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## Hustle culture and stress levels among start-up employees in the industry 4.0 era

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### Abstract

**Background:** The emergence of industry 4.0 in Indonesia has transformed various aspects of life, including employment systems and workplace dynamics. This industrial revolution integrates humans, machines, and internet-based technologies into production processes through innovative methods. Along with the rapid growth of start-up companies, new work patterns have emerged, including a culture of excessive productivity known as hustle culture, which may affect workers' mental health.

**Purpose:** To analyze the relationship between hustle culture and stress levels among start-up employees in the industry 4.0 era.

**Method:** A literature review approach was employed analyzing 7 scientific journals on hustle culture, occupational stress, and employment transformation in the industry 4.0 era. Relevant articles were selected and reviewed to identify the impact of hustle culture on workers' stress levels and mental well-being.

**Results:** The hustle culture was associated with increased stress levels among workers. High job demands, pressure for extreme productivity, and imbalance between work and personal life were identified as major contributing factors to work-related stress, burnout, depression, and reduced psychological well-being.

**Conclusion:** Hustle culture has a significant impact on workers' stress levels in the industry 4.0 era. Organizations should implement effective work stress management and create a supportive work environment that promotes work-life balance and mental well-being. These efforts may reduce the negative effects of occupational stress while improving productivity, job satisfaction, and employee retention.

**Keywords:** Hustle Culture; Industry 4.0; Occupational Stress.

## INTRODUCTION

The Fourth Industrial Revolution has significantly transformed many aspects of life in Indonesia, particularly in the employment sector. Industry 4.0 refers to the integration of humans, machines, and internet-based systems in industrial processes. Originating in Germany in 2011, this concept has become a global framework for technological advancement and digital transformation (Sutrisno, 2018; Satya, 2018).

To respond to this transformation, the Indonesia government introduced the Making Indonesia 4.0 roadmap as a strategic initiative to enhance national competitiveness in the digital era. The implementation of Industry 4.0 enables real-time connectivity among humans, machines, and cyber systems, allowing production processes to become more flexible and efficient. This transformation has created various opportunities, including accelerating digital business development and technological innovation. However, it has also generated challenges, such as the reduction of traditional job opportunities due to automation and increased labor market competition (Sutrisno, 2018; Satya, 2018).

One notable consequence of the industry 4.0 era in Indonesia is the rapid growth of start-up companies. Start-up businesses have expanded significantly and have contributed to the emergence of widely used digital platforms in daily life, including e-commerce, financial technology, and online services (Hidayat, Sari, & Azzery, 2020; Suwarno, & Silvianita, 2017). Start-up companies are generally newly established enterprises focused on innovative digital products and are often supported by external investors. In Indonesia, government support for this sector has been strengthened through the *National Movement of 1000 Digital Startups*, which aims to foster digital entrepreneurship nationwide (Jaya, Ferdiana, & Fauziati, 2017). By 2019, Indonesia had approximately 1,939 start-up companies, indicating substantial growth in this sector (Hardiansyah & Tricahyono, 2019).

Despite their economic potential, start-up companies often operate in highly competitive environments. Employees are expected to work efficiently, adapt rapidly to change, and achieve ambitious targets. Such conditions have contributed to the rise of hustle culture, a work ethic characterized by excessive dedication, long working hours, and the

glorification of constant productivity. Hustle culture is often associated with the pursuit of professional success and social recognition, but it may also result in unhealthy work practices and poor work-life balance (Mulyono, 2007; Balkeran, 2020).

Hustle culture may have significant implications for workers' mental health, particularly regarding occupational stress. Stress is a psychological and physiological response that occurs when environmental or occupational demands exceed an individual's capacity to cope. In workplace settings, stress may manifest as emotional exhaustion, reduced concentration, anxiety, irritability, and decreased job performance (Kusumajati, 2010; Chandra, 2012; Rahayu, Komariah, & Somantri, 2022). Previous studies have shown that excessive workload, role conflict, and organizational pressure are major contributors to work-related stress (Jum'ati & Wuswa, 2013; Kasmarani, 2012). In start-up environments, these conditions may be intensified by the expectation of sustained high productivity and continuous innovation (Ramadhanti, Jannatania, Adiyanto, & Vashty, 2022; Anandani & Rahmasari, 2023).

