

Overcoming Quiet Quitting by Reducing Role Ambiguity and Work-Leisure Conflict to Promote Decent Work

Mengatasi Quiet Quitting dengan Mengurangi Ambiguitas Peran dan Konflik Kerja-Waktu Luang untuk Mempromosikan Pekerjaan yang Layak

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Abstract

In today's era, workers are required to multitask to meet company and consumer expectations. This has the potential to create role ambiguity and work-leisure conflict. Both of these factors typically lead to employee resignation or disengagement. Considering the current competitive job market, workers tend to be “quiet quitter” rather than resign. This study aims to analyze the relation between role ambiguity, work-leisure conflict, and quiet quitting. This quantitative study used a questionnaire as a survey tool for respondents. The questions were adapted from previous studies. To determine the value of respondents' answers, 5-point Likert scale was used. A total of 208 employees in Indonesia were selected using simple random sampling and served as the sample in the study. This research employs partial least squares structural equation modeling (PLS-SEM) and SmartPLS as analytical instruments. This study's findings indicate that role ambiguity can affect work-leisure conflict and quiet quitting among employees, work-leisure conflict can affect quiet quitting, and mediate the relationship between role ambiguity and quiet quitting. This study's findings enhance human resource management strategies to promote decent work by evaluating the role ambiguity and work-leisure conflict factors. This study's limitations and recommendations for future research will be described in this study.

Keywords: Role Ambiguity; Work-Leisure Conflict; Quiet Quitting; Decent Work

Abstrak

Di era saat ini, pekerja dituntut untuk dapat melakukan banyak pekerjaan untuk memenuhi harapan perusahaan dan konsumen. Hal ini berpotensi menciptakan ambiguitas peran dan konflik waktu luang. Kedua faktor ini biasanya menyebabkan pengunduran diri atau “disengagement” pada karyawan. Mengingat pasar kerja yang kompetitif saat ini, pekerja cenderung menjadi “quiet quitter” daripada mengundurkan diri. Penelitian ini bertujuan untuk menganalisis hubungan ambiguitas, konflik kerja-waktu luang, dan “quiet quitting.” Penelitian kuantitatif ini menggunakan kuesioner sebagai alat survei untuk responden. Pertanyaan-pertanyaan diadaptasi dari penelitian sebelumnya. Untuk menentukan nilai jawaban responden, skala Likert 5 poin digunakan. Sebanyak 208 karyawan di Indonesia dipilih menggunakan metode “simple random sampling” dan menjadi sampel dalam penelitian ini. Penelitian ini menggunakan pemodelan persamaan struktural kuadrat terkecil parsial (PLS-SEM) dan SmartPLS sebagai instrumen analisis. Temuan studi ini menunjukkan bahwa ambiguitas peran dapat memengaruhi konflik kerja-waktu luang dan “quiet quitting” di antara karyawan, konflik kerja-waktu luang dapat mempengaruhi “quiet quitting,” dan memediasi hubungan antara ambiguitas peran dengan “quiet quitting.” Temuan studi ini meningkatkan strategi manajemen sumber daya manusia untuk menumbuhkan “engagement” karyawan dengan mengevaluasi faktor-faktor ambiguitas peran dan konflik kerja-waktu luang. Keterbatasan studi ini dan rekomendasi untuk penelitian selanjutnya akan dibahas lebih lanjut dalam penelitian ini.

Kata Kunci: Ambiguitas Peran; Konflik Pekerjaan-Waktu Luang; Quiet Quitting; Pekerjaan yang Layak

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Introduction

Job demands in today's era require employees to work not only according to their job description told them to, but also to multitask and go beyond assigned job descriptions to ensure business continuity and meet consumer needs (Harter, 2022). While this is advantageous for companies, it may be detrimental to employees as it can result in role ambiguity and work-leisure conflict.

