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Quiet Quitting Behaviour as an Impact of Work Overload Mediated by Well-being and Job Stress

Fajrul Falah[1], Majang Palupi[2]

[1, 2] Faculty of Business of Economics, Islamic University of Indonesia, Yogyakarta, Indonesian.

Corresponding Author: fajrulfalahzuhri20@gmail.com

Abstract

This study aims to examine and analyse the effect of work overload on quiet quitting mediated by well-being and job stress. In this study using 164 samples taken from lecturers of Siber State Islamic University Sheikh Nurjati Cirebon. The data analysis used in this study used the Structural Equation Model (SEM) method, namely Partial Least Square (PLS) with SmartPLS 4.1.0.9 software. The results obtained in this study indicate that: (1) work overload has a positive and insignificant effect on quiet quitting, (2) well-being has a positive and significant effect on quiet quitting, (3) job stress has a positive and insignificant effect on quiet quitting, (4) work overload has a positive and insignificant effect on wellbeing, (5) work overload has a positive and insignificant effect on job stress, (6) well-being was not found to mediate the relationship between Work Overload to Quiet Quitting, (7) Job Stress was not found to mediate the relationship between Work Overload to Quiet Quitting.

Keywords: Work Overload, Quiet Quitting, Wellbeing, Job Stress.

INTRODUCTION

Today's society faces an environment filled with uncertainty, often described using the VUCA framework (Volatility, Uncertainty, Complexity, and Ambiguity) coined by the U.S. Army War College in 1998 to explain post-Cold War instability (Whiteman, 1998). VUCA conditions intensified during the COVID-19 pandemic, disrupting human behaviour and organizational systems, demanding rapid adaptation and innovation (Azfirmawarman et al., 2024; Bahri, 2022).

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In response, the Indonesian Ministry of Education launched the "Freedom to Learn" policy, offering more flexible and practice-oriented learning approaches. Universities are now expected not only to function as academic institutions but also as research and community service hubs that can compete globally.

However, high workloads among lecturers have become a pressing issue, negatively affecting job performance (Wegi, 2023). Research shown stress and excessive workload reduce employee productivity (Haq et al., 2020). Additionally, poor work-life balance contributes to burnout, emotional fatigue, and reduced well-being (Franco et al., 2021; Rizky et al., 2022; Rahmadani & Winarno, 2023).

This imbalance has led to the emergence of "quiet quitting," where employees meet only minimal job expectations without extra effort or engagement (Formica & Sfodera, 2022; Zhang & Rodrigue, 2023). While not a literal resignation, it reflects a decline in motivation and commitment. This trend has been observed in various sectors, including higher education & healthcare, and is often linked to workload pressure and burnout (Galanis et al., 2024).

The growing burden on lecturers also raises ethical concerns, such as the rise of academic predatory practices driven by pressure to publish. Work overload, defined as having more tasks than one's capacity (Ahuja et al., 2007), has been shown to cause stress, lower job satisfaction, and potentially lead to severe mental and physical health issues (Khuong & Yen, 2016; Shahzad et al., 2020; Tahir et al., 2012; Tauqeer et al., 2022).

Overall, heavy workloads, insufficient institutional support, and lack of well-being may trigger psychological exhaustion and turnover intentions, especially in academic settings (Jayasri & Annisa, 2023; Jufri & Mellanie, 2019). This highlights the urgent need for workload management and employee well-being strategies to support long-term organizational sustainability.

THEORETICAL FOUNDATION

Work overload

Work overload occurs when an individual has too many tasks or roles to fulfil, exceeding the available time and resources. This can lead to tension, stress, and burnout (Abraham, 1997; Beehr et al., 1976; Zorec et al., 2021). Employees often complain about the lack of rest time and the pressure to work extra hours (Shahzad et al., 2020). Work overload reduces performance, creates stress, and negatively impacts job satisfaction (Tahir et al., 2012; Tauqeer et al., 2022). If persistent, it can lead to physical and mental

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health issues, and even death (Khuong & Yen, 2016). Work overload also affects anxiety and turnover intentions among employees (Jayasri & Annisa, 2023; Jufri & Mellanie, 2019).

