Lampiran 1
Mapping Penelitian Terdahulu

No	Peneliti	Judul	Hasil Penelitian	Keterikatan dengan judul penelitian
1	Iskandar & Rachmawati 2023	PERSPEKTIF "HUSTLE CULTURE" DALAM MENELAAH MOTIVASI DAN PRODUKTIVITAS	Selain itu, dapatkah melakukan membahas hubungan antara hustle culture dengan motivasi dan produktivitas kerja, ternyata hasilnya adalah cukup beragam. Hubungan antara hustle culture dan motivasi kerja serta produktivitas tidak sepenuhnya negatif, ada dampak positif juga. Sehingga hustle culture tidak sepenuhnya buruk jika bisa diterapkan	Mencari pengaruh hubungan hustle culture dan produktivitas kerja
2	Yunita & Pratama 2023	PENGARUH KOMUNIKASI, MOTIVASI, DAN LINKUNGAN KERJA TERHADAP KINERJA KARYAWAN PADA PT. METATANI PALMA ABADI KABUPATEN SELUMA	semua variabel independen, yaitu komunikasi, motivasi, dan kerja Lingkungan berpengaruh signifikan terhadap variabel Devendent yaitu karyawan performa	Mencari pengaruh motivasi kerja dan kinerja karyawan
3	Amiludin 2021	Pengaruh Work From Home Terhadap Kinerja Karyawan Pada Masa Pandemi Covid 19, Studi Kasus Pada Bank BTN	Penelitian ini menghasilkan variable bebas "Work From Home (WFH)" atau X1 "berpengaruh terhadap" variable "Kinerja" pegawai Bank BTN Cabang Makassar.	Mencari pengaruh work life balance terhadap kinerja karyawan

			dengan melihat Pengujian hipotesis yang dilakukan membuktikan bahwa WFH berpengaruh positif (0,345) dan signifikan (0,000) terhadap Kinerja	
4	Badrianto & Ekhsan 2021	Pengaruh Work-life Balance terhadap Kinerja Karyawan yang di Mediasi Komitmen Organisasi	Hasil penelitian menemukan bahwa work-life balance memiliki efek positif dan signifikan terhadap kinerja karyawan, kehidupan kerja Keseimbangan memiliki pengaruh positif dan signifikan terhadap organisasi komitmen. Komitmen organisasi memiliki sifat positif dan signifikan efek pada kinerja karyawan. Komitmen organisasi dapat memediasi pengaruh keseimbangan kehidupan kerja dan kinerja karyawan.	Mencari pengaruh work life balance terhadap kinerja karyawan
5	Adha et al 2019	Pengaruh Motivasi Kerja, Lingkungan Kerja, Budaya Kerja Terhadap Kinerja Karyawan Dinas Sosial Kabupaten Jember	Hasil pengujian hipotesis pertama (H1) menunjukkan bahwa tidak ada pengaruh yang signifikan antara motivasi kerja terhadap kinerja karyawan dengan tingkat signifikasi sebesar 0.549 (p>0,05). Hipotesis kedua (H2) menunjukan bahwa ada pengaruh yang signifikan antara	Mencari pengaruh motivasi kerja terhadap kinerja karyawan

			lingkungan kerja terhadap kinerja karyawan dengan tingkat signifikasi sebesar 0,009	
6	Ranti et al 2020	PENGARUH WORK LIFE BALANCE TERHADAP KINERJA KARYAWAN PADA KARYAWAN STAFF PRODUKSI PT. MUARA TUNGGAL CIBADAK – SUKABUMI	hasil penelitian ini dapat menunjukan bahwa Work Life Balance berpenguh positif dan signifikan terhadap kinerja karyawan. Total pengaruhnya sebesar 61,6%, sisanya sebesar 38,4% dipengaruhi oleh variabel yang tidak diteliti dalam penelitian ini	Mencari pengarug work life balance terhadap kinerja karyawan
7	Susanto 2019	PENGARUH MOTIVASI KERJA, KEPUASAN KERJA, DAN DISIPLIN KERJA TERHADAP KINERJA KARYAWAN PADA DIVISI PENJUALAN PT REMBAKA	Hasil penelitian menunjukkan bahwa motivasi kerja memiliki pengaruh terhadap kinerja karyawan, kepuasan kerja memiliki pengaruh terhadap kinerja karyawan, disiplin kerja memiliki pengaruh terhadap kinerja karyawan.	Mencari pengaruh motivasi kerja terhadap kinerja karyawan
8	Adi & Wijono 2013	PENGARUH MOTIVASI KERJA TERHADAP KINERJA KARYAWAN,	Hasil penelitian yang dilakukan menunjukkan bahwa motivasi kerja dalam bentuk Prestasi, Pengakuan, Kondisi Kerja, dan Upah memiliki pengaruh signifikan secara bersamaan terhadap kinerja karyawan. Ini dibuktikan oleh Fcount	Mencari pengaruh motivasi kerja terhadap kinerja karyawan

			lebih besar dari Ftable (11,407 > 2,4675). Bentuk motivasi yang paling mempengaruhi kinerja karyawan adalah Prestasi dengan nilai koefisien regresi sebesar 0,609; dan pengaruh terendah terhadap kinerja karyawan adalah Kondisi Kerja dengan regresi nilai koefisien 0,305.	
9	Fadillah et al 2013	PENGARUH MOTIVASI DAN LINGKUNGAN KERJA TERHADAP PRODUKTIVITAS KARYAWAN MELALUI KEPUASAN KERJA KARYAWAN PRODUKSI BAGIAN JAMU TRADISIONAL UNIT KALIGAWE PT. NJONJA MENEER SEMARANG,	Variabel Motivasi berpengaruh terhadap Kepuasan kerja sebesar 42,5 persen. Variabel Lingkungan kerja berpengaruh terhadap Kepuasan kerja sebesar 58,7 persen. Variabel Motivasi berpengaruh positif terhadap Produktivitas Karyawan sebesar 60,3 persen. Variabel Lingkungan kerja berpengaruh terhadap Produktivitas Karyawan sebesar 59,1 persen. Variabel Kepuasan kerja berpengaruh terhadap Produktivitas Karyawan sebesar 51,4 persen. Secara bersama-sama Motivasi dan Lingkungan kerja terhadap Kepuasan kerja sebesar 59,4 persen.	Mencari motivasi kerja dan produktivitas karyawan terhadap kinerja karyawan

			Secara bersama-sama Motivasi, Lingkungan kerja dan Kepuasan kerja terhadap Produktivitas Karyawan sebesar 69,9 persen. Hal ini berarti semakin baik Motivasi, Lingkungan kerja, dan Kepuasan kerja maka diharapkan Produktivitas Karyawan semakin baik pula.	
10	Liana 2020	Pengaruh Motivasi terhadap Produktivitas Karyawan PT Telkom Indonesia, Tbk Cabang Palembang,	Motivasi kerja yang diberikan ini tentunya akan berpengaruh pada peningkatan produktivitas karyawan	Mencari pengaruh motivasi kerja terhadap kinerja karyawan
11	Olivia Theodora, 2015	PENGARUH MOTIVASI KERJA TERHADAP KINERJA KARYAWAN PT.SEJAHTERA MOTOR GEMILANG	Secara parsial motivasi relatedness dan growth berpengaruh signifikan terhadap kinerja karyawan, sedangkan Motivasi existence tidak berpengaruh signifikan terhadap kinerja karyawan	Mencari pengaruh motivasi kerja terhadap kinerja karyawan
12	Sukmawati Mardjuni, Thanwain, Abdul Karim 2023	Pengaruh Hustle Culture, Fasilitas, Dan Kompensasi Terhadap Produktivitas Kerja Karyawan Pt. Sambang Jaya Indonesia	Hasil penelitian dalam analisis linear berganda menyatakan bahwa variabel Artinya Hustle Culture (X1) secara parsial tidak mempunyai pengaruh yang signifikan terhadap variabel terikat Produktivitas Kerja Karyawan (Y). Variabel	Mencari pengaruh produktivitas karyawan terhadap hustle culture

			bebas Fasilitas memiliki pengaruhsecara signifikan terhadap variabel Produktivitas Kerja Karyawan (Y). Sementara untuk bahwa variabel bebas Kompensasi memiliki pengaruh secara signifikan terhadap variabel Produktivitas Kerja Karyawan (Y).	
13	Muhamad Yoga Alfranssyah, Muhammad Aziz Firdaus, Azolla Degita Aziz 2023	Pengaruh Langsung dan Tidak Langsung Work Life Balance Terhadap Kinerja Karyawan Melalui Kepuasan Kinerja pada Gemilang Realty Group	Hasil penelitian ini menunjukkan bahwa Work Life Balance berpengaruh positif dan signifikan terhadap Kepuasan Kerja dengan Koefisien jalur sampel asli (O) 0,941. Work Life Balance tidak berpengaruh positif dan signifikan terhadap kinerja karyawan dengan nilai koefisien jalur Original sample (O) 0,018. Kepuasan Kerja Berpengaru Positif dan signifikan terhadap Kinerja Karyawan dengan nilai koefisien jalur Original sample (O) 1,015. Sedangkan Work Life Balance melalui Kepuasan Kerja berpengaruh signifikan terhadap Kinerja Karyawan, dengan nilai Original sample (O) =	Mencari pengaruh work life balance terhadap kinerja karyawan

			0,955 dikatakan moderat. Penerapan Work Life Balance terhadap karyawan harus ditingkatkan dan Kepuasan Kerja yang baik akan meningkatkan kinerja karyawan pada Gemilang Realty	

Lampiran 2
Kuesioner Penelitian

Judul Tesis:

PENGARUH MOTIVASI KERJA, *WORK LIFE BALANCE*, PRODUKTIVITAS KERJA, DAN *HUSTLE CULTURE* TERHADAP KINERJA KARYAWAN PT PLN (PERSERO) UNIT INDUK DISTRIBUSI KALIMANTAN SELATAN DAN KALIMANTAN TENGAH UP3 PALANGKA RAYA.