The absence of clear procedures in the workplace can lead to negative affective experiences among employees (Manas et al, 2018). Role ambiguity may result in unclear boundaries of authority and job responsibilities, performance evaluations, company expectations, compensation fairness, work prioritization, task difficulty levels, and other concerns from the employee's perspective (Manas et al., 2018). These issues can ultimately lead to employee resignation (Hoseini et al., 2021). Furthermore, the requirement to work beyond strictly defined job roles increases the potential for work-leisure conflict. Balancing work and personal time is crucial, yet individuals from different generations do not always view this conflict as an acceptable occupational risk (Tsaor & Yen, 2018).

However, resigning from or leaving a company is not always a viable option for employees. According to data Badan Pusat Statistik (BPS, 2025), the labour force has increased by approximately 3.67 million, indicating growing competition for formal employment. Moreover, the International Monetary Fund (IMF) stated that unemployment in Indonesia has risen by 5% in 2025, making resignation a carefully considered decision for many workers.

According to a report by the US global performance management consultancy, Gallup, 59% of employees worldwide are currently "quiet quitting" and 41% state that the reason for quiet quitting is the lack of clarity regarding workplace objectives and insufficient guidance or direction (Gallup, 2023). Meanwhile, in Southeast Asia, where Indonesia is located, 68% of employees are reportedly quiet quitting. Employees face a dilemma. Leaving the company may result in income loss, difficulties in finding new employment, and other personal risks. A new phenomenon arising from this dilemma is called quiet quitting. Quiet quitting is a condition where employees do not actually leave their jobs but instead continue working with minimal effort and engagement (Galanis et al., 2023).

Contrary to expectations, 69% of the 295 Gen Z respondents who participated in a Jakpat survey from February 9–12, 2024, stated they intended to leave their current positions (Salsabila, 2024). For instance, "quiet quitting" and "actual quitting" are not alike, rather, they are different phenomena. Employees who have the intention to leave the organisation do actively search for new jobs, but employees who are quiet quitters do not want to leave the job and do not display citizenship behaviour for discretionary activities in the organisation (Talukder & Prieto, 2025). Therefore, in actual quitting, employees openly express their intention to leave their current jobs and actively look for new ones (Galanis et al., 2023).

To the best of the author's knowledge, research on the connection between role ambiguity and work-leisure conflict as mediators of quiet quitting is still lacking, particularly when it comes to Indonesian workers. Based on the discussion above, this study examines how role ambiguity influences quiet quitting among employees in Indonesia, with work-leisure conflict serving as a mediating variable.

Literature Review and Hypothesis

Role Ambiguity to Quiet Quitting

The term “quiet quitting” refers to limited commitment of employees to carry out the assigned duties and to relinquish from any other task not specified in their job description (Formica & Sfodera, 2022). Quiet quitting is also defined as doing the bare minimum for the work and not going above and beyond (Christian, 2022; Tapper, 2022). Role ambiguity experienced by employees can lead to job dissatisfaction, job stress, burnout (Cengiz et al., 2021; Dodanwala et al., 2023; Khattak et al., 2013), and other negative outcomes, which in turn may affect employees’ intention to leave (Cengiz et al., 2021; Dodanwala et al., 2022) and engagement (Martínez-Díaz et al., 2021) in business operations or transformation processes. However, when resignation is not a feasible option due to personal dilemmas, quiet quitting may become a more likely response. Research has shown that quiet quitting can serve as a defense mechanism to improve their well-being and prevent employees’ burnout (Galanis et al., 2023). The relationship between role ambiguity and quiet quitting is also supported by Gallup (2023), which reported that many of the 41% of quiet quitters desired a workplace with clear objectives, direction, and adequate guidance. From this explanation, the first hypothesis is formulated as follows:

