

The copyright © of this thesis belongs to its rightful author and/or other copyright owner. Copies can be accessed and downloaded for non-commercial or learning purposes without any charge and permission. The thesis cannot be reproduced or quoted as a whole without the permission from its rightful owner. No alteration or changes in format is allowed without permission from its rightful owner.



**EXPLORING THE PHENOMENON OF QUIET QUITTING:
A QUALITATIVE STUDY**

By



NURUL AFIFAH BINTI HAMIDI

UUM
Universiti Utara Malaysia

**Thesis Submitted to
College of Business,
Universiti Utara Malaysia,
in Fulfillment of the Requirement for Master of Sciences (Management)**



**Pusat Pengajian Pengurusan
Perniagaan**

SCHOOL OF BUSINESS MANAGEMENT

Universiti Utara Malaysia

PERAKUAN KERJA KERTAS PENYELIDIKAN
(Certification of Research Paper)

Saya, mengaku bertandatangan, memperakukan bahawa
(I, the undersigned, certified that)

NURUL AFIFAH HAMIDI (830172)

Calon untuk Ijazah Sarjana
(Candidate for the degree of)

MASTER OF SCIENCE (MANAGEMENT)

telah mengemukakan kertas penyelidikan yang bertajuk
(has presented his/her research paper of the following title)

EXPLORING THE PHENOMENON OF QUIET QUITTING: A QUALITATIVE STUDY

Seperti yang tercatat di muka surat tajuk dan kulit kertas penyelidikan
(as it appears on the title page and front cover of the research paper)

Bahawa kertas penyelidikan tersebut boleh diterima dari segi bentuk serta kandungan dan meliputi bidang ilmu dengan memuaskan.

(that the research paper acceptable in the form and content and that a satisfactory knowledge of the field is covered by the research paper).

Nama Penyelia : **DR. ANNUAR ASWAN MOHD NOOR**
(Name of Supervisor)

Tandatangan :
(Signature)

Tarikh : **15 JANUARY 2026**
(Date)

PERMISSION TO USE

In presenting this dissertation/project paper in partial fulfillment of the requirements for a Post Graduate degree from the Universiti Utara Malaysia (UUM), I agree that the Library of this university may make it freely available for inspection. I further agree that permission for copying this dissertation/project paper in any manner, in whole or in part, for scholarly purposes may be granted by my supervisor(s) or in their absence, by the Director of Postgraduate Studies Unit, College of Business where I did my dissertation/project paper. It is understood that any copying or publication or use of this dissertation/project paper parts of it for financial gain shall not be allowed without my written permission. It is also understood that due recognition shall be given to me and to the UUM in any scholarly use which may be made of any material in my dissertation/project paper.

Request for permission to copy or to make other use of materials in this dissertation/project paper in whole or in part should be addressed to:

Director of Postgraduate Studies Unit, College of Business
Universiti Utara Malaysia
06010 UUM Sintok
Kedah Darul Aman

DECLARATION BY AUTHOR

I hereby declare that this thesis is the result of my own hard work, with the exception of citations, excerpts and summaries from previous research that has been properly cited in the text. I affirm that no part of the thesis has been submitted for any academic award or qualification at this or any other institution of higher learning. Furthermore, I willingly grant this thesis's copyright to the School of Business, Universiti Utara Malaysia and authorise the School to publish, reproduce or distribute this work in whole or in part, if it is deemed appropriate and suitable for academic or research purposes.



Signature : 
Name : **NURUL AFIFAH BINTI HAMIDI**
Date : **January 2026**

COPYRIGHT CERTIFICATE OF PAGE

All rights reserved. It is not permitted to reproduce and reproduce any part, illustration and content of this scientific project in any form or form whether electronic, photocopy, mechanical, recording or otherwise without the written permission of the Dean of the School of Business, University of Northern Malaysia.



ABSTRACT

This study explores the emerging phenomenon of ‘quiet quitting’ and its implications within the workplace. The primary objectives are to identify the factors contributing to employees’ intention to disengage from work beyond minimum requirements and to examine how such behaviour influences productivity, organizational culture, and employee well-being. A qualitative research approach was employed, involving semi-structured interviews with four participants from the same sector. The data were analysed using ATLAS.ti to generate themes and insights. Findings reveal that quiet quitting is driven by factors such as work-life imbalance, lack of recognition, and limited career growth opportunities. The study also highlights its impact on reduced productivity, strained workplace relationships, and adverse effects on mental health. Overall, the research provides valuable insights for organizations to address quiet quitting through improved workplace practices, recognition systems, and employee support initiatives.

Keywords: Quiet quitting, implication within workplace, organizational culture, employee well-being, work life imbalance.