Tahir et al. (2012) also identified other indicators for measuring work overload, including task repetition, task excess, physical or mental load, and working at odd times.

Work stress

Work stress arises from dissatisfaction with a job, performance depression, low productivity, and physical or psychological issues like heart attacks and hypertension (Karakaş & Tezcan, 2019). The negative impacts of work stress include job dissatisfaction, poor relationships, reduced productivity, high absenteeism, and employee turnover, while personal impacts can include anxiety, depression, and insomnia (Kristanti & Pangastuti, 2019). Fahmi (2016) describes stress as a state that exceeds an individual's coping capacity, affecting their health. Work stress is a harmful reaction to excessive pressures at work (Wickramasinghe, 2012), creating a physical and psychological imbalance that influences emotions, thinking, and overall employee condition (Rivai & Sagala, 2009). According to (Zaidan & Juariyah, 2020), work stress leads to various physical, mental, and organizational issues, preventing optimal performance.

According to Robbins & Judge (2019), work stress can be measured through indicators of stress sources, which include physiological, psychological, and behavioural aspects. This framework was further developed by Natasha & Ruswanti, (2022), who identified specific indicators of work stress, including difficulties in concentration, physical changes, emotional stability, low productivity, and feelings of anxiety.

Well-being

According to Yu et al. (2021), overall well-being is linked to health, happiness, and comfort experienced while working, which result from good quality work life. Conversely, when employees feel a lack of well-being at work, it leads to decreased productivity and low motivation.

According to Zheng et al. (2015), employee well-being is measured through three indicators: life well-being, workplace well-being, and psychological well-being.

Quiet Quitting

Quiet quitting is defined as a mindset where employees intentionally limit their work activities to the core tasks outlined in their job description, without exceeding

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expectations, and set clear boundaries between their professional and personal lives to prioritize their well-being in the organization (Serenko, 2024). It is a behaviour where employees work only to fulfil the essential duties, without going beyond what is expected by the organization (Formica & Sfodera, 2022). Quiet quitting does not mean quitting the job but choosing to withdraw from excessive work (Hamouche et al., 2023). The trend gained widespread attention on social media in early 2022 and became prominent during the Covid-19 pandemic, exacerbated by The Great Resignation, where employees voluntarily left their jobs (Zhang & Rodrigue, 2023).

The measurement of quiet quitting in this study is based on the indicators from (Formica & Sfodera, 2022), which were further developed by (Attamimi & Palupi, 2024) into a 17-item survey. The indicators include: 1) Financial obligations met by the organization, 2) Comfortable work environment, 3) Support for personal development, 4) Understanding of employee needs, 5) Satisfaction with financial compensation, 6) Comfort at the workplace, 7) Satisfaction with support for self-development, 8) Ability to formulate and monitor employee satisfaction plans, 9) Understanding and identification of personal values, 10) Alignment of organizational values with personal values, 11) Behaviour at work aligned with personal beliefs, 12) Appreciation for colleagues with different values, 13) Alignment of role expectations with the organization, 14) Understanding of tasks when time is limited, 15) Understanding of organizational goals, 16) Understanding how to support organizational goals, and 17) Alignment of personal goals with organizational goals.

RELATIONSHIP BETWEEN VARIABLES

The Impact of Work Overload on Quiet Quitting

Several studies reveal the relationship between work overload and quiet quitting behaviour. Phillips (2020) found that high workloads among nurses increased their intention to leave their jobs. Junaidi et al. (2020) also demonstrated that excessive workloads significantly impacted turnover intention at PT. Ungaran Sari Garment. Lu et al. (2023) discovered that high workloads led to burnout, which contributed to quiet quitting. Shahzad et al. (2020) indicated that work overload can trigger increased turnover intention, particularly through stress and work-family conflict factors. However, (Purnamasari & Wijonarko, 2022) found work overload did not significantly affect turnover intention.