Dengan hormat kesediaan Bapak/ Ibu untuk mengisi kuesioner ini. Pengisian kuesioner ini semata-mata untuk tujuan ilmiah dan pengembangan ilmu pengetahuan, semua jawaban dan pendapat Bapak/Ibu akan dirahasiakan oleh peneliti.

Identitas Responden:

Nama   :

Jenis Kelamin   :

☐ Laki-Laki

☐ Perempuan

Usia   :

☐ 21 - 25 Tahun

☐ 26 - 30 Tahun

☐ > 30 Tahun

Lama Bekerja   :

☐ < 1 Tahun

☐ 1 - 5 Tahun

☐ 5 - 10 Tahun

☐ 10 - 15 Tahun

No	Pernyataan	STS	TS	N	S	SS
Motivasi Kerja (X1)						
1.	Atasan selalu memberikan penghargaan bagi bawahan yang mampu menunjukkan prestasi kerja					
2.	Atasan selalu memberikan pujian bilamana ada pegawai yang mampu menjalankan tugas pekerjaan dengan memuaskan					
3.	Saya selalu tepat waktu dalam menyelesaikan tugas pekerjaan yang menjadi tanggung jawab saya secara professional					
4.	Saya selalu memeriksa ulang pekerjaan yang telah selesai sebagai bentuk rasa tanggung jawab saya terhadap pekerjaan					
5.	Jabatan yang saya laksanakan saat ini sudah sesuai dengan prestasi kerja saya selama ini					
6.	Saya mendapat kesempatan untuk belajar hal-hal baru di perusahaan ini					
***Work Life Balance* (X2)**						
7.	Waktu untuk bekerja membatasi saya menjalankan kehidupan pribadi					
8.	Aktivitas dalam kehidupan pribadi membuat saya sulit melakukan pekerjaan dengan baik					
9.	Perusahaan saya menyediakan program family gathring untuk karyawan					
Produktivitas Kerja (X3)						
10.	Saya menguasai bidang pekerjaan yang saya kerjakan saat ini					
11.	Pekerjaan yang saya hasilkan sudah sesuai dengan target yang ditetapkan oleh perusahaan					

12.	Saya berusaha menyelesaikan pekerjaan sebelum batas waktu yang ditentukan oleh atasan					
13.	Saya selalu berusaha memperbaiki kesalahan yang pernah saya lakukan dalam melaksanakan pekerjaan					
14.	Saya selalu berusaha untuk meningkatkan kualitas kerja saya					
15.	Saya bekerja dengan waktu yang efisien					
Hustle Culture (**Z**)						
16.	Pekerjaan saya tampaknya sering mengganggu kehidupan pribadi saya					
17.	Butuh waktu lama bagi saya untuk menyelesaikan pekerjaan saya karena harus sempurna					
18	Saya merasa sangat kecanduan dengan pekerjaan saya					
19.	Saya menganggap diri saya sebagai orang yang sangat agresif					
20.	Saya merasa cemas ketika saya tidak bekerja					
Kinerja Karyawan (Y)						
21.	Dalam melaksanakan tugas, saya jarang melakukan kesalahan					
22.	Saya merasa mempunyai tanggung jawab terhadap pekerjaan yang dibebankan kepada saya					
23.	Saya selalu menaati perintah atau instruksi dari atasan tanpa pernah melanggarnya					
24.	Bersedia melakukan pekerjaan tanpa harus diperintah atau diminta dahulu oleh atasan					

Lampiran 3
Data Hasil Kuesioner

1. **Motivasi Kerja (X1)**

X1.1	X1.2	X1.3	X1.4	X1.5	X1.6
5	5	5	5	5	5
4	5	4	4	4	4
5	4	5	5	5	5
5	4	3	3	3	3
5	5	4	5	4	5
4	4	4	4	3	4
5	5	4	5	4	4
4	3	4	4	4	5
2	3	4	4	4	5
4	4	4	4	4	4
4	4	4	3	3	4
4	5	5	5	5	5
4	4	4	4	4	4
4	4	4	4	4	4
4	4	3	4	4	4
4	4	4	4	4	4
5	4	4	5	4	5
3	3	3	3	3	3
4	4	4	5	5	4
5	5	5	5	5	5
4	4	4	4	4	5
4	2	4	4	3	4
5	5	5	5	2	5
4	3	5	5	4	5
5	5	5	5	5	5
4	4	5	4	4	4
4	4	4	3	4	4
5	4	4	5	4	4
5	3	4	5	4	5
4	4	4	4	3	4
4	4	5	5	4	4
4	4	4	4	5	4

X1.1	X1.2	X1.3	X1.4	X1.5	X1.6
4	3	4	4	3	4
4	4	4	4	4	4
5	3	4	4	3	4
5	5	5	5	5	5
3	3	4	4	4	4
4	4	4	4	4	4
4	4	4	4	4	4
4	3	4	4	4	4
5	5	5	5	5	5
4	4	4	5	4	4
5	4	4	4	4	4
4	3	5	5	4	5
4	4	3	4	3	4
4	4	5	5	4	4
5	5	5	5	5	4
4	4	5	5	4	5
4	3	4	4	3	4
4	4	4	4	4	4
5	5	5	5	5	5
5	3	5	5	5	5
5	5	5	5	5	5
3	3	3	4	3	4
4	2	4	2	4	4
5	5	3	4	3	5
4	4	4	4	4	5
4	4	4	4	4	4
4	4	5	5	4	5
3	3	4	4	3	4
4	4	4	4	4	3
5	5	4	5	4	4
4	4	4	4	4	4
4	4	4	5	3	5
4	3	4	4	4	4
4	4	3	4	4	4
5	3	4	4	2	4
5	2	5	4	3	4

X1.1	X1.2	X1.3	X1.4	X1.5	X1.6
4	5	5	4	4	4
4	4	5	5	5	5
4	4	4	4	4	4
5	5	4	4	4	4
4	4	4	5	4	5
5	5	4	4	4	2
4	5	4	5	4	5
4	4	4	4	4	4
4	4	4	4	4	4
3	4	4	5	4	4
5	5	4	5	5	5
3	3	3	5	3	4
4	4	4	4	4	4
5	5	5	5	5	4
5	5	5	5	4	5
4	4	3	4	3	4
4	3	4	4	3	4
3	3	3	4	4	3
4	4	4	4	4	5
4	4	4	4	5	5
4	4	4	4	4	4
4	3	4	4	2	4
5	5	5	5	3	4
5	5	5	5	4	4
3	3	4	4	3	4
4	4	4	4	4	4
4	4	4	4	4	4
5	5	5	5	5	5
4	4	4	4	4	4
4	4	4	4	4	5
5	5	4	4	4	5

2. *Work-life Balance* (X2)

X2.1	X2.2	X2.3
1	1	5
3	2	4

X2.1	X2.2	X2.3
2	1	4
3	3	3
3	2	5
4	2	3
3	2	5
3	2	4
4	2	2
3	2	5
3	3	4
3	3	5
3	2	4
3	3	3
5	5	5
2	2	4
5	3	4
3	3	3
3	2	5
3	2	3
2	2	4
2	2	4
4	2	4
3	3	3
2	2	5
2	2	4
3	4	4
3	3	4
2	2	5
2	3	5
2	4	4
3	3	4
3	2	4
4	4	4
3	3	4
5	5	5
2	2	4
3	3	4

X2.1	X2.2	X2.3
2	2	3
2	2	5
1	1	4
3	2	3
3	2	4
2	2	4
3	3	5
3	2	1
3	2	5
4	3	5
3	3	5
3	3	3
5	2	5
2	2	5
2	2	5
3	3	3
4	4	4
4	2	2
3	3	3
3	2	3
2	2	3
4	3	3
3	3	3
2	3	4
4	2	4
3	2	4
3	3	4
3	3	3
5	4	3
2	2	4
4	3	5
3	2	4
2	2	4
2	2	4
4	2	5
4	4	4

X2.1	X2.2	X2.3
2	2	5
3	2	4
2	2	3
4	2	4
3	2	4
3	3	4
5	5	5
4	4	4
3	4	5
3	3	2
3	3	4
3	3	3
2	2	5
3	2	5
2	2	4
5	2	4
3	2	4
4	2	5
3	3	4
3	2	4
3	2	4
3	2	5
5	4	2
4	4	4
3	2	4

3. Produktivitas Kerja (X3)

X3.1	X3.2	X3.3	X3.4	X3.5	X3.6
5	5	5	5	5	5
4	4	4	4	4	4
5	5	4	5	5	5
3	3	3	3	3	3
4	4	5	5	5	4
4	4	4	4	4	4
5	4	4	4	5	4
4	4	4	4	4	4

X3.1	X3.2	X3.3	X3.4	X3.5	X3.6
5	4	3	4	4	4
4	4	4	4	4	4
3	2	4	4	3	3
5	5	5	5	5	5
4	4	4	5	5	4
4	4	4	4	4	4
4	4	3	4	4	3
4	4	4	4	4	4
4	4	5	5	5	4
3	3	3	3	3	3
5	5	5	5	5	4
4	4	4	4	4	4
4	4	4	4	4	4
4	4	4	2	4	4
2	3	3	4	4	4
5	4	5	5	5	5
5	5	5	5	5	5
4	4	5	5	5	4
3	3	4	4	4	4
4	4	4	4	4	4
5	4	5	5	5	5
4	4	4	5	4	4
5	4	4	4	5	3
5	4	5	4	4	5
4	4	4	4	4	4
4	4	4	4	4	4
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5	5	5	5	5	5
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4	4	4	4	4	4
4	4	4	4	4	4
5	5	5	5	5	5
5	4	3	4	4	4
4	4	4	4	4	4
4	4	4	4	4	4