ABSTRAK

Kajian ini meneliti fenomena semasa iaitu '*quiet quitting*' serta implikasinya dalam persekitaran kerja. Objektif utama adalah untuk mengenal pasti faktor-faktor yang mendorong kecenderungan pekerja untuk melepaskan diri daripada komitmen kerja yang melebihi tahap minimum, serta mengkaji bagaimana tingkah laku ini mempengaruhi produktiviti, budaya organisasi dan kesejahteraan pekerja. Kajian ini menggunakan pendekatan kualitatif melalui temu bual separa berstruktur bersama empat orang peserta daripada sektor yang sama. Data dianalisis menggunakan perisian ATLAS.ti bagi menghasilkan tema dan dapatan kajian. Hasil kajian menunjukkan bahawa *quiet quitting* berpunca daripada ketidakseimbangan kerja-hidup, kurangnya penghargaan, dan peluang pembangunan kerjaya yang terhad. Kajian ini turut menekankan kesan terhadap penurunan produktiviti, hubungan di tempat kerja yang tegang, serta impak negatif terhadap kesihatan mental. Secara keseluruhannya, kajian ini memberikan pandangan berguna kepada organisasi untuk menangani *quiet quitting* melalui amalan kerja yang lebih baik, sistem pengiktirafan, dan inisiatif sokongan pekerja.

Kata kunci: '*quiet quitting*', implikasinya dalam persekitaran kerja, budaya organisasi, kesejahteraan pekerja, ketidakseimbangan kehidupan kerja.

TABLE OF CONTENTS

PERMISSION TO USE	i
DECLARATION BY AUTHOR	ii
COPYRIGHT CERTIFICATE OF PAGE	iii
ABSTRACT	iv
ABSTRAK	v
TABLE OF CONTENTS	vi
LIST OF TABLES	ix
LIST OF FIGURES	x
CHAPTER 1 INTRODUCTION	
1.1 Background of the study	1
1.2 Problem statement	2
1.3 Research questions	3
1.4 Research objectives	4
1.5 Scope of the study	4
1.6 Significance of study	5
1.7 Definition on terms	6
CHAPTER 2 LITERATURE REVIEW	
2.1 Introduction	7
2.2 Quiet quitting	7
2.3 The importance of leadership	9
2.3.1 Transformational leadership	12

2.3.2	Transactional leadership	12
2.4	Employee dissatisfaction and organizational	13
2.5	Chapter summary	16

CHAPTER 3 RESEARCH DESIGN AND METHODS

3.1	Introduction	18
3.2	Research paradigm	18
3.3	Research process	21
3.4	Research design	21
3.5	Data collection sampling and procedure	24
3.6	Techniques of data analysis	26
3.7	Data storage	29
3.8	Ethical consideration	29
3.9	Chapter summary	30



CHAPTER 4 FINDINGS

4.1	Introduction	31
4.2	Background of the informants	31
4.3	Factors contributing to quiet quitting (intention to leave)	32
4.3.1	Poor employee management system	32
4.3.2	Poor work life balance	33
4.3.3	Toxic environment	34
4.4	Impact of quiet quitting to organization	35
4.4.1	Loss of talent	35
4.4.2	Declining morale	37

4.4.3	Workplace disengagement	38
4.5	Data analysis	39
CHAPTER 5 CONCLUSION AND RECOMMENDATION		
5.1	Introduction	40
5.2	Discussion of findings	40
5.2.1	Factors contributing to quiet quitting	40
5.2.2	Impact of quiet quitting on organization	41
5.3	Limitation of study	42
5.4	Recommendation	44
5.4.1	Recommendation for quiet quitting	44
5.5	Conclusion	47
REFERENCES		49
APPENDICES		57
	Interview protocol	57



LIST OF TABLES

Table 4.1	31
-----------------	----



LIST OF FIGURES

Figure 3.1	21
------------------	----



CHAPTER ONE

INTRODUCTION

1.1 Background of the study

Quiet quitting is referred to accomplishing the basic minimum at the work without going further and beyond (Bakotic D, 2023). This term refers to employees who disconnect from their work and become less devoted to their organization, rather than openly resigning (Shah & Parekh, 2023). Quiet quitting has grown popular, especially among generation Z and Millennials, who value work-life balance (Scroth, 2019, Boy & Surneli, 2023; Ng, Schweitzer & Lyons, 2010; Andert 2011). In particular, it represents the viewpoint of numerous senior workers who are not entirely content with their job. Quiet quitting usually happens if the organization unable to build a genuine relationship with its employee (Zenger & Folkman, 2020). Conflicts between the expectations, responsibilities, and roles of the work and personal spheres resulted in job dissatisfaction along with consequences such as disengagement, burnout and quiet quitting (Moyo, 2020; Stankevi, 2022). These adverse impacts sparked an anti-work advocate known as the “Great Resignation” in labour markets around the world. Anthony Klotz, an associate professor of organizational behavior at University College London, coined the term “Great Resignation,” which refers to enormous and voluntary work separations of employees (Kuzior et al., 2022). The result of the Great Resignation movement, a significant number of people either departed or changed employment in 2021 (Serenko, 2022).

1.2 Problem statement

A rising issue in the workplace is “quiet quitting,” which occurs when workers stop performing their duties without publicly voicing the displeasure. Since this issue can be so subtle, it can be challenging to identify and handle proactively, which presents a substantial challenge for organizations. As employees quietly leave their positions, the negative effects on workplace productivity, organizational culture and employee well-being become more pronounced. This emphasizes the critical need for a thorough understanding of the elements that contribute to quiet quitting, as well as the development of ways to limit its impacts, thereby building a healthier and more productive work environment. Quiet quitting can be detrimental to both the individual and the organization resulting in lower job satisfaction, lower productivity, and higher turnover rates. Exploring the elements that contribute to quiet quitting and understanding the consequences is critical for organizations seeking to build an atmosphere that encourages engagement and job satisfaction.

