



Workplace Well-Being for Generation Z in Today's Hustle Culture

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Abstract. The phenomenon of hustle culture has become a significant issue due to its potential impact on workplace well-being, particularly among Generation Z employees in urban work environments who face high work demands and competitive pressures. This study aims to examine potential disparities in workplace well-being based on demographic characteristics, including gender, age, and educational background, among Generation Z employees in DKI Jakarta. A quantitative approach was employed using a descriptive-comparative design with convenience sampling, involving 762 participants. Data were collected using the Workplace Well-being Questionnaire and analysed using independent samples t-tests and one-way ANOVA. Descriptive results indicated that the overall level of workplace well-being was high ($M = 3.41$). The results showed no significant differences based on gender ($p = 0.982$) and age ($F = 0.644, p = 0.526$), but a significant difference was found based on educational background ($F = 8.045, p < 0.001$). These findings highlight the importance of educational background as a contextual factor in shaping workplace well-being and provide valuable insights for organisations to develop targeted strategies for supporting Generation Z employees.

Kata kunci: *hustle culture; generation Z; workplace well-being*

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Introduction

Amidst the increasingly dynamic world of work, the phenomenon of hustle culture has emerged as a professional lifestyle widely adopted by the younger generation, particularly in startup environments and urban areas like Jabodetabek (Maharini et al., [2025](#)). This work culture glorifies excessive busyness, long working hours, and the sacrifice of personal time as a form of dedication to career achievement (Bellini & Lomazzi, [2024](#)). Hustle culture describes a work ethic that places relentless effort and extreme productivity as benchmarks for success, often at the expense of personal well-being. Generation Z, as digital natives, is highly connected to social media, which frequently displays standards of success and productivity, leading to a tendency toward fear of missing out (FOMO). Furthermore, Generation Z's achievement-oriented nature makes them more susceptible to internalizing hustle culture values as part of their quest for self-fulfillment. This culture emerged from shifting social values and was reinforced by economic demands and technological advances. However, its long-term sustainability is questionable due to its negative impact on mental health, productivity, and individual quality of life (Perić, [2024](#)).

While seemingly positive because it reflects passion and commitment to work, hustle culture carries serious risks for workers' psychological well-being. Mental stress, emotional exhaustion, and an imbalance between professional and personal life are inevitable consequences (Adistya et al., [2024](#)). This condition directly impacts workplace well-being, namely the level of well-being employees experience in the work environment. From the perspective of the Job Demands-Resources Model, high work pressure (job demands) without adequate resources (job resources) can reduce well-being and increase the risk of burnout. Furthermore, based on the psychological well-being approach, this condition also reflects an imbalance between the hedonic (pleasure and satisfaction) and eudaimonic (meaning and self-actualization) aspects of an individual's work experience. Employees trapped in a relentless work rhythm often experience chronic fatigue, loss of meaning in their work, and even psychological disengagement, despite remaining physically present at work (Hudin & Budiani, [2021](#)). This phenomenon becomes even more significant in densely populated areas like Greater Jakarta (Jabodetabek), where mobility pressures, job competition, and social expectations of high productivity are part of workers' daily lives.

As of February 2024, Jakarta had a working-age population of 8.34 million, of which 5.43 million were in the workforce, although there were still 327,000 unemployed (Bappeda, [2025](#)). As a metropolitan city and center of economic, business, and government activity, DKI Jakarta is characterized by high urbanization, dense job mobility, and cross-sector competitive pressures (Liputan 6, [2024](#); BPS, [2023](#)), which have contributed to shaping a fast-paced work culture and

demands for high productivity beyond formal working hours (Timotheus, [2025](#)). In this context, Generation Z, as a group increasingly dominating the young urban workforce, has greater exposure to intensive work demands and high productivity norms. Generation Z's adaptive, technology-driven and achievement-oriented characteristics make them more susceptible to engaging in hustle culture, making a metropolitan context like Jakarta relevant for examining its impact on workplace well-being.

According to Parker and Hyett ([2011](#)), workplace well-being refers to a state in which individuals experience happiness, satisfaction, and a sense of overall self-fulfilment within the context of the work environment. This concept focuses not only on positive emotional aspects but also encompasses perceptions of the quality of relationships with the organization and the impact of work on personal life. Parker and Hyett ([2011](#)) outline that workplace well-being consists of four main dimensions: job satisfaction, employer care, work intrusion into private life, and organizational respect for the employee. Given that these four dimensions collectively shape an employee's overall well-being at work, and considering the growing prevalence of hustle culture as a modern work ethic that normalizes overworking and prioritizes productivity over personal well-being (Regmi & Mandhar, [2025](#)), it becomes essential to examine how this phenomenon may influence each dimension of workplace well-being.

