

## Is It Decent Work? Role Ambiguity, Hustle Culture, Leisure Conflict *Apakah Ini Pekerjaan Layak? Ambiguitas Peran, Budaya "Hustle", dan Konflik Waktu Luang*

Ary Priambodo\*

Faculty of Economic and Business, Pembangunan Nasional Jakarta University  
Jl. Pd. Labu Raya, Cilandak, Jakarta Selatan, Indonesia

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### Abstrak

Penelitian ini bertujuan untuk menganalisis pengaruh ambiguitas peran terhadap budaya "hustle" dan konflik kerja-waktu luang pada karyawan yang bekerja di berbagai organisasi di Jakarta, Indonesia. Sebagai pusat ekonomi utama di Indonesia, Jakarta ditandai dengan tuntutan kerja yang tinggi yang berpotensi mengaburkan batas antara pekerjaan dan waktu luang. Memahami faktor-faktor organisasi yang membentuk kondisi ini penting untuk mendukung pencapaian pekerjaan yang layak dalam kerangka Sustainable Development Goals (SDG) 8. Penelitian ini menggunakan desain survei cross-sectional dengan mengumpulkan data dari 193 karyawan penuh waktu dengan berbagai pengaturan kerja (misalnya, lima atau enam hari kerja, sistem shift dan non-shift) melalui kuesioner online. Data dianalisis menggunakan Structural Equation Modeling (SEM) dengan perangkat lunak SmartPLS. Hasil penelitian menunjukkan bahwa ambiguitas peran berpengaruh positif dan signifikan terhadap konflik kerja-waktu luang serta berpengaruh positif terhadap budaya "hustle". Selain itu, budaya "hustle" secara signifikan meningkatkan konflik kerja-waktu luang dan memediasi hubungan antara ambiguitas peran dan konflik kerja-waktu luang. Temuan ini menunjukkan bahwa ketidakjelasan peran tidak hanya berfungsi sebagai stresor kerja, tetapi juga mendorong karyawan untuk meningkatkan keterlibatan kerja mereka, yang dalam jangka panjang memperkuat budaya "hustle" yang ditandai dengan keterlibatan kerja secara terus-menerus. Penelitian ini berkontribusi pada literatur dengan mengalihkan fokus dari penjelasan tingkat makro dan faktor operasional menuju mekanisme tempat kerja dan dinamika budaya, khususnya dengan memperkenalkan budaya "hustle" sebagai mekanisme yang menghubungkan kondisi organisasi dan hasil yang dialami karyawan. Secara praktis, organisasi disarankan untuk mengurangi ambiguitas peran melalui kejelasan deskripsi pekerjaan, ekspektasi kinerja, dan komunikasi, serta mencegah normalisasi praktik kerja berlebihan. Penelitian selanjutnya disarankan untuk menguji model ini dalam konteks wilayah dan sektor industri yang berbeda serta memasukkan faktor organisasi lain, seperti gaya kepemimpinan, untuk memahami dinamika kerja-waktu luang secara lebih komprehensif..

**Kata Kunci:** Ambiguitas Peran, "Hustle Culture", Konflik Pekerjaan-Waktu Luang, Pekerjaan yang Layak, Manajemen Sumber Daya Manusia.

### Abstract

*This study examines the influence of role ambiguity, hustle culture, and work-leisure conflict among employees working across diverse organizations in Jakarta, Indonesia. As the country's primary economic hub, Jakarta is characterized by high work demands that may blur the boundaries between work and leisure. Understanding organizational factors that shape this condition is essential for supporting the achievement of decent work within the framework of Sustainable Development Goals (SDG) 8. This study employed a cross-sectional survey design, collecting data from 193 full-time employees with various work arrangements (e.g., five- or six-day workweeks, shift and non-shift schedules) using an online questionnaire. The data were analysed using Structural Equation Modelling (SEM) with SmartPLS. The findings indicate that role ambiguity has a positive and significant effect on work-leisure conflict and also positively influences hustle culture. In addition, hustle culture significantly increases work-leisure conflict and mediates the relationship*