Maintaining a personal work-life balance or one’s health and well-being in a high-pressure work environment are common reasons for quiet quitting employees to reduce their effort at work (Hare, 2022). Quiet quitters disagree that their lives should be dominated by work, as they oppose quitting their jobs (Smith, 2022). Unfortunately, many organizations frequently overlook the necessity of treating employees with respect and being devoted to their professional growth (Cameron, 2012 & 2021). Survey data shows that when employees feel undervalued, they response to their bosses’ actions by choosing to depart silently and been responding with a small amount of personal commitment (Meyer, 2014). Therefore, understanding quiet quitting

requires organizations to critically examine their managerial practices, particularly in how they value employee well-being, respect, and long-term development.

According to Clifton (2002), organizations doesn't place the workplace happiness as priority. From the previous research, Gallup has discovered an increasing proportion of employee that are unhappy at work. Workplace happiness is strongly linked to better workplace engagement, personal well-being and job satisfaction (Joo & Lee, 2017). This statement is supported by Massoud, Mousa and Ayoubi, (2020) that workplace happiness is significantly tied to managerial behavior, notably the extent to which managers express concern for employees personally. Majority of employers doesn't put on much effort to care on employee's feelings but expected their workers to be thankful for any opportunity given to them (Boogard, 2020). Most of the organization's expectation was to have employee who dedicated to work by arrive early and stay late to show their commitment their careers (Sturges & Guest, 2006).

1.3 Research questions

This research questions seeks to look into the causes behind quiet quitting, the organizational setting that may support or discourage such behavior, and the larger consequences for both people and the organization. It offers a vast scope for researching the various aspect of quiet quitting.

- a) "What are the underlying factors contributing to 'quiet quitting' behavior among employees?"
- b) How does this phenomenon impact workplace productivity, organizational culture, and employee wellbeing?

1.4 Research objectives

- a) To identify factors (intention to leave) contributing to ‘quiet quitting’ behavior among employees.
- b) To explore how this phenomenon impact on workplace productivity, organizational culture, and employee wellbeing.

1.5 Scope of the study

The research conducted focuses mainly to analyze the factor that influence employees’ quiet quitting behavior in today’s organization. It will focus on a cross-sectional analysis of factors influencing quiet quitting, rather than an in-depth longitudinal study. Demographic variables such as age, gender and employment status will be explored as part of the scope, with the goal of identifying potential differences in quiet quitting behavior among demographic group. This study will recommend practical ways to reduce quiet quitting depending on the highlighted causes, but it will not perform a thorough implementation examination of these tactics within individual organizations.

The research will incorporate participants from transportation industries specifically MARA Liner Sdn. Bhd. Due to wide and changing nature of workplace contexts, it will not make a comprehensive attempt to cover all industries, organizational sizes, or cultural variations. While the research intends to provide useful insights into the phenomena of quiet quitting, it recognizes some limitations. For example, the study will rely on self-reported data, which may introduce biases, and it will not look into the specific economic ramifications of quiet quitting for individual organizations or industries.

1.6 Significance of study

The significance of the study highlights on its worth and possible influence. Here are some key findings that emphasize the importance of the study in examining quiet quitting habits among employees. Employee's well-being and satisfaction at work are important elements in minimizing quiet quitting since they directly affect an employee's dedication and engagement. Employees are more likely to feel appreciated and cared for when employers prioritize their well-being by creating a supportive and balance work environment, which lowers stress and burnout (Kuzior et al., 2022). Initiatives like promoting work-life balance, providing mental health assistance, and fostering a positive organizational culture can contribute to improved overall well-being. Additionally, job satisfaction is critical in keeping people motivated and engaged. Enhancing employee satisfaction can be achieved by making sure that work is relevant and in line with personal values, recognizing employee accomplishments, and offering clear career progression prospects (Bakotic D, 2023). This understanding can help improve leadership techniques and decision-making.

Policy development and implementation to reduce quiet quitting requires a systematic strategy that highlight the underlying reasons of employee disengagement. The first step is to understand why quiet quitting happens, which is frequently due to burnout, lack of recognition, inadequate career progression or a toxic workplace (Moyo, 2020; Stankevi, 2022). Once the underlying issues have been identified, organisations must define specific goals, such as increasing employee engagement, improving job satisfaction and establishing a better organizational culture. Organisations that successfully address quiet quitting contribute to a positive organizational culture. Organisations that foster employee engagement and happiness can boost teamwork,

collaboration, and overall job satisfaction. Involving important stakeholders, such as HR professionals, managers, and employees, ensure that policies are relevant and suit specific needs. Effective policy development should prioritize open communication, career growth, recognition, and ensuring work-life balance. Once these policies are in place, ongoing monitoring and feedback are required to change methods and maintain a collaborative culture that prevent the process of quiet quitting (Moyo, 2020; Stankevi 2022). High levels of quiet quitting could be linked to a higher turnover rate. Understanding and minimizing quiet quitting can help organizations retain valuable employees while lowering recruitment and training costs. HR managers can use these insights to customize recruitment, training, and retention efforts to specific requirements and concerns associated with quiet quitting (Serenko, 2022).

