

Beyond Quiet Quitting: Community Pressure and Adaptive Work Behaviors Explaining Family Hope Facilitators' Task Performance

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ARTICLE INFO

Article history:

Received: 2026-04-10

Revised: 2026-05-02

Accepted: 2026-08-28

Available Online: 2026-08-30

Keywords:

Quiet Quitting; Community Pressure; Task Performance; Digital Fatigue; Job Hopping; Job Hugging

DOI:

<https://doi.org/10.38043/jimb.v11i1.7641>

ABSTRACT

This study examines the effects of quiet quitting and community pressure on the task performance of Family Hope Program facilitators', incorporating the mediating roles of job hopping and job hugging, as well as the moderating role of digital fatigue. A quantitative, explanatory, and cross-sectional research design was employed. Data were collected from 203 PKH facilitators in Tulungagung, Indonesia selected through purposive sampling, with criteria including a minimum of five years of work experience and active involvement in program implementation. Data collection was conducted a survey method using a structured online questionnaire, and analyzed using Partial Least Squares Structural Equation Modeling. The findings reveal that quiet quitting significantly influences both job hopping and job hugging, while also negatively affecting task performance. Community pressure significantly affects job hopping and job hugging, but does not directly impact task performance. Further results indicate that job hopping reduces task performance, whereas job hugging enhances it. Mediation analysis shows that job hopping partially mediates the relationship between quiet quitting and task performance, and fully mediates the relationship between community pressure and task performance. Similarly, job hugging serves as a partial mediator in the relationship between quiet quitting and task performance, and as a full mediator in its relationship with community pressure. Additionally, digital fatigue does not significantly affect task performance nor moderate the relationships examined, indicating moderate its a rejected. The findings contribute to the literature by extending the understanding of task performance beyond digital fatigue and suggest that organizations should pay greater attention to employees' behavioral work responses when designing strategies to support performance and adaptation to workplace demands.

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1. INTRODUCTION

The *Program Keluarga Harapan* (PKH) is one of the strategic social protection programs in Indonesia designed to alleviate poverty through a conditional cash transfer scheme. As of 2025, this program reaches approximately 16.5 million Beneficiary Families spread across all regions of Indonesia, with a total assistance budget reaching trillions of rupiah in each disbursement phase (Fitritinia & Matsuyuki, 2023). At the macro level, data from *Badan Pusat Statistik* indicate that the percentage of households receiving PKH reached 13.97% at the beginning of 2025, although it experienced a decline compared to the previous year at 15.57%. This decline indicates a graduation process or the exit of beneficiaries from the program, which on the one hand reflects the program's success, but on the other hand requires improvements in the quality of facilitation to ensure that the welfare transition runs optimally. In addition, data dynamics at the regional level also show fluctuations in the number of beneficiaries, both significant increases and decreases due to the updating of social data. In the context of sustainable development, the role of Family Hope Program facilitators becomes increasingly strategic as it directly contributes to the achievement of the Village Sustainable Development Goals (SDGs), particularly the goals of no poverty, improvement in the quality of education, health, and the reduction of social inequality at the local level (Tangkudung & Nasrudin, 2025). Optimal facilitator performance will determine the effectiveness of family-based social interventions and the success of socio-economic transformation in rural communities. However, various performance-related issues are still found in the field, such as inaccuracies in reporting, high administrative workload, and social pressure from the community, which indicate that the performance of Family Hope Program facilitators has not been fully optimal in supporting the sustainable success of the program (Jatmiko et al., 2025).

Empirical evidence suggests that the task performance of Family Hope Program facilitators' remains an important concern in Indonesia. Previous studies have reported variations in facilitator performance and identified challenges in fulfilling routine tasks and responsibilities (Tangkudung & Nasrudin, 2025). At the same time, Family Hope Program implementation may involve social tensions arising from beneficiary selection, limited assistance quotas, and social jealousy among community members who do not receive assistance, requiring facilitators to manage conflicts and maintain effective relationships with beneficiaries and the wider community (Can & Alas, 2025; Pratiwi et al., 2023). These conditions suggest that the work performance of Family Hope Program facilitators' cannot be understood solely from formal job demands, but also requires attention to the behavioral responses they develop when facing social and organizational pressures. Although (van Oudenhoven et al., 2025) examined work-related challenges in wastewater treatment organizations in the southern Netherlands rather than in social assistance programs, their findings highlight the importance of contextual pressures in understanding how employees manage and perform their work. This perspective provides a useful point of departure for examining whether similar contextual pressures shape the task performance of Family Hope Program facilitators' in the Indonesian context. This phenomenon can be explained through the job demands-resources (JD-R) theory proposed by Bakker & Demerouti (2014) which states that individual performance is influenced by the balance between job demands and job resources. High job demands, such as community pressure and administrative workload, can lead to exhaustion and reduce performance if not balanced with adequate organizational support (Demerouti, 2025). According to Duran & Doğan (2026) emphasize that conditions of imbalance between demands and resources can trigger psychological withdrawal from work. High social demands and administrative performance reporting through digital transformation systems have the potential to create chronic work pressure that impacts decreased work engagement and performance (Manurung et al., 2026; Sarfika et al., 2026).

The empirical phenomenon regarding the work behavior of facilitators' in Indonesia today is the high level of quiet quitting behavior, which is a condition where individuals continue to work but only fulfill minimum demands without high emotional engagement (Samnani & Robertson, 2025). This phenomenon has begun to receive widespread attention in modern management literature as a form of work disengagement (Kreuter et al., 2023). Theoretically, quiet quitting can be explained through social exchange theory (Blumer, 1954; Carter, 2014; Giacomucci, 2021) which states that individuals will adjust their level of contribution based on their perception of the rewards received (Abbasi et al., 2024). Several studies show that quiet quitting negatively affects performance because it reduces intrinsic motivation and organizational commitment (Nimmi et al., 2024; Pratiwi et al., 2023). However, there are also studies indicating that this behavior can function as a coping mechanism to maintain work-life balance without directly reducing work output (Can & Alas, 2025; Mtsweni, 2025).

The high level of quiet quitting behavior among family hope program facilitators' indicates a decline in performance that is not optimal in the process of assisting communities related to poverty rates. Quiet quitting becomes a more complex phenomenon because their work is not only task-based, but also involves emotional and relational dimensions with the community. Previous research shows that disengagement in social work can have a significant impact on the quality of services provided (Dilekçi et al., 2025; Kreuter et al., 2023; Yu & Jiao, 2026). Other studies highlight that under conditions of high work pressure, reduced engagement can actually help individuals maintain psychological stability (Mahand & Caldwell, 2023; Nimmi et al., 2024). Most quiet quitting research still focuses on the corporate sector and has not widely examined the context of the public sector or social assistance programs (Can & Alas, 2025; Pratiwi et al., 2023). This indicates the existence of a research gap regarding how quiet quitting affects performance in the context of community-based social work such as family hope program.

Individual behavior and the performance of Family Hope Program facilitators' are also influenced by external factors in the form of community pressure. Family Hope Program facilitators' often face high social demands from beneficiary families, such as expectations for fair distribution of assistance, quick responses to complaints, and interventions in family social problems (Depari et al., 2023). This phenomenon can be explained through role stress theory (Baik, 2020), particularly the concepts of role conflict and role overload, which state that role pressure can reduce work effectiveness (Dilekçi et al., 2025). Research shows that high social pressure can increase work stress and reduce performance (Brenčić & McGee, 2026; Nair et al., 2026; Sterud & Østhus, 2026). Some studies find that social pressure can also increase a sense of responsibility and encourage better performance in the context of public service (Perry & Wise, 1990). Other arguments indicate that pressure from the public can indirectly improve individual performance (Berger et al., 2026; Inoue et al., 2025; Karppi et al., 2025). These differences in findings indicate that the relationship between community pressure and performance is still inconclusive and needs further investigation.

Empirical facts show that in 2025, Family Hope Program facilitators' with the status of government employees under work agreements recruited by the Ministry of Social Affairs of the Republic of Indonesia

dismissed 52 Family Hope Program facilitators' throughout 2025 until early 2026, with disciplinary actions against 420 facilitators' who received sanctions for several poor performance issues, namely neglecting facilitation duties, as well as ethical and moral work problems.

Tulungagung Regency was selected as the research setting because the working conditions of Family Hope Program facilitators' in this region reflect broader governance dynamics experienced by social facilitators across Indonesia. As street-level actors, Family Hope Program facilitators' play a critical role in translating national social protection policies into practical services at the community level, while simultaneously navigating administrative requirements, increasingly digitalized service and reporting systems, and intensive face to face interactions with beneficiaries. These overlapping demands position facilitators at the intersection of policy implementation, digital governance, and community based social service delivery. Therefore, Tulungagung is not treated as an isolated or uniquely distinctive case, but rather as a context in which the broader challenges faced by Indonesia's social facilitators can be observed at the local level. Examining Family Hope Program facilitators' in Tulungagung consequently provides relevant empirical insights into how national governance demands, digital transformation, and frontline social responsibilities interact in shaping facilitators' work experiences and performance.

This fact indicates that the performance of facilitators is not optimal in the process of assisting poor communities in Indonesia. In order to respond to work pressure conditions and the psychological situations experienced by facilitators, each individual tends to develop adaptive strategies in the form of job hopping and job hugging. Job hopping refers to the tendency to change jobs as a response to job dissatisfaction (Bernard et al., 2021; Bryła, 2015). Job hugging describes the tendency to remain in a job despite facing non-ideal conditions (Wang et al., 2025). Both behaviors can function as mediating mechanisms in the relationship between work pressure and performance. Previous research shows that job hopping generally has a negative correlation with performance because it reduces stability and work commitment (Brewster et al., 2023; Cangià et al., 2021). Conversely, job hugging can have a positive effect through increased loyalty, but can also have a negative impact if individuals experience stagnation and disengagement (Kiazad et al., 2024; Özçelik & Cenkci, 2014; Sonker et al., 2025). These two concepts as mediators in a single research model is still very limited, especially in the context of the social sector.

