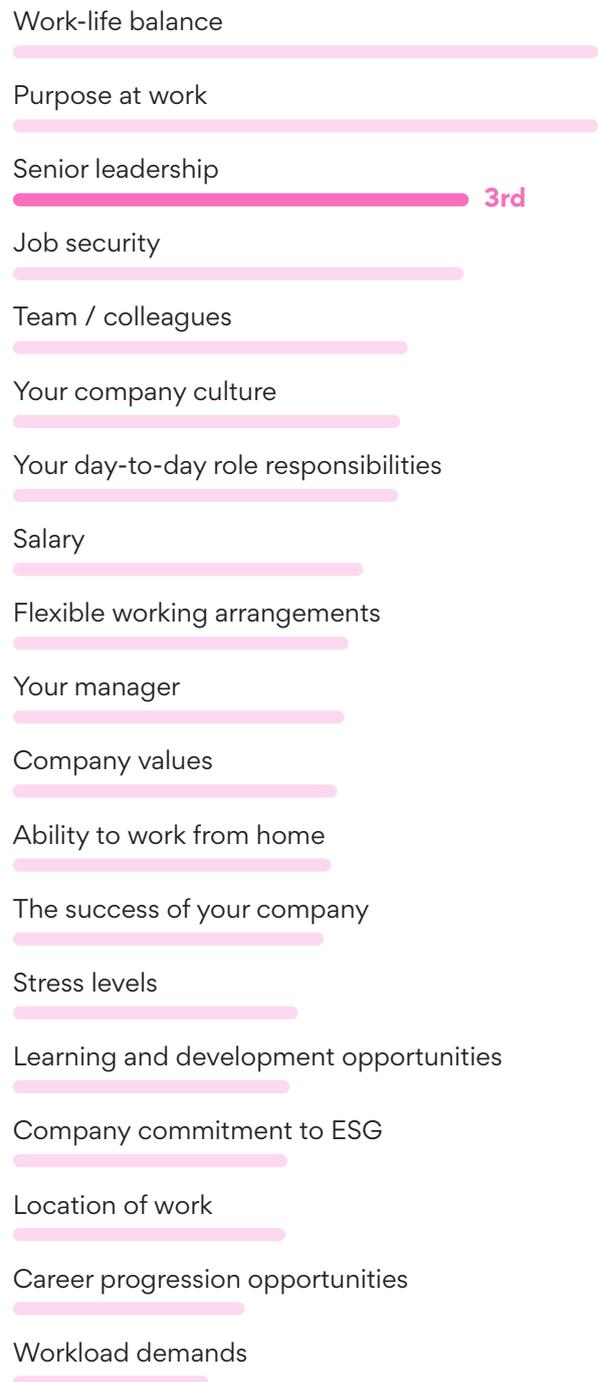
By better recognising their workers' achievements and fostering more open, two-way communication, especially for those experiencing burnout, senior leaders have a real opportunity to build a more supportive environment and boost workplace happiness.

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Something my employer can do to improve my happiness at work is creating a supportive and positive work environment, recognising employee achievements and providing opportunities for self-development. In addition, open communication and listening to employee needs and complaints are also very important.

- Gen Z,
Construction

Drivers of happiness at work



KEY FINDING 5:

Job security is playing a major role in workplace happiness

Job security plays an important part in workplace happiness in Indonesia, amidst the recent economic slowdown and discontent.

70% of workers in Indonesia are happy with their current job security, revealing broad satisfaction but some unease in the market.

There is some concern about the future though, with 42% of workers worried that AI is putting their jobs at risk. This unease is particularly relevant in Indonesia, as the country ranks among the leading adopters in

the world. Employees in the Technology sector are especially concerned about the impact of AI on their job security (54%).

Leaders have a chance to ease these concerns by having open conversations about the future of work and looking for ways to help their employees adapt and grow alongside AI. Offering upskilling opportunities and communicating transparently can help build trust and give employees more confidence to navigate this time of change together.



KEY FINDING 6:

Despite general happiness, many workers in Indonesia are unhappy with their stress levels

Most Indonesians say they are happy at work, but stress is a notable concern with only 44% happy with their stress levels.