To summarize, the study on quiet quitting is significant because it tackles not only the current difficulties associated with employee disengagement, but also contributes to bigger organizational and social goals such as productivity, employee well-being, and ethical workplace practices.

1.7 Definition on terms

Quiet quitting

Quiet quitting refers to the act of leaving a career or position without drawing significant attention to oneself or causing disruption. It typically involves giving notice in a professional manner, fulfilling any remaining obligations or projects and then quietly exiting the organization without making a fuss (Rock and Dixit, 2023).

CHAPTER 2

LITERATURE REVIEW

2.1 Introduction

This chapter represent the relevant literature on quiet quitting. A set of related previous studies will be reviewed, clarified, and linked to achieve the previously stated objectives.

2.2 Quiet quitting

According to Sitorus and Rachmawati (2025), quiet resigning is a type of employee disengagement in which employees stay in their positions but purposefully restrict their effort to the minimal duties necessary for their position, avoiding discretionary or extra effort beyond official job responsibilities. This behaviour demonstrates an intentional withdrawal from full commitment to work engagement, in which individuals meet only the minimum requirements of their employment without willingly doing additional duties or contributing effort above what is contractually needed.

Quiet quitting occurs when employees feel disgruntled with increased demands and reduce their efforts to meet basic job expectations (Hiltzik, 2022; Johnson, 2023). Van Vliet (2002) claims that it has always been in the workplace but has just recently gained popularity due to social media exposure. Johnson (2023) proposed that the only new aspect of quiet quitting is that more people are discussing it. Bell and Kennebrew (2023) claimed that quiet quitting combines earlier social lounging and free rider dilemma hypotheses.

According to (Karau & Williams,1993), social lounging is described as the decrease in effort and motivation when people work together compared to when they work individually. Social lounging in an organization can led to a lower productivity (Varshney, 20219). Individual commitment, group size, task visibility and perceived social lounging in others are all characteristics that can contribute to social lounging (Bell & Kennebrew, 2023). Individual perceptions can have a significant impact on social lounging (Varshney, 2019). If an employee believes their management is aware of their efforts, social lounging behavior may lessen or altogether (Tosuntas, 2020). People may be prone to engage in social lounging if they perceive other members of the group doing so. (Tosuntas, 2020). Karau and Williams (1993) proposed that people can improve their dedication, recognized as social compensation, in situations when others are underperforming.

Employers need to adopt agreements between employees and employers regarding expectations (Bell & Kennebrew, 2023; Coyle-Shapiro et al, 2019). Breaking the agreement led to changes in employee attitudes towards the organization, decreased trust and job satisfaction, and lower commitment (Coyle-Shapiro et al., 2019). To reduce the quiet quitting issue and rebuild trust, managers should share knowledge with employees, particularly in the organizational changes (Bell & Kennebrew, 2023). Managers should think about using incentives, such as compensation or services (Bell & Kennebrew, 2023). Subsequently Bell and Kennebrew (2023) proposed that managers grasp employee job definitions while also being conscious of the existing informal employee-employer relationship. Managers should be aware of how the current job descriptions are viewed in order to prevent employees from feeling unfairly

treated (Bell & Kennebrew, 2023). Individuals and organizations can develop a healthy culture by adopting a variety of habits, which may eventually help eliminate quite quitting behaviors. Workplace the exhibit toxic behavior, rude, exclusive and violent conduct, might affect the motivation and integrity of its employees (Ellera et al., 2023). These behaviors have the potential to create situations that violate the previously mentioned social and psychological commitments between employers and employees. Employee burnout is a worry, and employees may set work boundaries that appear to be quite quitting (Espada, 2022). The organization need to educate the higher management in creating vision and removing toxic leaders who are unwilling to reform (Ellera et al., 2023).

2.3 The importance of leadership

Leadership is an important component in highlighting and reducing quiet quitting and there is extensive research on the leadership style and the impact on employees and organizations. There is no single leadership style that is appropriate for all workplace and industries. This literature review will examine the notion and influence of leadership in relation to employee burnout. The broad habits serve as indicator to the idea of values-based leadership, which emphasize morality and ethics in leaders (Copeland, 2014). Among the well-known leadership philosophies mentioned under this heading are transformational, servant and authentic leadership (Copeland, 2014). However, leadership revolves around realism and lifelong evolution, rather than adopting a preset style that may not be consistent with the leader's personality. There are several types of leadership, each characterized by distinct behaviors and approaches that influence how leaders motivate employees, make decisions, and achieve organizational goals.