One of the firm actions of the Government of Indonesia in improving the performance of facilitators in an effort to ensure that social assistance reaches beneficiary families is through a monitoring process with the implementation of performance digitalization. This monitoring process is committed to preventing all forms of potential deviations carried out by facilitators. The development of digital systems in social assistance programs indicates the emergence of the phenomenon of digital fatigue, which is fatigue due to intensive use of technology (Alkhayyal & Bajaba, 2024; Mansuroğlu & Smith, 2026). In carrying out their performance, facilitators are required to conduct reporting based on digital systems regularly, which has the potential to increase cognitive load and work fatigue (Jain et al., 2025). Research shows that technostress and digital fatigue can worsen the negative impact of work behavior on performance (Adha et al., 2026; Liu & Sun, 2026; Sarkar & Badir, 2026). Other studies find that individuals with good digital adaptability are actually able to maintain performance despite experiencing technological pressure (Liu et al., 2025; Yang et al., 2025). This indicates inconsistency in findings that places digital fatigue as an important moderating variable to be studied.

This study presents a state of the art by integrating modern behavioral variables (quiet quitting), social contextual factors (community pressure), career adaptation mechanisms (job hopping and job hugging), and technological factors (digital fatigue) into a comprehensive conceptual model. Unlike previous studies that tend to examine these variables partially, this study tests the roles of mediation and moderation simultaneously in the context of the public sector, particularly social assistance programs in Indonesia. This study provides theoretical contributions to the development of JD-R as well as empirical contributions in enriching the still limited literature on social worker performance. As an effort to address these problems, this study proposes an empirical model that examines the effect of quiet quitting and community pressure on the performance of Family Hope Program facilitators by considering the mediating role of job hopping and job hugging and the moderating role of digital fatigue. This study aims to (1) analyze the effect of quiet quitting and community pressure on facilitator performance, (2) test the role of job hopping and job hugging as mediators, and (3) evaluate the role of digital fatigue in strengthening or weakening the effect of the job hopping and job hugging constructs on facilitator performance.

Job Demands-Resources (JD-R) Theory

Job Demands-Resources (JD-R) Theory is one of the main theoretical frameworks in explaining the relationship between job characteristics, individual well-being, and work performance. This theory was first developed by Bakker & Demerouti (2014) as an extension of a more flexible and applicable work stress model across various types of jobs. Job demands refer to the physical, psychological, social, or organizational aspects of a job that require sustained effort and have the potential to cause exhaustion, such as high workload, time pressure,

and emotional demands (Bakker, 2018). JD-R Theory also explains that individual responses to job demands are not always direct, but are mediated by various psychological and behavioral mechanisms. This is in line with findings that individuals can develop both adaptive and maladaptive strategies in dealing with work pressure, such as psychological withdrawal behavior or adjusting the level of work engagement (Demerouti, 2025). In the context of this study, phenomena such as quiet quitting can be understood as a form of psychological withdrawal due to high job demands, while job hopping and job hugging reflect individual adaptation strategies in responding to non-ideal working conditions. JD-R Theory provides a strong conceptual foundation to explain how work pressure and adaptive behavior influence performance (Wingerden et al., 2017). JD-R Theory also emphasizes the importance of contextual factors in influencing individual perceptions of job demands. Social pressure from the work environment, such as expectations from the community or clients, can be part of job demands in the form of social demands (Gordon et al., 2018; Le Blanc et al., 2017). In the context of *Program Keluarga Harapan* (PKH) facilitators, community pressure is a concrete form of social demand that can increase emotional and psychological workload. If not managed properly, this pressure can accelerate the occurrence of work fatigue and reduce performance (Sarling et al., 2026; Siddiqi et al., 2025). The ability of individuals to manage digital demands, such as the use of technology-based reporting systems, is also an important factor that can strengthen or weaken the impact of job demands on performance (Liu et al., 2025; Sharif et al., 2025; Xie & Yang, 2025).

Task Performance

Task performance refers to the level of individual effectiveness in carrying out core tasks that are directly related to the main objectives of the job and contributions to organizational performance. This concept focuses on technical and operational activities, such as completing work according to standards, timeliness, quality of output, and the ability to meet predetermined targets (Motowidlo & Kell, 1997). According to Kalia & Bhardwaj (2019) task performance is a primary component of work performance that reflects behaviors relevant to formal tasks listed in job descriptions. Motowidlo et al., (2014) distinguish task performance from contextual performance, where task performance is more oriented toward core job activities, while contextual performance relates to extra-role behaviors that support the overall work environment. In the development of the literature, task performance is also associated with an individual's ability to manage job demands and optimally utilize available resources (Bhardwaj & Kalia, 2021; Cho et al., 2021). Within the Job Demands-Resources Theory framework, task performance is influenced by the balance between job demands and job resources, where individuals with adequate resources tend to demonstrate higher task performance (Dixit & Upadhyay, 2021). Siyal et al., (2023) emphasize that work engagement serves as an important mechanism linking working conditions with task performance. Thus, task performance is not only influenced by technical competence, but also by psychological factors and the work environment that shape individual behavior in completing tasks effectively.

Quiet Quitting

The phenomenon of quiet quitting reflects a form of psychological withdrawal in which individuals continue to perform formal tasks, but with minimal levels of engagement and commitment (Mahand & Caldwell, 2023). From the perspective of Job Demands-Resources (JD-R) Theory, this behavior emerges as a response to an imbalance between high job demands and the limited resources possessed by individuals (Nimmi et al., 2024). When individuals experience fatigue or job dissatisfaction, they tend to reduce their investment of energy and work engagement as an adaptive strategy to preserve their psychological resources (Dilekçi et al., 2025). In this context, quiet quitting has the potential to encourage the emergence of job hopping, which is the tendency of individuals to seek more suitable alternative employment as a response to dissatisfaction (Holmgreen et al., 2024). Previous research shows that work disengagement is positively correlated with turnover intention and job-switching behaviour (Medina & Prieto, 2022; Rahman et al., 2025). Quiet quitting can drive two different directions of behavioral responses, namely increasing the tendency toward job hopping while simultaneously strengthening job hugging, depending on individual resource conditions and external opportunities (Ghosh & Gurunathan, 2015; Zabetta & Geuna, 2026). Furthermore, in relation to performance, quiet quitting is generally viewed as having a negative impact on task performance because it reduces the level of effort, initiative, and quality of task completion (Bakker & Demerouti, 2014). Some studies show that under certain conditions, reduced engagement can help individuals maintain minimum performance without experiencing excessive fatigue (Roczniewska & Bakker, 2021), thus producing findings that are not entirely consistent. Based on this explanation, it can be formulated that quiet quitting has an important role in shaping the dynamics of work behavior and individual performance, both through increasing the tendency to change jobs, the tendency to remain passively, and the decline in the quality of task performance.

- H1: Quiet quitting has a positive effect on job hopping**
H3: Quiet quitting has a positive effect on job hugging
H5: Quiet quitting has a negative effect on task performance

Community Pressure

Community pressure can be conceptualized as a significant social job demand within the Job Demands–Resources (JD-R) theory, particularly in public service work involving intensive interaction with communities, such as the Family Hope Program facilitation context. JD-R theory posits that job demands refer to physical, psychological, social, or organizational aspects of work that require sustained effort and may generate psychological and emotional costs when they exceed employees' available resources (Bakker & Demerouti, 2014). From this perspective, community pressure represents a form of social job demand because Family Hope Program Facilitators' are required to respond to diverse expectations, complaints, interpersonal tensions, conflicts of interest, and demands from beneficiaries and the wider community. When such pressures become excessive, they may consume employees' emotional, psychological, and social resources, potentially triggering strain and changes in work-related behavior. Community pressure is one form of social job demands that is significant in public service-based work, including for Family Hope Program Facilitators'. High social pressure can increase the emotional and psychological burden of individuals, especially when these demands exceed the capacity of the resources they possess (Fitriyitia & Matsuyuki, 2023). Pressure from the community, such as high service expectations, demands for quick responses, and conflicts of interest among beneficiaries, has the potential to create conditions of role stress that include role conflict and role overload (Brenčić & McGee, 2026). This condition, if it occurs continuously, can reduce job satisfaction and encourage individuals to seek more stable alternative employment, thereby increasing the tendency toward job hopping (Sterud & Østhus, 2026). Večerková et al., (2025) shows that work pressure originating from the social environment has a positive relationship with turnover intention. Some individuals instead choose to maintain their jobs as an effort to preserve resource stability, such as income and job security, which is reflected in job hugging behavior. Research shows that under conditions of uncertainty and external pressure, individuals tend to avoid the risk of job loss by remaining in their jobs, even while experiencing high work pressure (Inoue et al., 2025; Karppi et al., 2025). On the other hand, social pressure also has direct implications for task performance. Excessive pressure can reduce work focus, increase emotional exhaustion, and ultimately reduce performance quality (Admiraal, 2025; Dogbey et al., 2026). Therefore, it is important to examine the role of community pressure in shaping the dynamics of job hopping, job hugging, and task performance in the context of Family Hope Program Facilitators'.