H_1: Work overload has a positive impact on quiet quitting

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The Impact of Well-Being on Quiet Quitting

Research has explored the effect of workplace well-being on turnover intention, which is closely linked to quiet quitting behaviour. Khairunisa & Muafi (2022) found that workplace well-being had a negative and significant effect on turnover intention, suggesting that higher well-being reduces the desire to leave. Lu et al. (2023) highlighted that low well-being and job burnout contribute to quiet quitting. Farahtilah et al. (2024) also reported that better workplace well-being reduces turnover intention among Generation Z employees. Watoni & Suyono (2020) found that well-being had a negative impact on turnover intention, confirming that a positive work environment can reduce quiet quitting behaviour.

H_2: Well-being has a negative impact on quiet quitting.

The Impact of Work Stress on Quiet Quitting

Several studies examine how work stress contributes to quiet quitting. Badilla et al. (2023) found that stress, particularly in the domain of rewards and work environment, significantly influences professionals in Metro Manila to engage in quiet quitting. Serenko (2024) highlighted burnout as a primary factor, with employees reducing their efforts when work exceeds their physical and cognitive resources, leading to quiet quitting. Arar et al. (2023) noted that employees use quiet quitting to manage stress, including role conflicts and lack of support. Yikilmaz (2022) also emphasized that quiet quitting is a response to workplace stressors like burnout, work-family conflict, and hustle culture.

H_3: Work stress has a positive impact on quiet quitting.

The Impact of Work Overload on Well-Being

Several studies explore how work overload negatively affects well-being. Skaalvik & Skaalvik (2018) found that high job demands reduce the well-being of teachers in Norway. Oderinde et al.(2024) observed that excessive workload among lecturers in Nigeria leads to physical and mental health issues, highlighting the need for interventions. Mofakhami et al. (2024) studied telework during the COVID-19 crisis, finding that high workloads significantly impacted the well-being of workers, particularly men, leading to stress and mental health issues. Rashid et al. (2022) found that work overload in private schools in Islamabad led to lower teacher performance, with stress acting as a mediator.

H_4: Work overload negatively impacts well-being.

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The Impact of Work Overload on Work Stress

Several studies highlight the significant relationship between work overload and work stress. Multamasatika et al. (2023) found that interpersonal relationships, not workload, significantly affected stress among lecturers in Indonesia. In contrast, Arshad et al., 2020) revealed that role conflict and work overload were significant predictors of work stress among banking employees in Pakistan. Yertas (2024) found that increasing workload led to higher work stress among teachers in Papua Barat. Izdebski et al. (2023) showed that healthcare workers in Poland experienced higher stress during the COVID-19 pandemic due to excessive workload and lack of support. Lastly, Susanto (2024) confirmed that work overload positively impacted burnout, with resilience acting as a mediator.

H_5: Work overload positively affects work stress

The Impact of Work Overload on Quiet Quitting through Well-being

Several studies have demonstrated that work overload contributes to quiet quitting, with employee well-being acting as a mediating variable. Omar et al. (2020) found that excessive workload and role conflict increased job stress, which subsequently elevated turnover intention among employees at Abdul Wali Khan University, Pakistan. Holland et al. (2019) reported that perceived workload negatively affected nurses' satisfaction with work-life balance in Australia, which in turn increased their intention to leave the profession. Meanwhile, Lu et al. (2023) revealed that work overload significantly impacted burnout and employee well-being among young university lecturers in China, which then influenced their intention to leave the job quietly.

H_6: Employee well-being mediates the relationship between work overload and quiet quitting.

Impact of Work Overload on Quiet Quitting with Mediating Role of Work Stress

Several studies have explored how work overload can indirectly influence quiet quitting through work stress. Jufri & Mellanie (2019) found that both workload and work stress significantly influenced turnover intention among marketing employees in Indonesia, highlighting stress as a key outcome of excessive workload. Similarly, Wibowo et al. (2021) demonstrated that while workload did not directly predict turnover intention, it contributed to work stress, which in turn influenced the decision to leave. Stress was found to mediate this relationship. Junanda et al. (2022) further supported this by showing

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that job stress had a substantial impact on employees' intention to quit, even though workload alone was not a significant predictor.