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\* Author Correspondence:  
E-mail: [arypriambodo@upnvj.ac.id](mailto:arypriambodo@upnvj.ac.id)

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*between role ambiguity and work-leisure conflict. These results suggest that unclear role expectations not only act as job stressors but also encourage employees to intensify their work involvement, which over time reinforces hustle culture characterized by continuous work engagement. This study contributes to the literature by shifting the focus from macro-level and operational explanations toward workplace mechanisms and cultural dynamics, particularly by introducing hustle culture as an underlying mechanism linking organizational conditions and employee outcomes. From a practical perspective, organizations are encouraged to reduce role ambiguity through clearer job descriptions, performance expectations, and communication, while also preventing the normalization of excessive work practices. Future research is recommended to examine this model across different regional and industrial contexts and to incorporate additional organizational factors, such as leadership style, to better understand work–leisure dynamics.*

**Keywords:** *Role Ambiguity, Hustle Culture, Work-Leisure Conflict, Decent Work, Human Resource Management.*

## Introduction

If a country aims to develop its economy, the sustainability of the business operating within it must consider Sustainable Development Goals (SDG) 8 (Chigbu & Nekhwevha, 2023). The Sustainable Development Goals Report 2025 (United Nations, 2025) highlights that weak productivity growth continues to undermine progress toward SDG 8. While macro-level indicators such as employment rates and productivity growth are often used to evaluate labour market performance, these indicators do not fully capture the organizational and psychological dynamics experienced by employees in the workplace. In particular, the increasing pressure for productivity and organizational agility may reshape work norms and expectations (Harter, 2022), potentially encouraging work intensification and boundaryless work practices that blur the boundary between work and leisure (Priambodo & Putra, 2025). However, leisure time is an essential part of human life (Tsauro & Yen, 2018) that also needs to be maintained in balance.

Role ambiguity has the potential to become a problem in the implementation or even transformation of business activities. When an organization attempts to establish procedures aimed at improving organizational performance and managing aspects related to employees in the business, ambiguity in the work environment becomes a determining factor in whether such as objectives can be achieved (Manas et al., 2018). This issue becomes even more relevant in the digital era, where work activities can take place on social media platforms at any time, even outside formal working hours. Such conditions may create uncertainty regarding authority boundaries and job responsibilities, performance evaluation criteria, organizational expectations toward employees' work outcomes, compensation suitability, task prioritization, and job difficulty from the employee's perspective (Manas et al., 2018), which may ultimately lead to fatigue and declining performance (Priambodo & Nastiti, 2022) and may even result in employee turnover (Hoseini et al., 2021).

Jakarta, as Indonesia's primary economic hub and the centre of the country's rapidly expanding startup ecosystem, provides an important context for examining how organizational dynamics shape employees' work-leisure experiences and influence efforts to promote decent work in contemporary workplaces. However, although startups are often perceived as workplaces that offer flexible working arrangements, considered an ideal work system for the millennial generation (Dewi, B.K., 2019), in reality they may expose employees to overwork due to heavy workloads, the need to perform multiple tasks simultaneously, and the expectation to remain constantly available for work (Arini, S.C., 2022; Widya, A., 2022). It can be said as the normalization of hustle culture, workplace culture that "puts work" at the centre of life and is characterized by long hours and excessive commitment to work, in which time off is seen as laziness and not hustling is considered a failure (Bellini & Lomazzi, 2024). Such conditions also normalize working under role ambiguity.

Consequently, the high work pressure within the startup ecosystem also presents organizational challenges. The year 2023 is the year described globally as a “mass extinction” period for technology startups (CNN Indonesia, 2023). In Indonesia alone, at least 10 startups were reported to have shut down, including several well-known platforms such as Pegi-peg, JD.ID, Rumah.com, and AiryRooms (Feirisa, D. R., 2023). According to Bestari (2022), one of the identified causes was an inappropriate team structure), which from an organizational behaviour perspective may reflect role ambiguity within the organization (Manas et al., 2018). The requirement to work beyond strictly defined job roles increases the potential for work–leisure conflict, as it can make the job ambiguous, leading employees to spend more time on assigned tasks (Priambodo & Putra, 2025; Yean et al., 2022).