Although previous studies have discussed hustle culture and occupational stress separately, there is limited evidence examining their relationship among start-up employees in the context of Industry 4.0 in Indonesia. This gap highlights the need for further investigation, particularly considering the rapid expansion of the digital workforce. Therefore, this literature review aimed to synthesize existing evidence on the relationship between hustle culture and stress levels among start-up employees in the industry 4.0 era.

## RESEARCH METHOD

This study reviews literature to examine the relationship between hustle culture and stress levels among start-up employees in the Industry 4.0 era. We chose the literature review method to synthesize and evaluate findings from previous relevant studies. We searched several electronic databases. These included Garuda, SINTA, Scopus, PubMed, Elsevier, and ScienceDirect. We focused on original scientific articles relevant to our objectives. To identify studies, we combined keywords and Boolean operators (AND, OR) in our search strategy. The keywords were:

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("hustle culture" OR workaholism) AND ("stress" OR "occupational stress" OR "work stress") AND ("start-up" OR startup) AND ("Industry 4.0" OR "industrial revolution 4.0"). We applied these keywords individually and in combination across the chosen databases. This approach broadened and refined our search results.

The article selection process followed the PICOST framework. This framework defines Population, Intervention/Exposure, Comparison, Outcome, Study Design, and Time. The population comprises workers or employees, especially in start-up companies. The exposure of interest is hustle culture. The comparison group consists of workers with limited or no exposure to hustle culture. The main outcomes assessed include stress levels, occupational stress, burnout, anxiety, and other mental health conditions. Included studies cover observational, qualitative, mixed-methods, systematic review, and meta-analytic publications. These were published from 2015 to 2023.

The eligibility criteria were established before selecting the literature. Inclusion criteria were articles on the connection between hustle culture and occupational stress, published from 2015 to 2023, written in English or Indonesian, and available in full text. The studies needed to involve workers or start-up environments related to Industry 4.0. Exclusion criteria were articles not available in full text, published in languages other than English or Indonesian, duplicates from multiple databases, or articles unrelated to hustle culture, occupational stress, work stress, start-up companies, or Industry 4.0. Editorials, commentaries, and opinion papers without enough empirical evidence were also excluded.

This review used the Joanna Briggs Institute (JBI) Critical Appraisal Tools to assess the methodological quality of the included studies. The JBI assessment evaluated the validity, methodological rigor, and

possible risk of bias in the selected articles. Different JBI checklists were used depending on the study type, such as analytical cross-sectional studies, qualitative studies, systematic reviews and meta-analyses, and text and opinion papers. Each article was independently assessed with the appropriate JBI criteria. The appraisal results were categorized as low, moderate, or high methodological quality.

The selected studies were then analyzed descriptively to identify patterns, relationships, and key findings regarding the impact of hustle culture on occupational stress in the industry 4.0 era.

## RESEARCH RESULTS

Based on a literature search across Google Scholar, Garuda, PubMed, and ScienceDirect using predetermined keywords and their synonyms, 1,067 articles were identified as potentially relevant to the study topic. The identified articles were then screened according to the predetermined inclusion and exclusion criteria. In the initial selection stage, duplicate articles were removed, and publication year filtering was applied to include only articles published between 2015 and 2023. This process was conducted to ensure that the reviewed literature reflected current evidence relevant to the study topic. Subsequently, the remaining articles were further screened based on title, abstract, and full-text relevance to the research topic. After this screening process, 126 articles were identified as having abstracts and contents relevant to the relationship between hustle culture and occupational stress among workers. A final selection was then made by critically reviewing each article's eligibility against the inclusion criteria, including the availability of full text, publication year, and completeness of study components, as defined by the PICOST framework. As a result, seven articles were selected as the final sample for this literature review and were analyzed comprehensively by the researchers.