Theoretically, hustle culture can impact all four dimensions. An emphasis on excessive productivity and non-stop work can potentially lower work satisfaction because work no longer provides meaning but instead becomes a source of stress. Within the employer care dimension, the normalization of overwork can lead employees to perceive low organizational support for their well-being. Furthermore, the intrusion of work into private life dimension is most impacted, as hustle culture encourages a blurring of the boundaries between work and personal life through demands for constant connection and availability. Meanwhile, within the organizational respect for the employee dimension, a work culture that places an extreme emphasis on output can make employees feel less valued as individuals, as the organization's focus is more on results than on employee well-being. Thus, hustle culture has the potential to simultaneously undermine various aspects of workplace well-being.

However, achieving workplace well-being has become increasingly complex with the transformation of modern work, characterized by digitalization, remote or hybrid work systems, and increasingly high organizational expectations (Permatasari & Amazihono, [2023](#)). In this context, hustle culture is theoretically directly related to a decline in several dimensions of workplace well-being, particularly the increasing intrusion of work into private life, where the boundaries between work and personal life become blurred due to the demand for continued productivity. Hybrid work systems, initially perceived as flexible, can actually reinforce this

condition, as employees feel compelled to always be "connected" and ready to work outside of formal working hours (Mahesti & Firmansyah, [2025](#)). Furthermore, internalizing hustle culture values also has the potential to decrease other dimensions of well-being, such as job satisfaction and psychological balance, as individuals are encouraged to overwork and sacrifice health and personal time for professional achievement, even without explicit pressure from the company (Aarthi & Deepa, [2024](#)).

Globally, indicators of workplace well-being show a worrying trend, with a Gallup report ([2025](#)) indicating that only 23% of employees worldwide feel positively engaged at work. In the Indonesian context, this condition is increasingly relevant for Generation Z, who are beginning to dominate the workforce and face high levels of modern work pressure. In line with these findings, Maharini et al. ([2025](#)) showed that although 36.7% of employees do not experience work stress, others still face mild (30%) to severe (5%) stress, indicating a vulnerability to declining workplace well-being. This condition confirms that workplace well-being is not only influenced by demographic factors or job characteristics, but also by psychological factors such as the quality of intrapersonal communication and levels of mindfulness. This is reinforced by the findings of 150 Generation Z employees in Indonesia in a study by Aurelia et al. ([2026](#)) showed that the majority of respondents were in the moderate workplace well-being category (56.7%), while 23.3% were in the low category and 20.0% were in the high category, indicating that although the magnitude is at a moderate level, there is still a significant proportion at risk of experiencing work well-being problems. Therefore, interventions that focus on strengthening employee psychological capacity are a crucial strategy in improving workplace well-being sustainably in accordance with the workplace well-being theoretical framework (Parker & Hyett, [2011](#)).

Scientific studies in Indonesia that specifically map employee workplace well-being are still limited, especially those linking it to the context of contemporary work cultures such as hustle culture. Most previous studies tend to focus on the relationship between workplace well-being and other variables, such as work stress, organizational commitment, or job satisfaction, thus not providing a comprehensive empirical picture of work well-being itself. Furthermore, there is no quantitative research that specifically examines workplace well-being among Generation Z within the context of hustle culture, particularly in metropolitan areas such as Jabodetabek. Research mapping workplace well-being based on Parker and Hyett's ([2011](#)) dimensions in the Generation Z group is also still limited, thus unable to explain in detail the aspects of work well-being most impacted by modern work dynamics.

Based on these gaps, this study has a novelty by integrating a focus on Generation Z, the phenomenon of hustle culture, and the context of metropolitan areas as a setting that strengthens

contemporary work pressures. Therefore, this study aims to analyze the level of workplace well-being of Generation Z in the Jabodetabek area in the context of hustle culture, as well as examine differences in hustle culture based on demographic characteristics (gender, age, education level, and length of service) in Generation Z, so as to obtain a more comprehensive picture of variations in workplace well-being. The results of this study are expected to provide a more specific empirical contribution to the development of occupational well-being literature, as well as serve as a basis for consideration for organizations in designing more adaptive and sustainable strategies in human resource management.