- H2: Community pressure has a positive effect on job hopping**
H4: Community Pressure has a positive effect on job hugging
H6: Community Pressure has a negative effect on task performance

Job Hopping

From the perspective of the Job Demands–Resources (JD-R) theory, job hopping can be understood as a behavioral response to an imbalance between job demands and available job resources. JD-R theory proposes that excessive job demands, including psychological, emotional, and social demands, can consume employees' energy and resources, potentially leading to strain and withdrawal-related behaviors (Demerouti et al., 2001; Bakker & Demerouti, 2007). When employees perceive that their current job demands exceed the resources available to cope with them, they may seek alternative employment as a means of reducing resource loss and obtaining more favorable working conditions. Thus, job hopping may represent an adaptive response through which employees attempt to manage persistent job demands and restore a more favorable balance between demands and resources. Job hopping refers to the tendency of individuals to change jobs within a relatively short period as a response to job dissatisfaction, mismatch of expectations, or perceived work pressure (Jooss et al., 2025). Individuals who have a high tendency to change jobs usually show low levels of work attachment, which has an impact on decreasing the quality of task completion (Medici et al., 2020). Job hopping (mobility) can enrich experience, improve skills, and expand professional networks, which in turn can enhance individual performance in the long term (Du et al., 2026). Job hopping acts as a mechanism that bridges the influence of exogenous factors such as quiet quitting and community pressure on task performance (Cangia et al., 2021). Quiet quitting as a form of disengagement and community pressure as a social demand can increase the tendency of job hopping, which ultimately has an impact on decreasing performance. This mechanism indicates that the influence of exogenous variables on performance does not always occur directly, but through changes in individual work behavior. Previous research shows inconsistent results regarding the mediating role of job hopping. Some studies find that job hopping significantly mediates the relationship between job dissatisfaction and performance (Brewster et al., 2023; Czaller et al., 2021), while other studies show that this effect is not significant due to being influenced by other factors such as external job opportunities and labor market conditions (Bernard et al., 2021; Zabetta & Geuna,

2026). Therefore, this study empirically examines how job hopping mediates the influence of quiet quitting and community pressure on the performance of Family Hope Program facilitators’.

H7: Job hopping has a negative effect on task performance

H10: Job hopping mediates the effect of quiet quitting on task performance

H11: Job hopping mediates the effect of community pressure on task performance

Job Hugging

From the perspective of the Job Demands–Resources (JD-R) theory, job hugging can be understood as a behavioral response to the perceived balance between job demands and available job resources. While excessive job demands may generate strain and encourage employees to withdraw from or leave their jobs, employees may also choose to remain when their current employment provides sufficient resources or valued benefits to offset the demands they experience (Demerouti et al., 2001; Bakker & Demerouti, 2007). In this context, remaining in a job can represent an attempt to preserve valuable resources, such as income security, employment stability, social relationships, and accumulated work experience. Thus, job hugging may reflect an alternative adaptive response to demanding work conditions, in which employees choose to retain their current employment rather than incur the potential resource losses associated with leaving. Job hugging refers to the tendency of individuals to remain in their jobs despite facing less than ideal working conditions, whether due to considerations of job security, limited alternative employment opportunities, or psychological comfort factors (Kanten et al., 2015). Individuals who engage in job hugging tend to avoid the risk of losing these resources, thus choosing to remain even when experiencing work pressure or dissatisfaction. Staying in a job can have a positive impact because it allows individuals to maintain experience, strengthen understanding of tasks, and increase work continuity, which ultimately contributes to improved performance (He et al., 2023; Özkan et al., 2025). When viewed as a mediating factor, job hugging plays a role as a mechanism that bridges the influence of quiet quitting and community pressure on task performance (Wang et al., 2024). When individuals experience disengagement due to quiet quitting or social pressure from the work environment, some individuals do not choose to leave their jobs, but instead remain with low levels of engagement (Atiq et al., 2025). Under these conditions, job hugging becomes a form of adaptive response that can strengthen or weaken the impact of exogenous variables on performance. Conversely, if job hugging occurs simultaneously with disengagement, it will reinforce the decline in performance (Rasool et al., 2021; Sonker et al., 2025). Some studies tend to focus more on the phenomenon of job retention without distinguishing the quality of individual engagement within it (Murray et al., 2025; X. Zhang & Deng, 2025), while recent research begins to show that remaining in a job is not always synonymous with high performance (Aman et al., 2023; Dangi & Shuhidan, 2025). Based on this explanation, job hugging can be understood as a variable that has a strategic role in influencing task performance, both directly and as a mediator in the relationship between work pressure and performance. Therefore, this study empirically examines how job hugging mediates the influence of quiet quitting and community pressure on the performance of Family Hope Program facilitators’.

H8: Job hugging has a positive effect on task performance

H12: Job hugging mediates the effect of quiet quitting on task performance

H13: Job hugging mediates the effect of community pressure on task performance

Digital Fatigue

From the perspective of the Job Demands–Resources (JD-R) theory, digital fatigue can be conceptualized as a work-related strain arising from sustained exposure to digital demands and continuous technology use. The JD-R framework suggests that when job demands require prolonged physical, cognitive, or emotional effort without sufficient resources to compensate for these demands, employees may experience resource depletion and impaired functioning (Demerouti et al., 2001; Bakker & Demerouti, 2007). In digitally intensive work environments, continuous interaction with digital platforms, electronic reporting systems, online communication, and multiple technology-based tasks can constitute additional demands that consume employees’ cognitive and emotional resources. Consequently, digital fatigue may reduce employees’ capacity to concentrate, regulate emotions, and maintain effective task execution, while also shaping how they respond to other work-related conditions and behavioral demands. Thus, within the JD-R framework, digital fatigue is relevant not only as a direct source of reduced task performance but also as a contextual condition that may alter the consequences of behavioral responses such as job hopping and job hugging. The development of digital transformation across various sectors, including social assistance programs, has increased individuals’ dependence on technology in carrying out job tasks. In the context of Family Hope Program facilitators’, the use of digital-based reporting systems, integrated data management, and application-based communication has become an integral part of daily

work activities. This condition gives rise to the phenomenon of digital fatigue, which is physical and mental exhaustion resulting from intensive and continuous use of technology (Alkhayyal & Bajaba, 2024). In relation to job hopping and job hugging, digital fatigue has the potential to strengthen the negative impact of these behaviors on task performance. Individuals experiencing digital fatigue tend to have lower cognitive and emotional capacity, so when faced with a tendency to change jobs, they become less able to maintain performance quality during periods of transition or job instability (Supriyadi et al., 2025). Digital fatigue can worsen the negative consequences of job hopping on performance. However, some studies show that individuals with high technological adaptability are able to manage digital pressure more effectively, so that these negative impacts can be minimized (Mansuroğlu & Smith, 2026). Digital fatigue can be categorized as an additional form of job demand that reinforces overall work pressure (Yang et al., 2025). When these digital demands increase without being balanced by adequate resources, individuals will experience decreased work engagement and performance. However, previous research shows mixed results regarding the role of technostress and digital fatigue in moderating the relationship between work behavior and performance. Some studies find that technostress strengthens negative impacts on performance (Jain et al., 2025; Sharif et al., 2025), while other studies show that individuals with strong organizational support and digital literacy are able to overcome such pressures (Ben Ghrbeia & Alzubi, 2024; Zhang et al., 2023). Based on this explanation, digital fatigue can be understood as a variable that strengthens or weakens the relationship between work behavior and performance, particularly in the interaction between job hopping, job hugging, and task performance. Therefore, this study empirically examines the role of digital fatigue as a moderating variable to provide a more comprehensive understanding of the performance dynamics of Family Hope Program facilitators' in the digital era.

H9: Digital fatigue has a negative effect on task performance

H14: Digital fatigue moderates the effect of job hopping on task performance

H15: Digital fatigue moderates the effect of job hugging on task performance

This study develops a conceptual framework that positions quiet quitting and community pressure as the main determinants of performance, with job hopping and job hugging as mediating variables, and digital fatigue as a moderating variable in the relationship. This model illustrates how work behavior and social pressure interact with technological factors in shaping the performance of Family Hope Program facilitators'.

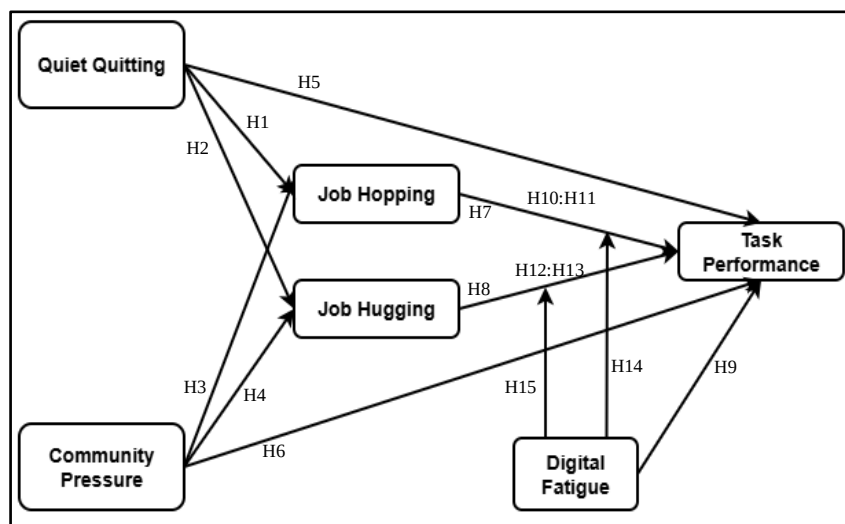


Figure 1. Research Framework

2. METHOD

This study employs a quantitative approach with an explanatory research design aimed at examining causal relationships among variables in the formulated conceptual model (Sekaran & Bougie, 2023). This study is cross-sectional in nature, where data are collected at a single point in time to capture the actual condition of respondents in the context of their work as Family Hope Program facilitators'. The target population of this study consisted of all Family Hope Program facilitators' serving in Tulungagung Regency, East Java, Indonesia. Based on official administrative data obtained from the Family Hope Program Coordination Unit of Tulungagung Regency, there were 425 active facilitators at the time of the study. Since the research specifically focuses on Family Hope Program facilitators' within Tulungagung Regency rather than the national Family Hope Program

workforce, the population was geographically limited to this administrative area. Purposive sampling was employed using the following inclusion criteria: (1) facilitators with a minimum of five years of service, (2) direct involvement in beneficiary assistance and program reporting, and (3) experience in operating digital systems used in Family Hope Program implementation. The minimum required sample size was calculated using a finite population formula with a 95% confidence level and a 5% margin of error, yielding a minimum sample of 203 respondents (Chocran, 1977).