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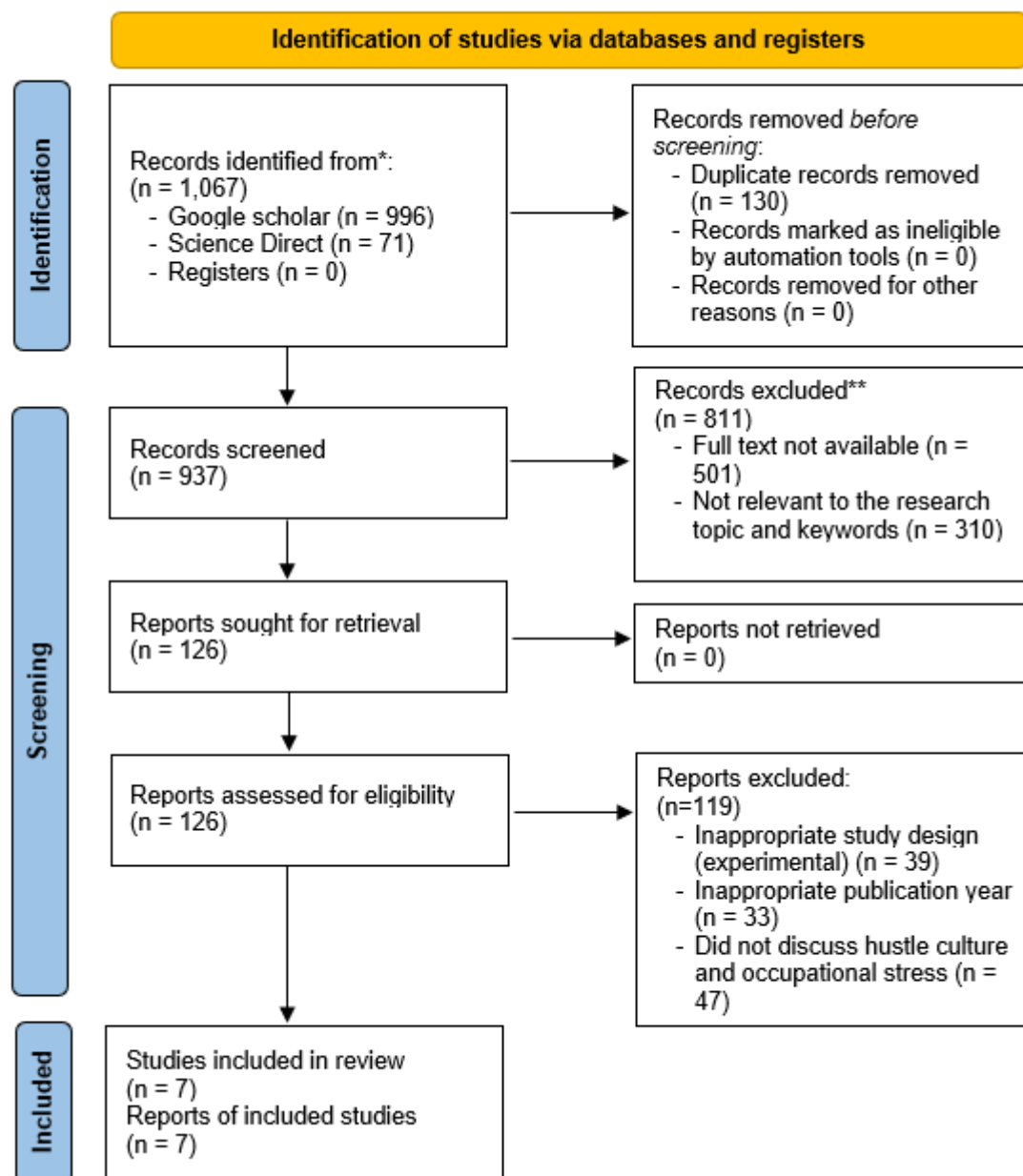