Furthermore, examining workplace well-being based on demographic characteristics is important because variations in workplace well-being do not occur uniformly across the employee population but are influenced by different individual backgrounds. Several previous studies have shown that gender, age, education level, and length of service are demographic factors often associated with differences in perceptions and experiences of workplace well-being (Brieger et al., [2024](#); von Humboldt et al., [2022](#)). These differences are thought to be more pronounced in Generation Z as they undergo an early career transition phase characterized by adaptation to work demands, professional identity formation, and exploration of work values. These developmental stage characteristics serve as the theoretical basis for examining variations in workplace well-being based on demographic characteristics. Therefore, a comparative approach comparing workplace well-being across demographic groups is relevant for identifying the most vulnerable groups within the context of hustle culture in metropolitan areas.

Based on the theoretical framework and empirical studies above, the hypotheses proposed in this study are: (H1) there are differences in workplace well-being in terms of gender among Generation Z employees in DKI Jakarta; (H2) there are differences in workplace well-being in terms of age group; (H3) there are differences in workplace well-being in terms of education level; and (H4) there are differences in workplace well-being in terms of length of service. Testing these four hypotheses is expected to explain variations in work well-being among Generation Z more comprehensively.

Method

Research Design

The research design used in this study is a quantitative descriptive study that specifically aims to describe the level of workplace well-being among Generation Z employees in the DKI Jakarta area in the context of the hustle culture phenomenon. This approach was chosen because the focus of the study is to describe conditions without intervening or manipulating variables. The study population is limited to employees included in the Generation Z category, thus consistent

with the research focus on the characteristics and vulnerabilities of this age group to modern work dynamics. Data collection was carried out by distributing standardized questionnaires to participants who met the criteria, namely Generation Z employees working in the DKI Jakarta area.

Exposure to hustle culture in this study is operationalized through individual perceptions of a work culture that emphasizes high productivity, long working hours, and a tendency to stay connected to work outside of formal working hours, which is measured using statement items in a Likert-based questionnaire. Thus, the hustle culture variable is not only assumed based on the regional context, but is measured directly through the respondents' subjective experiences. The collected data are then analyzed using descriptives, such as mean, median, standard deviation, and frequency distribution, to obtain a comprehensive picture of the workplace well-being conditions of Generation Z employees. The results of this study are expected to provide a more specific understanding of Generation Z's work well-being under the pressures of a contemporary work culture that demands high productivity and continuous work intensity.

Research Participants

Participants in this study were individuals with active employee status and working in the DKI Jakarta area. Participants were between the ages of 20 and 28 (born 1997–2012) and had a minimum of one year of service at their current workplace. The participants' offices were located in the DKI Jakarta area, allowing them to represent workplace well-being conditions in the context of an urban work environment characterized by a dynamic and competitive work culture.

In this study, participant criteria were not limited by specific demographic factors beyond age, length of service, and workplace location. This means that participants could come from various genders, educational levels, positions, or marital statuses. Furthermore, there were no restrictions related to specific ethnic backgrounds, allowing participants to have a diverse range of personal characteristics. This diversity is expected to provide a more comprehensive picture of the workplace well-being of employees in DKI Jakarta who work within the hustle culture phenomenon.

Data collection technique

This study employed a non-probability sampling technique with a purposive sampling method. This method was chosen because participants were intentionally selected based on specific criteria established by the researcher, namely Generation Z employees working in the DKI Jakarta area. Therefore, the data obtained were more in line with the research objectives, which

focused on this specific group. Methodologically, purposive sampling was used because not all members of the population have characteristics relevant to the phenomenon being studied. Therefore, the probability sampling technique was deemed less effective in capturing suitable respondents, especially in the context of research emphasizing exposure to hustle culture. The participant selection process was carried out by reaching individuals who met the criteria through social media networks, as well as with assistance from human resources staff at several companies. The research questionnaire was distributed online using Google Forms to facilitate distribution and reach a wider range of participants.

However, the use of purposive sampling techniques has limitations, particularly in terms of generalizability. The findings cannot be broadly generalized to the entire employee population or all Generation Z in Indonesia; rather, they represent the characteristics of respondents who meet the research criteria. Therefore, the results of this study need to be interpreted contextually and serve as a basis for further research that could use probability sampling techniques to increase generalizability.

Research Measurement Tools

Participants' workplace well-being was measured using the Workplace Well-being Questionnaire (WWQ) developed by Parker and Hyett (2011) and translated into Indonesian by Wilis et al. (2023). This questionnaire consists of 31 items, including 30 positive items and 1 negative item, divided into four dimensions. This measuring instrument has a Cronbach's Alpha reliability of 0.960.