Ethical leadership defined as treating others with respect and utilising power in a socially responsible manner, can also influence intention to leave (Eisenbeiss & Van Knippenberg, 2015; Marquardt et al., 2022). Ethical leaders can encourage and influence employee behavior by “tapping into” their values (Guo, 2022, para. 14). It also can reduce “undesirable outcomes” including reduction and disengagement (Marquardt et al., 2022, p. 158). Employee work satisfaction, media richness such as the use of communication), and transparency. Communication transparency and tools can assist ethical leaders in creating an environment that promote employee happiness and organizational growth (Guo, 2022). Glaso et al, (2018) studied the impact of compassionate and authoritarian leadership on employee engagement, intention to leave and the role of positive and negative effect.

Considerate leadership, a component of transformative leadership, involves supporting followers, demonstrating concern, and providing advice and feedback (Glaso et al; 2018). According to Glaso et al. (2018), dictatorial bosses may engage in bullying behavior, such as belittling or manipulating staff. The author’s study (Glaso et al 2018 p. 58) demonstrated that compassionate leadership leads to higher staff engagement and retention. According to Glaso et al. (2018), authoritarian leadership can lead to decreased work interest and engagement among followers, increasing the likelihood of leaving their employment. The author stresses the study’s practical consequences. Glaso et al. (2018) found that leaders who are conscious of their inclinations and seek input from followers are more likely to develop and engage to their followers.

Chan (2019) investigated participatory leadership, in which employees participate in decision making, and its impact on the work engagement and job happiness. According

to the research, proactive leadership relates to higher work engagement and job satisfaction among employee (Chan, 2019). Participatory leadership was found to be more effective in increasing employee engagement and job satisfaction when employee had fun. Glasø et al. (2018), presents two example of studies that show the value of powerful leadership behaviours that can boost the employee engagement and perhaps reducing quiet quitting behaviours.

Some common leadership styles include transformational and transactional leadership. Transactional leaders focus on receiving what they need through a transaction or trade (Avolio & Bass, 2022). Bass (1985) proposed that transactional leaders fail when they has three main components; contingent reward, in which a leader rewards followers for completing specific task management by exception, in which the leader passively or actively monitors follower's mistakes and take corrective action when necessary; and laissez-faire leadership, in which leaders avoid followers or are simply inactive (Avolio & Bass, 2002). Transformational leadership encourage followers to "do more than they are expected to do" (Bass, 1985, p. 31). This style inspire and empower their followers (Bass, 1985; Bass & Avolio, 1993). There are four primary component for transformational leadership which is idealised leadership, inspirational leadership, intellectual stimulation, and individualised consideration.

When discussing leadership, the concept of organisational culture comes up again. A good organisational culture is essential for leadership success (Myatt, 2014). In the absence of effective leadership, a poisonous culture can emerge, characterised by a lack of trust and respect. Toxic workplaces may include unethical, disrespectful and abusive behavior towards employee, which can lead to a big impact on how people

feel about their jobs and the whole organisation (Ellera et al., 2023). Creating a healthy workplace is important. Myatt (2014) emphasises the need for organisations to design and implement their culture, including values, strategy and vision. Sabir et al. (2012) discovered that corporate ethical principles had a substantial positive association with ethical leadership, and that moral management was positively associated to employee performance, highlighting the necessity of an interconnected organisation. People pay an essential influence in shaping organisational culture (Myatt, 2014). Leaders that prioritise staff engagement and promote a positive culture are more likely to achieve success and reduce quitting tendencies.

2.3.1 Transformational leadership

Previous qualitative study with 477 participants found that transformative leadership reduces intentions to leave and increases commitment among employee (Martins et al., 2023). Transformational leadership and performance feedback can increase work engagement (Lee et al., 2019; Magbity et al., 2020). Transformational leadership strategies, such as setting up organisation vision, conflict, professional development and sense of belonging, have been shown could improve the organisational devotion and reduce quiet quitting (Chua et al., 2022; Martin et al., 2023; Ntseke et al., 2022; Saeed & Jun, 2022).

2.3.2 Transactional leadership

A quantitative study of 500 employee conducted by Lee et al. (2019) examine the impact of transactional and transformational leadership style on employee engagement and turnover intentions. The findings demonstrated a relationship between transformational and transactional leadership (rather than transactional leadership) and

efforts to improve work engagement (Lee et al. 2019). This transactional leadership has a negative impact on all aspects of innovation and organisational commitment (Costa et al., 2023; Martins et al., 2023). In other point of view stated that transactional leadership increases employee engagement and productivity (Mendoza Solis et al., 2023). Despite transactional leaders' clear goals and incentive programmes, employees may become obsessed on areas of performance shortcoming, lowering their own job dedication (Chua et al., 2022; Costa et al., 2023).

Leadership styles in organisations influence employee engagement and commitment levels (Magbity et al., 2020; Martins et al., 2023). Organisational environments may foster emotions of emotional attachment among employees, lowering absence rates and turnover intentions (Martins et al., 2023). Two leadership practices that enhance the employee-leadership relationship and raise levels of work engagement are coaching and performance reviews (Lee et al., 2019). Leaders who practice transformational style will inspire employees, increasing organisational commitment and retention (Saeed & Jun, 2022). Transactional leaders may decrease intrinsic motivation and commitment, but they also increase employee engagement and performance (Chua et al., 2022; Mendoza Solis et al., 2023). Transactional leadership had a detrimental impact on staff creativity and innovation. Organisational improvement and staff retention can be achieved by focusing on transformational leadership aspirations rather than transactional leadership directions.