H1: Role ambiguity has a positive and significant influence on quiet quitting

Role Ambiguity to Work-Leisure Conflict

Al-Kahtani and Allam (2016) defines role ambiguity as arising from insufficient knowledge and information needed to perform tasks. Sinha and Subramnian (2012) state that role ambiguity refers to the extent of perceived uncertainty involved in accomplishing role requirements or the lack of predictability about the outcome of role behaviors. Cengiz et al (2021) defined role ambiguity as lack of information and/or clarity about responsibilities, objectives, and goals, within the organization to effectively practice/perform one’s role and a feeling of unpredictability regarding consequences of one’s behaviors. The requirement to work beyond strictly defined job roles increases the potential for work–leisure conflict, as it has the potential to make the job ambiguous, leading to employees spending more time completing assigned tasks (Verbeke et al., 2010). Leisure time is an essential part of human life (Tsaur & Yen, 2018) as it plays a critical role in enhancing quality of life and helping individuals cope with work-related stress. Lin et al. (2014) define work–leisure conflict as a mental pressure triggered by the struggle to balance work and life (work-life balance). Possible conflicts exist between work and leisure, and work–leisure conflict has received increased attention among scholars (Knecht et al., 2016). From this explanation, the second hypothesis is formulated as follows:

H2: Role ambiguity has a positive and significant influence on work-leisure conflict

Work-Leisure Conflict to Quiet Quitting

Several assumptions are reproduced within the public discourse about the work-life balance term, which subsequently upholds a maladaptive process of microlevel management of inter-role conflict (Perreault & Power, 2021) such as “reducing” work hours by not being involved in other matters besides the main job, maximizing free time without feeling the need to be more responsible to the company, which are things that fall into the category of disengagement, namely quiet quitting. Quiet quitters do not accept the expectation of giving their all or putting in extra hours (Zenger & Folkman, 2022). The link between work-leisure conflict and quiet quitting is further supported by Gallup (2023), which found that 16% of quiet quitters expressed a desire for work

environments that offer mechanisms to ensure more leisure time. Based on this explanation, the third hypothesis is formulated as follows:

H3: Work-leisure conflict has a positive and significant influence on quiet quitting

Mediating Role of Work-Leisure Conflict

Quiet quitters do not volunteer to perform additional task (Talukder & Prieto, 2025). The reason why employee disengage is “a lack of connection with the organization’s purpose” (Formica & Sfodera, 2022), or in other words, “being lack of a clear purpose.” Moreover, they do not take on additional work or duty which is not paid or rewarded (Hart, 2022). Meanwhile, work nowadays promotes work above anything else, even you must do beyond what your job description told you to and it can lead to have ambiguous role (Cengiz et al., 2021). Role ambiguity experienced by employees can lead to job dissatisfaction, job stress, burnout (Cengiz et al., 2021; Dodanwala et al., 2023; Khattak et al., 2013). Prentice et al. (2024) research found that work-leisure conflict is positively and significantly related to burnout and employee’s wellbeing, while those variables have a significant mediation effect on the relationship work-leisure conflict and quiet quitting. It reduces the time and opportunities for leisure activities due to the demands of work roles and work hours. Based on this explanation, the fourth hypothesis is formulated as follows:

H4: Work-leisure conflict mediates the effect of role ambiguity on quiet quitting

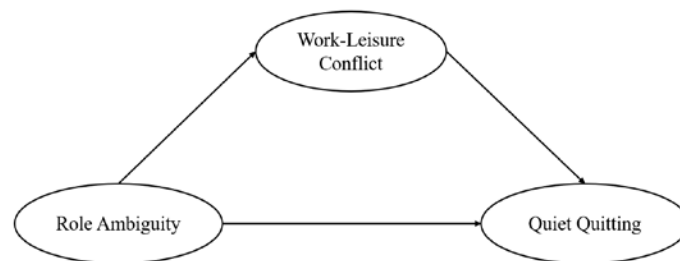


Figure 1. Research Framework

Source: Data Processed by Researchers, 2025

Methods

This study employs a quantitative approach using a survey method using simple random sampling to collect data for further analysis. The data collection technique involves distributing questionnaires as research instruments to employees in Indonesia. This study uses a Likert Scale with five response categories (1: strongly disagree, 2: Disagree, 3: Somewhat agree, 4: Agree, 5: Strongly Agree) as a variable measurement scale. For statistical analysis, this study will utilize Structural Equation Modelling (SEM) with SmartPLS software.