Not everyone across generations perceives work-leisure conflict as a normal part of work (Tsaor & Yen, 2018). For some individuals, such conflict may lead to job dissatisfaction (Tsaor & Yen, 2018; Yean et al., 2022). In the contemporary workplace, especially in Jakarta, the emergence of hustle culture may serve as an important contextual driver, intensifying work demands and reducing employees’ opportunities to engage in leisure activities (Febrian & Huda, 2026). Despite the growing discussion of decent work within the framework of SDG 8, empirical research examining how organizational dynamics shape employees’ experiences of work and leisure tends to focus on macro-level labour and policy issues rather than workplace mechanisms (Chigbu & Nekhwevha, 2023).

Previous studies suggest that work-leisure conflict may arise from work-leisure time competition, such as inflexible work schedules, role strain, or role disharmony (Meier et al., 2021; Priambodo & Putra, 2025; Yean et al., 2022). However, these studies tend to treat such conditions as operational factors rather than examining the underlying work culture that promotes excessive work engagement (Cho et al., 2025). Furthermore, role ambiguity may reflect ineffective organizational role management of work-leisure conflict. In fact, Wang et al (2023) state that further research is needed in this matter. In addition, Yean et al. (2022) state that the need for further research about role ambiguity is not just important but also urgent and crucial.

Furthermore, many existing studies have been conducted within specific sectors or organizational settings, which may limit the generalizability of their findings across broader employee populations (Yean et al., 2022). This study contributes to the literature in several ways. First, it extends the work-leisure conflict literature by shifting the focus from macro-level and operational explanations toward workplace mechanisms and cultural dynamics. Second, it introduces hustle culture as a behavioral and cultural mechanism linking organizational conditions and employee outcomes. Third, by examining employees across diverse organizations in Jakarta, this study provides broader contextual insights into how the work environment nowadays shapes work-leisure experiences.

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## Literature Review and Hypothesis Development

### Role Ambiguity

When role expectations, job descriptions, and instructions from superiors are unclear, employees may experience uncertainty about the job they are expected to perform, called role ambiguity (Ridjal & Muhammadin, 2023). Role ambiguity refers to employees' uncertainty regarding job objectives, task procedure, and performance evaluation (Cengiz et al., 2021). In addition, role ambiguity may also arise when employees receive insufficient information to perform their jobs effectively (Al-Kahtani & Allam, 2016). Under such circumstances, employee may need additional time and effort to understand their responsibilities and complete assigned tasks. As a result, the time required to finish work becomes difficult to estimate, which may lead employees to spend more time completing assigned tasks (Priambodo & Putra, 2025; Yean et al., 2022).

When role ambiguity exists within an organization, employees face uncertainty regarding expectations and performance standards (Cengiz et al., 2021; Sinha & Subramanian, 2012). Such uncertainty may encourage employees to invest additional time (Priambodo & Putra, 2025; Yean et al., 2022) and effort in their work to clarify responsibilities and meet the organization's expectations.

### Hustle Culture

In contemporary workplaces, characterized by rapid change and high productivity demands, these conditions often coexist with dynamic expectations intended to ensure business continuity (Harter, 2022). Under such circumstances, an employee may feel compelled to demonstrate continuous dedication and high work intensity. This pattern reflects what is commonly referred to as hustle culture, a workplace norm that mandates hard work and an incisive, incessant approach, urging workers to pursue success through constant effort and intensive engagement (Bellini and Lomazzi, 2024).