2.4 Employee dissatisfaction and organizational

According to the Pew Research Centre's survey, employees who resigned in 2021 cited low compensation, lack of growth chances, workplace disrespect and inflexible

schedule (Parker & Horowitz, 2022). Most individuals who left in 2021 found a position with higher compensation, more prospects for growth, work-life balance, and more time flexibility, whereas a smaller percentage found in the same or lower-level salary (Parker & Horowitz, 2022). Pay alone is insufficient to retain talent (Luna-Arocas et al., 2020). Employee job satisfaction, which has already been briefly explored in earlier sections, is critical to both individual engagement and organizational effectiveness.

Job satisfaction is an emotional response that is determined by their level of job happiness (Ahmad et al., 2017; Saba et al., 2021; Topino et al., 2021). The level of satisfaction by employee can vary determined by values, desires, beliefs, and attitudes towards their workplace (Choi et al., 2021). Unpleasant job satisfaction perceptions lead to unpleasant sentiments, unhappiness, anxiety, health problems and stress at home (Salazar & Diego-Medrano, 2021; Topino et al., 2021). Salaries, working conditions, social ties, culture, leadership support and individual perspective all can affect on job satisfaction (Ahmad et al., 2017). Pay, workload and career progression prospects are examples of extrinsic demands that may raise job satisfaction levels (Ritter, 2021). Changes in work surroundings may cause employees to feel more anxious and have poorer job satisfaction (Choi et al., 2021).

According to Bright (2021), when workers see that their organization negatively affects their self-image, their job satisfaction levels would be adversely affected. Occupational stress may have a negative impact on productivity and job satisfaction (Ahmad et al., 2017). Job satisfaction can affect health condition and relationships, which indirectly can affect work performance, absenteeism, burnout and turnover

(Montuori et al., 2022). Employees who are dissatisfied with their jobs may engage in quiet quitting. Three root causes of employee job satisfaction, in which an employee is not known or appreciated by leadership; significance, in which an employee does not understand the importance of their job; and "immeasurement," in which an employee is unable to assess their progress or success.

According to Gabriel and Aguinis's (2002) burnout research, employees with high resources but minimal job demands are more engaged. Alternatively, persons with little resources and high demands are more prone to experience emotional tiredness, negativity and dissatisfaction with their success (Gabriel & Aguinis, 2022). The employees may remain in a position related to "inertia" which impacted by job satisfaction and how the employee feels about the organisational setting (Flower & Hughes, 1973). An employee's dedication to the organisation, organisational support atmosphere, remuneration and perks and level of employee engagement may be the motivation to stay (Lyons & Bandura, 2020). Before they have the intention to leave, employees would try to assess the opportunity of outside prospects as well as personal factors (Flowers & Hughes, 1973). The employees can feel unsatisfied yet feel compelled to stay loyal to personal obligations such as relationships with family or financial concerns (Flowers & Hughes, 1973). Disengagement and quiet quitting may become a worry.

Employee disengagement can attribute to an expectations, career growth, organisational connectivity and employee well-being (Harter, 2022). Unsatisfied employee may exhibit behaviours such as bad work ethics, immoral, increased absenteeism, decreased participation in work relationships, or even health concerns

(Allam 2017). Productivity can rise by addressing employee disengagement through better leadership and heightened staff engagement (Pech & Slade, 2006). To increase productivity, Lencioni (2007) did emphasise that by improving employee engagement can help in reducing organisational expenses by retaining and recruiting good personnel, as well as improving cultural diversity. Retaining desired staff may be possible for leaders who engage in active communication, offer feedback and attend to the requirements of their team members (Lyons & Bandura, 2020).

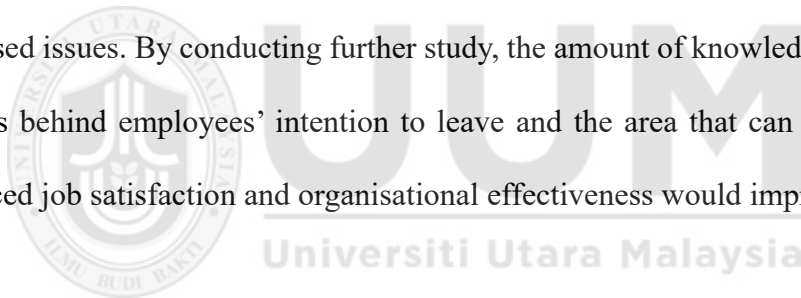
Workload, salary and opportunity to grow are the examples of extrinsic requirements that might boost job happiness. There are two types of employee resignations which is push and pull (Tessema, 2002). The push category such as inflexible schedules, low salary and benefit, and insufficient support. The pull category includes factors that lead to an employee joining an organisation that meets their needs, such as flexible work schedules, attractive pay and adequate support (Tessema et al., 2022). Similarly, Awwad and Heyari (2022) identified “salary competitiveness, employee productivity, company performance and company size” as factors that may influence employee turnover (p. 447).