As part of this, many are feeling burnt out or exhausted in their jobs. Burnout is especially common among those who are unhappy or just feel neutral in their jobs, with 54% experiencing burnout. But 40% of those who say they feel happy in their jobs also feel burnt out – potentially revealing mental strain beneath the surface of contentment.

Heavy workloads and the pressure in Indonesia to work long hours as a sign of dedication may both be playing a role.

Only 56% are happy with their current workload, and 44% say that a better work-life balance would improve their happiness at work - second only to a higher salary.

The findings highlight a pressing reality that workplace stress and burnout are significant challenges in Indonesia, quietly 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.

Burnout

43%

Feel burnt out or exhausted by their job

Among those unhappy/neutral at work

54%

Among those happy at work

40%

“

I would change the workload and make it more balanced, so there's less stress and more time to focus on quality work. Having flexible hours and a supportive environment would also make me much happier.

- Gen Z,
Admin, customer service & sales



KEY FINDING 7:

Happiness at work leads to improved motivation among workers

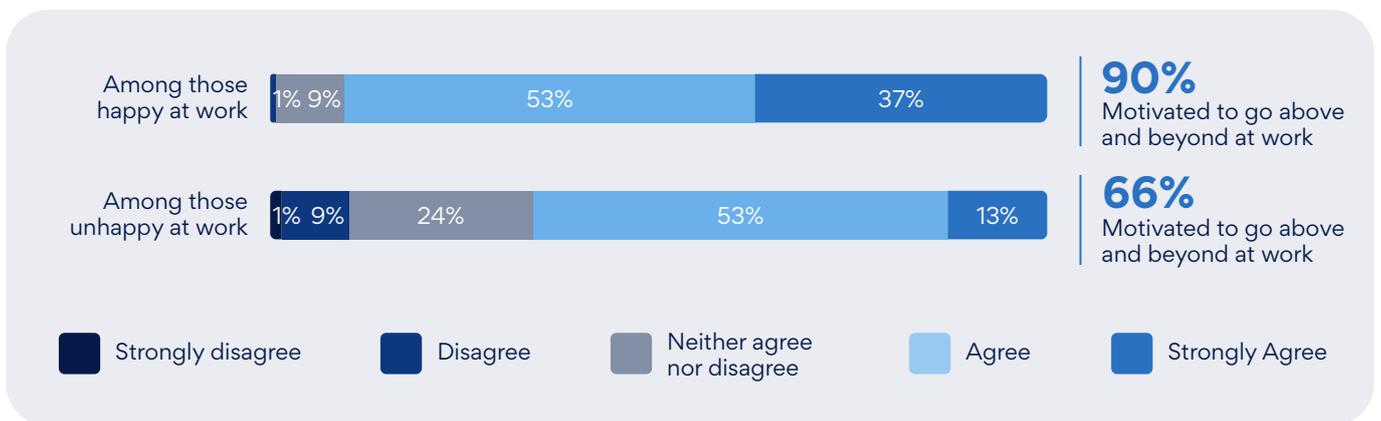
When workers are happy, everyone benefits. In Indonesia, workers who feel happy in their roles are 24% more likely to feel motivated to go above and beyond for their organisation compared to those who are feeling unhappy or neutral.

Interestingly, even among those who are unhappy or feeling neutral at work, 66% still say they are willing to go the extra mile, a figure much higher

than in other markets we surveyed. This highlights a unique aspect of the Indonesian workforce: a strong commitment and willingness to contribute, even when personal workplace satisfaction is not at its highest.

