

***THE EFFECT OF HUSTLE CULTURE AND EMPLOYEE ENGAGEMENT
ON WORK-LIFE BALANCE OF SHOPEE LIVE STREAMERS IN MADIUN
CITY*****Shofia Shandra Wijana Putri ¹⁾, Robby Sandhi Dessyarti ³⁾.**¹ *Faculty of Economics and Business, PGRI University of Madiun*email: shofiasandra74@gmail.com² *Faculty of Economics and Business, PGRI University of Madiun*email: robbeyvan@unipma.ac.id**Abstrak**

Penelitian ini bertujuan untuk menganalisis pengaruh *hustle culture*, dan *employee engagement* terhadap *work life balance* pada *streamer* live shopee Kota Madiun. *Work-life balance* atau keseimbangan antara kehidupan kerja dan kehidupan pribadi menjadi isu penting dalam dunia kerja modern. Konsep ini merujuk pada kemampuan individu untuk mengatur waktu, energi, dan komitmen antara tuntutan pekerjaan dan kehidupan pribadi secara seimbang. Penelitian ini menggunakan pendekatan kuantitatif dengan data primer yang diperoleh melalui kuisioner. Teknik analisis yang digunakan adalah regresi linier berganda dengan bantuan aplikasi SPSS versi 21. Hasil penelitian menunjukkan *hustle culture* berpengaruh positif signifikan terhadap *work life balance*, dan *employee engagement* berpengaruh positif signifikan terhadap *work life balance*

Kata kunci: *Hustle Culture, Employee Engagement, Work Life Balance.***Abstract**

This study aims to analyze the effect of hustle culture and employee engagement on work-life balance among Shopee live streamers in Madiun City. Work-life balance, or the equilibrium between work and personal life, has become an important issue in the modern workplace. This concept refers to an individual's ability to manage time, energy, and commitments between work demands and personal life in a balanced manner. This study uses a quantitative approach with primary data obtained through questionnaires. The analysis technique employed is multiple linear regression using SPSS version 21. The results indicate that hustle culture has a significant positive effect on work-life balance, and employee engagement also has a significant positive effect on work-life balance.

Keywords: *Hustle Culture, Employee Engagement, Work Life Balance.*

A. INTRODUCTION

In recent decades, work-life balance, or the equilibrium between work and personal life, has become an important issue in the modern workplace. This concept refers to an individual's ability to manage time, energy, and commitments between work demands and personal life in a balanced manner. Work-life balance not only affects a person's quality of life but also influences productivity, mental health, and job satisfaction (Lili, 2025). The development of technology and flexible work systems has blurred the boundaries between working hours and personal time. Many people can now work from anywhere and at any time. On one hand, this flexibility provides freedom and efficiency; on the other hand, it can lead to a tendency to work continuously without clear time limits (Vera et al., 2022). This often triggers stress, fatigue, and even burnout, as individuals find it difficult to separate work time from personal or family time.

This phenomenon is increasingly evident across various types of jobs in the digital era, including new professions that have emerged due to online platforms and social media. In this context, maintaining a balance between work and personal life becomes a particular challenge, especially when an individual is highly engaged in their work or influenced by a work culture that demands continuous productivity (Saputra & Masdupi, 2025).

In today's digital era, the dynamics of the workplace have undergone significant transformation. Advances in information technology have created new job opportunities beyond conventional fields, one of which is the profession of streaming or live broadcasting through e-commerce platforms (Sari & Nasution, 2024). Shopee, as one of the largest e-commerce platforms in Southeast Asia, has pioneered the integration of livestreaming features into its sales strategy (Febbie & Munawaroh, 2025). This shift not only changes consumer behavior but also gives rise to new forms of work that demand high flexibility. Streamers are not only required to sell products but also to continuously engage their audience (Rara, 2025).