X3.1	X3.2	X3.3	X3.4	X3.5	X3.6
5	4	4	4	3	4
4	5	5	5	5	4
4	4	4	4	4	4
5	5	5	5	5	5
4	3	5	4	5	5
4	3	3	4	4	4
5	4	5	5	5	5
5	5	5	5	5	5
5	5	5	5	5	5
3	3	3	3	3	3
4	4	4	1	4	4
4	3	4	4	4	3
4	4	4	4	5	4
3	3	4	5	4	4
4	4	4	5	5	4
4	4	4	4	5	5
3	3	4	4	4	3
4	4	4	4	4	4
4	4	4	4	4	4
4	4	4	4	5	4
4	4	4	5	4	4
3	3	3	4	4	3
4	4	4	5	5	4
4	4	4	4	4	4
4	5	4	5	4	4
5	5	5	4	5	4
4	4	4	4	5	4
4	4	4	4	5	4
4	4	4	4	4	4
4	4	4	4	4	4
5	5	5	5	5	5
4	4	4	4	4	4
4	4	4	4	4	4
4	4	4	4	4	2
5	3	5	5	5	5
3	4	4	4	4	4

X3.1	X3.2	X3.3	X3.4	X3.5	X3.6
4	4	4	4	4	4
5	5	5	5	4	4
4	4	5	5	5	5
3	4	3	4	4	4
3	3	3	3	3	3
3	4	3	3	3	3
5	4	4	5	5	4
5	5	5	5	5	5
4	4	4	4	4	4
5	5	5	4	4	4
5	4	5	5	5	5
5	5	5	4	5	4
4	4	4	4	4	4
4	4	4	4	4	4
4	4	4	4	4	4
4	5	5	5	5	5
5	5	4	4	5	5
4	4	3	4	4	4
4	4	4	5	5	4

4. *Hustle Culture* (Z)

Z.1	Z.2	Z.3	Z.4	Z.5
1	5	5	5	5
2	4	4	4	5
1	1	4	4	4
3	3	3	3	3
2	3	4	3	5
4	3	3	3	3
2	3	3	1	4
2	3	3	3	4
3	2	2	2	5
2	4	3	4	5
3	4	3	2	2
3	3	3	3	5
2	2	1	3	5
3	4	4	3	4

Z.1	Z.2	Z.3	Z.4	Z.5
4	5	3	3	3
2	2	3	2	2
5	4	4	3	4
3	3	3	3	3
2	2	2	2	3
3	2	2	2	3
2	4	3	4	3
2	1	4	1	4
2	4	3	3	5
3	3	5	3	4
2	2	3	2	4
2	2	4	2	5
1	2	3	2	4
3	4	4	4	4
1	3	3	3	4
4	4	4	4	4
4	2	4	3	5
3	3	4	3	3
2	3	3	3	3
4	4	4	4	4
3	3	3	3	3
5	5	5	5	5
2	3	3	2	4
3	3	3	3	3
2	2	3	3	4
2	4	3	3	4
1	1	3	4	2
2	3	4	2	5
2	3	3	3	3
3	3	3	3	3
3	3	2	3	2
2	3	4	4	4
3	2	2	2	3
2	4	5	2	4
3	4	3	3	4
3	3	2	3	3

Z.1	Z.2	Z.3	Z.4	Z.5
2	4	3	2	4
1	3	5	2	5
3	5	3	3	4
3	3	3	3	3
1	2	4	4	4
3	3	3	3	3
3	3	4	3	4
3	2	3	3	4
2	2	4	2	4
4	2	3	3	3
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3	3	3	3	4
2	2	3	3	4
3	2	3	3	4
2	3	3	3	4
3	4	3	3	3
4	4	3	3	4
2	2	3	2	3
2	2	2	2	3
2	3	3	3	4
2	2	4	2	4
2	2	4	2	4
3	3	4	3	3
2	3	3	3	4
2	2	3	3	2
3	2	2	2	3
2	4	3	3	4
3	3	4	4	3
3	3	3	4	2
3	3	3	3	3
5	3	3	3	3
4	4	4	4	4
3	3	4	4	4
3	3	4	3	3
3	3	3	3	3
3	3	3	3	3

Z.1	Z.2	Z.3	Z.4	Z.5
2	2	4	4	4
3	3	4	3	4
2	2	3	4	4
4	4	2	2	2
2	2	2	2	3
2	2	2	2	2
3	3	3	3	3
3	3	3	3	4
2	2	2	2	4
2	3	3	4	4
4	3	3	4	5
5	4	3	3	5
4	3	3	4	4

5. Kinerja Karyawan (Y)

Y.1	Y.2	Y.3	Y.4
5	5	5	5
4	4	4	4
5	5	5	5
3	3	3	3
4	5	4	4
3	4	4	4
4	5	4	3
4	4	4	4
3	5	3	4
3	5	5	5
1	2	3	2
5	5	5	5
2	5	4	4
4	4	4	4
3	4	3	3
4	4	4	4
3	5	4	4
3	3	3	3
5	5	5	4
3	4	4	4

Y.1	Y.2	Y.3	Y.4
3	4	4	5
4	4	4	2
4	5	3	3
3	5	5	4
4	5	5	4
2	5	4	5
2	3	2	2
3	4	4	4
3	5	5	5
4	4	3	3
4	5	5	4
3	4	4	4
3	4	4	4
4	4	4	4
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5	5	5	5
4	4	4	4
4	4	4	4
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3	4	3	3
4	5	5	5
4	4	4	4
5	5	5	5
4	5	4	4
3	3	3	3
2	5	2	5
5	5	5	5
3	3	3	4
3	3	3	4
4	4	4	2
4	4	4	4

Y.1	Y.2	Y.3	Y.4
3	5	5	4
4	4	4	3
4	4	4	4
3	4	4	4
3	3	3	4
4	4	4	4
4	4	4	2
3	5	3	4
3	4	4	3
3	4	3	3
5	4	4	4
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3	4	3	4
4	4	4	3
4	4	4	4
2	5	5	5
3	4	4	4
3	4	4	4
4	4	4	4
3	5	3	4
3	4	4	4
3	3	3	3
3	4	4	4
4	5	4	4
4	4	4	4
4	4	4	4
4	4	4	4
4	4	3	4
4	5	4	3

Y.1	Y.2	Y.3	Y.4
3	4	4	4
3	4	3	4
3	4	4	3
4	4	4	4
4	5	4	5
4	5	4	5
2	5	4	5

Lampiran 4
Hasil Analisis Data

Inner dan Outer Model
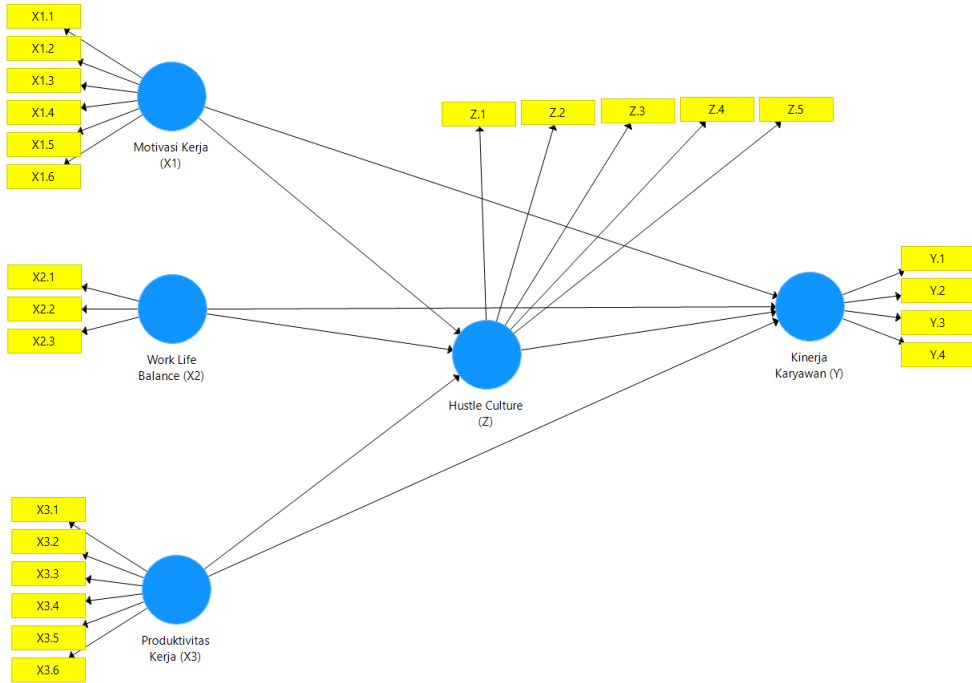
Outer Model
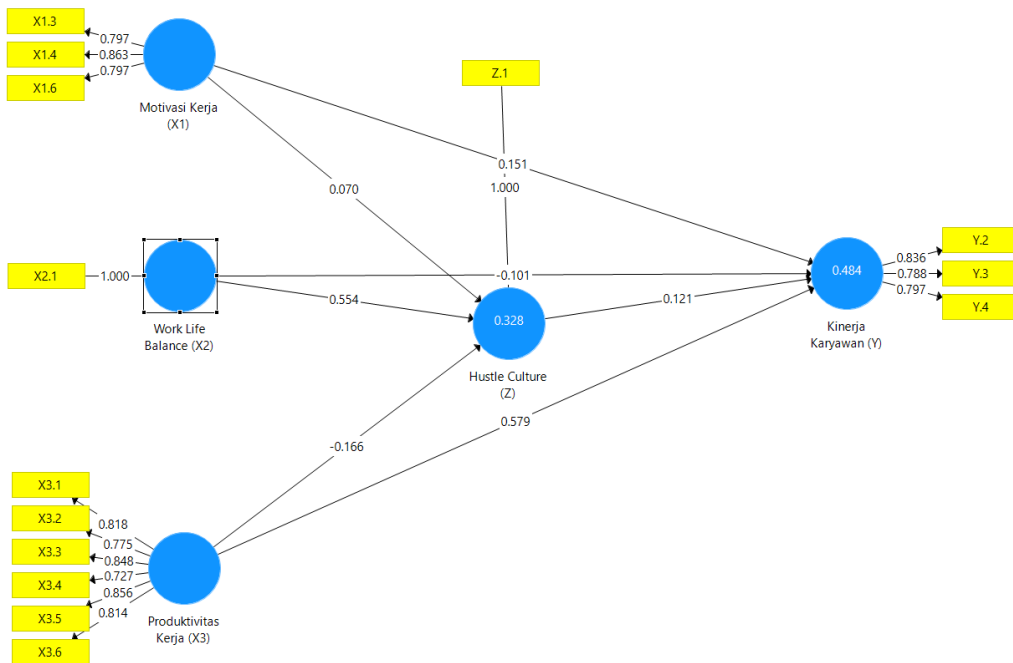
Outer Loading