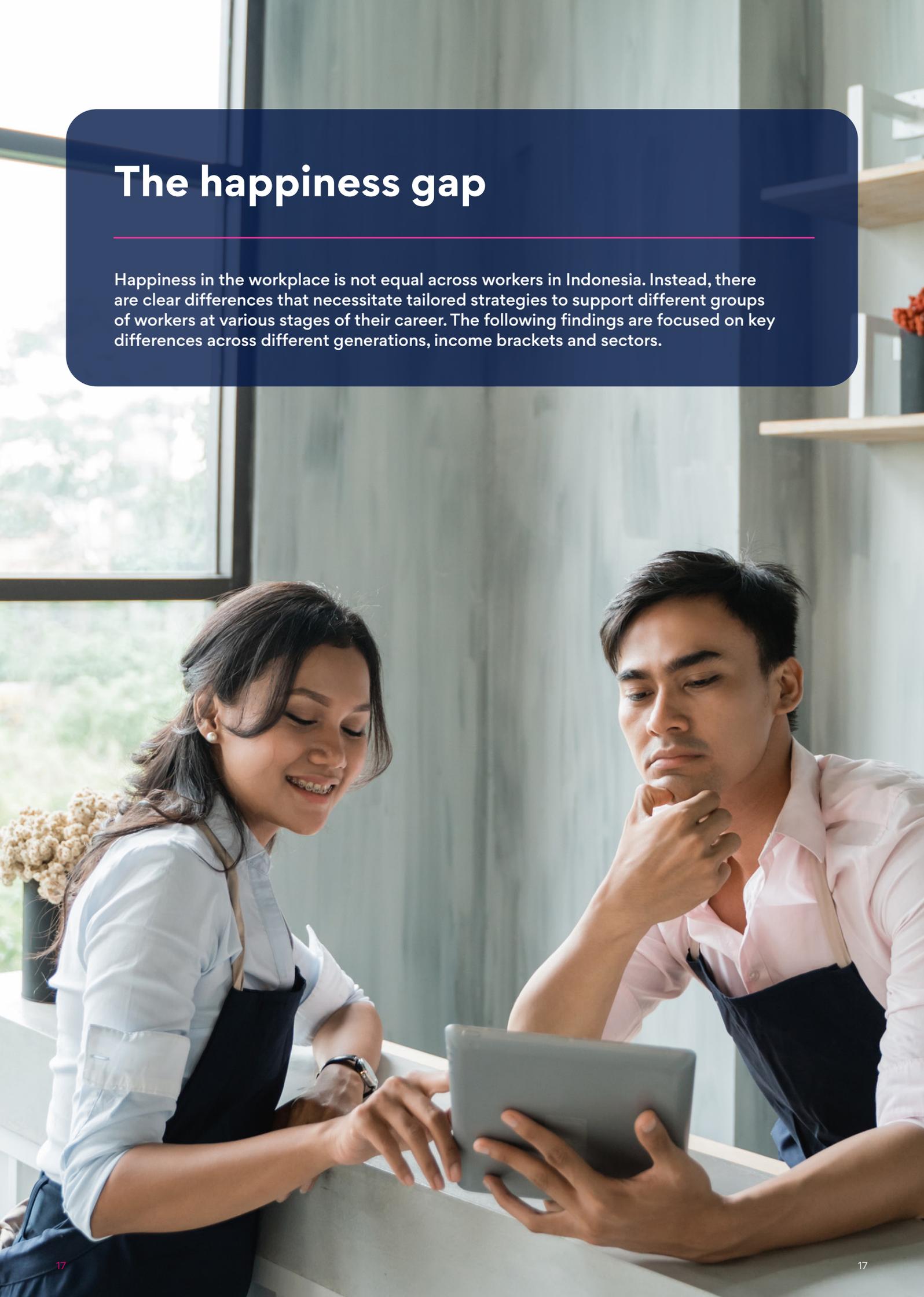
Nevertheless, when businesses prioritise employee happiness, they are rewarded with even greater engagement and productivity.

Motivation to go above and beyond at work



The happiness gap

Happiness in the workplace is not equal across workers in Indonesia. 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 and sectors.



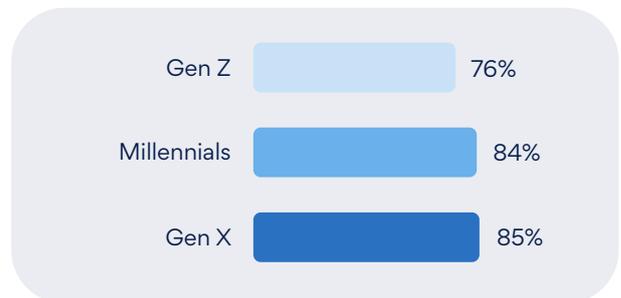
Happiness across generations

Overall, Gen Z employees report the lowest levels of workplace happiness. They are less satisfied with many areas of their work compared to older generations, including purpose at work and work-life balance - the top drivers of workplace happiness in Indonesia. As part of this, Gen Z are the least likely to feel valued for the work they do.