Hustle culture refers to a workplace norm that emphasizes constant productivity, long working hours, and intensive dedication to work as indicators of success and professional commitment (Bellini & Lomazzi, 2024). Such norms encourage employees to work beyond regular working hours and normalize the expectation that individuals should constantly invest time and energy in their work activities (Lutya et al., 2025). In many contemporary workplaces, this culture reinforces the belief that high commitment and continuous effort are necessary to achieve career advancement and organizational success (Bellini & Lomazzi, 2024; Hasanah et al., 2024)

### Work-Leisure Conflict

Work-leisure conflict has received increased attention among scholars (Knecht et al., 2016), as leisure time is considered an essential component of human life and well-being (Tsaur & Yen, 2018). Liu et al (2022) defined work-leisure conflict as the conflict between time and effort invested in work and leisure caused by an incompatibility between work requirements and leisure needs. Lin et al (2014) define work-leisure conflict as a mental pressure triggered by the struggle to balance work and life. When one is unable to fully participate in leisure, whether physically or mentally, it may be due to work interfering with personal life (Meier et al., 2021). This conflict occurs when the time and energy required to meet work demands reduce individuals' ability to participate in leisure experiences that contribute to well-being and life satisfaction (Tsaur & Yen, 2018).

### **Role Ambiguity to Work-Leisure Conflict**

Under conditions of role ambiguity, employees may need additional time and effort to understand their responsibilities, making work duration difficult to estimate and often extending working hours (Priambodo & Putra, 2025; Yean et al., 2022). As a result, greater time and energy allocated to work may reduce opportunities for leisure participation, increasing psychological pressure related to balancing work and leisure (Lin et al., 2014; Tsaur & Yen, 2018). From this explanation, the first hypothesis is formulated as follows:

**H1:** Role Ambiguity has a positive and significant influence on Work-Leisure Conflict

### **Role Ambiguity to Hustle Culture**

When role ambiguity exists within an organization, employees face uncertainty regarding expectations and performance standards (Cengiz et al., 2021; Sinha and Subramanian, 2012). Such uncertainty may encourage employees to invest additional time and effort in their work to clarify responsibilities and meet perceived organizational expectations (Priambodo & Putra, 2025). Meanwhile, jobs nowadays demand employees to do more to keep business continuity (Harter, 2022). Under these conditions, employees may feel compelled to demonstrate continuous dedication and high work intensity, which aligns with hustle culture norms emphasizing constant effort and productivity (Bellini & Lomazzi, 2024). From this explanation, the second hypothesis is formulated as follows:

**H2:** Role Ambiguity has a positive and significant influence on Hustle Culture

### **Hustle Culture to Work-Leisure Conflict**

Hustle culture promotes constant productivity, long working hours, and intensive work engagement (Bellini & Lomazzi, 2024). Such norms encourage employees to continuously invest time and energy in work activities, often beyond formal working hours (Lutya et al., 2025). Additionally, this kind of excess time working interferes with one's work-life balance, making it difficult to participate in leisure activities, thereby increasing work-leisure conflict (Meier et al., 2021). From this explanation, the third hypothesis is formulated as follows:

**H3:** Hustle Culture has a positive and significant influence on Work-Leisure Conflict

### **Mediating Role of Hustle Culture**

Role ambiguity may encourage employees to invest additional time and effort in their work to clarify responsibilities and meet perceived organizational expectations (Cengiz et al., 2021; Priambodo & Putra, 2025). Over time, repeated efforts to meet unclear expectations may reinforce workaholic norms that emphasize continuous productivity and intensive work engagement, which are characteristics associated with hustle culture (Bellini & Lomazzi, 2024). It is also because of job demands nowadays to do beyond what you are told to do (Harter, 2022).

At the same time, hustle culture promotes constant productivity and strong work engagement, which may lead employees to devote more time and psychological resources to work (Bellini & Lomazzi, 2024). Such excessive time and can blur the boundaries between work and non-work domains and reduce opportunities for leisure participation (Meier et al., 2021). Therefore, hustle culture may function as an underlying mechanism through which role ambiguity intensifies work-leisure conflict. From this explanation, the fourth hypothesis is formulated as follows:

**H4:** Hustle Culture mediates the relationship between Role Ambiguity and Work-Leisure Conflict.



Figure 1. Research Framework

## Methodology

This study employed a cross-sectional survey design to examine the relationships among role ambiguity, hustle culture, and work-leisure conflict among employees working in Jakarta, Indonesia. Data were collected in 2025 using an online self-administered questionnaire distributed to working adults through digital platforms. A non-probability sampling approach was applied, targeting employees from different companies currently working within Jakarta. After restricting the sample to respondents who were full-time workers within Jakarta with a five or six working days in a week, shift or non-shift working schedule, and applying the finalized item set, the final analytic sample consisted of 193 participants.