Variabel	Indikator	*Outer Loading*
Motivasi Kerja (X1)	X1.3	0.797
	X1.4	0.863
	X1.6	0.797
Work Life Balance (X2)	X2.1	1.000
Produktivitas Kerja (X3)	X3.1	0.818
	X3.2	0.775
	X3.3	0.848
	X3.4	0.727
	X3.5	0.856
	X3.6	0.814
Hustle Culture (Z)	Z.1	1.000
Kinerja Karyawan (Y)	Y.2	0.836
	Y.3	0.788
	Y.4	0.797

Average Varian Extracted (AVE)

	AVE
Motivas Kerja (X1)	0.672
Work Life Balance (X2)	1.000
Produktivitas Kerja (X3)	0.652
Hustle Culture (Z)	1.000
Kinerja Karyawan (Y)	0.652
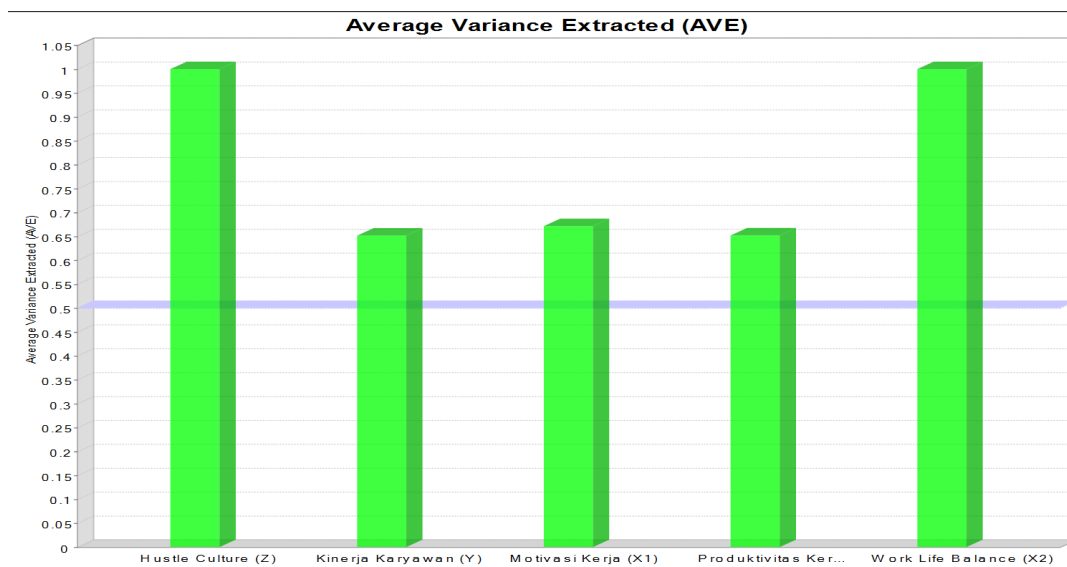
Fornell-Larcker

	X1	X2	X3	Z1	Y
Motivasi Kerja (X1)	0.819				
Work Life Balance (X2)	-0.138	1.000			
Produktivitas Kerja (X3)	0.732	-0.088	0.807		
Hustle Culture (Z)	-0.128	0.559	-0.163	1.000	
Kinerja Karyawan (Y)	0.573	-0.104	0.679	-0.049	0.807

Cross Loading

	MK (X1)	WLB (X2)	PK (X3)	HC (Z)	KK (Y)
X1.3	0.797	-0.147	0.647	-0.230	0.390
X1.4	0.863	-0.099	0.611	-0.039	0.536
X1.6	0.797	-0.098	0.550	-0.066	0.471
X2.1	-0.138	1.000	-0.088	0.559	-0.104
X3.1	0.543	-0.045	0.818	-0.099	0.541
X3.2	0.535	-0.022	0.775	-0.133	0.560
X3.3	0.599	-0.083	0.848	-0.175	0.517
X3.4	0.629	-0.081	0.727	-0.019	0.482
X3.5	0.672	-0.080	0.856	-0.150	0.660
X3.6	0.569	-0.118	0.814	-0.200	0.501
Z.1	-0.128	0.559	-0.163	1.000	-0.049
Y.2	0.529	-0.048	0.593	-0.084	0.836
Y.3	0.382	-0.197	0.510	-0.143	0.788
Y.4	0.467	-0.021	0.536	0.101	0.797

Composite Reliability dan Cronbach's Alpha

	Cronbach's Alpha	rho_A	Composite Reliability
Motivasi Kerja (X1)	0.860	0.765	0.756
Work Life Balance (X2)	1.000	1.000	1.000
Produktivitas Kerja (X3)	0.918	0.900	0.893
Hustle Culture (Z)	1,000	1.000	1.000
Kinerja Karyawan (Y)	0.849	0.737	0.733

Cronbach's Alpha

rho_A

Composite Reliability

Heterotrait-Monotrait Ratio (HTMT)
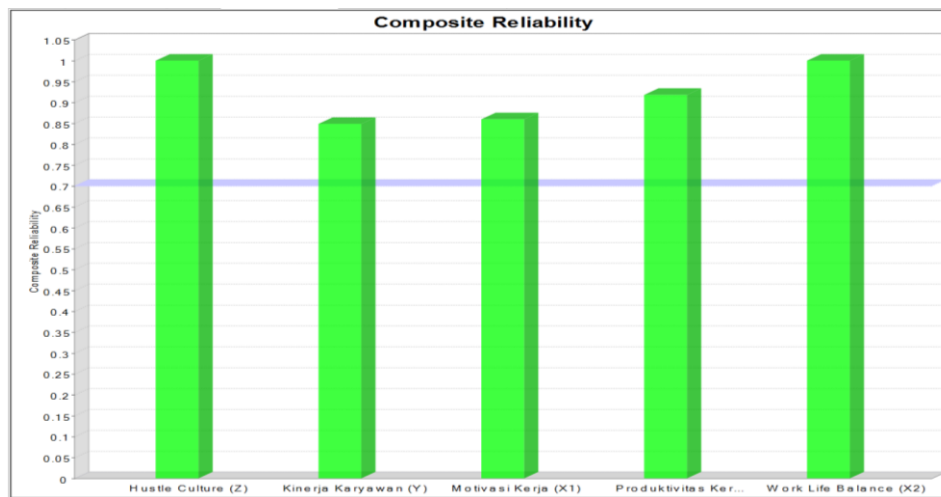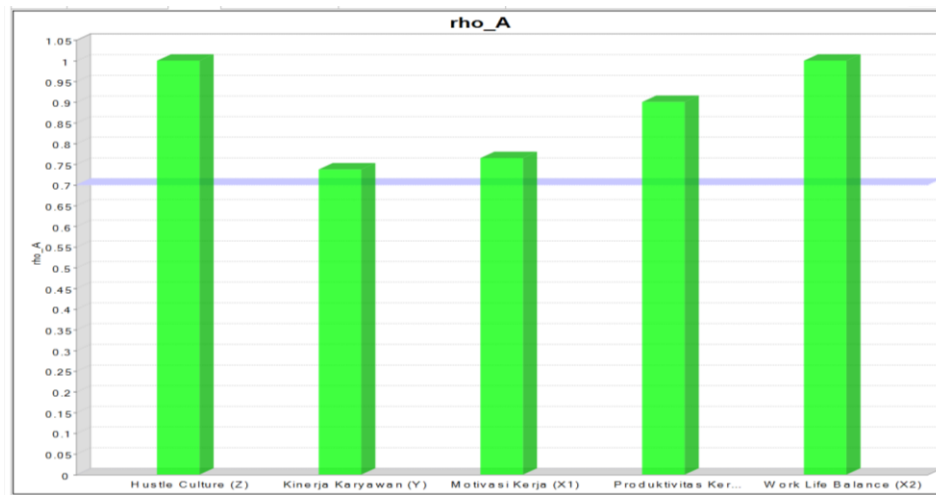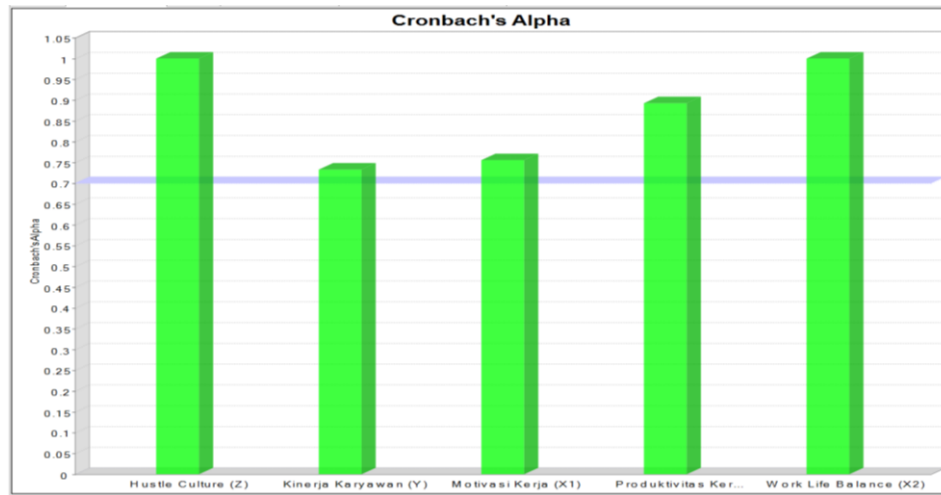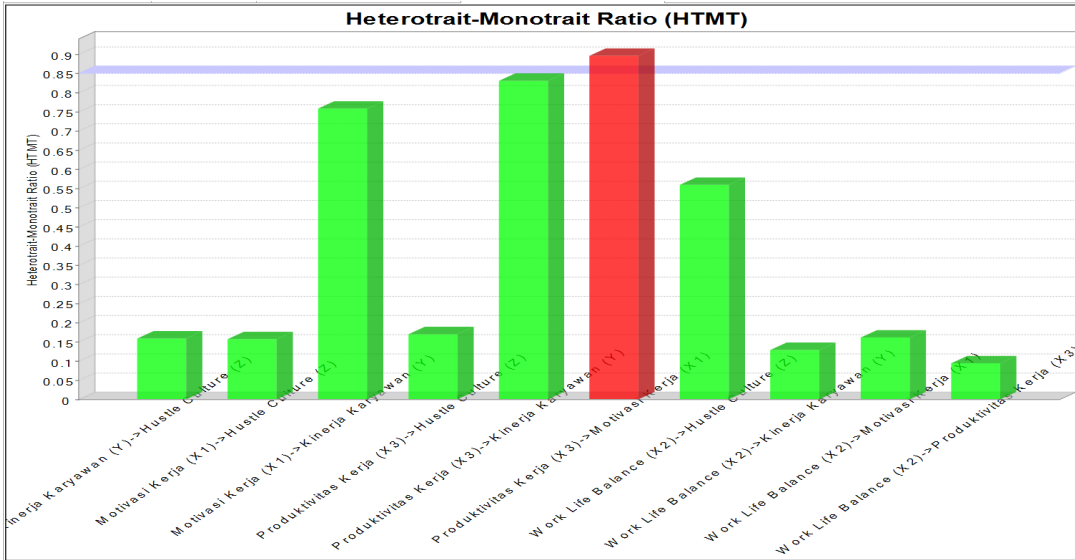
Inner Model
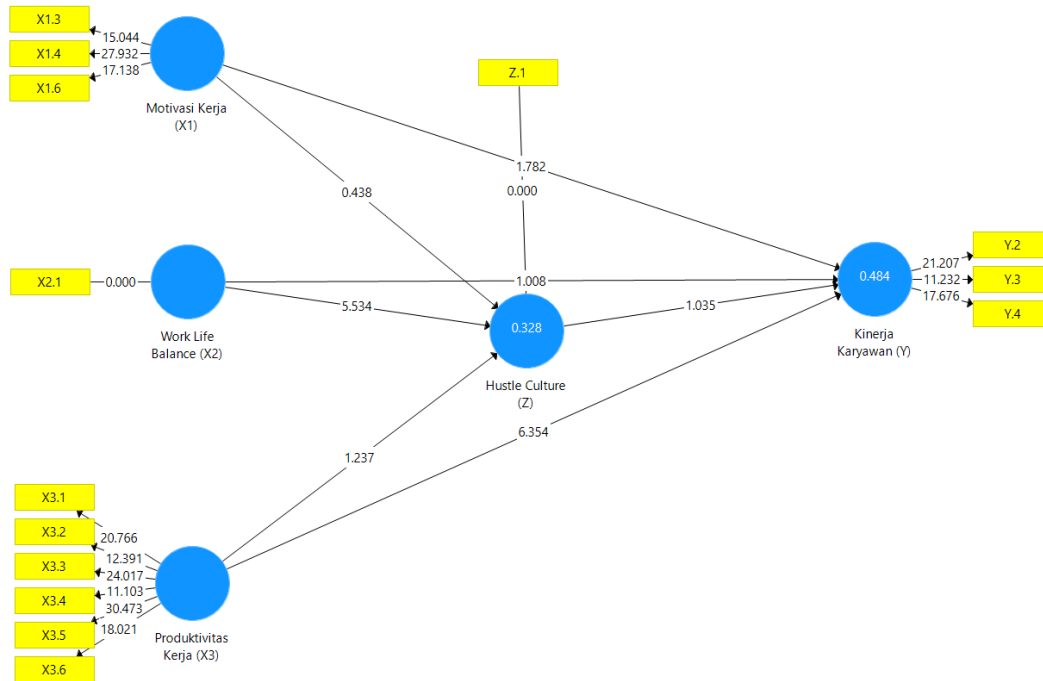
R-Square