Results and Discussion

Outer Model Testing

a. Convergence Validity and Reliability Test

Convergent validity testing includes examining the outer loadings and the Average Variance Extracted (AVE). For this indicator, outer loadings must have a value greater than 0.60, and the AVE value must be more than 0.50 for study to be valid. Meanwhile, the reliability test includes Cronbach’s Alpha and Composite Reliability are as follows. Reliability scores above 0.9

are considered fair, above 0.8 are considered good, above 0.7 are considered fair, above 0.6 are considered doubtful, and below 0.5 are considered substandard (Hair & Alamer, 2022). The convergent validity and reliability test results will be shown in Table 1.

Table 1. Validity and Reliability

	Outer Loadings	AVE	Composite Reliability	Cronbach's Alpha
QQ1	0.730	0.553	0.910	0.897
QQ2	0.627			
QQ3	0.569			
QQ4	0.738			
QQ5	0.781			
QQ6	0.738			
QQ7	0.754			
QQ8	0.830			
QQ9	0.879			
RA1	0.671	0.516	0.932	0.927
RA2	0.678			
RA3	0.582			
RA4	0.761			
RA5	0.564			
RA6	0.687			
RA7	0.787			
RA8	0.753			
RA9	0.762			
RA10	0.735			
RA11	0.726			
RA12	0.772			
RA13	0.760			
RA14	0.776			
WLC1	0.707	0.551	0.945	0.937
WLC2	0.731			
WLC3	0.719			
WLC4	0.589			
WLC5	0.720			
WLC6	0.727			
WLC7	0.755			
WLC8	0.663			
WLC9	0.811			
WLC10	0.792			
WLC11	0.797			
WLC12	0.692			
WLC13	0.807			
WLC14	0.841			

Source: Data Processed by Researchers, 2025

The Average Variance Extracted (AVE) test must be carried out to determine whether the data from a study is valid. Table 1 shows that each variable has an Average Variance Extracted (AVE) value above 0.50, which indicates the reliability of the AVE value derived from the data. Meanwhile, the Cronbach alpha and composite reliability values indicate that the variables “Quiet Quitting”, “Role Ambiguity,” and “Work-Leisure Conflict” are very good. This implies that all variables are considered reliable based on the evidence.

b. Discriminant Validity

The Fornell-Larcker criterion serves as a method to verify discriminant validity by comparing the square root of Average Variance Extracted values with construct interrelations. The discriminant validity assessment uses AVE square root values and model construct correlations for mutual comparison to verify construct distinctness. To verify discriminant validity, the square root of AVE should be larger than the highest correlation between the construct and any other construct in the model. The construct demonstrates stronger associations with its measuring items than with other constructs, which confirms its uniqueness (Hair & Alamer, 2022). The test result will be shown in Table 2 and Table 3.

Table 2. Fornell-Larcker Criterion Test Result

	QQ	RA	WLC
QQ	0.744		
RA	0.657	0.718	
WLC	0.483	0.643	0.742

Source: Data Processed by Researchers, 2025

Table 3. Heterotrait-Monotrait Ratio (HTMT)–Matrix

	QQ	RA	WLC
QQ			
RA	0.710		
WLC	0.532	0.675	

Source: Data Processed by Researchers, 2025

Table 2 reveals Fornell-Larcker criterion results that determine construct distinction from other factors. Results from the Fornell-Larcker criterion display the square root of the AVE established for each construct under the diagonal (QQ = 0.744; RA = 0.718; WLC = 0.742). Every square root figure in the diagonal should be larger than the correlational values appearing across the corresponding rows and columns. Each construct remains distinct by having a square root value of its AVE exceeding all other construct correlations, thus demonstrating unique measurement characteristics. Discriminate validity exists in the model since all values in the square root of the AVE table exceed other column and row values.