The adequacy of the sample size was evaluated based on the statistical power recommendations for PLS-SEM proposed by Kock (2018), which was recommended by Hair and Alamer (2022). For structural models assuming medium effect sizes at a 5% significance level, a minimum sample of approximately 100 observations is generally sufficient to achieve statistical power above 0.80. Therefore, the sample size of 193 exceeds the recommended minimum threshold and is considered adequate for structural equation modelling analysis. All constructs were measured using previously validated instruments adapted to the study context and assessed on a five-point Likert scale (1 = strongly disagree to 5 = strongly agree).

The measurement of role ambiguity was adapted from Schuler et al. (1977). To ensure contextual relevance, several items were slightly modified. In particular, positively worded items were rephrased into negatively worded statements to maintain consistency in scale direction. Hustle culture used measurements that we selected and modified from Balkeran (2020). The measurement of the work-leisure conflict scale proposed by Tsaur et al (2012). For statistical analysis, this study will utilize Structural Equation Modelling (SEM) with SmartPLS software.

## Result and Discussion

### Respondent Characteristics

Table 1 presents the demographic and occupational characteristics of the 193 respondents included in the analysis. The majority of participants were employed in Central Jakarta (38,9%) and South Jakarta (31,6%), followed by East Jakarta (16,6%), with smaller proportions working in North Jakarta (7,3%) and West Jakarta (5,7%), indicating a concentration of respondents in Jakarta's main business districts. The gender distribution was relatively balanced, with 50.9% male and 49.1% female respondents. Most participants were married (58.5%), while 41.5% reported being single. In terms of work arrangements, nearly two-thirds of respondents (63,2%) worked under a standard five-day workweek, whereas 36,8% reported a six-day workweek. Regarding job characteristics, the majority held non-shift positions (78.2%), with smaller proportions engaged in

shift-based work (12,4%) or flexible work arrangements (9,3%). Overall, the sample reflects a predominantly non-shift, full-time urban workforce concentrated in Jakarta's core employment areas.

**Table 1. Sample Characteristics (n = 193)**

Variable	Category	n	%
Work Location	Central Jakarta	75	38,9%
	West Jakarta	11	5,7%
	South Jakarta	61	31,6%
	East Jakarta	32	16,6%
	North Jakarta	14	7,3%
Sex	Male	101	52,3%
	Female	92	47,7%
Marital Status	Married	113	58,5%
	Single	80	41,5%
Official Working Days per week	5 days	122	63,2%
	6 days	71	36,8%
Work Schedule	Shift	24	12,4%
	Non-Shift	151	78,2%
	Flexible	18	9,3%

## 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 0.50, and the AVE value must be more than 0.60 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 (J. F. Hair & Alamer, 2022). The convergent validity and reliability test results will be shown in Table 2. Items with outer loadings below 0.50 were removed from further analysis to improve construct reliability and convergent reliability.

**Table 2. Validity and Reliability**

	<b>Outer Loadings</b>	<b>AVE</b>	<b>Cronbach's Alpha</b>	<b>Composite Reliability</b>
HC3	0,860			
HC4	0,787			
HC5	0,823	0,676	0,841	0,848
HC7	0,819			
RA10	0,719			
RA11	0,713			
RA12	0,754			
RA13	0,740			
RA14	0,784			
RA1	0,690			
RA2	0,703	0,517	0,921	0,926
RA4	0,720			
RA5	0,551			
RA6	0,689			
RA7	0,781			
RA8	0,742			
RA9	0,732			
WLC1	0,693			
WLC10	0,765			
WLC11	0,768			
WLC12	0,635			
WLC13	0,796			
WLC14	0,823	0,539	0,921	0,926
WLC3	0,712			
WLC5	0,676			
WLC6	0,722			
WLC7	0,735			
WLC8	0,642			
WLC9	0,815			

The Average Variance Extracted (AVE) test must be carried out to determine whether the data from a study is valid. Table 2 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 "Role Ambiguity", "Hustle Culture", and "Work-Leisure Conflict" are very good. This implies that all variables are considered reliable based on the above 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 (J. F. Hair & Alamer, 2022). The test result will be shown in Table 3 and table 4.