H_7: Work stress mediates the relationship between work overload and quiet quitting

RESEARCH FRAMEWORK

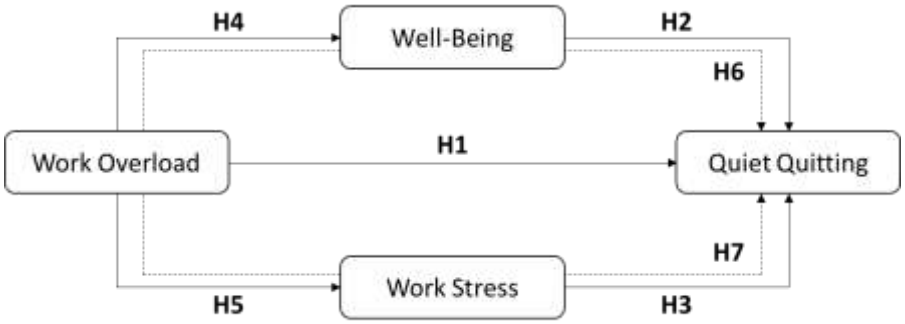


Figure 1: Research Framework

RESEARCH FRAMEWORK

This study employed a quantitative approach with a descriptive-correlational research design, aiming to examine the effect of work overload on quiet quitting through the mediating roles of well-being and job stress (Sekaran & Bougie, 2017). The research was conducted at the State Cyber Islamic University of Syekh Nurjati Cirebon, involving a population of 349 permanent lecturers. The sampling technique used was non-probability sampling with a purposive sampling method, selecting respondents based on specific criteria, permanent lecturers who had been employed for at least one year. The variables examined included work overload (exogenous), job stress and well-being (mediating), and quiet quitting (endogenous). The research instrument consisted of a questionnaire using a 5-point Likert scale.

The collected data were analysed using Structural Equation Modelling Partial Least Squares (SEM-PLS) with the assistance of SmartPLS version 4.0 software. This analysis method was chosen because it is capable of examining complex causal relationships among latent variables and is suitable for data with non-normal distribution and relatively small sample sizes. Validity and reliability tests were conducted through average variance extracted (AVE), and composite reliability. At the same time, hypothesis testing was carried out by examining the path coefficients and p-values using the bootstrapping technique.

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ANALYSIS AND DISCUSSION

Descriptive Analysis

This study collected data through the distribution of questionnaires to 349 lecturers at the State Islamic University of Syekh Nurjati Cirebon. However, the distribution process faced challenges due to difficulties in organizing the lecturers to fill out the questionnaires, even though they were distributed through the human resources department and structural officials such as the vice rectors and deans. Out of the total questionnaires distributed, 164 were returned and could be processed, resulting in a response rate of 47.14%.

Based on respondent characteristics, the majority of lecturers are male (70.7%), hold a Master's degree (54.9%), and have been serving for more than 10 years (59.8%). This indicates the respondents are senior lecturers with considerable experience, which may provide in-depth perspectives on the variables studied.

Descriptive analysis based on the research variables reveals that the perception of work overload is in the relatively high category, with an average score of 4.08. Mental workload was perceived as the highest pressure, with the highest mean score (mean 4.86), while physical workload showed the lowest mean score (mean 3.09). For the quiet quitting variable, the average score obtained was 5.07, which is considered high. The highest value was found in the indicator of understanding the value differences between individuals and the organization (mean 5.44), while the lowest value was on the organization's ability to monitor employee satisfaction (mean 4.68). For the well-being variable, the average score obtained was 4.79, with the aspects of general happiness (mean 5.42) and job training (mean 5.34) having the highest ratings. In contrast, the financial well-being indicator, specifically related to income that is just enough to survive, received the lowest score (mean 2.92). These findings suggest that, despite facing significant work pressure the lecturers still experience good levels of well-being and maintain high loyalty to the institution where they work.