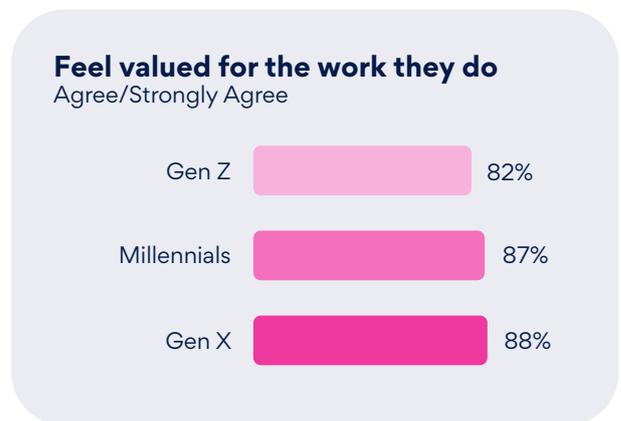
This presents an opportunity for leaders to focus more on celebrating Gen Z's efforts as they begin their careers. By showing greater appreciation for their progress and achievement, especially as they navigate steep learning curves, employers can help Gen Z feel more valued at work.

Our research will now look closely at what drives happiness across different generations.

Happiness



Value



“

Provide more recognition for employees' efforts and create more opportunities for growth and learning. Feeling appreciated and supported would make work much more fulfilling.

- Gen Z,
Professional services

Gen Z (18–29 years old)



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Prioritise work-life balance, don't sacrifice your mental and physical health for the sake of your job. Make time for self-care, relationship, and activities that bring you joy.

- Gen Z,
Retail, hospitality, and sports

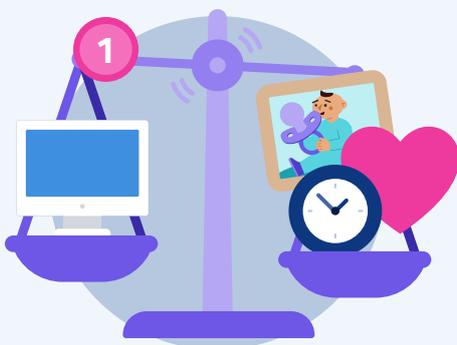
Gen Z's workplace happiness is closely tied to their purpose at work and having flexibility via an ability to work from home. They also prioritise their wellbeing and connection, with work-life balance and team/colleagues playing a pivotal role in how happy they feel in their job. Therefore it's not just the work itself that matters to Gen Z, it's the sense of meaning, balance and belonging they experience each day that truly shapes their happiness at work.

Gen Z's are widely happy with the people they work with, but they are less satisfied with their work-life balance and their purpose at work

compared to older generations and other parts of their job.

For Gen Z especially, leaders can focus on creating conditions that support an appropriate balance between work and personal lives, alongside fostering a culture where contributions, both big and small, are recognised. As Gen Z are earlier in their careers, there's a significant focus on learning and mastering their daily duties, but it's also important to help them connect those tasks to a greater purpose, so they feel happier and more fulfilled at work.

Top 3 drivers of happiness at work



Work-life balance (69%)



Ability to work from home (69%)



Purpose at work (68%)

Satisfaction rates indicated in the bracket

Millennials (30–44 years old)



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Create a better balance between work and personal time. Having more flexibility and time to rest or pursue personal interests would help me feel more motivated and fulfilled at work.

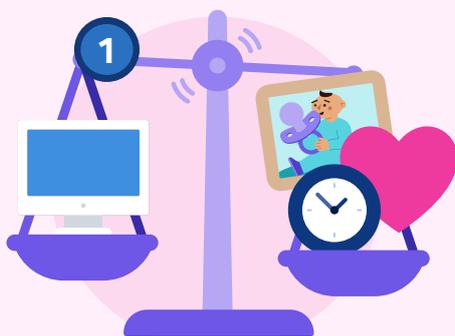
- Millennial,
Public sector worker

Millennials' workplace happiness is primarily shaped by company culture and work-life balance.

Often nicknamed the 'sandwich generation' along with Gen X, many millennials have the responsibility of taking care of their parents as well as their children. This makes a healthy work-life balance and a supportive workplace culture especially important to help them manage these dual responsibilities, along with having the space for other personal interests.