Data collection was carried out through a survey method using a structured questionnaire distributed online using a digital platform. This method was chosen to reach respondents widely and efficiently, considering that Family Hope Program facilitators' are spread across various regions. The questionnaire was developed based on variable indicators adapted from previous studies that have been tested for validity and reliability. All statement items were measured using a five-point Likert scale, ranging from 1 (strongly disagree) to 5 (strongly agree). The study operationalized each construct based on established theoretical concepts and indicators reported in previous studies. Quiet quitting was operationalized as a form of work disengagement characterized by reduced psychological and behavioral involvement in work. Community pressure was operationalized as social and role-related demands arising from interactions with the community and expectations associated with the facilitator's role. Job hopping was operationalized as the tendency to change jobs or move between employers within a relatively short period. Job hugging was operationalized as a tendency to remain in the current job despite less-than-ideal working conditions, reflecting passive employment retention. Digital fatigue was operationalized as fatigue and strain arising from intensive and continuous use of digital technologies in performing work tasks. Task performance was operationalized as the extent to which employees effectively and efficiently complete their assigned work tasks in accordance with expected standards. The detailed operational definitions, measurement indicators, and corresponding reference sources are presented in Table 1.

Table 1. Variable Measurement and Operationalization

Variable	Source	Indicators
Quit quitting (QQ)	(Mobley et al., 1978; Pratiwi et al., 2023)	QQ1. Limiting work effort to formal job duties. QQ2. Reduced willingness to perform extra-role activities. QQ3. Decreased initiative in completing tasks. QQ4. Psychological withdrawal from work. QQ5. Minimal participation beyond mandatory responsibilities. QQ6. Reduced emotional engagement with work.
Community pressure (CP)	(Bakker & Demerouti, 2014; Demerouti, 2025)	CP1. High expectations from beneficiaries. CP2. Pressure to respond to community complaints. CP3. Role conflict arising from community demands. CP4. Emotional pressure during beneficiary interactions. CP5. Social pressure from local community members. CP6. Pressure resulting from beneficiary eligibility disputes. CP7. Stress caused by interpersonal conflicts within the community.
Job hopping (JHOP)	(Bryła, 2015; Zabetta & Geuna, 2026)	JHOP1. Intention to seek another job. JHOP2. Willingness to change employers. JHOP3. Preference for exploring alternative career opportunities. JHOP4. Frequent consideration of changing jobs. JHOP5. Low intention to remain in the current organization. JHOP6. Readiness to leave when better opportunities arise.
Job hugging (JHUG)	(Ghosh & Gurunathan, 2015; Özçelik & Cenkci, 2014)	JHUG1. Preference for remaining in the current job. JHUG2. Attachment to employment stability. JHUG3. Reluctance to leave despite dissatisfaction. JHUG4. Perceived benefits of staying outweigh leaving. JHUG5. Desire to maintain current employment security. JHUG6. Commitment to remaining despite workplace pressure.
Digital fatigue (DF)	(Alkhayyal & Bajaba, 2024; Supriyadi et al., 2025)	DF1. Mental exhaustion from digital work. DF2. Difficulty concentrating after prolonged technology use. DF3. Feeling overwhelmed by multiple digital platforms. DF4. Emotional fatigue from online communication. DF5. Reduced productivity due to digital overload. DF6. Stress caused by continuous electronic reporting. DF7. Physical discomfort associated with prolonged digital device use

Task performance (TP)	(Atatsi et al., 2021; Motowidlo et al., 1997; Ochoa Pacheco et al., 2023)	TP1. Quality of task completion. TP2. Quantity of work accomplished. TP3. Accuracy in completing assigned tasks. TP4. Timeliness of task completion. TP5. Effectiveness in solving work-related problems. TP6. Consistency in meeting work standards. TP7. Ability to achieve assigned work objectives
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Source: Data Processed by author, 2026

Before conducting the main analysis, the research instrument was tested through validity and reliability tests. Construct validity was tested using outer loading values (>0.70) and Average Variance Extracted (AVE > 0.50). Instrument reliability was measured using Cronbach's Alpha and Composite Reliability with a minimum value of 0.70, indicating good internal consistency (Hair et al., 2014). The analysis was conducted in two stages, namely evaluation of the measurement model and evaluation of the structural model, the structural model was evaluated using Partial Least Squares Structural Equation Modeling (PLS-SEM) with SmartPLS version 3.2.9. The analysis involved assessing the structural model through the coefficient of determination (R^2), effect size (f^2), predictive relevance (Q^2), and path coefficients, while hypothesis testing was conducted using the bootstrapping procedure. The use of SmartPLS 3.2.9 provides a transparent and replicable analytical procedure for examining the proposed relationships among the constructs in the research model (Hair et al., 2017). To test the mediation effect, the indirect effect approach was used by examining the significance of indirect paths between exogenous and endogenous variables through mediator variables (Preacher & Hayes, 2008). Meanwhile, moderation testing was conducted by creating an interaction term between digital fatigue and the related exogenous variables (job hopping and job hugging) to determine whether there are changes in the strength or direction of the relationship with task performance.

3. RESULT AND DISCUSSION

The results of the study at the initial stage describe the characteristics of the respondents, namely Family Hope Program facilitators' in Indonesia who were used as the research sample, as presented in Table 2.

Table 2. Characteristic Demography Respondent

Characteristics	Category	Frequency	Percentage (%)
Gender	Male	78	38.4
	Female	125	61.6
Age	25–30 years	32	15.8
	31–40 years	94	46.3
	41–50 years	61	30.0
	>50 years	16	7.9
Educational Background	High School	28	13.8
	Diploma	54	26.6
	Bachelor's Degree	109	53.7
	Postgraduate	12	5.9
Work Experience	5–7 years	76	37.4
	8–10 years	68	33.5
	>10 years	59	29.1
Work Area	Rural	129	63.5
	Urban	74	36.5
Income Level	< IDR 2.5 million	58	28.6
	IDR 2.5–3.5 million	91	44.8
	> IDR 3.5 million	54	26.6
Digital Literacy	Low	37	18.2
	Moderate	109	53.7
	High	57	28.1

Source: Data Processed by author, 2026

Based on Table 1 the characteristics of respondents in this study indicate that the majority of Family Hope Program facilitators are dominated by females, accounting for 61.6%, while males account for 38.4%. This indicates that the role of social facilitators in the field tends to be predominantly filled by female workers, who generally possess strong social closeness and empathy in community facilitation activities. In terms of age, most respondents fall within the productive age range of 31–40 years (46.3%), followed by the 41–50 age group

(30.0%), indicating that Family Hope Program facilitators generally have sufficient maturity and work experience in carrying out their duties. In terms of educational background, the majority of respondents hold a Bachelor's degree (53.7%), followed by Diploma holders (26.6%), indicating that Family Hope Program facilitators have relatively adequate academic capacity to perform both administrative and social tasks simultaneously. Meanwhile, from the perspective of work experience, all respondents have worked for a minimum of 5 years in accordance with the research criteria, with the largest distribution in the 5–7 year's experience group (37.4%). This indicates that respondents have a fairly deep understanding of work dynamics and field conditions. In terms of work area, most respondents are assigned to rural areas (63.5%), reflecting the main focus of the Family Hope Program program in reaching communities with relatively lower levels of welfare. This condition also indicates that facilitators face more complex challenges, such as limited access, geographical conditions, and the social dynamics of rural communities. Furthermore, in terms of income, the majority of respondents fall within the range of IDR 2.5–3.5 million (44.8%), indicating a relatively moderate income level compared to the workload they bear. In terms of digital capability, most respondents are in the moderate category (53.7%), followed by high (28.1%) and low (18.2%) categories. This indicates that although digital transformation has been implemented in the PKH work system, there are still variations in digital capability among facilitators, which may affect performance effectiveness, particularly in system-based data management and reporting.

Table 3. Result of Statistic Descriptive

Construct Variable	Mean	Median	Std. Deviation	Skewness	Excess Kurtosis
QQ	3.87	3.90	0.56	-0.32	-0.45
CP	3.75	3.80	0.61	-0.28	-0.38
JHOP	3.92	4.00	0.52	-0.41	-0.22
JHUG	3.68	3.70	0.65	-0.15	-0.60
DF	3.81	3.85	0.58	-0.27	-0.41
TP	3.95	4.00	0.50	-0.46	-0.18

Source: Data processed by SEM-PLS output

The results of the descriptive statistical analysis show that all variable constructs have relatively high mean values, ranging from 3.68 to 3.95, which indicates that respondents' perceptions of all research variables tend to be good to very good. The variable with the highest mean value is TP (3.95), followed by JHOP (3.92), while the lowest mean value is found in JHUG (3.68). The median values for all variables are relatively close to the mean values, indicating a symmetrical data distribution. The standard deviation ranges from 0.50 to 0.65, indicating a moderate level of data variation. The skewness values for all variables show negative values, meaning that the data distribution tends to be left-skewed or that the majority of respondents provided high ratings. Meanwhile, the excess kurtosis values below zero indicate that the data distribution is platykurtic or flatter than a normal distribution.

The visualization of the measurement model (outer model) generated through the PLS-Algorithm procedure is presented through convergent validity testing by examining the outer loading values of each indicator on its latent variable. Indicators can be considered valid if the outer loading value is greater than 0.7 (Hair et al., 2014). The results of processing with the PLS algorithm for the outer loading of each variable are shown in Table 4.

Table 4. Outer Loading

Indicators	CP	DF	JHOP	JHUG	QQ	TP
CP1	0,878					
CP2	0,894					
CP3	0,875					
CP4	0,870					
CP5	0,888					
CP6	0,826					
CP7	0,879					
DF1		0,933				
DF2		0,877				
DF3		0,901				
DF4		0,884				
DF5		0,941				

DF6	0,868		
DF7	0,900		
JHOP1	0,854		
JHOP2	0,863		
JHOP3	0,884		
JHOP4	0,860		
JHOP5	0,908		
JHOP6	0,868		
JHUG1	0,856		
JHUG2	0,843		
JHUG3	0,859		
JHUG4	0,866		
JHUG5	0,868		
JHUG6	0,816		
QQ1		0,897	
QQ2		0,878	
QQ3		0,885	
QQ4		0,881	
QQ5		0,882	
QQ6		0,904	
TP1			0,830
TP2			0,826
TP3			0,865
TP4			0,852
TP5			0,822
TP6			0,868
TP7			0,871

Source: Data processed by SEM-PLS output

The test results show that all indicators for each variable have outer loading values above 0.70, thus all indicators are declared valid and feasible to be used in the subsequent structural model analysis. Convergent validity in this study can also be seen through the results of the AVE test. A latent variable is considered valid if the square root of the Average Variance Extracted (AVE) is ≥ 0.50 (Hair et al., 2014), as shown in Table 5.