Figure PRISMA flow diagram

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**Table 1. PICOST Framework**

| PICOST Component            | Description                                                                                                                                                                   |
|-----------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Population (P)              | Workers, employees, and individuals experiencing occupational stress and hustle culture, particularly those working in start-up companies and Industry 4.0 work environments. |
| Intervention/Exposure (I/E) | Exposure to hustle culture, excessive workload, toxic productivity, and occupational stress in the industry 4.0 era.                                                          |
| Comparison (C)              | Individuals with lower levels of occupational stress or without exposure to excessive workload; several studies did not include a specific comparison group.                  |
| Outcome (O)                 | Burnout, work-related stress, anxiety, depression, emotional exhaustion, toxic productivity, mental health disturbances, and decreased well-being.                            |
| Study Design (S)            | Observational studies, qualitative studies, phenomenological studies, literature reviews, systematic reviews, and meta-analyses.                                              |
| Time (T)                    | Articles published between 2015 and 2023                                                                                                                                      |

**Table 2. JBI Methodological Quality Assessment**

| Author (Year)               | Study Design                                 | JBI Score    | Quality  |
|-----------------------------|----------------------------------------------|--------------|----------|
| Anandani & Rahmasari (2023) | Analytical Cross-Sectional Study             | 6/8 (75%)    | Moderate |
| Ulfah & Nurdin (2022)       | Text and Opinion Paper                       | 5/6 (83.3%)  | High     |
| Ramadhanti et al. (2022)    | Qualitative Phenomenology Study              | 7/10 (70%)   | Moderate |
| Mathieu et al. (2022)       | Systematic Review and Meta-analysis          | 11/11 (100%) | High     |
| Muratsubaki et al. (2016)   | Analytical Cross-Sectional Study             | 8/8 (100%)   | High     |
| Inoue et al. (2016)         | Analytical Cross-Sectional Study             | 8/8 (100%)   | High     |
| Burgess et al. (2022)       | Qualitative Exploratory / Mixed-Method Study | 9/10 (90%)   | High     |

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Table 3. Characteristics of the Included Studies

| (Author, Year)<br>(Country)                 | Purpose                                                                                                                                                                                                      | Method                                                                    | Type of Work<br>Encountered          | Experienced<br>Disorder | Results                                                                                                                                                                                                                                                                                                                                                                                                                  |
|---------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------|--------------------------------------|-------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| (Anandani & Rahmasari, 2023)<br>(Indonesia) | To figure out the relationship between workload and burnout                                                                                                                                                  | Correlational quantitative, 34 employees.                                 | Workload in start-up companies       | Burnout                 | Workload has a correlation with burnout among startup company employees where 18 employees (52.9%) experience moderate workload and 9 employees (26.4%) experience high burnout.                                                                                                                                                                                                                                         |
| (Ulfah & Nurdin, 2022)<br>(Indonesia)       | To critically examine the rise of hustle culture among freelance workers in Indonesia, particularly millennials and Gen Z, and its impact on their well-being.                                               | A qualitative approach with a systematic literature review.               | Working with hustle culture          | Burnout                 | Hustle culture functions as a modern form of labor exploitation, particularly affecting freelance millennial and Gen Z workers in Indonesia. It argues that while hustle culture promotes nonstop productivity, it undermines worker well-being and reinforces unequal power relations between capital owners and workers.                                                                                               |
| (Ramadhanti et al., 2022)<br>(Indonesia)    | To understand how the phenomenon of hustle culture is interpreted by startup workers, as well as explore the communication experience for startup workers in the practice of hustle culture.                 | A qualitative method with a phenomenological study approach, 4 informants | Hustle culture in start-up companies | Toxic productivity      | Startup workers interpret hustle culture as self-evident behavior, seeking feelings of satisfaction and pride, as well as a success factor. Hustle behavior is also influenced by the work environment and company targets. Meanwhile, the communication experiences experienced by startup work are feeling short of time, declining health conditions, and toxic productivity.                                         |
| (Mathieu et al., 2022)<br>(Australia.)      | To determine suicide risk across the diverse, high pressure and male-dominated transport industry (commercial aviation, merchant seafaring, transit/driving) as compared to the general/employed population. | Systematic literature review and meta-analysis                            | Working in the transportation sector | Suicidal ideation       | Transport workers had a significantly higher risk for suicide than the general/employed population, and this appeared to be driven by the association for those working in merchant seafaring/maritime occupations. The findings are discussed in relation to an identified need for the development, implementation, and evaluation of tailored workplace suicide prevention strategies for transport industry workers. |