The first dimension is work satisfaction, which measures participants' views on their work, including the extent to which it enhances self-esteem, fulfills life's needs, and develops skills. This dimension consists of 10 positive items, with an example being "*Pekerjaan saya dapat memenuhi kebutuhan saya?*". The second dimension is organizational respect for the employee, which assesses participants' perceptions of organizational representatives or seniors in the company in terms of trust, work ethics, appreciation, and good treatment. This dimension consists of 7 positive items, one of which is "*Saya percaya pada prinsip - prinsip yang diterapkan oleh perusahaan tempat saya bekerja.*"

The third dimension is employer care, which directly assesses the supervisor's concern, including willingness to listen, understanding of work problems, and good treatment of subordinates. This dimension consists of 7 positive items, one of which is "*Saat menghadapi kesulitan kerja, atasan saya bersedia mendengarkan saya.*" The fourth dimension is intrusion of work into private life, which includes aspects such as stress, work pressure, reduced personal time, the impact of work on self-esteem, and the perception that work takes over personal life.

This dimension consists of 7 items, with 6 positive items and 1 negative item at number 28, for example, "*Pekerjaan saya mengganggu kehidupan pribadi saya.*" This instrument uses a Likert scale with four response options: Strongly Disagree (STS), Disagree (TS), Agree (S), and Strongly Agree (SS). High scores indicate high workplace well-being, while low scores indicate the opposite. Negative items are first reverse scored for consistency. The total score is obtained by adding up all items, then categorized into low, medium, and high based on statistical distribution (e.g., mean and standard deviation).

Research Procedures

This research began with a preparatory phase, in which the researcher first conducted a literature review to understand theories and previous research related to two main focuses: workplace well-being and the phenomenon of hustle culture. This literature review aimed to strengthen the theoretical foundation and ensure that the research had a clear conceptual framework. Afterward, the researcher selected and adapted a relevant standardized measurement tool, the Workplace Well-being Questionnaire (WWQ) developed by Parker and Hyett (2011), then translated and adapted it to suit the context of work culture in Indonesia.

All of these items were compiled into an online questionnaire format using Google Forms for easy and flexible participant completion. The questionnaire also included an informed consent form explaining the research objectives, participant criteria, data confidentiality, and the participant's right to withdraw at any time without consequence.

After all the data was ready, the researchers distributed the questionnaire to participants who met the inclusion criteria, namely active employees working in the DKI Jakarta area, aged 20–28 years, with at least one year of service, and willing to participate in the study. The questionnaire was distributed online via social media and with the assistance of human resources staff from several companies to reach relevant participants. After the data was collected, the researchers performed preliminary processing using Microsoft Excel, including data coding, checking the completeness of responses, and handling invalid data. Subsequently, the data was analyzed using the JASP 0.19.1 program with descriptive analysis techniques, such as calculating the mean, median, standard deviation, and frequency distribution, to describe the participants' levels of workplace well-being. This analysis aims to provide a comprehensive overview of employee workplace well-being in DKI Jakarta within the context of hustle culture.

Result

Participant Overview

A total of 762 participants contributed to this study. The gender composition showed a relatively balanced proportion of men and women. The age distribution was dominated by participants aged 22 to 26, reflecting the characteristics of a young, productive population. In terms of education, the majority of respondents had a Bachelor's degree, while the remainder were high school, diploma, and postgraduate. Furthermore, the majority of participants had between 1 and 5 years of work experience. A complete overview of demographic characteristics is presented in Table 1.

Table 1.
Participation Demographic Data

Category	Sub-Category	Frequency	Percentage
Gender	Male	372	48.82
	Female	390	51.18
Age (years)	20	15	1.97
	21	25	3.28
	22	81	10.63
	23	140	18.37
	24	138	18.11
	25	134	17.59
	26	180	23.62
	27	19	2.49
Educational background	28	30	3.94
	Senior High School	235	30.84
	Diploma	133	17.45
	Bachelor	380	49.87
	Postgraduate	14	1.84

Variable Overview

The description of the participants in this study shows that all constructs are measured using a Likert scale of 1 to 4, so that the hypothetical mean value for each dimension is 3.00. It is categorized as high if the empirical mean is greater than the hypothetical mean, and conversely, it is categorized as low if it is below that value. Based on the descriptive results, Workplace Well-Being (WWB) has an empirical mean of 3.41 with a standard deviation of 0.64, and a value of 1.00 and a maximum of 4.00. The empirical mean value is higher than the hypothetical mean indicating that the level of work well-being is in the high category.

Based on its dimensions, all WWB dimensions are also in the high category. The work satisfaction dimension has the highest mean value ($M=3.55$) and the lowest dimension is intrusion of work into private life ($M=3.15$). Overall, these results indicate that they tend to have positive work well-being conditions in all aspects measured, more details are available in Table 2.