Table 3 reveals the HTMT–matrix that reflects the extent to which a construct better explains the variance in its own indicators, compared to the variance of other constructs. A conservative cut-off value of HTMT < 0.85 can be used, but if there are possible communalities among the indicators on the constructs, then the researcher can use the more liberal cut-off value < 0.9 (Hair & Alamer, 2022).

Inner Model Testing

a. Coefficient of Determination R^2

The R-Square test determines how much the model can explain the variation in the dependent variable. The R^2 value ranges from 0 to 1, with higher values indicating the model's more substantial explanatory power (Hair & Alamer, 2022).

Table 4. The Values of The Coefficient of Determination R^2

	R-square	R-square adjusted
QQ	0.457	0.452

Source: Data Processed by Researchers, 2025

Based on Table 4, the R Square test results show that the effect of Role Ambiguity on Quiet Quitting mediated by Work-Leisure Conflict is 0.457 or 45.7%. In comparison, other variables outside the scope of this study explain the remaining 54.3%.

b. Effect Size F^2

The effect size F^2 test measures the strength of the relationship between independent and dependent variables. Guidelines for assessing (F^2) suggest that values of 0.02 represent a weak effect, 0.15 represents a moderate effect, and 0.35 represents a strong effect of exogenous latent variables (Hair & Alamer, 2022). This study will be presented in Table 5.

Table 5. The Values of Effect Size (F^2)

	Effect Size (F^2)	Information
Role Ambiguity → Quiet Quitting	0.340	Moderate
Role Ambiguity → Work-Leisure Conflict	0.768	Strong
Work-Leisure Conflict → Quiet Quitting	0.022	Weak

Source: Data Processed by Researchers, 2025

Based on the results from Table 5, the Work-Leisure Conflict variable demonstrates Weak mediation on Quiet Quitting with a value of 0.022. Meanwhile, Role Ambiguity strongly influences Work-Leisure Conflict with a value of 0.768. Furthermore, the Role Ambiguity variable shows a moderate influence on Quiet Quitting, with an F^2 value of 0.340.

c. Blindfolding (Q^2)

This test evaluates whether a model can accurately predict data points that were not used to estimate its parameters. A Q^2 value greater than 0 signifies that the path model demonstrates predictive relevance for the given dependent construct. This study's predictive relevance will be presented in Table 6.

Table 6. The Values of Predictive Relevance (Q^2)

	Predictive Relevance (Q^2)	Information
Quiet Quitting	0.238	Has predictive relevance value

Source: Data Processed by Researchers, 2025

d. Hypothesis Test Results

After evaluating the outer and inner models, the next step is hypothesis testing using the bootstrap technique. To ensure replicability in similar studies, a two-tailed test was applied to verify significance in both positive and negative directions. The hypothesis is accepted when T-Statistic meets the required threshold. The hypothesis testing of this study will be presented in Table 7.

Table 7. The T-Statistic Values and P-Values

	Original sample (O)	T statistics	P values	Results
RA → QQ	0.571	7.415	0.000	H1 → Accepted
RA → WLC	0.659	17.590	0.000	H2 → Accepted
WLC → QQ	0.145	1.944	0.052	H3 → Accepted
RA → WLC → QQ	0.096	1.884	0.060	H4 → Accepted

Source: Data Processed by Researchers, 2025

Table 7 displays the T-statistics over 1.96 and P-value below 0.1. Consequently, all hypotheses are accepted.