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| (Author, Year)<br>(Country)                   | Purpose                                                                                                                                                                                                          | Method                                                                                                                                         | Type of Work<br>Encountered                    | Experienced<br>Disorder                                    | Results                                                                                                                                                                                                                                                                                                                                                             |
|-----------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------|------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| (Muratsubaki et al., 2016)<br>(China.)        | To investigate the relationship between job stress and hypo-HDL of Chinese workers in Shanghai.                                                                                                                  | Cross-sectional observational design. 2,219 Chinese workers in Shanghai, enrolled in the Japan–China cooperative study for karoshi prevention. | Working in companies in China                  | Occupational psychological stress and physiological stress | A low level of job control but not modified job strain was significantly related to higher prevalence of hypo-HDL of Chinese workers in Shanghai.                                                                                                                                                                                                                   |
| (Inoue et al., 2016)<br>(Japan)               | To examine the relationship between occupational stress and depression.                                                                                                                                          | Cross-sectional observational design, 231 consecutive outpatients with lifestyle-related diseases (diabetes, hyperlipidemia, hypertension).    | Work with high demands                         | Depression                                                 | Occupational stress expressed as the job strain index was strongly associated with depression. By simultaneously using the SDS and JCQ, the health conditions of patients could be classified based on occupational stress and mental stress, and this classification could help to promote a healthy work environment and guide individual workers.                |
| (Burgess et al., 2022)<br>(United (Kingdom).) | To situate the decline in youth drinking within a broader sociological narrative of generational change, wellbeing, and the pressures of individualization, rather than treating it as an isolated health trend. | Mixed-methods approach, 13 participants for FGD and 517 for online survey.                                                                     | Hustle culture among 21st-century young adults | Burnout                                                    | Youth drinking decline reflects broader generational shifts: young adults embrace moderation as part of individualization, balancing freedom of choice with pressures to perform. Their abstinence is less surprising than a response to insecurity, responsibility, and changing life worlds, making moderation both a health trend and a sociological adaptation. |

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## DISCUSSION

### Comparison of Reviewed Literature

The seven selected studies shared a common focus on workload and its impact on workers in modern work environments. However, each study examined different outcomes associated with excessive workload and hustle culture. The first, second, and seventh studies reported that prolonged work under hustle culture contributes to occupational stress, particularly burnout. Higher workload increases the risk of burnout, a condition characterized by physical and emotional exhaustion due to excessive work demands (Anandani & Rahmasari, 2023; Ulfah & Nurdin, 2022; Burgess, Yeomans, & Fenton, 2022).

The third study discussed toxic productivity among start-up workers. Interviews with four informants revealed that hustle culture was interpreted as long working hours, often up to 12 hours per day, and was associated with pressure to meet rapid targets. Participants reported negative effects, including physical exhaustion, emotional distress, and feelings of inferiority, stemming from workplace competition and social comparison (Ramadhanti et al., 2022). The fourth study highlighted the risk of suicide among transport industry workers. Meta-analysis findings showed that workers in the transportation sector had significantly higher suicide risk compared to the general population and workers in other sectors, emphasizing the importance of interventions to protect workers' mental health (Mathieu, Ross, Wardhani, Brough, Wishart, Chan, & Kölves, 2022). The fifth study examined the relationship between occupational stress and physiological outcomes. It found that high work stress may activate the sympathetic nervous system and increase cortisol production, potentially contributing to metabolic disorders such as reduced high-density lipoprotein levels and elevated blood pressure (Muratsubaki, Hattori, Li, Fukudo, & Munakata, 2016). The sixth study reported that high job strain was significantly associated with depression. Job demands were positively correlated with depression scores, while job control and workplace social support were negatively correlated. These findings suggest that high job strain is a major risk factor for depressive symptoms (Inoue, Otsui, Yoshioka, Suzuki, Ozawa, Iwata, & Takei, 2016).