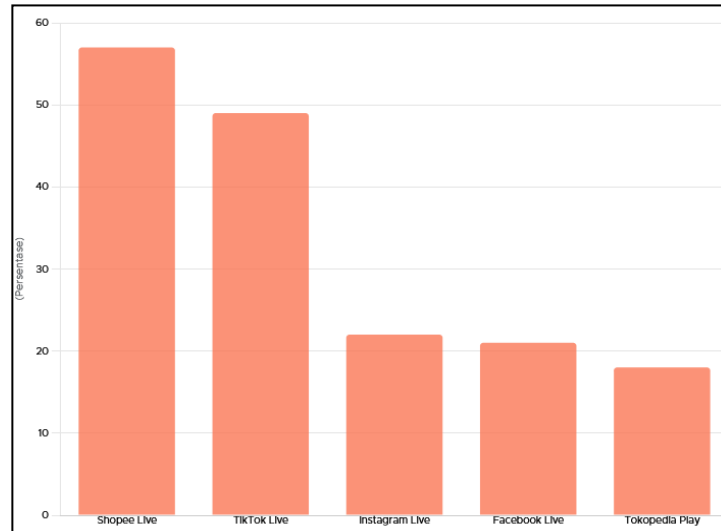


Figure 1 Survei Platform Live Streaming

Sumber: Jakpat.com

A survey conducted by Jajak Pendapat (Jakpat) shows that Shopee Live and TikTok Live are the two most widely used platforms for live shopping. In first place, 57% of respondents who sell online promote their products through the Shopee Live platform. In second place is TikTok Live, used by 49% of respondents. Six out of ten online sellers conduct live broadcasts via Shopee Live. The report also notes that in terms of functionality, Shopee Live generates the highest sales, while TikTok Live tends to attract more viewers. Besides these two platforms, social media platforms are also frequently used for promotion. About 22% of respondents reported using Instagram Live to showcase their products, while 21% use Facebook Live. The last position is held by Tokopedia Live, with only 18% of respondents using this online marketplace application.

In Madiun City, there is a growing trend of young content creators, particularly Generation Z, who view livestreaming as a primary or secondary source of income (Nikmah et al., 2024). Furthermore, affordable living costs and adequate internet access make livestreaming an increasingly popular job among young people in Madiun City (Hudha, 2021).

This situation makes Madiun City a relevant location to study how Gen Z balances their personal life and digital work within a social environment that is not as fast-paced as metropolitan cities.

Balancing personal life and work, or work-life balance, presents a particular challenge for Generation Z, who tend to multitask and remain constantly digitally connected (Revy et al., 2024). The pressure to remain active and productive in digital spaces blurs the boundaries between work time and rest time. Therefore, it is important for Gen Z streamers to recognize the importance of maintaining a balance between work and personal life to stay mentally and physically healthy. Livestreaming has become a popular career choice among Generation Z because it offers flexible schedules and freedom of expression (Robot et al., 2024). However, behind this flexibility, the profession also carries high demands, such as the need to perform consistently, engage the audience, and meet sales or viewership targets. This situation can lead to an imbalance between work and personal life, especially if not accompanied by effective time management (Chian, 2024).

According to Khalil (2022), work-life balance is a harmonious state between professional and personal life, where creating a balance between the two can be exhausting, particularly for healthcare workers with long shifts, tight schedules, and staff shortages. Meanwhile, Ariawaty (2019) defines work-life balance as the extent to which an individual is able to fulfill various roles in life while contributing evenly to each role.