	R-Square
Hustle Culture	0.328
Kinerja Karyawan	0.484

R Square

R Square Adjusted

f Square
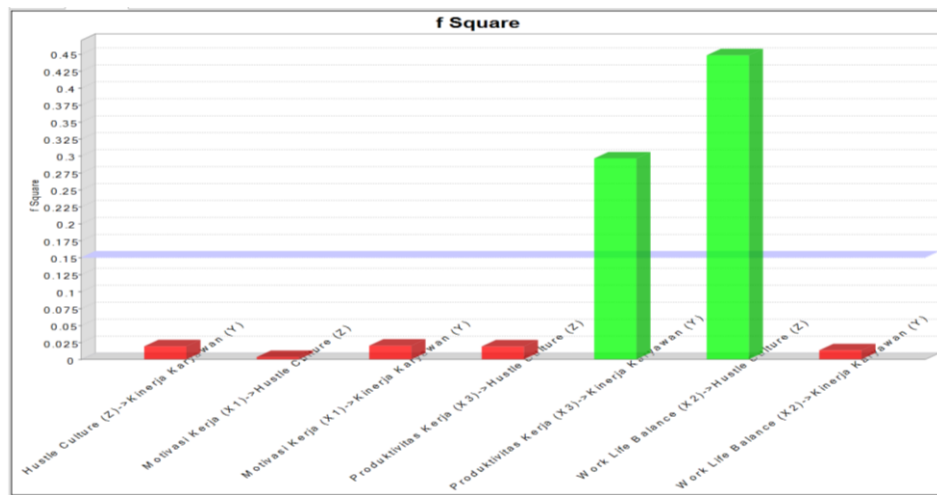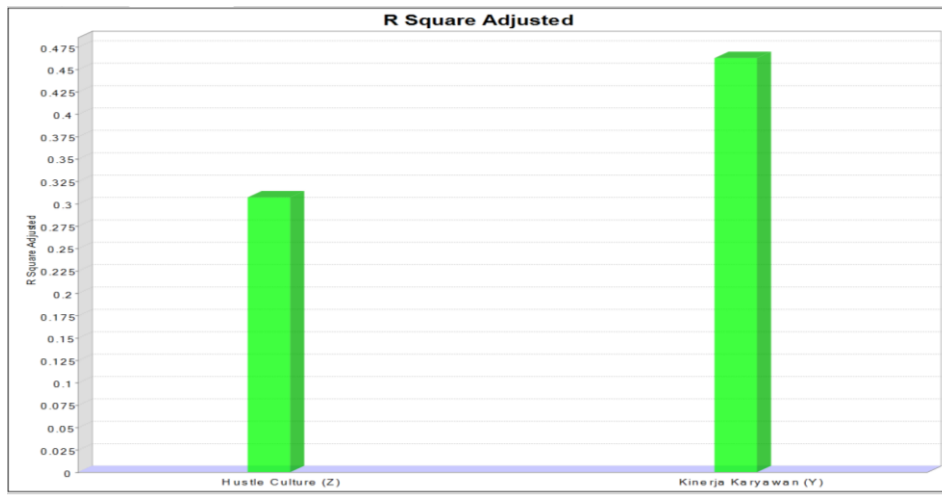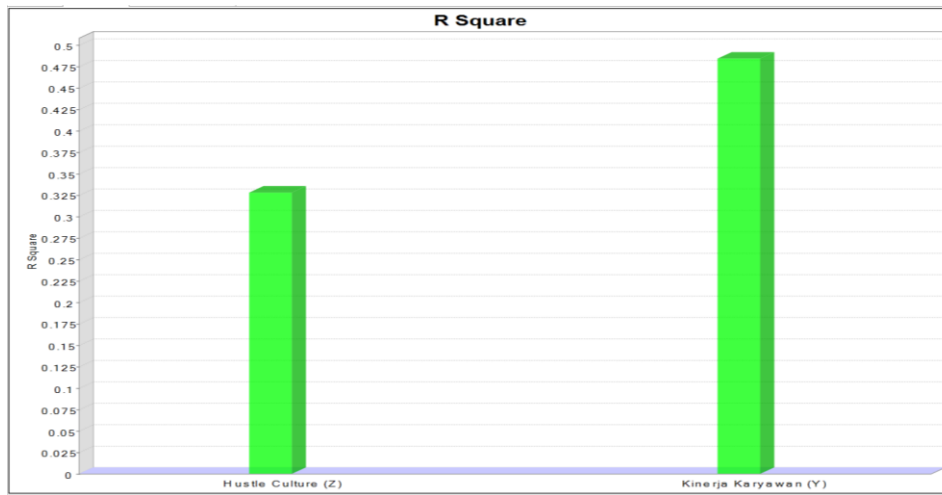
Hasil Uji Hipotesis

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T-Statistics (|O/STDEV|)	P Values	Signifikansi
Motivasi Kerja (X1) → Kinerja Karyawan (Y)	0.070	0.092	0.159	0.438	0.662	Tidak Signifikan
Work Life Balance (X2) → Kinerja Karyawan (Y)	0.151	0.156	0.085	1.782	0.075	Tidak Signifikan
Produktivitas kerja (X3) → Kinerja Karyawan (Y)	0.554	0.552	0.100	5.534	0.000	Positif Signifikan
Motivasi Kerja (X1) → Hustle Culture (Z)	-0.101	-0.086	0.100	1.008	0.314	Tidak Signifikan
Work Life Balance (X2) → Hustle Culture (Z)	-0.166	-0.188	0.134	1.237	0.217	Tidak Signifikan
Produktivitas kerja (X3) → Hustle Culture (Z)	0.579	0.584	0.091	6.354	0.000	Positif Signifikan
Hustle Culture (Z) → Kinerja Karyawan (Y)	0.121	0.103	0.117	1.035	0.301	Tidak Signifikan