2.5 Chapter summary

The research shows that motivation is complex and has a big impact on knowledge sharing, organisational innovation, employee engagement and intention to leave. Intrinsic motivation is unique to each individual and is not driven by the same things. One of the limitations is the limited sample size, which make generalisations difficult. Comprehending the effects of both internal and external motivators on motivation and sales output could inspire initiatives within organisations aimed at enhancing the

effectiveness of sales teams. Business that provide caring, encouraging work environments may improve task and goal alignment and increase employee engagement.

Future research is pretty much need to discover on how the motivation could change over time and how external factors affect the organisational effectiveness. The quiet quitting issue wasn't a new thing in this era but it emphasises the value and significance of employee well-being. Existing research on motivation and job satisfaction among employee emphasises the importance of leadership and organisational culture in fostering good employee engagement. Motivation, leadership, employee well-being, organisational culture and impact research are all interconnected and frequently discussed issues. By conducting further study, the amount of knowledge regarding the reasons behind employees' intention to leave and the area that can be addressed to enhanced job satisfaction and organisational effectiveness would improve.



CHAPTER 3

RESEARCH DESIGN AND METHODS

3.1 Introduction

This chapter covers the research methods used in the study. Research methodology is the primary tool and qualitative approach is used to achieve its research objectives. An overview of the philosophical meaning of research is given at the beginning of the chapter. The research design is then explained, followed by the research justifications. The data analysis technique and the pilot study for the current investigation are discussed. A summary of the chapter is included at the end.

3.2 Research paradigm

A research paradigm is a set of beliefs, assumptions, values, and procedures that govern researchers' approaches to studying and understanding the world (Perera, 2018). It includes the philosophical and theoretical frameworks that form the researchers' perspective and impact their decisions throughout the research process. Five research paradigms include positivism, interpretivism, postpositivism, critical theory (ideology), pragmatism, and constructivism. This article focuses on three research paradigms: positivism/postpositivism, interpretivism and constructivism, and pragmatism (Kumatongo, B., & Muzata, K. K. 2021).

Lincoln and Guba (1985) define a paradigm as consisting of four elements: epistemology, ontology, methodology, and axiology. According to the research paradigm, ontology is the nature of reality. Epistemology is the nature of knowledge and the relationship between the knower and what is known, methodology is the

appropriate approach to systematic inquiry and axiology is the nature of ethics (Mertens, 2010). To be more exact, the research paradigm includes ontology, epistemology, methodology and axiology. As a result, it is critical to have a thorough understanding of these parts because they represent the fundamental assumptions, opinions, standards, and principles that each paradigm holds. The following section briefly describes four perspectives of the research paradigm.

These are two main types of research methodology; quantitative methodology, which is based on the positivist paradigm, and qualitative methodology, which is based on the interpretivism or constructivism paradigm. As previously stated, there are two basic paradigm approaches to educational research which is positivism and interpretivism or constructivism. Constructivism is regarded as one of the best philosophical approaches in the twenty-first century for understanding the complexities and multiplicity of phenomena, particularly when creative ideas and inventions that mark novelty are sincerely sought through any qualitative research (Adom et al., 2016).

In addition, the interpretivist paradigm encompasses a variety of research traditions. They include case studies, qualitative research, constructivism, phenomenology, naturalism, ethnography, ethnomethodology, and symbolic interactionism (Kumatongo, B. & Muzata, K. 2021). So according to this viewpoint, humans are both the subject and object of study in the social sciences, and studying the social world is, in a sense, studying ourselves. The interpretive paradigm is founded on ontological and epistemological assumptions that differ significantly from the positivist paradigm.

Qualitative methodology is focused with determining the meaning of social occurrences. In contrast, quantitative methodology is concerned with efforts to quantify social process through the collection and analysis of data. It is known that a thorough comprehension of the philosophical viewpoint can help researchers perform their research (Al-Ababneh, 2020). For qualitative research, the methodology's job is to assist the research not only through data collection at the beginning of the study and data analysis at the end of the research, but also during the planning and construction of the study framework.

With this qualitative research technique, methodology has a broader, more comprehensive meaning. This is because, in qualitative research, the researcher is part of the research instrument. As a result, the data collection procedure is more informal and slightly open. The researcher's perception and reaction to the phenomenon under study impact of research methodology since they're both components of the research instruments. From a philosophical perspective, the research methodology for the qualitative research approach entails the question of the researcher's ontological and epistemological factors that is, how the researcher perceives and reacts to the phenomenon under study (Rasid Mail et al, 2016). As a result, methodology should be determined depending on the topics to be examined, as well as the context and requirements of the study's difficulties and questions.

3.3 Research process

The research process provided below explains the processes carried out for the qualitative research.



Figure 3.1

The qualitative research process adopted for the study

3.4 Research design

Research involving the study of natural events involves a methodical approach driven by a theory and hypothesis. The phrase research technique refers to numerous components of a study, including its design, data collection procedures, data analysis methodologies, subject selection, and specific treatment details (Khaldi, 2017).

Research paradigm and designs frequently serve as guiding principles for researchers.