Evaluation of Outer Model

Testing on the Structural Outer Model is carried out to reveal the results of the construct validity and reliability tests. The following is the Structural Outer Model:

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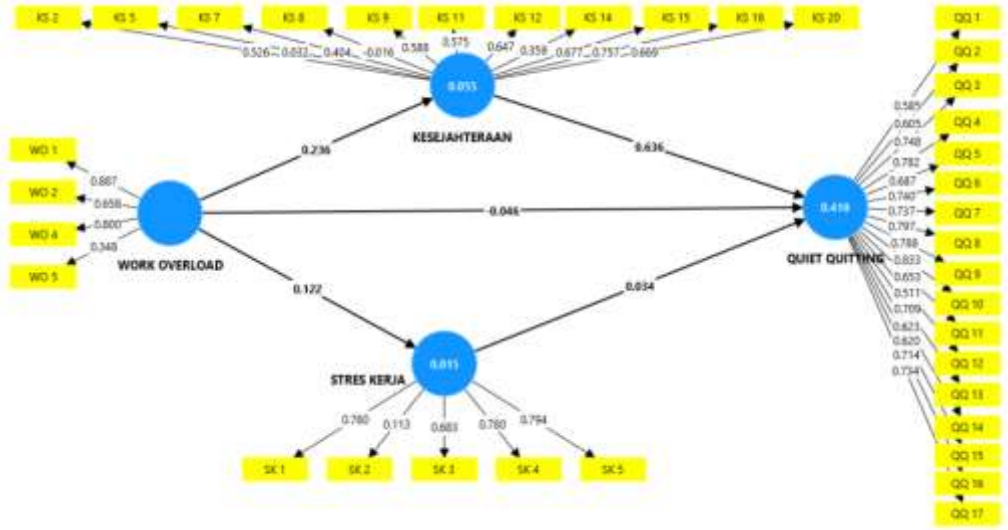


Figure 2: Structural Outer Model

Based on the Structural Outer Model above, the researcher explained the validity & reliability and obtained the following results:

Table 1: Validity test & Reliability test

Variable	AVE	Cronbach's alpha	Composite reliability
Well-Being	0.531	0.707	0.818
Quiet Quitting	0.523	0.934	0.942
Work Stress	0.571	0.755	0.842
Work Overload	0.585	0.713	0.801

Source: Primary data processed, 2024

The construct validity test, assessed using Average Variance Extracted (AVE), shows that all variables have values above 0.5. Reliability testing, conducted through Cronbach's Alpha and Composite Reliability, also demonstrates that all variables exceed the recommended thresholds. These results confirm that the constructs are reliable and consistently measure the intended concepts in the study. Therefore, the constructs are both valid and reliable.

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Evaluation of the Inner Model – R Square

Inner model testing is carried out to evaluate the strength of the relationship between latent constructs through the R-Square value, which shows how much influence the independent variable has on the dependent variable. Based on the results, the R-Square value is as follows:

Table 2: R-Square test

Variable	R-Square	R-Square Adjusted
Well-Being	0.051	0.045
Quiet Quitting	0.408	0.397
Work Stress	0.010	0.004

Source: Primary data processed, 2024

R-Square measures extent to which independent variables influence dependent variables. The results show that well-being has an R-Square value of 0.051 (5.1%), quiet quitting has 0.408 (40.8%), and work stress has 0.010 (1%). According to Hair et al. (2024), the R-Square value for quiet quitting indicates a moderate effect, while the values for well-being and work stress indicate weak effects.

Evaluation of the Inner Model – Hypothesis test

Hypothesis testing is conducted by examining the significance level and path parameters between latent variables. The aim is to assess the relationship between the hypothesized constructs. Decision-making is based on the direction of the relationship and the significance of the model, which is determined using the inner weights from PLS software version 4.1.0.9. The bootstrapping results with a sample of 164 provided estimated values and p-values, as shown in Figure 3:

Table 3: Results of Testing Relationships (Hypothesis Test)

Influence between Variables	Org	T statistics	P Values	Result
Work Overload -> Quiet Quitting	0.005	0.030	0.976	H1 rejected
Well-being -> Quiet Quitting	0.600	7.484	0.000	H2 accepted
Work Stress -> Quiet Quitting	0.068	0.833	0.405	H3 rejected
Work Overload -> Well-being	0.225	1.712	0.087	H4 rejected

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Work Overload -> Work Stress	0.100	0.863	0.388	H5 rejected
Work Overload -> Well-being-> Quiet Quitting	0.135	1.658	0.097	H6 rejected
Work Overload -> Work Stress -> Quiet Quitting	0.007	0.432	0.666	H7 rejected

Source: Primary data processed, 2024

Based on Table 3, most of the hypothesized relationships between constructs are found to be statistically insignificant. First, work overload has a positive but insignificant effect on quiet quitting, with a coefficient of 0.005 and a p-value of 0.976 (> 0.05), thus H1 is rejected. Second, well-being has a significant and positive effect on quiet quitting, with a coefficient of 0.600 and a p-value of 0.000 (< 0.05), so H2 is accepted, although the direction of the relationship contradicts the initial hypothesis (which expected a negative relationship). Third, work stress shows a positive but insignificant effect on quiet quitting, with a coefficient of 0.068 and a p-value of 0.405 (> 0.05), resulting in H3 being rejected.