The analysis indicates that the greater the degree of role ambiguity, the more inclined employees are to engage in quiet quitting. An organization can be defined as a system of roles, with each role in it acting as a system unto itself (Sinha & Subramanian, 2012). When the assigned roles are ambiguous, employees will tend to choose which tasks they need to perform. It is even possible that some of them intentionally shape their behavior to be able to say “no” to tasks assigned to them that are not clearly stated in their job description, all for the work-life balance they want to achieve.

Then, when role ambiguity exists within such a system, individuals will inevitably face difficulties in working effectively (Verbeke et al., 2010). This ineffective way of working is often associated with the excessive time required by employees to complete their tasks, which in turn encroaches upon their leisure time.

Consequently, adverse effects such as burnout and stress may arise. It is therefore imperative to minimize work–leisure conflict, as leisure joy has been shown to reduce burnout and enhance overall well-being (Alanazi, 2024). Ultimately, employees may adopt quiet quitting as a coping mechanism to safeguard their well-being, prevent further burnout, or potentially recover from ongoing burnout (Galanis et al., 2023).

Conclusion

This study offers two primary contributions. First, it enriches the literature on quiet quitting as a behavioural phenomenon by confirming the influence of role ambiguity on quiet quitting. Second, it demonstrates that work–leisure conflict can mediate the relationship between role ambiguity experienced by employees and their tendency to engage in quiet quitting. However, this study does not examine the role of demographic factors, such as family background, gender, and other characteristics, in shaping this relationship. Nor does it explore the industry sectors in which the respondents are employed.

At present, organizations must implement good human resource governance to create decent work for employees. Role clarity for every employee is crucial to ensure the smooth functioning of the organizational system as a whole. The clearer the roles are, the more effectively and intelligently employees can perform their tasks, resulting in improved performance, better management of work-related fatigue and stress, and enhanced engagement. Effective work execution also enables employees to manage their time efficiently, thereby securing a humane and adequate amount of leisure time.

Role ambiguity combined with the disruption of personal leisure time due to work obligations can lead to burnout, stress, depression, and disengagement. In today’s challenging job market, employees may resort to quiet quitting rather than resigning. Quiet quitting, as a manifestation of disengagement, can yield numerous detrimental consequences for organizations,

including reduced productivity, deteriorating mental health among employees, and the emergence of toxic workplace behaviours that may influence others.

Future research should further investigate these dynamics by using demographic aspects in the analysis, such as working hours, tenure, marital status, and business sector. Additionally, generational classifications could be included to identify potential differences in behavioural patterns across generations. To gain deeper insights, qualitative interviews could be conducted with respondents from different demographics regarding the studied variables. Hopefully, this study can contribute to the literature about how companies can provide decent work for their employees.

Author Contribution

A.P. contributed to Methodology, Formal Analysis, Investigation, Resources, Data Curation, Data Collection and Publications References, Writing – Original Draft, and Preparation. O.P.B.P. contributed to Conceptualization, Formal Analysis, Validation, Writing – Review & editing, Supervision, and Project Administration.

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APPENDIX A: Research Questionnaire