Most millennials say they are satisfied with their work-life balance and company culture. Leaders can continue to help support millennial talent by fostering flexible work arrangements and building an inclusive culture, ensuring employees have the support they need to balance work with their personal lives.

Top 3 drivers of happiness at work



Work-life balance (76%)



Company culture (74%)



Job security (73%)

Satisfaction rates indicated in the bracket

Gen X (45–59 years old)



“
Keep doing your best and always try to be disciplined in your work and respect fellow members of the work team.

- Gen X,
Public sector

Day-to-day role responsibilities and relationships have the greatest impact on Gen X’s workplace happiness. With most of Gen X satisfied in these areas, it’s no surprise they’re currently the happiest generation at work in Indonesia.

However, it’s important for leaders not to be complacent with this generation. Staying engaged with Gen X employees about their interests and career goals is essential to maintaining their happiness at work, ensuring they stay fulfilled as they navigate the later stages of their careers.

Top 3 drivers of happiness at work



1
Day-to-day role responsibilities (78%)



2
Team/colleagues (74%)



3
Manager (65%)

Satisfaction rates indicated in the bracket

Happiness across different demographics



Income

Unsurprisingly, higher income workers are the happiest in their jobs, while lower income earners report feeling less happy, less valued and more prone to burnout.

For lower-income workers, dissatisfaction extends beyond salary – they tend to be less satisfied across most aspects of the employee experience. Additionally, a higher salary is the #1 factor workers say will improve their happiness – regardless of their income. Therefore it's not the wage alone that's affecting happiness, but the way it links to other aspects like feeling recognised and having a clear sense of purpose.

The relationship works both ways - lower income workers are often in junior roles with little say over their work, leaving them feeling like their work lacks purpose, which undermines their happiness.

Leaders can help bridge these gaps by providing more opportunities for growth, delivering more frequent recognition and involving employees in more meaningful ways, so that everyone feels valued no matter their role or pay grade.

Happiness by income



Industry

The Technology sector leads the way when it comes to the happiest employees in Indonesia. Industrial workers are the 2nd happiest in their jobs in Indonesia.

Greater satisfaction with their purpose at work and job security are driving stronger happiness at work across these sectors.

On top of this, Technology employees are also more likely to feel proud to tell people where they work and find their job fulfilling.

Outside of Technology and Industrial sectors, reported workplace happiness is relatively similar across other industries.

Happiness by industry



Location

Workers in Jabodetabek are the happiest employees in Indonesia, while those in the West Region of Indonesia are the least happy in their jobs.

Income is likely playing a role here, with the employees we spoke to in Jabodetabek more likely to earn a higher income than employees in other regions.

Employees in Jabodetabek are more satisfied with most areas of their job compared to those in the West Region, including work-life balance and purpose at work – the top drivers of workplace happiness in Indonesia more broadly.

Happiness by region





TAKEAWAYS

- 82% of Indonesian workers are happy at work. Workers are happiest with their colleagues and location of work.
- 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 and work-life balance emerge as the strongest actual drivers. Three quarters feel satisfied with the meaning they find in their work and their work-life balance.
- AI anxiety is creating a new source of workplace concern for 42% of workers, who are worried about its impact on their future
- Burnout is still a notable factor, affecting 43% of workers.



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.

Happiness at work in Indonesia is strong – the highest of all the Asia-Pacific markets included in this report. Nevertheless, there's still opportunities for leaders to improve satisfaction with specific parts of the employee experience to enhance wellbeing at work overall.

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 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, motivating and balanced workplace culture

Work-life balance is also fundamental in influencing how happy people are at work, with senior leadership also playing an important role. To improve happiness in these areas, employers should aim to create a supportive workplace culture where employees feel valued and their desire for balance is recognised, in addition to fostering a culture where leaders model company values.

ACTION POINTS

- **Support work-life balance:** Explore ways to empower employees to maintain a healthy balance between their professional and personal lives, whilst fostering a culture that enables and genuinely supports those boundaries. This could include building in more flexibility into work arrangements where possible, encouraging use of accrued leave and helping employees to manage workloads realistically across teams.
- **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 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



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Focus more on enjoying the journey instead of just stressing over results. It's easy to get caught up in the grind, but appreciating small wins and the process itself would bring more happiness.