**Table 3. Fornell-Larcker Criterion Test Result**

	HC	RA	WLC
HC	0,822		
RA	0,509	0,719	
WLC	0,729	0,629	0,734

**Table 4. Heterotrait-monotrait ratio (HTMT) – Matrix**

	HC	RA	WLC
HC			
RA	0,564		
WLC	0,820	0,667	

Table 3 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 (HC = 0.822, RA = 0.719, WLC = 0.734). 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. Discriminant validity exists in the model since all values in the square root of the AVE table exceed other column and row values.

Table 4 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 < .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 < .9 (J. F. Hair & Alamer, 2022).

### Inner Model Testing

#### A. Coefficient of Determination R<sup>2</sup>

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

**Table 5. The Values of The Coefficient of Determination R<sup>2</sup>**

	R-square	R-square adjusted
WLC	0,622	0,618

Based on Table 5, the R Square test results show that the effect of Role Ambiguity on Work-Leisure Conflict mediated by Hustle Culture is 0,618 or 61,8%. In comparison, other variables outside the scope of this study explain the remaining 38,2%.

#### B. Effect Size F<sup>2</sup>

The effect size F<sup>2</sup> test measures the strength of the relationship between independent and dependent variables. Guidelines for assessing (F<sup>2</sup>) suggest that values of 0.02 represent a weak effect, 0.15 represent a moderate effect, and 0.35 represent a strong effect of exogenous latent variables (J. F. Hair & Alamer, 2022). This study will be presented in Table 6.

**Table 6. The Values of Effect Size (F<sup>2</sup>)**

	Effect Size (F <sup>2</sup> )	Information
Role Ambiguity -> Work-Leisure Conflict	0,237	Moderate
Role Ambiguity -> Hustle Culture	0,350	Strong
Hustle Culture -> Work-Leisure Conflict	0,597	Strong

Based on the results from Table 6, the Role Ambiguity variable demonstrates moderate mediation on Work-Leisure Conflict with a value of 0,237. Meanwhile, Role Ambiguity strongly influences Hustle Culture with a value of 0,350. Furthermore, the Hustle Culture variable shows a strong influence on Work-Leisure Conflict, with an F<sup>2</sup> value of 0,597.

### C. Blindfolding (Q2)

This test evaluates whether a model can accurately predict data points that were not used to estimate its parameters. A (Q2) value greater than 0 signifies that the path model demonstrates predictive relevance for the given dependent construct (J. F. Hair & Alamer, 2022). This study's predictive relevance will be presented in Table 7.

**Table 7. The Values of Predictive Relevance (Q<sup>2</sup>)**

	Predictive Relevance (Q <sup>2</sup> )	Information
<b>Work-Leisure Conflict</b>	0,324	Has predictive relevance value

### 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 the T-statistic meets the required threshold. The hypothesis testing of this study will be presented in Table 8.

**Table 8. The T-Statistic Values and P-Values**

	Original sample (O)	T statistics	P values	Results
RA -> WLC	0,348	5,057	0,000	<b>H1 → Accepted</b>
RA -> HC	0,509	8,737	0,000	<b>H2 → Accepted</b>
HC -> WLC	0,552	8,900	0,000	<b>H3 → Accepted</b>
RA -> HC -> WLC	0,281	5,536	0,000	<b>H4 → Accepted</b>

Table 8 shows that all path coefficients are positive and statistically significant with T-statistics over 1,96 and P-values below 0,1. The original sample values indicate that role ambiguity has a positive impact on work-leisure conflict ( $\beta = 0,348$ ) and Hustle Culture ( $\beta = 0,509$ ). Furthermore, hustle culture also has a positive impact on work-leisure conflict ( $\beta = 0,552$ ). The indirect effect of role ambiguity on work-leisure conflict through hustle culture is also positive and significant ( $\beta = 0,281$ ). All hypotheses are accepted.