Furthermore, work overload does not significantly affect well-being (coefficient 0.225; p-value 0.087 > 0.05), and also does not significantly affect work stress (coefficient 0.100; p-value 0.388 > 0.05), hence H4 and H5 are both rejected.

Regarding the mediation (indirect effect) test:

- The indirect effect of work overload on quiet quitting through well-being is 0.135 with a p-value of 0.097 (> 0.05), indicating that well-being does not significantly mediate this relationship.
- The indirect effect of work overload on quiet quitting through work stress is 0.007 with a p-value of 0.666 (> 0.05), indicating that work stress also does not act as a significant mediator.

DISCUSSION

The influence of work overload on quiet quitting

Based on the results, work overload has a positive but insignificant effect on quiet quitting among lecturers at UIN Siber Syekh Nurjati Cirebon. While the positive direction suggests that increased workload may lead to a tendency for quiet quitting, the lack of statistical significance implies that this effect is weak and possibly due to chance within the sample. According to the Job Demands Resources Model (Demerouti et al., 2001),

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high work overload does not always lead to quiet quitting. It depends on the availability of resources such as autonomy or social support, which can buffer the negative impact.

This finding contrasts with Phillips (2020), who found that perceived workload significantly influenced nurses' intention to leave. Similarly, Lu et al. (2023) highlighted that excessive workload strongly contributes to emotional exhaustion among university lecturers in China, which can lead to disengagement or quiet quitting. In conclusion, although theoretically plausible, the effect of work overload on quiet quitting in this study is not statistically supported, potentially due to methodological limitations or unmeasured moderating variable

The influence of well-being on quiet quitting

The findings reveal that well-being has a significant positive effect on quiet quitting among lecturers at UIN Siber Syekh Nurjati Cirebon. Contrary to expectations, higher well-being is associated with a greater tendency to engage in quiet quitting. This paradox may be explained by the notion that employees with higher well-being are more aware of work-life balance and feel secure enough in their roles to only meet basic job expectations, without going beyond. According to the Job Demands-Resources (JD-R) model (Demerouti et al., 2001), high-resource employees may choose not to exert extra effort if there's no compelling incentive.

Additionally, intrinsic motivation plays a crucial role. Without it, even employees with high well-being might disengage. This aligns with Deci & Ryan (1985) Self-Determination Theory, which highlights the importance of autonomy, competence, and relatedness in fostering intrinsic motivation. Sahir et al. (2018) also found that low intrinsic motivation contributes to disengagement and intention to leave.

However, these results contradict prior studies, including Khairunisa & Muafi, (2022); Watoni & Suyono (2020), which found that workplace well-being negatively and significantly affects turnover intention suggesting that higher well-being reduces the desire to leave or disengage. In conclusion, while well-being is typically associated with positive outcomes, in this context it may foster complacency, thereby increasing quiet quitting behaviour

The influence of work stress on quiet quitting

The results indicate that work stress has a positive but insignificant effect on quitting quiet among lecturers at UIN Siber Syekh Nurjati Cirebon. Although there is a

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weak theoretical indication of a positive relationship, the lack of statistical significance suggests stress does not consistently lead to quiet quitting behaviour.

This may be due to individual differences in how employees handle stress. Some cope through healthy mechanisms, while others may disengage. Badilla et al. (2023) highlighted the role of resilience and adaptability, suggesting that resilient employees are better at enduring stress without disengaging. Furthermore, many employees are driven by moral values and family responsibilities, choosing to work hard despite stress rather than withdrawing.