No.	Questions
Role Ambiguity	
1	<i>Saya tidak memahami tujuan pekerjaan saya sehingga tidak mengetahui apa yang harus dikerjakan.</i>
2	<i>Saya tidak mengetahui dengan jelas pertanggungjawaban atas pekerjaan yang saya miliki.</i>
3	<i>Saya tidak dapat bertindak sama, tergantung di mana saya ditempatkan.</i>
4	<i>Saya merasa tidak yakin tentang seberapa besar kendali atas tugas atau keputusan yang saya miliki.</i>
5	<i>Saya tidak memiliki cara sendiri dalam mengerjakan tugas saya.</i>
6	<i>Saya tidak memiliki target dan tujuan yang jelas dan terencana untuk pekerjaan saya.</i>
7	<i>Saya tidak mendapat arahan yang jelas ketika saya belum mengerti dengan tugas saya.</i>
8	<i>Saya tidak diberitahu seberapa baik saya melakukan pekerjaan saya</i>
9	<i>Saya tidak dapat membagi waktu dengan baik.</i>
10	<i>Saya merasa tidak yakin dengan bagaimana perusahaan mengevaluasi kinerja saya dalam menentukan kenaikan gaji atau promosi.</i>
11	<i>Saya tidak dikoreksi atau diberi penghargaan ketika saya benar-benar mengharapkannya.</i>
12	<i>Saya tidak tahu apakah pekerjaan saya akan diterima oleh atasan saya.</i>
13	<i>Saya tidak mengetahui jumlah pekerjaan yang tepat untuk saya lakukan.</i>
14	<i>Saya melakukan pekerjaan yang tidak sesuai dengan nilai-nilai yang saya anut.</i>
Work-Leisure Conflict	
15	<i>Kegiatan senggang yang ingin saya ikuti seringkali terhambat oleh waktu kerja saya.</i>
16	<i>Saya sering harus bekerja lembur ketika ingin berpartisipasi dalam kegiatan waktu luang.</i>
17	<i>Akhir pekan dan liburan saya sering kali diisi oleh pekerjaan saya.</i>
18	<i>Saya sering bekerja di malam hari, bahkan di waktu senggang.</i>
19	<i>Saya sering harus mengubah rencana rekreasi awal saya pada menit-menit terakhir karena keadaan darurat di tempat kerja.</i>
20	<i>Ketika saya mengikuti kegiatan waktu luang bersama teman-teman, saya masih khawatir dengan pekerjaan saya.</i>
21	<i>Setelah pekerjaan membuat saya frustrasi, saya sering marah karena hal-hal sepele ketika sedang melakukan aktivitas waktu senggang.</i>
22	<i>Saya sering merasa terlalu lelah untuk berpartisipasi dalam aktivitas senggang sepulang kerja.</i>

No.	Questions
23	<i>Waktu luang saya sering kali diisi dengan pekerjaan, yang berdampak buruk bagi saya baik secara fisik maupun mental.</i>
24	<i>Kekhawatiran berlebihan terhadap pekerjaan sering kali mengganggu aktivitas waktu luang saya.</i>
25	<i>Karena lingkungan kerja membuat saya merasa gugup dan cemas, saya masih tidak bisa bersantai bahkan ketika saya berpartisipasi dalam aktivitas waktu senggang.</i>
26	<i>Karena pengaruh lingkungan kerja, saya sering marah pada orang lain saat melakukan aktivitas waktu senggang.</i>
27	<i>Kegiatan waktu senggang yang saya ikuti terhambat oleh karakteristik pekerjaan saya.</i>
28	<i>Karena keterlibatan yang berlebihan di tempat kerja, sulit bagi saya untuk melakukan manajemen waktu luang dengan baik.</i>
Quiet Quitting	
29	<i>Saya hanya melakukan pekerjaan dasar atau minimum tanpa berusaha lebih dari itu.</i>
30	<i>Jika seorang rekan kerja bisa mengerjakan sebagian tugas saya, maka saya membiarkannya melakukannya.</i>
31	<i>Saya mengambil sebanyak mungkin waktu istirahat ketika bekerja.</i>
32	<i>Saya sering berpura-pura bekerja untuk menghindari tugas lain.</i>
33	<i>Saya tidak mengungkapkan pendapat dan ide tentang pekerjaan saya karena saya takut manajer akan memberi saya lebih banyak tugas.</i>
34	<i>Saya tidak mengungkapkan pendapat dan ide tentang pekerjaan saya karena saya berpikir bahwa pendapat dan ide yang saya berikan tidak akan berdampak signifikan di perusahaan.</i>
35	<i>Saya jarang mengambil inisiatif dalam pekerjaan.</i>
36	<i>Saya tidak menemukan motivasi dalam pekerjaan saya.</i>
37	<i>Saya tidak merasa terinspirasi saat bekerja.</i>