Table 2.
Overview of Workplace Well-being

Variables/Dimensions	Min	Max	SD	Empirical Mean	Hypothetical Mean	Category
Workplace well-being	1.00	4.00	0.64	3.41	2.50	High
Work satisfaction	1.00	4.00	0.71	3.55	2.50	High
Organizational respect for the employee	1.00	4.00	0.68	3.48	2.50	High
Employer care	1.00	4.00	0.73	3.47	2.50	High
Intrusion of work into private life	1.00	5.00	0.80	3.15	3.00	High

Confirmatory Factor Analysis

The results indicate that the instrument has excellent measurement quality. The Kaiser-Meyer-Olkin (KMO) value of 0.941 confirms that the data has optimal sampling adequacy for factor analysis. Furthermore, most factor loadings show high and significant values across all

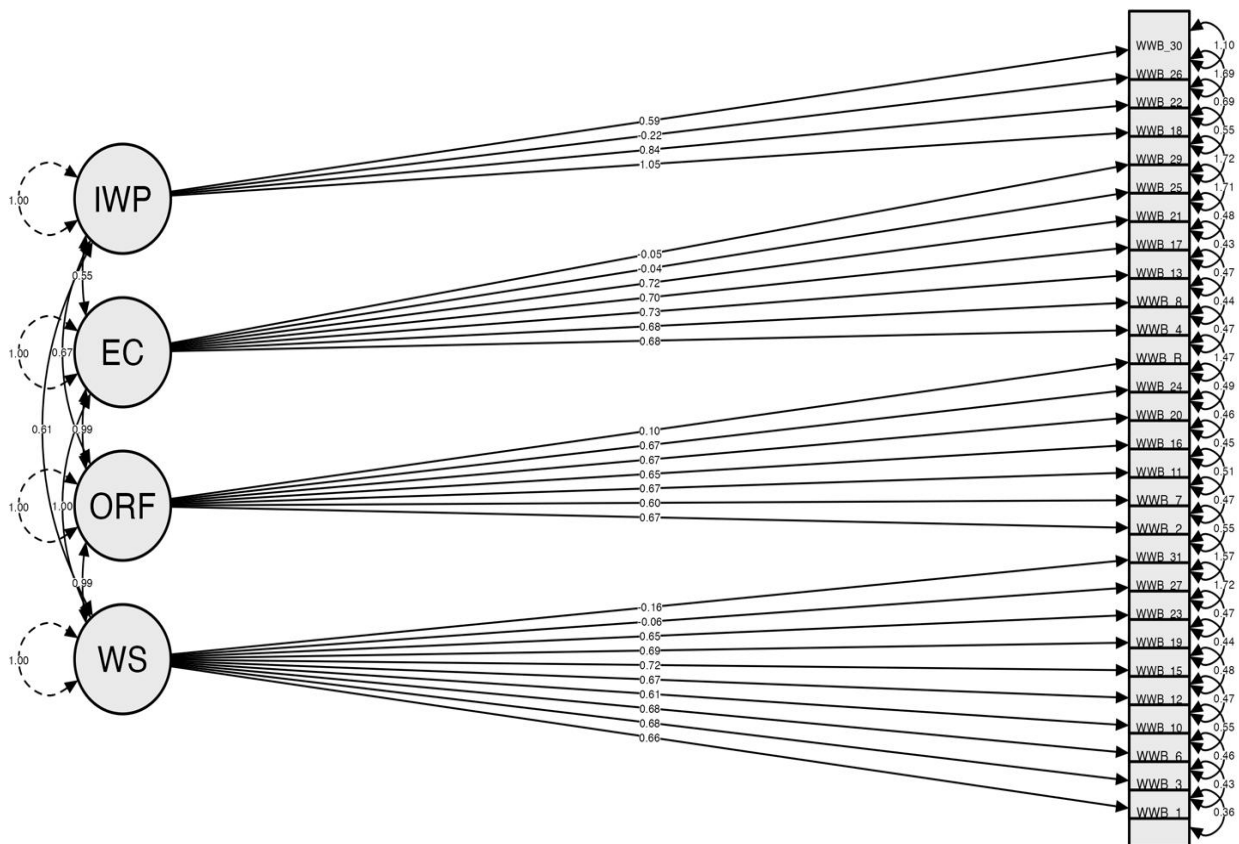


Figure 1 Path Diagram Confirmatory Factor Analysis (CFA)