The results indicate that role ambiguity has a positive and significant influence on work-leisure conflict. When employees experience uncertainty regarding job objectives, procedures, and performance standards, they may spend additional time and effort clarifying their responsibilities and completing assigned tasks (Priambodo & Putra, 2025; Yean et al., 2022). As a consequence, the time required to complete work becomes difficult to estimate, which may reduce employees' opportunities to engage in leisure activities and increase work-leisure conflict (Lin et al., 2014; Tsaur et al., 2012)

The findings also show that role ambiguity positively influences hustle culture. When employees face unclear expectations, they may attempt to demonstrate greater work involvement and dedication in order to meet perceived organizational expectations (Cengiz et al., 2021). Such conditions may gradually reinforce workplace norms that emphasize continuous productivity and intensive work engagement, which reflect the characteristics of hustle culture (Bellini & Lomazzi, 2024).

Furthermore, the results reveal that hustle culture significantly increases work-leisure conflict. Workplace norms that emphasize constant productivity and excessive dedication to work may encourage employees to devote more time and energy to work, thereby reducing opportunities for leisure (Bellini & Lomazzi, 2024; Lin et al., 2014). This finding supports previous studies suggesting that excessive work engagement may intensify conflicts between work and life (Bellini & Lomazzi, 2024; Hasanah et al., 2024; Lutyana et al., 2025; Tsaur et al., 2012).

Finally, the results confirm that hustle culture mediates the relationship between role ambiguity and work-leisure conflict. This finding suggests that unclear role expectations may indirectly intensify work-leisure conflict by encouraging employees to internalize workaholic norms that prioritize continuous work engagement (Bellini & Lomazzi, 2024; Cengiz et al., 2021; Lutyana et al., 2025).

### **Conclusion**

This study examines the relationship between role ambiguity, hustle culture, and work-leisure conflict. The findings show that role ambiguity significantly increases work-leisure conflict and also encourages the emergence of hustle culture in the workplace. In addition, hustle culture significantly contributes to work-leisure conflict and mediates the relationship between role ambiguity and work-leisure conflict. These findings indicate that role ambiguity not only acts as a job stressor but also shapes employees' behavioural response. When employees face unclear expectations and boundaries, they tend to increase their work involvement to meet perceived demands, which over time reinforces hustle culture characterized by continuous work engagement. As a result, employees allocate more time and energy to work, making it difficult to disengage and participate in leisure activities.

Theoretically, this study contributes to the literature by integrating role ambiguity and hustle culture to explain the occurrence of work-leisure. Previous studies have primarily examined work-leisure from the perspective of work demands or time allocation (Lin et al., 2014; Tsaur et al., 2012), whereas this study highlights the role of workplace culture as an underlying mechanism linking organizational dynamics and employees' work-leisure experiences. From a managerial perspective, organizations should reduce role ambiguity by providing clear job descriptions, performance expectations, and communication regarding employees' responsibilities. Organizations should also be cautious of workplace norms that unintentionally encourage hustle culture, as excessive work expectations may reduce employees' opportunities for leisure and recovery.

This study also has several limitations. The data were collected from employees in Jakarta, which may limit the generalizability of the findings to other regions or organizational contexts. Future research may examine similar relationships in different cities or cultural contexts, as well as explore other factors that may influence work-leisure conflict, such as organizational support or leadership style. Leadership style may also influence the extent to which hustle culture is reinforced or mitigated within an organization, as leaders often set implicit norms regarding working hours, availability, and performance expectations. Therefore, examining leadership style may provide a more comprehensive understanding of how organizational context influences the relationship between role ambiguity, hustle culture, and work-leisure conflict.

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