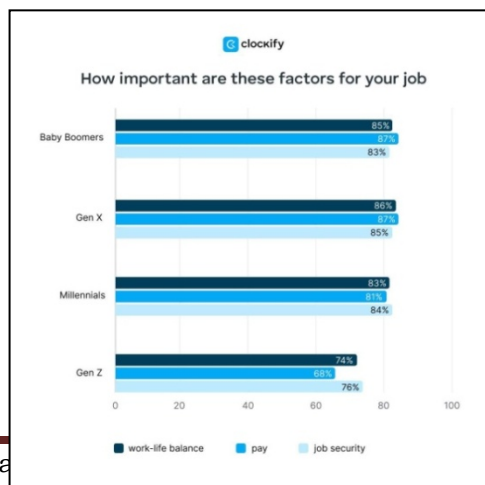


Figure 2 Tingkat Kepedulian Diri

Sumber: clockifycake.com

Based on Figure 2, it can be seen that Generation Z has a work-life balance awareness level of 74%, which is the lowest compared to other generations. Gen X places work-life balance at 86%, Baby Boomers at 85%, and Millennials at 83%. This indicates that Generation Z tends not to fully prioritize balancing work and personal life. This low level of attention is likely caused by social and economic pressures that push Gen Z to remain active, productive, and competitive in the digital workforce. Amid easy access to technology and flexible jobs such as livestreaming, the boundaries between work time and personal time become blurred, making them more susceptible to life imbalance. If this situation continues without awareness and proper time management support, Gen Z is at risk of experiencing stress, mental fatigue, and even long-term burnout, reflecting an employee's commitment to balancing personal life with work (Pratiwi & Fatoni, 2023).

Employee engagement and work-life balance are interrelated within organizations (Malasari, 2022). Work-life balance is influenced by engagement (Ariawaty, 2019). According to Revy et al. (2024), one of the factors affecting work-life balance is Hustle Culture. Research by Björk-Fant et al. (2023) indicates a significant positive relationship between employee engagement and work-life balance among employees. Based on the factors affecting work-life balance, the scope of this study is defined. The variables used in this study are employee engagement and Hustle Culture, which are hypothesized to affect work-life balance.

Hustle Culture is a work culture that places work at the center of life, characterized by long working hours and excessive commitment to work, where rest time is considered laziness, and not continuously working (not hustling) is regarded as failure (Bellini & Lomazzi, 2024). Hustle Culture has become an increasingly dominant phenomenon in the digital-era workplace,

where individuals feel pressured to remain productive and achieve continuously (Rahmawati, 2024).

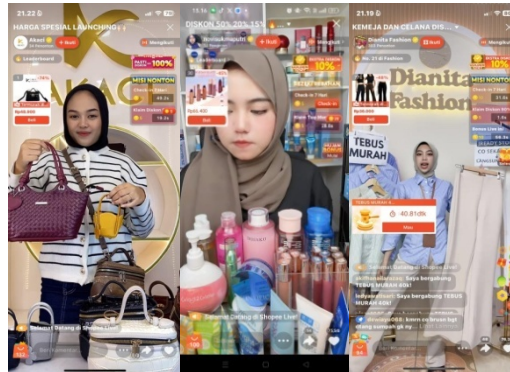


Figure 3 Aktivitas live Shopee
Sumber: Shopee, 2024

Based on Figure 3, it depicts a livestreaming session for selling products. Shopee Live activities themselves have flexible working hours but are exhausting, as livestreamers often work late into the night to meet sales and viewer targets. There is a glorification of productivity, with desks filled with various products as symbols of busyness and dedication to work. This job also demonstrates the lack of clear boundaries between personal and professional life, as private spaces transform into digital workplaces. Additionally, livestreamers face performance and consistency pressures online, which tend to make them neglect rest time to remain active in front of their audience.

This situation has given rise to a new culture increasingly prevalent among Generation Z, known as Hustle Culture. Hustle Culture refers to a state in which individuals work excessively hard and push themselves to achieve success, often prioritizing work above all else (Metris, 2024). Hustle Culture is also considered a societal standard that assumes success can only be achieved by fully dedicating one's life to hard work (J. A. Saputra, 2024). These findings

align with Ezra (2024), who notes that Hustle Culture can affect the work-life balance of employees at IndoPro Event Organizer Medan.

Employee engagement refers to a psychological attachment in which emotionally engaged employees tend to have good relationships, exhibit empathy toward line managers and colleagues, and cognitively understand the missions and roles they truly value in their work environment (Björk-Fant et al., 2023). Emotional attachment between employees and the organization, as defined by employee engagement, provides mutual motivation and enables employees to give their best efforts to contribute actively toward shared goals (Azmy et al., 2024).