Table 3.
Data from the Workplace Well-being loading factor

Dimensions	Indicator	Loading	p-value
<i>Work satisfaction</i>	WWB_1	0.634	<.001
	WWB_3	0.643	<.001
	WWB_6	0.596	<.001
	WWB_10	0.569	<.001
	WWB_12	0.632	<.001
	WWB_15	0.692	<.001
	WWB_19	0.682	<.001
	WWB_23	0.607	<.001
	WWB_27	0.256	<.001
	WWB_31	0.257	<.001
<i>Organizational respect for the employee</i>	WWB_2	0.580	<.001
	WWB_7	0.458	<.001
	WWB_11	0.585	<.001
	WWB_16	0.588	<.001
	WWB_20	0.656	<.001
	WWB_24	0.680	<.001
	WWB_28	0.162	<.001
<i>Employer Care</i>	WWB_4	0.615	<.001
	WWB_8	0.604	<.001
	WWB_13	0.761	<.001
	WWB_17	0.661	<.001
	WWB_21	0.713	<.001
	WWB_25	0.224	<.001
	WWB_29	0.275	<.001
<i>Intrusion of work into private life</i>	WWB_5	0.965	<.001
	WWB_9	0.829	<.001
	WWB_14	0.880	<.001
	WWB_18	1.002	<.001
	WWB_22	0.729	<.001
	WWB_26	0.319	<.001
	WWB_30	0.663	<.001

Difference Test on Demographic Data

To examine whether there are differences in workplace well-being based on gender, an independent samples t-test was conducted. This analysis aims to identify whether male and female employees show significantly different levels of workplace well-being. The results of the analysis are presented in Table 4 below.

Table 4.
Test of Differences in Workplace Well-being by Gender

Mean	Std. Dev	Std. Error	t.	Sig.	Cohen's d	Result
3.411	0.673	0.035	0.022	0.982	0.02	There is no difference
3.410	0.601	0.030				

The results of the Independent Samples t-test showed no difference in the level of Workplace Well-Being (WWB) between male and female participants. This is indicated by the $t =$

0.022 with $p = 0.982$, which means both groups had the same level of WWB. For more details, see Table 4.

The results of the independent samples t-test showed that there was no significant difference in workplace well-being between the compared groups, $t = 0.022$, $p = 0.982$. Furthermore, the very small effect size (Cohen's $d = 0.022$) indicates that the differences between the groups are practically negligible or have no substantive significance. This finding suggests that the characteristics of the tested groups do not contribute significantly to variations in workplace well-being.

Table 5.
Test of Workplace Well-being Differences by Age

Age	Mean	SD	SE	F	p	Result
20 – 22	3.425	0.652	0.061	0.644	0.526	There is no difference
23 – 25	3.375	0.625	0.031			
26 – 28	3.429	0.657	0.043			

Based on Table 5, the results of the ANOVA test indicate that there is no difference in workplace well-being (WWB) scores across age groups, with $F(2, 759) = 0.644$ and a significance value of $p = 0.526$ ($p > 0.05$). This means that age group does not have a meaningful effect on employees' workplace well-being. The highest mean score was found in the 26–28 age group ($M = 3.429$, $SD = 0.657$), followed by the 20–22 age group ($M = 3.425$, $SD = 0.652$), and the 23–25 age group ($M = 3.375$, $SD = 0.625$), which recorded the lowest mean. These findings indicate that although there are slight variations in mean scores across age groups, the differences are not statistically meaningful, suggesting that age does not play a significant role in shaping employees' perceptions of workplace well-being.

Table 6.
Post Hoc Analysis by Age

Age	Mean Difference	SE	t	p_{tukey}
(23 – 25)	-0.054	0.052	-1.035	0.555
(23 – 25)	-0.050	0.068	-0.738	0.741
(26 – 28)	0.004	0.073	0.052	0.999

Further test results (post hoc test with Tukey's correction) showed no significant differences across all age group comparisons, with p -values ranging from 0.555 to 0.999 ($p > 0.05$). The standard error values ranged from 0.052 to 0.073, while the t -values ranged from -1.035 to 0.052, all indicating very small differences between groups. These findings indicate that workplace well-being remains relatively consistent across all age groups within Generation Z, suggesting that age is not a differentiating factor in shaping employees' perceptions of workplace well-being. More details on Table 6.

Table 7.