Lampiran 5
Jurnal Turnitin

The Influence of Work Motivation, Work-Life Balance, Work Productivity on Hustle Culture, and Employee Performance at PT PLN (PERSERO) Main Distribution Unit for South Kalimantan and Central Kalimantan UP3 Palangka Raya

by Mariani Ika Wardani

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The Influence of Work Motivation, Work-Life Balance, Work Productivity on Hustle Culture, and Employee Performance at PT PLN (PERSERO) Main Distribution Unit for South Kalimantan and Central Kalimantan UP3 Palangka Raya

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ABSTRACT: A reputable company is characterized by its ability to effectively plan and organize human resources as an integral part of a productive workforce, contributing to the realization of organizational objectives. This study seeks to provide empirical evidence on the influence of Work Motivation, Work Life Balance, and Work Productivity on Hustle Culture and Employee Performance. The research population encompasses employees at PT PLN (PERSERO) Main Distribution Unit for South Kalimantan and Central Kalimantan UP3 Palangka Raya. Using the Slovin formula, a sample of 100 respondents was selected. Hypothesis testing employed the Structural Equation Model (SEM) based on the Partial Least Squares (PLS) approach. Analyzing 7 hypotheses revealed that 2 were accepted, while the remaining 5 were rejected. Notably, work motivation and work-life balance were found to have an insignificant impact on hustle culture, contrasting with work productivity, which exhibited a significantly positive influence on hustle culture. Additionally, work motivation, work-life balance, and hustle culture were not found to significantly affect employee performance, in contrast to work productivity, which displayed a noteworthy positive impact on employee performance. These findings underscore the nuanced relationships between motivational factors, work-life balance, productivity, hustle culture, and employee performance within the specific context of PT PLN (PERSERO) in Kalimantan.

Keywords: work motivation, work-life balance, work productivity, hustle culture, employee performance

I. INTRODUCTION

Human Resources (HR), in this case the workforce, has an important role in the company, so an educated and trained workforce is needed to support the company's development. Organizations are also able to carry out social functions internally and externally to ensure the welfare of their members which will have an impact on the company. A good company is a company that is able to plan and organize appropriately and plannedly regarding the human resources involved as part of a productive workforce in achieving company goals.

Work motivation is an important thing in increasing work effectiveness, because people who have high work motivation will try with all their might so that their work can be as successful as possible. Work Motivation is related to the effort and encouragement that arises from within a person which is carried out to fulfill all the goals desired by a person so as to achieve the intended goal. Employees who are motivated at work will help the employer's performance results.

One of the reasons for the decline in employee performance is the lack of balance between personal and work life or Work Life Balance. Well, one of them is Work Life Balance. Companies must be aware of this because employees not only have work responsibilities but also personal responsibilities outside of work such as family, so as much as possible employees can balance work time and personal time outside of work. Employee careers and employee competence have a close relationship with productivity. The level of work productivity will affect employee performance both directly and indirectly. Because in personnel development it is necessary to place employees according to competency, provide career guarantees and measurable measures of work productivity.

Hustle culture is a phenomenon that causes work to be prioritized above all other aspects of life to achieve productivity for early success (Suryanto, 2022). Hustle culture is a popular lifestyle among company

employees who think they will be successful if they work a lot without prioritizing rest time. Without realizing it, this lifestyle is the same as workaholism which forces a person to continue working every day. Performance is a term that comes from the words job performance or actual performance (work performance or actual achievements achieved by someone). There are two factors that influence employee performance, namely factors within the employee and work factors. Factors that exist in employees are intelligence (IQ), special skills, age, gender, length of service, personality, emotions, way of thinking, perceptions and work attitudes.

Employee performance is considered to be influential, because it measures how much they provide positive work results to the organization. Positive employee performance can be achieved if the company can know the factors that influence employee performance. Employee performance is influenced by three main factors, namely motivation, satisfaction and work discipline which are central factors in an organization and the results of a number of studies become a reference for these findings (Baskoro & Susanty 2012; Sanjangbati, 2013; Nisyak 2016). Therefore, this study was designed with the specific aim of investigating how work motivation, work-life balance, and work productivity both individually and in combination, influence formation hustle culture. Apart from that, this research also aims to explore the impact of the hustle culture formed through these three elements on employee performance, especially in the context of employees at PT PLN PERSERO Unit Induk Distribusi Kalimantan Selatan dan Kalimantan Tengah UP3 Palangka Raya.

II. **THEORETICAL STUDY**

A. **Human Resources Management**

According to Yani (2012: 02) human resource management is the activity of planning, procuring, developing, maintaining and using human resources in an effort to achieve individual and organizational goals.

B. **Work Motivation**

Work motivation is a desire that arises from within a person or individual because he is inspired, encouraged and encouraged to carry out activities or work with sincerity, joy and sincerity so that the results of the activities he carries out are good and of good quality (Afandi, 2018)).

C. **Work-life Balance**

Work Life Balance is the extent to which an individual is involved and satisfied in their role between personal life and work life and does not cause conflict between the two (Ula, Susilawati, & Widyasari, 2019).

D. **Work Productivity**

Hasibuan in Busro (2018), productivity is the comparison between output (results) and input (input). Thus, productivity is defined as how efficiently the concrete results or products produced (output) are compared to the power deployed (input).

E. **Hustle Culture**

Hustle culture is a lifestyle for some workers who apply maximum work beyond the specified time limit without rest to achieve success. Hustle culture can be said to bring change in a person's life by considering work as the main priority in his life (Lesmana, 2021).

F. **Employee Performance**

Employee performance is the result of employee work seen from the aspects of quality, quantity, working time and cooperation to achieve the goals set by the organization (Sutrisno, 2019).

III. CONCEPTUAL FRAMEWORK
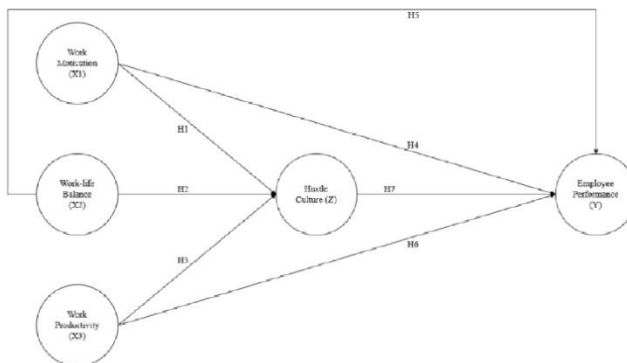
Figure 1 Conceptual Framework

Regarding the research context, problem formulation, literature review, and conceptual framework, then hypothesis that can be formed is as follows:

H1: Work motivation significant effect on Hustle Culture PT PLN PERSERO Main Distribution Unit for South Kalimantan and Central Kalimantan UP3 Palangka Raya.

H2: Work Life Balance significant effect on Hustle Culture PT PLN PERSERO Unit for South Kalimantan and Central Kalimantan UP3 Palangka Raya.

H3: Work productivity has a significant effect on Hustle Culture PT PLN PERSERO Unit for South Kalimantan and Central Kalimantan UP3 Palangka Raya.

H4: Work motivation has a significant effect on the employee performance of PT PLN PERSERO Unit for South Kalimantan and Central Kalimantan UP3 Palangka Raya.

H5: Work Life Balance has a significant effect on the employee performance of PT PLN PERSERO Unit for South Kalimantan and Central Kalimantan UP3 Palangka Raya.

H6: Work Productivity has a significant effect on the Performance of PT PLN PERSERO Unit for South Kalimantan and Central Kalimantan UP3 Palangka Raya.

H7: Hustle Culture has a significant effect on the employee performance of PT PLN Unit for South Kalimantan and Central Kalimantan UP3 Palangka Raya.

IV. RESEARCH METHOD

A. Data Types and Sources

This research is a quantitative study between exogenous variables (work motivation, work life balance, work productivity) and endogenous variables (hustle culture and employee performance). The respondents in this research were employees of PT PLN PERSERO Unit Induk Distribusi Kalimantan Selatan and Kalimantan Tengah UP3 Palangka Raya.

B. Population

The population in the research of PT PLN (PERSERO) Main Distribution Unit South Kalimantan and Central Kalimantan UP3 Palangka Raya was 175 employees. Because the employee population of PT PLN (PERSERO) Main Distribution Unit of South Kalimantan and Central Kalimantan UP3 Palangka Raya is 175 employees, the formula needed to calculate the sample is to use the Slovin formula, namely:

$$n = \frac{N}{1 + Ne^2} = \frac{175}{1 + 175.0.05^2} = 121.7$$

Information:

n = Number of samples required

N = Number of Population

e = Sample error rate 5%

When the questionnaire was distributed to 122 respondents using Google Form, the number of questionnaires filled in was 106 respondents. When checking the data, there were 100 respondents who filled out the questionnaire completely, while 6 respondents did not fill out the questionnaire completely. So, data processing was carried out using Smart-PLS using data from 100 respondents.

Data Collection

The data source used in this research is primary data, namely information obtained directly from the original source. Information for this study was taken from a questionnaire distributed to employees of PT PLN PERSERO Unit Induk Distribusi Kalimantan Selatan dan Kalimantan Tengah UP3 Palangka Raya, with a focus on the influence of work motivation, work life balance, and work productivity tohustle culture and employee performance.

C. **Data Analysis Method**

Hypothesis testing in this research was carried out using an approach Structural Equation Model (SEM) based Partial Least Square (PLS). PLS is a component or variant-based structural equation model (SEM). Hypothesis testing is carried out to determine whether there is an effect of research variables on the others. This testing is done by analyzing the Regression Weight, i.e. Critical Ratio (CR) and Probability (P) values. The required limits are ≥ 1.96 for the CR value and ≤ 0.05 for the P-value. If the data processing results show a value that meets these requirements, the proposed research hypothesis is accepted.