Figure 4 Marketplace Live Streaming
Sumber: CNN, 2024

Based on Figure 4, Shopee Live dominates the e-commerce livestreaming market in Indonesia with a market share of 44%, far above other platforms such as TikTok (28%), Lazada (17%), and Tokopedia (12%). This dominance reflects the increasing effectiveness of livestreaming as a sales channel, particularly for local brands and MSMEs. Increased sales through Shopee Live can be leveraged by companies as an opportunity to involve employees more actively in digital marketing strategies (Azalia & Amin, 2023)

Employees involved in the livestreaming process such as hosting, handling real-time customer interactions, or designing promotional content feel more connected to business objectives and directly contribute to measurable results (Rahma, 2023). This not only enhances

a sense of ownership and motivation but also encourages innovation in a collaborative and dynamic work environment. In other words, sales growth through livestreaming can serve as a strategic tool to strengthen employee engagement and a participatory work culture (Nilawardhani & Suharto, 2024). These findings align with Atthohiri & Wijayati (2021), who found that employee engagement has a positive effect on job satisfaction, with work-life balance acting as an intervening variable. This means that employee involvement can improve job satisfaction by enhancing work-life balance.

THEORETICAL REVIEW AND HYPOTHESIS DEVELOPMENT

Work-Life Balance

Work-life balance (WLB) is the ability of an individual to meet the demands of work and personal life in a balanced manner without sacrificing either aspect. According to Rahmayati (2021), WLB is defined as the extent to which an individual can balance work demands and family life. This definition emphasizes the importance of managing dual roles in work and personal life to achieve satisfaction and well-being. According to Saputra & Masdupi (2025), work-life balance is defined as an individual's ability to handle various work and personal life demands harmoniously. In this context, harmony means no significant conflict between the two domains, allowing the individual to perform their roles in both work and personal life optimally.

Hustle Culture

According to Indara & Astaginy (2024), Hustle Culture is a culture that pushes individuals to keep working while emphasizing high productivity, often at the expense of work-life balance. This culture requires prioritizing hard work over rest, with sustained excessive work characterizing this behavior. Hustle Culture is a work culture that “places work at the center of life” and is characterized by long working hours and excessive commitment to work, where rest time is considered laziness, and not continuously working (not hustling) is seen as failure (Bellini & Lomazzi, 2024).

Employee Engagement

Employee engagement is defined as a positive psychological state of enthusiasm that employees have toward their work, characterized by dedication, enthusiasm, and deep involvement in work activities (Rebecca et al., 2020). Employee engagement is more than just job satisfaction; engaged employees voluntarily give extra effort (discretionary effort) to achieve organizational goals. They not only complete tasks but also actively contribute to the progress of the company. Employee engagement reflects a psychological attachment whereby emotionally engaged employees tend to maintain good relationships, show empathy toward line managers and colleagues, and cognitively understand the mission and roles they value in their work environment (Björk-Fant et al., 2023).

Hypothesis Development

Based on the theoretical review, the research hypotheses are formulated as follows:

H1: Hustle Culture is hypothesized to affect work-life balance among Shopee Live streamers in Madiun City.

H2: Employee engagement is hypothesized to affect work-life balance among Shopee Live streamers in Madiun City.

B. RESEARCH METHOD

This study uses a quantitative method with primary data collected through Google Forms. The sample was selected using purposive sampling, with a total of 384 respondents. The research instrument is a questionnaire using a Likert scale. Data processing in this study was conducted with the assistance of SPSS 21 software.

C. RESULTS AND DISCUSSION

Normalitas Test

Table 1 Normalitas Test

One-Sample Kolmogorov-Smirnov Test
Unstandardized Residual

N		384
Normal Parameters ^{a,b}	Mean	,0000000
	Std. Deviation	3,33033250
Most Extreme Differences	Absolute	,051
	Positive	,023
	Negative	-,051
Kolmogorov-Smirnov Z		1,116
Asymp. Sig. (2-tailed)		,165
a. Test distribution is Normal.		
b. Calculated from data.		