Table 5. Value of AVE

Variable	Average Variance Extracted (AVE)
QQ	0,789
CP	0,762
JHOP	0,762
JHUG	0,725
DF	0,719
TP	0,812

Source: Data processed from Smart-PLS output

The results of convergent validity testing through the Average Variance Extracted (AVE) values indicate that all constructs in this study have met the required criteria. The AVE values for the variables are Quiet Quitting (QQ) at 0.789, Community Pressure (CP) at 0.762, Job Hopping (JHOP) at 0.762, Job Hugging (JHUG) at 0.725, Digital Fatigue (DF) at 0.719, and Task Performance (TP) at 0.812, all of which are greater than 0.50. This indicates that each construct is able to explain more than 50% of the variance of its indicators, so it can be concluded that the research instrument has good convergent validity and is suitable for further analysis. The results of the reliability test are shown through the composite reliability test of the research study as presented in Table 6.

Table 6. Fornell-Larcker Criterion

	CP	DF	DF*JHOP	DF*JHUG	JHOP	JHUG	QQ	TP
CP	0,873							
DF	-0,007	0,901						
DF*JHOP	0,051	0,089	1,000					
DF*JHUG	-0,060	0,010	0,593	1,000				
JHOP	0,436	-0,082	-0,031	-0,044	0,873			

JHUG	0,515	-0,019	-0,044	-0,093	0,583	0,851		
QQ	-0,035	-0,057	-0,096	-0,053	0,580	0,513	0,888	
TP	-0,184	0,082	0,039	0,111	-0,548	-0,185	-0,429	0,848

Source: Data processed by SEM-PLS output

Discriminant validity was assessed using the Fornell–Larcker criterion, which compares the square root of the Average Variance Extracted (AVE) for each construct with the correlations between that construct and all other constructs. As presented in Table 5, the square root of the AVE for each latent construct (shown on the diagonal) is greater than its corresponding inter-construct correlations. The square root of AVE values of 0.873 for Community Pressure (CP), 0.901 for Digital Fatigue (DF), 1.000 for moderate variable (DF*Job Hopping), 1.000 for moderate (DF*Job Hugging), 0.873 for Job Hopping (JHOP), 0.851 for Job Hugging (JHUG), 0.888 for Quiet Quitting (QQ), and 0.848 for Task Performance (TP). These values consistently exceed the highest correlation coefficients with other constructs, indicating that each construct shares more variance with its own indicators than with other latent variables. Overall, the findings confirm that the measurement model demonstrates satisfactory discriminant validity in accordance with the Fornell–Larcker criterion. Therefore, the latent constructs are empirically distinct, and no substantial overlap exists among the variables included in the structural model, supporting the appropriateness of proceeding with the evaluation of the structural relationships. These results indicate that each construct captures a unique theoretical concept and adequately discriminates from the other constructs, thereby satisfying one of the essential assumptions of PLS-SEM measurement model assessment (Hair et al., 2017).

Table 7. HTMT

	CP	DF	DF*JHOP	DF*JHUG	JHOP	JHUG	QQ	TP
CP								
DF	0,052							
DF*JHOP	0,053	0,082						
DF*JHUG	0,061	0,040	0,593					
JHOP	0,460	0,085	0,042	0,055				
JHUG	0,549	0,055	0,074	0,098	0,624			
QQ	0,075	0,072	0,099	0,054	0,612	0,545		
TP	0,193	0,073	0,041	0,115	0,582	0,195	0,455	

Source: Data processed by SEM-PLS output

To further assess discriminant validity, the Heterotrait–Monotrait Ratio (HTMT) was examined. According to Hair et al. (2017) HTMT values below 0.90 indicate adequate discriminant validity, while more conservative studies recommend a threshold of 0.85. As shown in Table 6, all HTMT values are substantially below the recommended threshold of 0.90, ranging from 0.040 to 0.624. The highest HTMT value was observed between Job Hopping (JHOP) and Job Hugging (JHUG) (HTMT = 0.624), followed by the relationship between Quiet Quitting (QQ) and Job Hopping (JHOP) (HTMT = 0.612), both of which remain well below the critical value. These results demonstrate that each construct is empirically distinct from the others and measures a unique conceptual domain. Therefore, the HTMT criterion confirms the establishment of discriminant validity and provides additional support for the adequacy of the measurement model.

Table 8. Composite Reliability Test

Construct Reliability	Cronbach's Alpha	rho_A	Composite Reliability
CP	0,948	0,950	0,957
DF	0,963	1,084	0,968
DF*JHOP	1,000	1,000	1,000
DF*JHUG	1,000	1,000	1,000
JHOP	0,937	0,939	0,950
JHUG	0,924	0,926	0,940
QQ	0,946	0,947	0,957
TP	0,935	0,936	0,947

Source: Data processed by SEM-PLS output

Based on Table 7, all variables have Cronbach's Alpha and Composite Reliability values greater than 0.7, meaning that all variables meet the composite reliability criteria. In the next stage, this study will discuss the evaluation of the inner model (structural model) through bootstrapping testing, as illustrated in Figure 2.

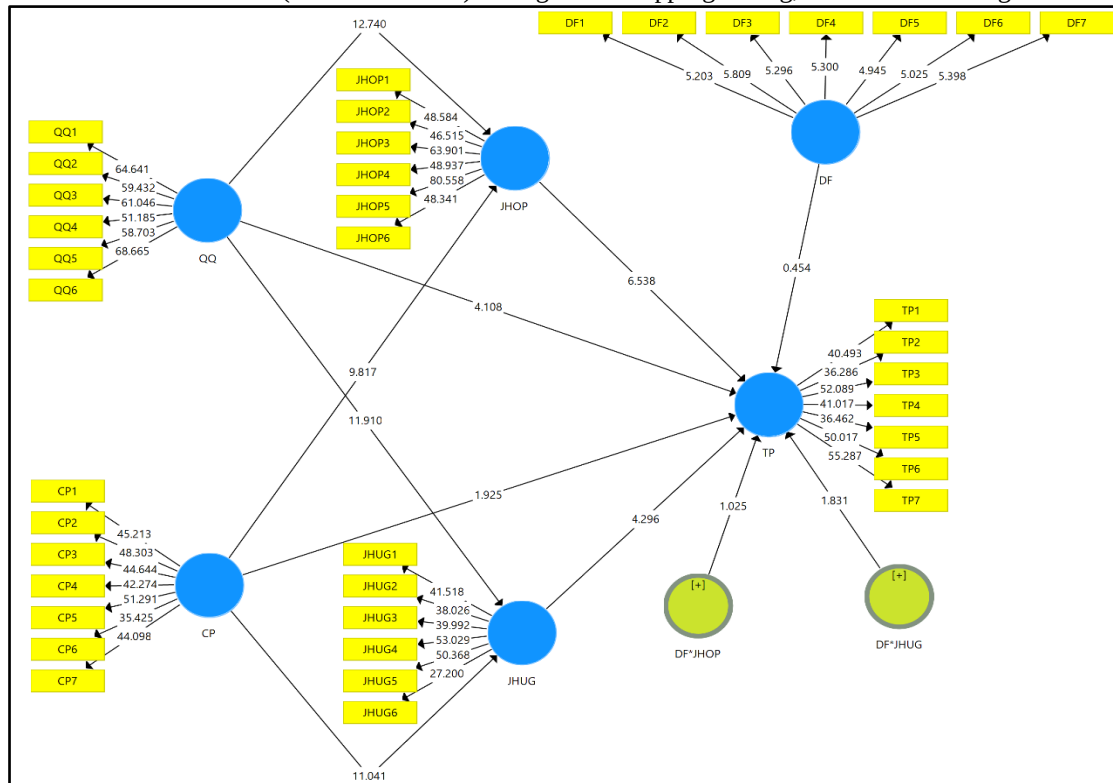


Figure 2. Result of PLS Bootstrapping Model's

At the stage of inner model (structural model) evaluation, this study describes the testing of the coefficient of determination (R^2), which is conducted to evaluate the extent to which exogenous variables are able to explain the variation in endogenous variables within the constructed structural model, as shown in Table 9.

Table 9. R^2 Result Test

	R Square	R Square Adjusted
QQ & CP $\rightarrow$ JHOP	0,544	0,540
QQ & CP $\rightarrow$ JHUG	0,548	0,543
JHOP&JHUG $\rightarrow$ TP	0,389	0,367

Source: Data processed by SEM-PLS output

The variables QQ and CP on JHOP have an R^2 value of 0.544 (Adjusted 0.540), indicating that 54.4% of the variation in JHOP can be explained by QQ and CP, while the remaining variance is influenced by other variables outside the model. Furthermore, the effect of QQ and CP on JHUG shows an R^2 value of 0.548 (Adjusted 0.543), meaning that 54.8% of the variation in JHUG can be explained by these two variables. Meanwhile, the R^2 value for the effect of JHOP and JHUG on TP is 0.389 (Adjusted 0.367), indicating that the model is only able to explain 38.9% of the variation in TP, while the remaining 61.1% is influenced by other factors outside the study. In general, the model's ability to explain endogenous variables falls into the moderate category. The result of F^2 test, as shown in table 10.