V. **RESULT & DISCUSSION**

A. **Evaluation of Measurement Model/ Outer Model**
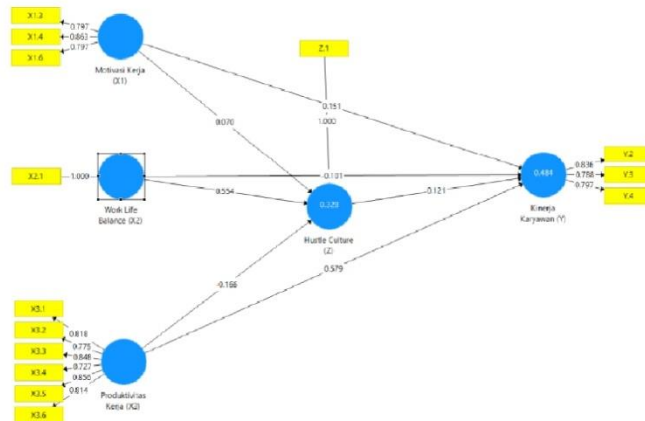
Figure 2 Outer Model

To test convergent validity value is used outer loading andAverage Variant Extracted (AVE). An indicator is declared to be satisfactory convergent validity in the good category when value outer loading

> 0.7 and valueAverage Variant Extracted > 0.5. Here are the values outer loading andAverage Variant Extracted of each indicator in this research variable:

Table 1 *Convergent Validity Test - Outer Loading*

Variable	Indicator	Outer Loading
Work Motivation (X1)	X1.3	0.797
	X1.4	0.863
	X1.6	0.797
Work-life Balance (X2)	X2.1	1.000
Work Productivity (X3)	X3.1	0.818
	X3.2	0.775
	X3.3	0.848
	X3.4	0.727
	X3.5	0.856
	X3.6	0.814
Hustle Culture (Z)	Z.1	1.000
Employee Performance (Y)	Y.2	0.836
	Y.3	0.788
	Y.4	0.797

Source: Data processed by *Smart-PLS*

Based on the data presented in table 1 above, it is known that each research variable indicator has many valuesouter loading > 0.7. An indicator is said to have good reliability if the outer loading value is above 0.7 (Sarwono, 2014: 44).

Table 2 *Convergent Validity Test - Average Varian Extracted (AVE)*

Variable	Average Varian Extracted (AVE)
Work Motivation (X1)	0.672
Work-life Balance (X2)	1.000
Work Productivity (X3)	0.652
Hustle Culture (Z)	1.000
Employee Performance (Y)	0.652

Source: Data processed by Smart-PLS

Based on the data presented in table 2 above, it is known that the Average Variant Extracted value of all variables in this study is > 0.5. Thus, it can be stated that each variable has good convergent validity.

In the next section, the results of discriminant validity testing will be explained using Fornell-Larcker and Cross Loading values. An indicator is considered to meet discriminant validity standards if the Fornell-Larcker and Cross Loading values for the indicator on its variable are the highest compared to other variables. The following are the Fornell-Larcker and Cross Loading values for each indicator:

Table 3 *Discriminant Validity Test - Fornell-Larcker*

	X1	X2	X3	Z	Y
Work Motivation (X1)	0.819				
Work-life Balance (X2)	-0.138	1.000			
Work Productivity (X3)	0.732	-0.088	0.807		
Hustle Culture (Z)	-0.128	0.559	-0.163	1.000	
Employee Performance (Y)	0.573	-0.104	0.679	-0.049	0.807

Source: Data processed by Smart-PLS

Table 4 *Discriminant Validity Test - Cross Loading*

	Work Motivation	Work-life Balance	Work Productivity	Hustle Culture	Employee Performance
X1.3	0.797	-0.147	0.647	-0.230	0.390
X1.4	0.863	-0.099	0.611	-0.039	0.536

	Work Motivation	Work-life Balance	Work Productivity	Hustle Culture	Employee Performance
X1.6	0.797	-0.098	0.550	-0.066	0.471
X2.1	-0.138	1.000	-0.088	0.559	-0.104
X3.1	0.543	-0.045	0.818	-0.099	0.541
X3.2	0.535	-0.022	0.775	-0.133	0.560
X3.3	0.599	-0.083	0.848	-0.175	0.517
X3.4	0.629	-0.081	0.727	-0.019	0.482
X3.5	0.672	-0.080	0.856	-0.150	0.660
X3.6	0.569	-0.118	0.814	-0.200	0.501
Z.1	-0.128	0.559	-0.163	1.000	-0.049
Y.2	0.529	-0.048	0.593	-0.084	0.836
Y.3	0.382	-0.197	0.510	-0.143	0.788
Y.4	0.467	-0.021	0.536	0.101	0.797

Source: Data processed by Smart-PLS

Based on the data presented in Tables 3 and 4 above, it can be observed that each indicator on the research variable has the highest Fornell-Larcker and Cross Loading values on the variable it forms compared to the Fornell-Larcker and Cross Loading values on other variables. Based on these results, it can be stated that the indicators used in this study have good discriminant validity in constructing their respective variables.

This section presents the results of reliability testing using composite reliability, rho_A, and Cronbach's alpha values. An indicator is considered to meet reliability standards if the composite reliability values are > 0.6 (Bagozzi & Yi, 1998; Chin & Dibbern, 2010), and the rho_A and Cronbach's alpha values are > 0.7 (Vinzi, Trinchera, & Amato, 2010). The following are the values of composite reliability, rho_A, and Cronbach's alpha for each indicator:

Table 5 *Reliability Test - Composite Reliability, rho_A, and Cronbach's Alpha*

Variable	Composite Reliability	rho_A	Cronbach's Alpha
Work Motivation (X1)	0.860	0.765	0.756
Work-life Balance (X2)	1.000	1.000	1.000
Work Productivity (X3)	0.918	0.900	0.893
Hustle Culture (Z)	1.000	1.000	1.000
Employee Performance (Y)	0.849	0.737	0.733

Source: Data processed by Smart-PLS

Based on the data presented in table 5 above, it can be seen that the composite reliability value of all research variables is > 0.6, then the value of rho_A and Cronbach's alpha is > 0.7. These results show that each variable has met composite reliability, rho_A, and Cronbach's alpha so it can be concluded that all variables have a high level of reliability.

B. **Evaluation of Structural Model/ Inner Model**
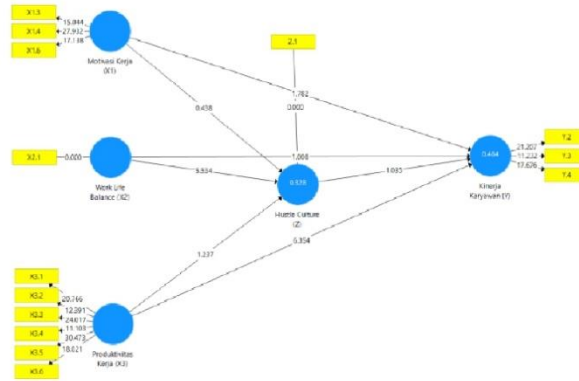
Figure 3 Inner Model

Evaluation of path coefficients is used to show how strong the effect or influence of exogenous variables is on endogenous variables. Based on the inner model scheme shown in Figure 3, it can be explained that the largest path coefficient value is the influence of work productivity on employee performance of 6,354, then the influence of work life balance on hustle culture is 5,534, while the smallest influence is work life balance on employee performance of 1,008. . Based on the results of this description, it shows that all variables in this model have path coefficients with positive numbers. This shows that if the greater the value of the path coefficient on an exogenous variable on an endogenous variable, the stronger the influence will be.

Table 6 *R-Square*

	R-Square
Hustle Culture (Z)	0.328
Employee Performance (Y)	0.484

Source: Data processed by Smart-PLS

Based on the data in table 6 above, it can be seen that the R-Square values for the Store Rating and Purchase Decision variables are 0.724 and 0.629 respectively, which means the ability of the exogenous variable to explain the endogenous variable is 72.4% (strong) and 62.9% (moderate) where 27.6% and the remaining 37.1% are the influence of other exogenous variables not measured in this study.

Table 7 *Path Coefficient*

	Original sample (O)	Sample mean (M)	Standard deviation (STDEV)	T-Statistics (|O/STDEV|)	P values	Signification
Work Motivation (X1) → Hustle Culture (Z)	0.070	0.092	0.159	0.438	0.662	Not significant
Work-Life Balance (X2) → Hustle Culture (Z)	0.554	0.552	0.100	5.534	0.000	Significant positive

	Original sample (O)	Sample mean [M]	Standard deviation (STDEV)	T-Statistics (| O/STDEV)	P values	Signification
Work Productivity (X3) → Hustle Culture (Z)	-0.166	-0.188	0.134	1.237	0.217	Not significant
Work Motivation (X1) → Employee Performance (Y)	0.151	0.156	0.085	1.782	0.075	Not significant
Work-Life Balance (X2) → Employee Performance (Y)	-0.101	-0.086	0.100	1.008	0.314	Not significant
Work Productivity (X3) → Employee Performance (Y)	0.579	0.584	0.091	6.354	0.000	Significant positive
Hustle Culture (Z) → Employee Performance (Y)	0.121	0.103	0.117	1.035	0.301	Not significant

Source: Data processed by Smart-PLS

Table 7 shows the results of the PLS calculation which states the influence between variables. Based on the table above, it can be seen that of the 7 hypotheses processed in this research, it can be declared accepted or significant if the T-Statistics is >1.96. There are 2 hypotheses which state they are positively significant and 5 hypotheses which state they are not significant.

Based on the results of data processing that has been carried out to support the proposed research, information was obtained that of the 7 hypotheses, 2 hypotheses were accepted/significant while the other 5 do not show a significant relationship. The following is an analysis of the relationship between variables according to the proposed hypothesis.

H1:   Work Motivation influences Hustle Culture

Based on the results of statistical tests that have been carried out, it was found that the relationship between work motivation and hustle culture shows the Original Sample (O) result, namely 0.070, stating that these two variables have a positive relationship, with t-statistics of 0.438 which does not meet the t-statistics standard < 1.96, so it can be It was concluded that the first hypothesis in this study was rejected and was not significant.