Sumber: SPSS21, 2025

Based on the Kolmogorov-Smirnov test, the study found that the regression model has residuals that are normally distributed, as evidenced by the significance coefficient of 0.165, which is greater than 0.05.

Multikolinieritas Test

Table 2 Multikolinieritas Test

Variabel	Tolerance	VIF
Hustle Culture (X1)	0,789	1,268
Employee Engagement(X2)	0,789	1,268

Sumber: SPSS21, 2025

Based on Table 2, the results show that the Variance Inflation Factor (VIF) values for both variables are less than 10. The Hustle Culture variable (X1) and Employee Engagement variable (X2) both have VIF values < 10 . This indicates that there is no strong correlation between any of the independent variables and the others. In other words, multicollinearity among all independent variables is still acceptable. Meanwhile, the tolerance values for Hustle Culture (X1) and Employee Engagement (X2) are greater than 0.1, indicating that multicollinearity does not exist among the independent variables. Therefore, regression testing can be conducted with significant results.

Heteroskedastistas Test

Table 3 Heteroskedastistas Test

Variabel	t	Sig
Hustle Culture (X1)	-3,054	0,200
Employee Enggagement (X2)	-1,521	0,129

Sumber: SPSS21, 2025

Based on Table 3, it is known that the probability value for each variable is greater than 0.05 (alpha). Therefore, the decision is to accept H_0 , indicating that there are no symptoms of heteroscedasticity.

Parsial t Test

Table 4 Parsial t (t Test)

Model	Coefficients ^a					
	Unstandardized Coefficients	Standardized Coefficients	t	Sig.		
	B	Std. Error	Beta			
	(Constant)	8,986	1,258		7,141	,000
1	X1	,175	,053	,171	3,293	,001
	X2	,372	,058	,333	6,424	,000

a. Dependent Variable: Y

Sumber: Output SPSS

The t-test criteria are as follows: H_0 is accepted if $t\text{-count} < t\text{-table}$, and H_0 is rejected if $t\text{-count} \geq t\text{-table}$. The critical value is based on a significance level of 5%. To obtain t-table, a two-tailed test is used with $\alpha = 0.05$ (5%) and degrees of freedom = $n - k - 1 = 384 - 3 - 1 = 378$, resulting in a t-table value of 1.966.

DISCUSSION

- 1) The Effect of Hustle Culture on Work-Life Balance Among Shopee Live Streamers in Madiun City. The test results show that the t-count is 3.293, which is greater than the t-table value of 1.966, and the significance value is $0.001 < 0.05$. Therefore, H_0 is rejected and H_1

is accepted. This means the hypothesis is supported. In other words, Hustle Culture has a significant positive effect on work-life balance among Shopee Live streamers in Madiun City.

- 2) *The Effect of Employee Engagement on Work-Life Balance Among Shopee Live Streamers in Madiun City. The test results show that the t-count is 6.424, which is greater than the t-table value of 1.966, and the significance value is $0.000 < 0.05$. Therefore, H_0 is rejected and H_2 is accepted. This means the hypothesis is supported. In other words, employee engagement has a significant positive effect on work-life balance among Shopee Live streamers in Madiun City.*

D. CONCLUSION

Hustle Culture has a significant positive effect on work-life balance among Shopee Live streamers in Madiun City. This finding indicates that a work culture promoting hard work, fast-paced effort, and high productivity has a direct relationship with how streamers balance their work and personal life. Employee engagement also has a significant positive effect on work-life balance among Shopee Live streamers in Madiun City. This finding shows that the higher the work engagement of streamers, the better their perceived balance between work and personal life.

E. SUGGESTIONS

Future research can expand the scope of respondents, not only limited to Shopee streamers in Madiun City but also including streamers from other platforms such as TikTok Live or Instagram Live and from wider geographic areas to obtain a more comprehensive picture. In addition, it is recommended to test mediation or moderation variables such as coping strategies, burnout, or self-regulation that may bridge or influence the relationship between Hustle Culture, employee engagement, and work-life balance

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