Table 10. F^2 Test

Construct	JHOP	JHUG	TP
CP	0,457	0,629	0,020
DF			0,002
DF*JHOP			0,005
DF*JHUG			0,019
JHOP			0,178
JHUG			0,097

QQ	0,778	0,625	0,080
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Source: Data processed by SEM-PLS output

The f^2 results indicate varying effect sizes across the structural relationships. Community pressure shows a large effect on job hopping ($f^2 = 0.457$) and job hugging ($f^2 = 0.629$), while quiet quitting also demonstrates large effects on job hopping ($f^2 = 0.778$) and job hugging ($f^2 = 0.625$). Job hopping has a medium effect on task performance ($f^2 = 0.178$), whereas job hugging has a small effect ($f^2 = 0.097$). Community pressure has a small effect on task performance ($f^2 = 0.020$), while quiet quitting shows a small effect ($f^2 = 0.080$). The moderating effects of digital fatigue are negligible for job hopping ($f^2 = 0.005$) and small for job hugging ($f^2 = 0.019$). Digital fatigue itself has a negligible effect on task performance ($f^2 = 0.002$). Overall, the strongest effect sizes are observed for quiet quitting and community pressure on job hopping and job hugging. The inner model testing is then continued with Q^2 predictive, RMSE, and MAE tests.

Table 11. Q^2 Predictive Test

	Q^2	RMSE	MAE
QQ & CP $\rightarrow$ JHOP	0,312	0,454	0,456
QQ & CP $\rightarrow$ JHUG	0,328	0,348	0,337
JHOP&JHUG $\rightarrow$ TP	0,241	0,312	0,319

Source: Data processed by SEM-PLS output

Based on the results of predictive relevance (Q^2) and PLS Predict testing, it is known that the Q^2 values for the relationships QQ and CP $\rightarrow$ JHOP of 0.312, QQ and CP $\rightarrow$ JHUG of 0.328, and JHOP and JHUG $\rightarrow$ TP of 0.241 meet the criterion of $Q^2 > 0$, indicating that the model has good predictive capability. The RMSE and MAE values for each variable are relatively low, which indicates that the model's prediction error level is also low. After evaluating the measurement model and the structural model, the next stage is hypothesis testing, as presented in Table 12.

Table 12. Hypothesis Result Test

Hypothesis	β	Mean	STDEV	t Statistics	P Values	Decision of Research
H1: QQ $\rightarrow$ JHOP	0,596	0,593	0,047	12,740	0,000	Accepted
H2: CP $\rightarrow$ JHOP	0,456	0,458	0,046	9,817	0,000	Accepted
H3: QQ $\rightarrow$ JHUG	0,532	0,532	0,045	11,910	0,000	Accepted
H4: CP $\rightarrow$ JHUG	0,534	0,533	0,048	11,041	0,000	Accepted
H5: QQ $\rightarrow$ TP	-0,334	-0,332	0,081	4,108	0,000	Accepted
H6: CP $\rightarrow$ TP	-0,158	-0,159	0,082	1,925	0,055	Rejected
H7: JHOP $\rightarrow$ TP	-0,491	-0,493	0,075	6,538	0,000	Accepted
H8: JHUG $\rightarrow$ TP	0,365	0,367	0,085	4,296	0,000	Accepted
H9: DF $\rightarrow$ TP	0,033	0,029	0,073	0,454	0,650	Rejected
Mediated Effect						
H10: QQ $\rightarrow$ JHOP $\rightarrow$ TP	-0,293	-0,293	0,052	5,640	0,000	Partial Mediated
H11: CP $\rightarrow$ JHOP $\rightarrow$ TP	-0,224	-0,226	0,042	5,371	0,000	Full Mediated
H12: QQ $\rightarrow$ JHUG $\rightarrow$ TP	0,194	0,195	0,049	3,991	0,000	Partial Mediated
H13: CP $\rightarrow$ JHUG $\rightarrow$ TP	0,195	0,196	0,051	3,793	0,000	Full Mediated
Moderated Effect						
H14: JHOP*DF $\rightarrow$ TP	-0,072	-0,065	0,070	1,025	0,306	Rejected
H15: JHUG*DF $\rightarrow$ TP	0,145	0,129	0,079	1,831	0,068	Rejected

Source: Data processed by SEM-PLS output

Table 12 presents the results show that quiet quitting has a positive and significant effect on job hopping ($\beta = 0.596$; $t = 12.740$; $p < 0.001$), supporting H1. Community pressure also has a positive and significant effect on job hopping ($\beta = 0.456$; $t = 9.817$; $p < 0.001$), supporting H2. Furthermore, quiet quitting significantly and positively affects job hugging ($\beta = 0.532$; $t = 11.910$; $p < 0.001$), supporting H3, while community pressure has a positive and significant effect on job hugging ($\beta = 0.534$; $t = 11.041$; $p < 0.001$), supporting H4. Regarding task performance, quiet quitting has a significant negative effect ($\beta = -0.334$; $t = 4.108$; $p < 0.001$), supporting H5. In contrast, the negative effect of community pressure on task performance is not statistically significant ($\beta = -0.158$; $t = 1.925$; $p = 0.055$), resulting in the rejection of H6. Job hopping has a significant negative effect on task performance ($\beta = -0.491$; $t = 6.538$; $p < 0.001$), supporting H7, whereas job hugging has a significant positive

effect on task performance ($\beta = 0.365$; $t = 4.296$; $p < 0.001$), supporting H8. Digital fatigue does not have a significant effect on task performance ($\beta = 0.033$; $t = 0.454$; $p = 0.650$); therefore, H9 is rejected. The mediation analysis indicates that job hopping significantly mediates the relationship between quiet quitting and task performance ($\beta = -0.293$; $t = 5.640$; $p < 0.001$), supporting H10, with the mediation classified as partial. Job hopping also significantly mediates the relationship between community pressure and task performance ($\beta = -0.224$; $t = 5.371$; $p < 0.001$), supporting H11, with full mediation. In addition, job hugging significantly mediates the effect of quiet quitting on task performance ($\beta = 0.194$; $t = 3.991$; $p < 0.001$), supporting H12, with partial mediation. Job hugging also significantly mediates the relationship between community pressure and task performance ($\beta = 0.195$; $t = 3.793$; $p < 0.001$), supporting H13, with full mediation. Finally, the moderating effects of digital fatigue are not statistically significant. Digital fatigue does not significantly moderate the relationship between job hopping and task performance ($\beta = -0.072$; $t = 1.025$; $p = 0.306$), leading to the rejection of H14. Similarly, digital fatigue does not significantly moderate the relationship between job hugging and task performance ($\beta = 0.145$; $t = 1.831$; $p = 0.068$), resulting in the rejection of H15. Overall, 11 of the 15 hypotheses are supported, while four hypotheses (H6, H9, H14, and H15) are not supported.

The Effect of Quiet Quitting on Job Hopping

The results show that quiet quitting has a positive and significant effect on job hopping ($\beta = 0.596$; $t = 12.740$; $p < 0.001$), supporting H1. This finding indicates that higher levels of disengagement increase the tendency of PKH facilitators to consider changing jobs. The result is consistent with previous research linking employee disengagement and withdrawal-related behavior with stronger turnover tendencies (Pratiwi et al., 2023). From the perspective of JD-R theory, prolonged job demands that are not adequately balanced by available resources may deplete employees' energy and encourage withdrawal or mobility as a way of reducing resource loss (Bakker & Demerouti, 2014). In the Family Hope Program context, facilitators facing continuous administrative, social, and community demands may respond to declining engagement by considering alternative employment. Therefore, organizations should treat quiet quitting as an early warning signal of potential employee mobility and strengthen workload management, recognition, and job resources to prevent disengagement from developing into job hopping.

The Effect of Quiet Quitting on Job Hugging

The results demonstrate that quiet quitting has a positive and significant effect on job hugging ($\beta = 0.532$; $t = 11.910$; $p < 0.001$), supporting H3. This finding indicates that employees who reduce their psychological and discretionary involvement in work may nevertheless choose to remain in their current jobs. Rather than immediately leaving, disengaged employees may preserve their existing employment because of perceived security, income stability, or the costs associated with job change. This finding supports the emerging view that quiet quitting does not necessarily lead exclusively to employee exit but may coexist with passive retention behavior. From a JD-R perspective, employees may conserve valuable resources by remaining in a familiar job while reducing additional effort when job demands remain high. In the Family Hope Program context, employment stability and familiarity with the program may encourage facilitators to remain despite reduced engagement. Thus, managers should distinguish between retention and genuine engagement, while future actions should focus on restoring motivation and job resources among employees who remain but show signs of disengagement.

The Effect of Quiet Quitting on Task Performance

Quiet quitting has a significant negative effect on task performance ($\beta = -0.334$; $t = 4.108$; $p < 0.001$), supporting H5. The finding indicates that higher disengagement is associated with lower quality of task execution among PKH facilitators. This result is consistent with studies suggesting that reduced work involvement can impair employees' willingness to demonstrate initiative and maintain high levels of performance (Pratiwi et al., 2023). JD-R theory explains this relationship through the health-impairment process (Bakker & Demerouti, 2014), whereby demanding work conditions and insufficient resources can reduce employees' energy and subsequently impair performance (Bakker & Demerouti, 2014). Limited engagement may affect responsiveness to beneficiaries, problem solving, reporting, and other facilitation responsibilities (Mtsweni, 2025; Rahman et al., 2025). Therefore, quiet quitting should be treated as an early indicator of performance deterioration. Future action should prioritize workload balancing, recognition, supervisory support, and resource provision to restore engagement and maintain service quality. These results are in line with studies stating that disengagement reduces individual performance in completing responsibilities, but differ from findings showing that disengagement does not always reduce minimum output (Can & Alas, 2025; Pratiwi et al., 2023). Overall, the phenomenon of quiet quitting represents a pattern of disengagement that not only affects individuals in terms of either leaving their jobs or remaining despite various role demands and the quality of social interventions, but also produces more significant negative effects in carrying out field tasks related to social and community aspects (Mahand & Caldwell, 2023; Nimmi et al., 2024).