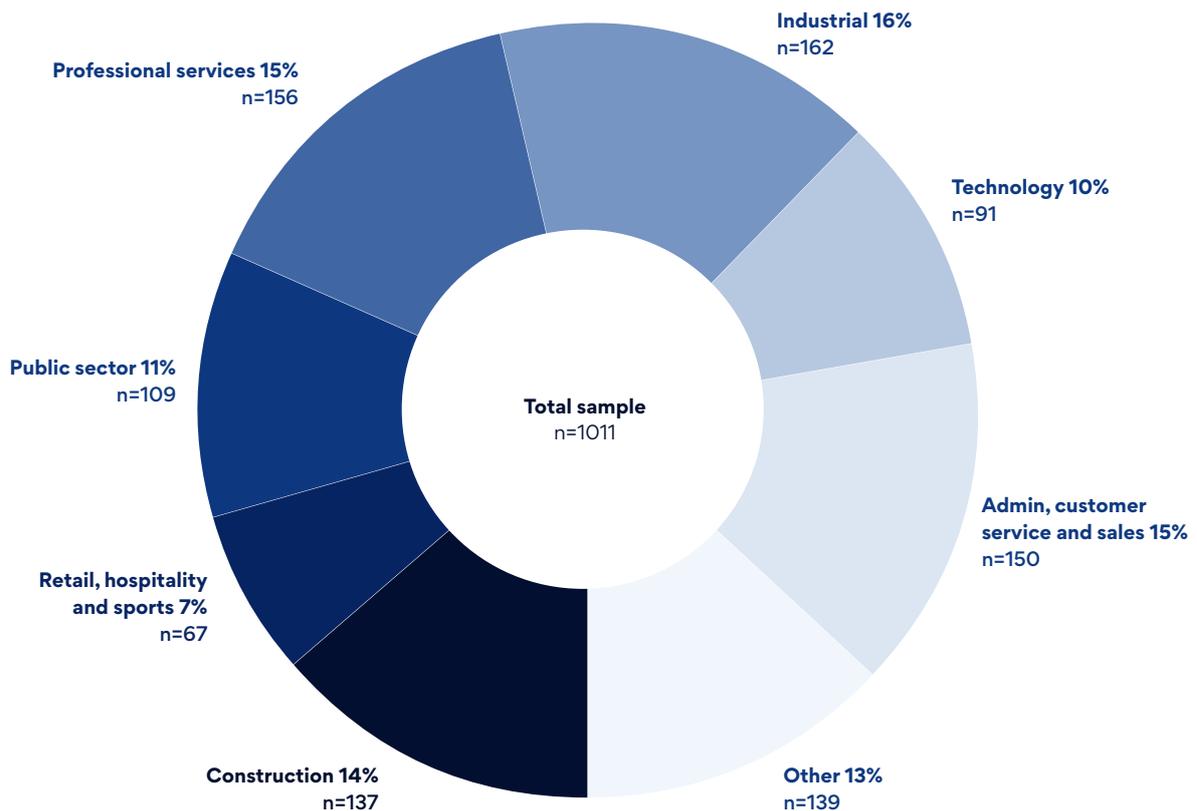
- Gen Z,
Public sector

Appendix

Industry groupings

Public sector	Industrial	Retail, hospitality and sports	Construction	Technology	Professional services	Admin, customer service and sales
Education & training (53%)	Manufacturing, transport & logistics (86%)	Retail & consumer products (73%)	Trades & services (15%)	Information & communication technology (71%)	Accounting (26%)	Administration & office support (62%)
Healthcare & medical (20%)	Farming, animals & conservation (9%)	Hospitality & tourism (20%)	Construction (44%)	Science & technology (29%)	Banking & financial services (28%)	Call centre & customer service (10%)
Government & defence (23%)	Resources & energy (6%)	Sport & recreation (7%)	Engineering (14%)		Consulting & strategy (8%)	Sales & business development (19%)
Community services & development (5%)			Design & architecture (27%)		Advertising, arts & media (11%)	Real estate & property (10%)
					Legal (3%)	
					Marketing & communication (11%)	
					Insurance & superannuation (4%)	
					Human resources & recruitment (9%)	

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 ccid-int@jobstreet.com if you're interested in a Workplace Happiness Index industry deep dive or for more information.