Difference Test of Workplace Well-being based on Educational Background

Education	Mean	SD	SE	F	p	Result
Senior High School	3.243	0.587	0.037	8.045	<0.001	There is a difference
Diploma	3.451	0.682	0.062			
Bachelor	3.488	0.645	0.033			
Postgraduate	3.286	0.469	0.125			

Based on Table 7, the results of the ANOVA test indicate that there is a difference in workplace well-being (WWB) scores across educational background groups, with $F = 8.045$ and a significance value of $p < 0.001$ ($p < 0.05$). The highest mean score was found in the Bachelor's degree group ($M = 3.488$, $SD = 0.645$), followed by the Diploma group ($M = 3.451$, $SD = 0.682$), the Postgraduate group ($M = 3.286$, $SD = 0.469$), and the Senior High School group ($M = 3.243$, $SD = 0.587$), which recorded the lowest mean. These findings indicate that educational background plays a role in shaping employees' perceptions of workplace well-being, with employees holding higher educational qualifications (Diploma and Bachelor's degree) tending to report greater levels of workplace well-being compared to those with a Senior High School background.

Table 8.

Post Hoc Analysis Based on Educational Background

		Mean Difference	SE	t	p_{Tukey}
Bachelor	Diploma	0.037	0.066	0.566	0.942
	Senior High School	0.245	0.051	4.767	< .001
	Postgraduate	0.202	0.172	1.179	0.640
Diploma	Senior High School	0.208	0.070	2.988	0.015
	Postgraduate	0.165	0.178	0.929	0.790
Senior High School	Postgraduate	-0.043	0.173	-0.247	0.995

Further test results (post hoc test with Tukey's correction) showed differences across several educational background comparisons. Specifically, the Bachelor's degree group showed a significant difference compared to the Senior High School group ($p < 0.001$), and the Diploma group also showed a significant difference compared to the Senior High School group ($p = 0.015$). Meanwhile, comparisons between other educational groups did not show significant differences ($p > 0.05$), with p-values ranging up to 0.995. These findings indicate that differences in workplace well-being are more pronounced between employees with higher education (Bachelor's degree and Diploma) and those with a Senior High School background, suggesting that educational attainment is a meaningful differentiating factor in shaping employees' perceptions of workplace well-being within Generation Z. More details on Table 8.

Discussion

The study results show that Generation Z employees in DKI Jakarta tend to have high levels of workplace well-being, despite being in a work environment characterized by a hustle culture. This finding indicates that high work demands do not directly negatively impact work well-being, but rather are influenced by an individual's ability to manage these demands and the availability of supporting resources in the work environment. The dominance of the category indicates that work well-being is relatively stable, but not yet optimal and still has the potential to decline if work pressure increases.

In terms of dimensions, work satisfaction tends to be higher, indicating that Generation Z views work as a means of self-development and self-actualization. This finding is consistent with Aura and Hutahean (2025), who explain that Generation Z places great value on work-life balance and tends to perceive work as a platform for personal growth rather than merely a source of income. However, the intrusion of work into the private life dimension is the most vulnerable aspect, indicating that the boundaries between work and private life are increasingly blurred. This condition aligns with the characteristics of hustle culture, which encourages individuals to remain productive even outside of formal working hours, potentially leading to psychological exhaustion in the long term. Adistya et al. (2024) similarly found that hustle culture significantly disrupts the work-life balance of workers by normalizing constant connectivity and the prioritization of productivity over personal time, while Aarthi and Deepa (2024) emphasize that an "always-on" work culture contributes to declining employee health and well-being due to the inability to fully disengage from work demands.

The results of the difference test showed no significant differences in workplace well-being based on gender, indicating that occupational well-being is more influenced by job and work environment factors than by demographic characteristics. These results are in line with the study by Brieger et al. (2024), who found that in the contemporary work context, the influence of gender on occupational well-being is weakening, especially in relatively egalitarian work environments. This is also supported by Khaldun et al. (2025), who stated that job characteristics and organizational climate are more dominant in influencing occupational well-being than demographic attributes such as gender. In the context of Generation Z in DKI Jakarta, the urban work environment that demands high productivity is thought to place relatively equal pressure on both men and women, so that gender differences are no longer the main explanation for variations in occupational well-being. This argument is strengthened by the characteristics of Generation Z as digital natives who tend to view gender equality as the norm in the workplace, resulting in increasingly convergent expectations and work experiences between genders.

A significant difference in workplace well-being was found based on age group, with the 20–22 age group having the highest mean. This finding is consistent with research by von Humboldt et al. (2022) which reported that perceptions of work well-being differ across career development stages, where early-age employees tend to perceive work as a source of growth and self-exploration. Within the Job Demands–Resources theoretical framework, young people in the early stages of their careers generally view work demands as motivating challenge demands, rather than debilitating hindrance demands. However, the small effect size indicates that age only explains a small portion of the variation in work well-being, leaving other factors such as organizational support and job characteristics to play a dominant role (Adisty et al., 2024).