The Effect of Community Pressure on Job Hopping

Community pressure has a positive and significant effect on job hopping ($\beta = 0.456$; $t = 9.817$; $p < 0.001$), supporting H2. This result indicates that greater social pressure from beneficiaries and the community increases facilitators' tendency to consider changing jobs. The finding is consistent with previous research suggesting that demanding social and work conditions can increase employees' intention to leave or seek alternative employment. Under JD-R theory, community pressure represents a social job demand that requires sustained emotional and interpersonal effort and may trigger resource depletion when adequate job resources are unavailable (Bakker & Demerouti, 2014). In the Family Hope Program field context, complaints, conflicting expectations, beneficiary disputes, and community demands can create persistent pressure for facilitators. The implication is that reducing unnecessary social demands and strengthening supervisory and organizational support may reduce job-hopping tendencies; future interventions should therefore improve conflict-management mechanisms and provide facilitators with adequate resources to manage community expectations (Karppi et al., 2025).

The Effect of Community Pressure on Job Hugging

Community pressure has a positive and significant effect on job hugging ($\beta = 0.534$; $t = 11.401$; $p < 0.001$), supporting H4. This result suggests that higher community pressure does not always encourage employees to leave; instead, some facilitators respond by remaining in their current jobs despite experiencing considerable pressure. This finding complements research on employment retention, which indicates that employees may remain when the resources and security provided by their current jobs outweigh the perceived benefits of leaving (Karppi et al., 2025). Within JD-R theory, employees attempt to protect valuable resources when facing demanding conditions, and remaining in a familiar job can function as a resource-preservation strategy. In the PKH setting, facilitators may value stable income, accumulated experience, social networks, and familiarity with beneficiaries despite community pressure (Ahmed et al., 2014; Nayak & Pandey, 2022). The practical implication is that organizations should not interpret low turnover as evidence of healthy working conditions; future action should focus on identifying employees who remain because of security rather than engagement and strengthening their job resources (Admiraal (2025).

The Effect of Community Pressure on Task Performance

The results show that community pressure has a negative but statistically insignificant effect on task performance ($\beta = -0.158$; $t = 1.925$; $p = 0.055$), leading to the rejection of H6. Although the negative coefficient suggests that greater community pressure tends to be associated with lower performance, the effect is insufficient to establish a significant relationship at the 5% level. This finding differs from the general JD-R expectation that excessive job demands impair employee functioning, suggesting that community pressure alone may not necessarily translate directly into performance deterioration (Berger et al., 2026; Murray et al., 2025). In the Family Hope Program context, facilitators may have developed coping strategies, work experience, or organizational routines that enable them to maintain their core tasks despite social pressure (Večerková et al., 2025). The implication is that community pressure may influence performance indirectly through behavioral responses rather than directly. Future research and management interventions should therefore focus on the mechanisms through which social pressure affects employee behavior and performance.

The Effect of Job Hopping on Task Performance

Job hopping has a significant negative effect on task performance ($\beta = -0.491$; $t = 6.538$; $p < 0.001$), supporting H7. This result indicates that frequent movement between jobs is associated with lower task performance. Although job mobility can potentially provide employees with broader experience and skills, frequent transitions may disrupt work continuity, organizational familiarity, and accumulated knowledge required for effective task execution. The finding therefore supports the perspective that excessive mobility can generate performance costs. From JD-R theory, repeated job changes can be understood as a response to demanding conditions, but the resulting loss of job-specific resources may subsequently reduce performance. Conversely, facilitators who choose to remain in their jobs despite high pressure have an advantage in understanding the diverse and complex social conditions of communities across different regions (Fitritia & Matsuyuki, 2023; Pérez et al., 2025). Based on Job Demands–Resources (JD-R) Theory, job hopping reflects a failure to adapt to job demands, while job hugging indicates the sustainability of work resources (Jooss et al., 2025). These results are consistent with studies stating that job hopping has a negative effect on performance, but differ from research suggesting that job hopping (job mobility) can enhance competence (Czaller et al., 2021; Riekhoff, 2022). In the Family Hope Program context, facilitators who frequently change positions may need time to adapt to new administrative systems, communities, and responsibilities. Organizations should therefore strengthen retention through

supportive working conditions, while future actions should focus on reducing avoidable turnover and preserving organizational knowledge.

The Effect of Job Hugging on Task Performance

The results indicate that job hugging has a positive and significant effect on task performance ($\beta = 0.365$; $t = 4.296$; $p < 0.001$), supporting H8. This finding suggests that remaining in the current job, even under less-than-ideal conditions, may contribute positively to task performance when employees maintain continuity and familiarity with their responsibilities. Although job hugging may reflect a desire for employment security, remaining in the same position can preserve job-specific knowledge, experience, relationships, and work routines. This finding is consistent with the resource-preservation logic of JD-R theory, whereby employees may retain valuable job resources by maintaining their current employment. In the Family Hope Program context, longer tenure may help facilitators understand beneficiary characteristics, administrative procedures, and local social dynamics. The implication is that employment stability can support task continuity, although managers should ensure that retention is accompanied by meaningful engagement. Future action should combine retention policies with efforts to improve employee motivation and working conditions. These findings are also supported by studies indicating that job hugging contributes positively to performance improvement despite high pressure and work demands (Večerková et al., 2025). However, other findings indicate that job hugging does not have a positive impact on performance, as individuals tend to become passive and lack the intention to develop creativity (Boehnlein & Baum, 2022; Le Blanc et al., 2017; Meng et al., 2021).

The Effect of Digital Fatigue on Task Performance

The results show that digital fatigue does not have a significant effect on task performance ($t = 0.454$; p value = 0.650), thus H9 is rejected. The findings indicate that digital fatigue does not directly reduce the task performance of facilitators in optimizing the Family Hope Program provided by the government to the community. In the field, facilitators are currently required to understand the digital transformation implemented by the Indonesian government. Digital system demands include daily performance reporting and updating the Integrated Social Welfare Data. Although Family Hope Program facilitators experience fatigue due to the use of digital devices (such as smartphones and reporting applications), this does not significantly reduce their task performance. Facilitators remain able to carry out their main duties, such as collecting beneficiary data, verifying family conditions, and reporting activities in a timely manner. This is reflected in their consistency in meeting work targets and completing required administrative tasks. These findings indicate a relatively good level of digital adaptability (Supriyadi et al., 2025). These results contradict Liu & Sun (2026) and Siddiqi et al., (2025) who state that technostress reduces performance, where fatigue from using technology indicates suboptimal task execution. However, this study is in line (Khalil et al., 2026; Zhao et al., 2025) who find that technological adaptation can contribute positively to task performance, even when individuals experience fatigue and boredom in using digital systems, as it is considered an inherent responsibility (Khalequzzaman et al., 2025; Xie & Yang, 2025). Work experience and habitual use of digital applications make facilitators more adaptive, so that digital fatigue does not significantly disrupt productivity (Alkhayyal & Bajaba, 2024; Feng et al., 2025; Jain et al., 2025).

The Role of Job Hopping in Mediating Effects of Quiet Quitting on Task Performance

Job hopping significantly mediates the relationship between quiet quitting and task performance ($\beta = -0.293$; $t = 5.640$; $p < 0.001$), supporting H10, with the mediation classified as partial. This result indicates that quiet quitting reduces task performance not only directly but also indirectly by increasing job-hopping tendencies. The finding reinforces the argument that disengagement can develop into a behavioral mobility response that subsequently disrupts performance. From JD-R theory, declining engagement may reflect resource depletion, while job hopping represents an attempt to escape demanding conditions; however, the transition between jobs may also result in the loss of accumulated job-specific resources. This phenomenon reflects the reality in the field where some facilitators, despite experiencing decreased engagement or high social pressure, choose to remain in their jobs due to factors such as job security, limited alternative employment opportunities, or the social value of the work (Du et al., 2026). These findings support previous studies stating that turnover intention (mobility) has a negative impact on performance and that social pressure can reinforce disengagement (Atiq et al., 2025; Sitorus & Rachmawati, 2024). In the Family Hope Program context, disengaged facilitators who become more inclined to leave may experience discontinuity in their responsibilities and relationships with beneficiaries. The implication is that preventing quiet quitting may also reduce performance losses associated with employee mobility. Future action should therefore identify disengagement early and intervene before it develops into job-hopping behavior.

The Role of Job Hopping in Mediating Effects of Community Pressure on Task Performance

The results show that job hopping significantly mediates the relationship between community pressure and task performance ($\beta = -0.224$; $t = 5.371$; $p < 0.001$), supporting H11, with **full mediation**. This finding

indicates that community pressure does not significantly reduce task performance directly but influences performance through job-hopping behavior. The result provides an important explanation for the insignificant direct effect found in H6: social pressure may become consequential for performance when it triggers a behavioral response such as job hopping. Consistent with JD-R theory, excessive social demands may deplete resources and encourage employees to seek alternative employment, while the resulting mobility can disrupt accumulated work resources. In the Family Hope Program context, facilitators may continue performing their tasks despite community pressure until the pressure contributes to a decision to leave. Therefore, management should focus not only on reducing community pressure but also on preventing pressure from developing into turnover behavior through stronger support, conflict management, and resource provision.

The Role of Job Hugging in Mediating Effects of Quiet Quitting on Task Performance

Job hugging significantly mediates the relationship between quiet quitting and task performance ($\beta = 0.194$; $t = 3.991$; $p < 0.001$), supporting H12, with partial mediation. This result indicates that quiet quitting affects task performance partly through employees' tendency to remain in their current jobs. Although disengagement tends to reduce performance directly, remaining in the current job may preserve work continuity, accumulated knowledge, and job-specific resources that partially offset the negative consequences of disengagement. This finding is consistent with the resource-preservation logic of JD-R theory, in which employees seek to protect valuable resources when facing demanding conditions. Other studies present contradictory results, where social pressure actually improves performance through mechanisms of social control and collective accountability (Jooss et al., 2025; Karppi et al., 2025; Mäkikangas & Schaufeli, 2021; Sterud & Østhus, 2026). Facilitators may remain in their positions because of employment stability and familiarity with their duties even when their engagement declines. The implication is that retention can partially protect performance, but it cannot fully compensate for disengagement. Future action should therefore move beyond retention toward restoring genuine engagement and motivation.