### Hustle Culture

The reviewed studies describe hustle culture as a work pattern that exceeds standard working hours and promotes constant productivity. Individuals who adopt this culture often sacrifice leisure time and personal life in pursuit of success, recognition, and financial achievement (Ulfah & Nurdin, 2022). This phenomenon has long existed in Asian countries such as China and Japan. In China, the "996" work system—working from 9 a.m. to 9 p.m., six days per week—became widely known in technology companies such as Alibaba Group. In Japan, excessive work is associated with *karoshi*, a term referring to death caused by overwork (Ulfah & Nurdin, 2022).

In Indonesia, hustle culture is increasingly observed among younger workers, especially Generation Z and employees in start-up companies. Social pressure, the desire for early success, and comparisons on social media contribute to this trend. Start-up workers often face strict deadlines and limited rest periods, which can reduce work-life balance and increase stress (Ramadhanti et al., 2022).

Hustle culture emphasizes continuous achievement and often frames rest as unproductive. This mindset may create persistent pressure to improve continually, leading to emotional fatigue and burnout. Social media further intensifies this pressure by normalizing constant productivity and showcasing idealized success stories (Burgess et al., 2022).

### Worker Stress

Burnout was the most common stress-related outcome identified across the reviewed studies. It arises from prolonged exposure to excessive workload and is characterized by emotional exhaustion, cynicism toward work, and reduced professional effectiveness. Workers in start-up companies are particularly vulnerable because of demanding workloads and competitive work environments (Anandani & Rahmasari, 2023). The third study described toxic productivity as a consequence of workplace pressure to remain constantly productive. Employees may feel compelled to work beyond standard hours due to managerial expectations or comparison with highly productive peers. This workplace pressure creates an unhealthy

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environment that may lead to depression, absenteeism, and psychological strain (Ramadhanti et al., 2022). The fourth study showed that excessive work-related stress can contribute to suicidal ideation.

Workers in high-stress industries, such as transportation, face physical, social, and psychological stressors, including long working hours, isolation, and high responsibility. These conditions are associated with increased mental health problems and higher suicide risk (Mathieu et al., 2022; Nelma, 2019). Occupational stress also affects physical health. Chronic stress activates hormonal responses such as increased cortisol production, which may contribute to hypertension, metabolic disorders, and cardiovascular disease. These findings indicate that work stress is not limited to mental health but also has significant physiological consequences (Muratsubaki et al., 2016). The sixth study identified a strong relationship between job strain and depression. Workers exposed to high demands and low job control showed significantly higher depression scores. In severe cases, prolonged stress may lead to *karoshi*, a phenomenon widely recognized in Japan as death caused by overwork. This condition highlights the urgent need for workplace interventions to reduce excessive stress and improve employee well-being (Inoue et al., 2016).

Overall, the seven reviewed studies demonstrate that hustle culture significantly influences workers' stress levels. Burnout was the most frequently reported outcome, followed by toxic productivity, depression, physiological stress, and suicidal ideation. Among the included studies, the third study was most relevant to this research because it specifically examined start-up workers experiencing long working hours, workplace pressure, toxic productivity, and emotional distress.

A strong hustle culture may increase both psychological and physical stress. In countries such as Japan, China, and Indonesia, long working hours are common and may reinforce this culture. Therefore, maintaining work-life balance is essential. Workers should avoid excessive working hours, take regular breaks, and engage in activities outside work, such as exercise, recreation, and spending time with family or friends, to reduce stress and improve overall well-being.

## CONCLUSION

Hustle culture has a significant influence on workers' stress levels in the Industry 4.0 era, particularly among employees in start-up companies. The reviewed studies indicate that excessive work demands and a culture of continuous productivity contribute to various psychological outcomes, including burnout, toxic productivity, depression, and suicidal ideation. In addition, prolonged exposure to excessive work pressure may also affect physical health, as reflected in conditions such as increased cortisol levels and *karoshi*. Overall, hustle culture creates an imbalance between work and personal life, potentially harming workers' mental and physical well-being. Therefore, organizations should implement strategies to manage occupational stress by maintaining reasonable workloads, promoting work-life balance, and fostering a supportive work environment. These efforts are important to protect employee well-being while improving productivity, job satisfaction, and workforce sustainability.

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