A significant difference in workplace well-being based on education level, with employees with a high school education achieving the lowest average compared to the Diploma, Bachelor's, and Postgraduate groups. This finding is in line with Shahraki-Sanavi et al. (2025) who stated that higher formal education is associated with better stress regulation capacity and access to more meaningful work positions, thereby increasing work well-being. This argument is further reinforced by Hudin and Budiani (2021), who found that employees with stronger personal and professional resources demonstrate higher levels of workplace well-being, as such resources enable them to cope more effectively with job demands. In addition, highly educated individuals are better able to access organizational resources such as training, professional networks, and career development opportunities that act as job resources in reducing the pressures of hustle culture. The practical implication is that organizations need to pay special attention to employees with secondary education through competency development programs and ongoing career mentoring to ensure they are not left behind in work well-being.

These confirm that hustle culture does not always have a direct negative impact, but rather serves as a context that can strengthen or weaken work well-being depending on individual and organizational circumstances. In an urban setting like DKI Jakarta, high productivity demands can still be balanced with organizational support, opportunities for self-development, and adequate work flexibility. This is consistent with Permatasari and Amazihono (2023), who emphasize that employee well-being is shaped by the quality of organizational support and the extent to which employees feel engaged and valued in their work environment, while Wilis et al. (2023) further demonstrate that workplace well-being plays a crucial role in sustaining employee engagement and reducing turnover intention, particularly among younger generations. Therefore, organizations need to maintain a balance between work demands and employee well-being, particularly in managing the boundaries between work and personal life to prevent long-term negative impacts on mental health.

Furthermore, when viewed from the perspective of the workplace well-being theory proposed by Parker and Hyett (2011), this study's findings confirm that work well-being is a multidimensional construct influenced by the interaction between individual factors and the organizational context. The dominance of the moderate category indicates that dimensions such as work satisfaction, employer care, and organizational respect for the employee are not yet fully optimal. This indicates that although employees are able to adapt to work demands, there is still room for improvement in organizational support that can improve the overall quality of work well-being.

On the other hand, the characteristics of Generation Z as a group that is adaptive to change, achievement-oriented, and accustomed to digital dynamics also shape their response to work demands in the context of hustle culture. This generation tends to be able to tolerate high work pressure, but still has a strong need for flexibility, work meaning, and work-life balance (Aura & Hutahean, 2024). Maharini et al. (2025) further note that Generation Z is particularly vulnerable to the pressures of hustle culture, as the glorification of constant productivity often clashes with their need for meaningful work and personal balance. Therefore, if organizations overemphasize productivity without balancing it with psychological support and humanistic policies, this condition has the potential to reduce work well-being in the long term. This finding emphasizes the importance of organizations in designing human resource management strategies that are not only oriented towards performance but also towards the sustainability of employee well-being, especially in dealing with the characteristics of Generation Z in the modern workplace.

The theoretical implication of this finding is the need to expand the workplace well-being framework of Parker and Hyett (2011) including contextual variables such as hustle culture, digital workload, and organizational support as more relevant predictors in the contemporary workplace. This argument is supported by Supriyadi et al. (2025), who highlight that digital fatigue has become an increasingly significant factor affecting employee productivity and well-being in the modern work environment, underscoring the importance of incorporating digital-era variables into existing well-being frameworks. The practical implication is that organizations in metropolitan areas such as DKI Jakarta need to design group-based workplace well-being.

This study has several limitations, including the use of a descriptive design that precludes causal conclusions, and the purposive sampling technique, which limits the generalizability of the results. Furthermore, the measurement of hustle culture in this study has not been fully operationalized specifically. Therefore, future research is recommended to use a more comprehensive design and develop more measurable instruments to examine the phenomenon of hustle culture and its relationship to workplace well-being.

Conclusion

This study concludes that the workplace well-being (WWB) level of Generation Z employees in DKI Jakarta is high, indicating that employees are generally able to maintain their work well-being despite working in a competitive metropolitan environment. The work satisfaction dimension is the aspect with the highest score, indicating that employees feel their work provides meaning and opportunities for self-development. However, the intrusion of work into private life dimension has the lowest score, indicating that the boundary between work and private life remains a major challenge for employees in Jakarta, especially in the context of a hustle culture that normalizes excessive productivity. Overall, this study confirms that work well-being is influenced by the dynamics of modern work culture, especially the hustle culture phenomenon that has the potential to disrupt private life. These findings are important as a basis for organizations in designing more humanistic strategies and policies to improve employee well-being.

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