The Role of Job Hugging in Mediating Effects of Community Pressure on Task Performance

Job hugging significantly mediates the relationship between community pressure and task performance ($\beta = 0.195$; $t = 3.793$; $p < 0.001$), supporting H13, with full mediation. This finding indicates that community pressure influences task performance through employees' tendency to remain in their current jobs, while the direct effect of community pressure on task performance is not significant. From the JD-R perspective, employees experiencing high social demands may preserve valuable employment resources by remaining in their current positions, thereby maintaining continuity and accumulated work resources. In the Family Hope Program context, facilitators may tolerate community pressure because their existing employment provides stability, familiarity, and established relationships with beneficiaries. This finding implies that job hugging can function as an important behavioral mechanism linking social demands to performance. However, organizations should not rely on retention alone; future action should ensure that employees who remain under pressure also receive adequate support, recognition, and opportunities to restore their engagement. Some studies assume that remaining in a job without high engagement will reduce performance; however, these findings show that under certain conditions, job hugging can actually maintain or even improve task performance (Dreisörner et al., 2021; Özkan et al., 2023; Weinert et al., 2024).

The Moderating Role of Digital Fatigue in the Effect of Job Hopping on Task Performance

Digital fatigue does not significantly moderate the relationship between job hopping and task performance ($\beta = -0.072$; $t = 1.025$; $p = 0.306$), leading to the rejection of H14. Although the negative coefficient is consistent with the expected direction, the insignificant result indicates that digital fatigue does not significantly alter the negative relationship between job hopping and task performance. This finding suggests that the performance consequences of job hopping may be more strongly determined by work discontinuity, adaptation, and loss of job-specific resources than by digital fatigue. From JD-R theory, digital demands may constitute an additional resource-consuming demand, but their effect may not be strong enough to change the consequences of job mobility in this context. For PKH facilitators, adaptation to digital systems may already be sufficiently institutionalized that digital fatigue does not substantially differentiate the performance effects of job hopping.

From a sociological perspective, this finding may also be explained by the social resilience of Family Hope Program facilitators and the mandatory nature of their occupational responsibilities. As frontline social protection workers, Family Hope Program facilitators are embedded in a network of obligations involving beneficiaries, local communities, government institutions, and administrative structures. These social and institutional expectations may encourage facilitators to maintain their field performance despite experiencing digital fatigue. In other words, digital fatigue may be experienced as an individual burden, but its potential effects

on performance can be offset by social resilience, professional responsibility, and the obligation to continuously deliver services to beneficiary families. The necessity to conduct beneficiary assistance, data verification, reporting, coordination, and other field-based responsibilities may therefore create a form of occupational persistence that prevents digital fatigue from substantially weakening performance. This perspective suggests that digital fatigue should not necessarily be interpreted as a direct determinant of reduced performance, particularly when workers operate in occupations characterized by strong social responsibilities and non-discretionary service demands.

Future research should examine other moderators, such as organizational support, workload, job autonomy, or adaptability. Family Hope Program facilitators continue to show relatively consistent patterns: those who have a tendency toward job hopping still experience a decline in performance because their focus and commitment are divided, regardless of the level of digital fatigue experienced. Conversely, individuals who exhibit job hugging behavior remain able to maintain performance due to factors such as job stability and social responsibility demands, even though they also experience digital fatigue (Siddiqi et al., 2025; Yang et al., 2025). This indicates that the main dynamics influencing performance are more determined by attitudes and decisions related to the job itself, rather than by conditions of digital fatigue (Sarling et al., 2026; Sharif et al., 2025). Some studies find that digital fatigue can exacerbate disengagement and reduce productivity (Dilekçi et al., 2025; Kim et al., 2021).

The Moderating Role of Digital Fatigue in the Effect of Job Hugging on Task Performance

The moderating effect of digital fatigue on the relationship between job hugging and task performance is positive but statistically insignificant ($\beta = 0.145$; $t = 1.831$; $p = 0.068$), leading to the rejection of H15. The result indicates that although the interaction coefficient suggests a potential positive tendency, digital fatigue does not significantly change the effect of job hugging on task performance at the 5% significance level. This finding implies that the performance benefits associated with employment continuity are relatively stable regardless of the level of digital fatigue. From JD-R theory, digital fatigue may consume cognitive resources, but the accumulated knowledge, experience, and continuity preserved through job hugging may provide compensating resources (Dilekçi et al., 2025; Kim et al., 2021). In the Family Hope Program context, experienced facilitators may maintain performance because familiarity with beneficiaries and work procedures offsets some digital demands (Sarling et al., 2026; Sharif et al., 2025).

From a sociological perspective, the insignificant moderating effect may further reflect the social resilience and occupational obligations embedded in the work of Family Hope Program facilitators. Job hugging is not merely associated with employment continuity but may also reflect the accumulation of social ties, familiarity with beneficiaries, trust within local communities, and experience in navigating institutional requirements. These social resources can strengthen facilitators' capacity to remain functional and responsive even when they experience digital fatigue. Moreover, the mandatory nature of their occupational responsibilities requires facilitators to continue providing assistance, conducting administrative activities, communicating with beneficiary families, and fulfilling program requirements regardless of their level of digital exhaustion. Consequently, digital fatigue may be experienced as an additional occupational burden without necessarily disrupting the performance advantages derived from employment continuity. The relatively stable performance of facilitators who remain in their jobs therefore suggests that social resilience and mandatory occupational demands may operate as compensatory mechanisms that buffer the potential adverse consequences of digital fatigue. The practical implication is that reducing digital fatigue may not be sufficient to strengthen the performance benefits of job hugging. Future action should therefore focus on balancing digital demands with job resources, particularly training, technical support, autonomy, and workload management. However, the findings of this study show contrasting results, where digital fatigue does not have a significant moderating role (Adha et al., 2026; Jain et al., 2025; Liu et al., 2025; Supriyadi et al., 2025).

4. CONCLUSION

This study concludes that the task performance of Family Hope Program facilitators is shaped not only by direct work demands but also by behavioral responses to those demands. The empirical results show that quiet quitting has a positive and significant effect on job hopping and job hugging, while simultaneously having a negative and significant effect on task performance. Community pressure significantly increases both job hopping and job hugging but does not have a direct significant effect on task performance. Job hopping significantly reduces task performance, whereas job hugging significantly improves task performance. The mediation results further demonstrate that job hopping partially mediates the relationship between quiet quitting and task performance and fully mediates the relationship between community pressure and task performance. In contrast, job hugging partially mediates the relationship between quiet quitting and task performance and fully mediates the relationship between community pressure and task performance. Digital fatigue has neither a significant direct effect on task

performance nor a significant moderating effect on the relationships between job hopping, job hugging, and task performance. Overall, 11 of the 15 proposed hypotheses were supported, indicating that behavioral work responses are more influential in explaining task performance than digital fatigue in the context examined.

These findings contribute to the development of Job Demands–Resources (JD-R) theory by demonstrating that responses to job demands do not necessarily produce uniform negative consequences for performance. Instead, the consequences depend on the behavioral strategy adopted by employees. Job hopping represents an exit-oriented response that is associated with declining task performance, whereas job hugging represents a retention-oriented response that can preserve work continuity and contribute positively to performance. The findings therefore extend the application of JD-R theory by positioning job hopping and job hugging as behavioral mechanisms through which work disengagement and social demands are translated into performance outcomes. Practically, the findings suggest that PKH program managers should not interpret employee retention as evidence of high engagement or interpret disengagement merely as an individual attitude. Early signs of quiet quitting should be identified, community-related pressures should be managed through stronger supervisory and organizational support, and retention strategies should be accompanied by efforts to maintain meaningful employee engagement.

This study has several limitations. First, the cross-sectional research design limits the ability to establish causal relationships and to capture changes in quiet quitting, job hopping, job hugging, digital fatigue, and task performance over time. Second, the study focuses specifically on Family Hope Program facilitators, meaning that the findings may not be directly generalizable to other occupations, public service workers, or organizational contexts with different job demands and resources. Third, the study relies primarily on self-reported perceptions, which may introduce common method bias and differences in respondents' subjective assessments of their work conditions and performance. Fourth, the relatively weak explanatory role of digital fatigue suggests that the model does not capture all contextual or individual resources that may influence task performance. Other factors, such as organizational support, job autonomy, workload, resilience, work experience, or leadership support, may provide additional explanations for the observed performance dynamics.

Based on these limitations, future research should employ longitudinal or time-lagged research designs to examine whether quiet quitting develops into job hopping or job hugging and how these behavioral responses subsequently affect task performance over time. Future studies should also replicate the model across different public-service occupations, regions, and organizational settings to assess the generalizability of the findings. Researchers are further encouraged to combine self-reported measures with supervisor-rated or objective performance indicators to reduce potential common method bias. Finally, future research should extend the JD-R framework by incorporating additional job resources and personal resources, such as organizational support, leadership, job autonomy, resilience, and work experience, and should further investigate the conditions under which digital fatigue becomes consequential for employee performance. Such research would provide a more comprehensive understanding of how contemporary work demands and adaptive behavioral responses jointly shape employee performance.

5. ACKNOWLEDGE

The authors would like to express their sincere gratitude to all Family Hope Program (PKH) facilitators across Indonesia who generously participated in this study and shared their valuable time and experiences. Their contributions were essential in providing empirical insights into the dynamics of work behavior, social pressure, and performance in the field. We also extend our appreciation to the Ministry of Social Affairs of the Republic of Indonesia and related local coordinators for their support in facilitating data access and encouraging participation in this research. Special thanks are addressed to colleagues and academic peers who provided constructive feedback throughout the research process, particularly in the development of the research instrument and data analysis. Finally, the authors acknowledge the institutional support provided by their affiliated universities, which enabled the completion of this study. Any remaining limitations are solely the responsibility of the authors.

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