The research results show that the level of work motivation, which is generally considered a factor that encourages individuals to work enthusiastically and diligently, does not have a significant influence on the extent to which employees adopt a "hustle" culture in the work environment of PT PLN (PERSERO) South Kalimantan Main Distribution Unit and Central Kalimantan UP3 Palangka Raya. In other words, the level of someone's work motivation is not significantly related to the extent to which they are involved in a culture that encourages hard and intensive work, which is often associated with hustle culture.

This finding can be interpreted as an indication that, in this organizational context, other factors may be more dominant in shaping intensive work behavior. Some possible interpretations include a strong role for organizational factors, company policies, or cultural aspects not measured in this study. Additionally, variability in motivation levels among employees may not be the main determining factor in measuring their involvement in hustle culture (Amalia et al 2016).

H2:   Work-life Balance influences Hustle Culture

Based on the results of statistical tests that have been carried out, it was found that the relationship between work life balance and hustle culture shows the Original Sample (O) result, namely 0.554, stating that these two variables have a positive relationship, with t-statistics of 5.534 meeting the t-statistics standard > 1.96, so it can be It was concluded that the third hypothesis in this study was accepted and significant.

The results of the research show that there is a strong relationship between work life balance (balance between work and personal life) and the adoption of hustle culture among employees of PT PLN (PERSERO) South Kalimantan and Central Kalimantan UP3 Palangka Raya Distribution Main Units. This means that employees who are able to achieve a good balance between work and personal life tend to be less involved in a hustle culture that emphasizes high work intensity.

These findings align with Fitz Patrick's 2014 research that may include the understanding that employees who pay attention to their life balance may be more likely to value quality of life, happiness, and personal well-being rather than focusing solely on workplace accomplishments. A good work life balance can also create a healthier work environment, where employees feel valued and have time for activities outside of work, thereby reducing the urge to engage in high-intensity work that is often associated with hustle culture.

H3: Work Productivity influences Hustle Culture

Based on the results of statistical tests that have been carried out, it was found that the relationship between work productivity and hustle culture shows the Original Sample (O) result, namely -0.166, indicating that these two variables have a negative relationship, with a t-statistic of 1.237 which does not meet the t-statistics standard < 1.96, so it can be concluded that the fifth hypothesis in this study is rejected and is not significant.

The research results show that the level of employee work productivity at PT PLN (PERSERO) Main Distribution Unit of South Kalimantan and Central Kalimantan UP3 Palangka Raya does not have a significant influence on the level of adoption of hustle culture in the work environment. This means that how productive someone is at work is not significantly related to the extent to which they are involved in hustle culture, which is often characterized by pressure to work at high intensity.

This finding could include several explanations as expressed by Mardjuni et al 2023, the productivity measurement method used in the research or the way of working that is considered productive is not fully in accordance with the characteristics of the hustle culture in the organization. Then, there are other factors, such as company policies, pressure from colleagues, or aspects of organizational culture, which are more influential in shaping employee attitudes and behavior related to hustle culture.

H4: Work Motivation influences Employee Performance

Based on the results of statistical tests that have been carried out, it was found that the relationship between work motivation and employee performance shows the Original Sample (O) result, namely 0.151, indicating that these two variables have a positive relationship, with a t-statistic of 1.782 which does not meet the standard of t-statistics < 1.96, so it can be it was concluded that the second hypothesis in this study was rejected and was not significant.

The research results show that work motivation does not have a significant influence on employee performance at PT PLN (PERSERO) South Kalimantan and Central Kalimantan UP3 Palangka Raya Distribution Main Units. In this context, the lack of significant influence can be interpreted as the absence of a strong relationship between an individual's level of work motivation and their level of performance in that work environment.

Several factors that might explain these results include the possibility that there are other factors outside work motivation that are more dominant in influencing employee performance. For example, company policies, team dynamics, or work environment factors may have a greater role in determining how well employees can achieve their goals and tasks (Gustisyah, Raika 2009).

H5: Work-life Balance influences Employee Performance

Based on the results of the statistical tests that have been carried out, it was found that the relationship between work life balance and employee performance shows the Original Sample (O) results, namely -0.101, indicating that these two variables have a negative relationship, with a t-statistic of 1.008, which does not meet the standard of t-statistics < 1.96, So it can be concluded that the fourth hypothesis in this study is rejected and is not significant.

The results of the research show that work life balance (balance between work and personal life) does not have a significant influence on employee performance at PT PLN (PERSERO) South Kalimantan and Central Kalimantan UP3 Palangka Raya Distribution Main Units. In other words, these findings suggest that employees' level of balance between work and personal life does not significantly influence how well they carry out their job duties and responsibilities.

These results may involve several considerations. First, there may be other factors outside work life balance that are more dominant in influencing employee performance, such as leadership, intrinsic motivation, or organizational support. Second, variations in individual values and priorities related to work-life balance may produce inconsistent results, with some employees perhaps responding more significantly to work-life balance than others. In addition, organizational conditions and policies, including management support, can also play an important role in determining the impact of work life balance on employee performance (Alfranssyah et al 2023).

H6:   Work Productivity influences Employee Performance

Based on the results of statistical tests that have been carried out, it was found that the relationship between work productivity and employee performance shows the Original Sample (O) result, namely 0.579, stating that these two variables have a positive relationship, with t-statistics of 6.354 meeting the t-statistics standard > 1.96, so it can be concluded that the sixth hypothesis in this research is accepted and significant.

The research results show that the level of employee work productivity has a significant influence on their performance at PT PLN (PERSERO) South Kalimantan and Central Kalimantan UP3 Palangka Raya Distribution Main Units. This means that the higher the level of productivity of an employee, the better his performance. These results illustrate a strong positive relationship between productivity and performance in these work environments. These findings illustrate that efforts to increase individual productivity can directly contribute to improving overall employee performance.

These results show that they are in line with research by Muchdarsyah (2003; 16) that employee development strategies that focus on increasing work efficiency and quality can have a positive impact on achieving work goals and responsibilities. In addition, these findings highlight the importance of efficiency in carrying out daily tasks and the quality of work produced as key determinants of employee performance. Management can use these findings as a basis for designing policies and practices that support increased productivity, such as through skills training, providing more efficient work tools, or creating a work environment that encourages optimal performance.

H7:   Hustle Culture influences Employee Performance

Based on the results of statistical tests that have been carried out, it was found that the relationship between hustle culture and employee performance shows the Original Sample (O) result, namely 0.121, stating that these two variables have a positive relationship, with t-statistics of 1.035, it does not meet the t-statistics standard < 1.96, so it can be It was concluded that the seventh hypothesis in this study was rejected and was not significant.

The research results show that at PT PLN (PERSERO) Main Distribution Unit South Kalimantan and Central Kalimantan Up3 Palangka Raya, hustle culture does not have a significant impact on employee performance. In this context, hustle culture refers to a culture or norm that encourages high work intensity and strong commitment to work. These findings found that although organizations may encourage a hustle culture that emphasizes hard work, employees do not significantly improve their performance in response to such a culture.

Some factors that may influence these results include variations in how employees interpret and adopt hustle culture as well as the influence of other factors in the work environment. This can be caused by differences in individual employee values or preferences regarding balance between work and personal life, and how hustle culture fits these values. In addition, organizational factors such as management support, company policies, and cultural norms can also play a role in moderating the relationship between hustle culture and performance (Mardjuni et al 2023).

In essence, these results provide an understanding that the drive to work hard (hustle) may not directly correlate with increased employee performance in the specific context of the organization. This interpretation provides a deeper view of how a particular work culture can be articulated and responded to by employees, which can serve as a basis for the development of human resource management policies and practices that better suit the dynamics of organizational culture and employee values.

VI.   CONCLUSION

This research provides a comprehensive understanding of the relationship between work motivation, work-life balance, work productivity, hustle culture, and employee performance within the context of an organization. The findings indicate that work motivation does not have a significant influence on hustle culture, suggesting that other factors such as company policies or unmeasured cultural aspects may be more dominant in shaping intensive work behavior. Furthermore, work motivation is not proven to have a significant impact on employee performance, with the possibility of other factors beyond work motivation more influencing the achievement of employee goals and tasks. Although work-life balance is not significantly related to hustle culture, the research shows that work-life balance also does not have a significant influence on employee performance. These findings highlight the complexity of individual variability and the role of organizational factors in moderating the relationship between work-life balance and performance. Meanwhile, work productivity is not proven to have a significant impact on hustle culture, possibly due to

measurement methods or work approaches considered productive not entirely aligning with the characteristics of hustle culture in the organization. However, work productivity has a significant positive influence on employee performance, emphasizing the importance of efficiency and job quality in achieving job goals and responsibilities. Interestingly, hustle culture is not proven to have a significant impact on employee performance, indicating variations in how employees interpret and adopt hustle culture and the influence of other factors in the work environment. The implications of these findings include a deeper understanding of organizational dynamics and factors influencing employee behavior and performance.

RECOMMENDATIONS

The following are suggestions that the author can give based on the research results for further research:

1. Conduct an in-depth study of company policies that might influence employee work intensity in the context of hustle culture.
2. Expanding the research to investigate other factors such as leadership, intrinsic motivation, and organizational support that may have a greater impact on employee performance.
3. Identify specific elements in work life balance in depth to understand their relationship to hustle culture.
4. Explore individual variations in values and priorities related to work life balance and how these moderate their relationship to employee performance.

The Influence of Work Motivation, Work-Life Balance, Work Productivity on Hustle Culture, and Employee Performance at PT PLN (PERSERO) Main Distribution Unit for South Kalimantan and Central Kalimantan UP3 Palangka Raya

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Judul TESIS : Pengaruh Motivasi Kerja, Work Life Balance,
Produktivitas Kerja Terhadap Hustle Culture dan Kinerja Karyawan Pada
PT PLN (PERSERO) Unit Induk Distribusi Kalimantan Selatan dan Kalimantan
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