Similarly, Serenko (2024) found that work stress does not necessarily result in quiet quitting in the long term. Short periods of disengagement might even help employees recover mentally, leading to better long-term performance. In conclusion, while stress may be present, its impact on quiet quitting is minimal, potentially moderated by personal values, resilience, and adaptive behaviour.

The influence of work overload on well-being

The results of this study indicate that work overload has a positive but not statistically significant effect on well-being among lecturers at UIN Siber Syekh Nurjati Cirebon. Theoretically, this aligns with the concept of challenge stressors (Podsakoff et al., 2007), which suggests that high workload can be perceived as a motivational challenge rather than a threat. When employees have adequate internal or external resources, the impact on well-being tends to be neutral or insignificant.

According to Karasek (1979), mental health at work can be improved by increasing job control, regardless of workload levels. Giving employees autonomy in decision-making and influence over their tasks can mitigate stress, even when workloads are high.

Organizational culture also plays a role. Hofstede (1984) found that in feminine cultures, which prioritize quality of life, perceptions of high workload may differ. In high-performance or well-compensated work cultures, heavy workloads may be normalized and not perceived as detrimental to well-being. In conclusion, although work overload does not show a statistically significant effect on well-being, this relationship appears to be moderated by individual perceptions, available resources, and cultural or organizational context.

The influence of work overload on work stress

The results of the study show that work overload has a positive but not significant effect on job stress among lecturers at UIN Siber Syekh Nurjati Cirebon. This suggests

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that excessive workload does not always lead to stress, as individuals respond differently some manage it through healthy coping mechanisms.

This finding is consistent with the study by Multamasatika et al. (2023), which involved 100 lecturers at the University of Jember. The majority of respondents reported moderate levels of workload and job stress, and there was no significant relationship between job-related factors and job stress.

Other influencing factors include the work environment, organizational support, intellectual satisfaction, and individual perception of workload. According to Karasek (1979), job strain can be reduced by increasing decision-making autonomy, even when job demands remain high. Job strain is one of the key indicators of stress.

The influence of work overload on quiet quitting mediated by well-being

The study findings show that work overload does not have a significant indirect effect on quiet quitting through well-being. This means that work overload directly influences employee stress and exhaustion, which then leads to quiet quitting. Research by Bakker & Demerouti (2007) suggests that excessive workload directly causes physical and emotional exhaustion, reducing engagement without the need for well-being as a mediator. Similarly, Maslach (2011) found that work overload often leads to burnout or emotional fatigue, directly affecting engagement and work behaviour.

In conclusion, well-being does not serve as a mediator between work overload and quiet quitting, as the relationship is typically direct and linked to stress, exhaustion, and intrinsic motivation, with well-being acting as a consequence rather than the main link

The influence of work overload on quiet quitting mediated by well-being

The study results show that work overload does not have a significant indirect effect on quiet quitting through work stress. This suggests that work overload typically has a direct effect on quiet quitting by increasing physical and emotional strain, leading to disengagement (Maslach, 2011). In this case, work stress is not a mediator but a direct consequence of work overload. Stress usually occurs as a direct response to work overload but does not fully explain how work overload affects employees' decisions to quiet quitting (Bakker & Demerouti, 2007).

These findings differ from Wibowo et al. (2021), which indicated that workload was not a dominant factor influencing employees' decisions to quit. In that study, work stress played a mediating role in the decision to leave, but additional workload did not become

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a problem unless poorly managed by the company (lack of fair rewards or bonuses), leading to dissatisfaction and feeling undervalued.

CONCLUSION

This study aims to analyse the impact of work overload on quiet quitting, considering the role of well-being and work stress as mediating variables. The results show no significant effect of work overload on quiet quitting, well-being, and work stress. However, a significant positive relationship between well-being and quiet quitting was found, contrary to the theory that suggests well-being should have a negative relationship with quiet quitting. Additionally, well-being and work stress were not found to mediate the relationship between work overload and quiet quitting.

The study suggests that university management, such as at UIN Siber Syekh Nurjati Cirebon, should better manage faculty workload, maintain well-being through training, and enhance understanding of organizational goals to reduce quiet quitting behaviours. Future research could explore other variables such as work motivation or leadership style that may influence this relationship.

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