Qualitative research design methods aim to investigate people's perceptions of an occurrence in society. According to Mohajan (2018), qualitative research is a type of social action that focuses on how people perceive and make sense of what they have experienced in order to comprehend each person's social environment. Comparing, contrasting, duplicating, categorizing, and classifying the subject of study are of the investigative techniques used in qualitative studies to help researchers gradually gain understanding of a social phenomenon (Creswell & Creswell, 2018). Mkandawire

(2019) describes qualitative data gathering methods in research as a subjective method of examining opinions, behavior, attitudes, and social interactions.

In qualitative studies, interviews, diaries, journals, classroom observations and immersions, and open-ended questionnaires are utilized to collect, analyses and interpret data, as well as content analysis of visual and textual materials and oral history (Mohajan, 2018). Qualitative research can be interactive or non-interactive, which means that the researcher may or may not interact with the participants (Astalin, 2013). A qualitative researcher may employ designs such as phenomenology, hermeneutics, ethnography, grounded theory, case study, historical, or narrative design. According to Hoepfl (1997), qualitative researchers seek results from comprehending the context, explaining events, and extrapolating from previous studies on the same situation. The use of qualitative methodologies is deemed appropriate for this study because the researcher wishes to gain a more in-depth understanding of the factors that contribute to a quite quitting experience, particularly in terms of employee wellbeing. According to Stenbacka (2001), this strategy is appropriate because it “generates understanding”.

Hermeneutics is the study of real-life experiences. In hermeneutic phenomenology, the goal is to illuminate seemingly insignificant details within experiences that we may take for granted in our lives in order to create meaning and achieve a sense of understanding (Laverty, 2003) of reality. Patterson and Williams (2002) define hermeneutic research traditions as hermeneutic divination, deconstructivism, reenactment and hermeneutic productivity. The researcher seeks insight into the author’s text using hermeneutic divination, which is founded on the idea that the

accurate interpretation of a text can only be obtained by translating the author's original thought and context. Interpreting and comprehending a reality through bracketing or assumptions is emphasized in hermeneutic reenactment, often referred to as reproductive hermeneutics. The researcher imagines themselves in the shoes of others, recreating the real potential experiences. While proponents of productive hermeneutic claim that the reader actively shapes their interpretation of the text, hermeneutic deconstructivism and critical hermeneutics are distinguished by their belief in the existence of a "false consciousness" that has the power to skew our understanding of human experience, implying that the interpreter helps in creating meaning in the process of analyzing the text.

A researcher uses interpretive hermeneutics to extract meaning from participants' live experiences. Participants narrate their live experiences to generate the research data and later analyzed utilizing a hermeneutic circle that include reading, reflective writing, and interpretation (Lavery, 2003; Simui, 2018). During the data gathering process, respondents are more likely to display signals, including body language and facial expression. These signals can reveal more information of the interview. In this context, the idea of interpretive hermeneutics allow researcher to draw conclusion about the respondents' experience beyond the message presented. Body language, such as wiping tears, being emotional and making facial expressions, can convey message that requires perception to interpret. Individuals with hearing impairments must read facial expressions and other sign language as it is part of deaf communication abilities (Muzuza & Mahlo, 2019; Muzata, 2021).

3.5 Data collection sampling and procedure

Informants were selected using purposive sampling. This technique selects informants based on specific qualities. Informants were chosen among Mara Liner's employees. The researcher approached respondents via informal networking and internal referrals within the Mara Liner organizational network. Respondents were then contacted by phone and proceeding with Whatsapp to explain the objectives of the research, ensure them of confidentiality and encourage them to participate in a semi-structured interview. Following verbal agreement, interview dates were organized at a time and location that was convenient and comfortable for those who participate.

Interviews are among the approaches used by researchers to acquire data. This is the primary approach utilized in data collection. Interviews are a method of gathering information that involves participants and researchers working together. Interviews are a crucial part of the study implementation process, especially when conducting qualitative research. According to Mason (2002), this technique is used to investigate knowledge, understanding, experiences, views, interpretation and interactions are meaningful attributes in the social reality that proposed in the research questions.

Furthermore, scholars believe that this strategy generates societal explanations and arguments based on emphasis, depth and data repetition. Compared to lengthy investigations, but only touching a small portion of the surface, according to the research's questionnaire findings. The researchers are willingly to take an active role in data creation and examination (Muthiah, P., Naidu, R., S., et al., 2020). Then, become a neutral data collector. According to the researchers, interviews are the only

way to gather the essential data. This approach enables the researcher to investigate the research questions that have been developed.

Qualitative interviews can add layers to research issues and provide a better insight. Furthermore, researchers believe it complies to the study ethic of allowing the interview to have freedom and control over the interview circumstances. Researchers that use a qualitative approach are more likely to produce accurate and ideal data from the viewpoint of the people they interview. Interview information will be documented in the field research notes. In addition, the researcher will use a voice recorder to document the interview session. This recording allows the researchers to listen again and note any missed discoveries. Additionally, the process of verifying and ensuring the accuracy of the notes depends a lot on this voice recording. Researchers feel that the interview method aids them in comprehending and addressing the research issues.

Semi-structured interviews were done with the teacher as an informant. In this interview technique, the researcher sets the amount of interview questions and may add interview questions during the interview session to get extra information from the areas that are unclear or poorly answered by the research questions. In other words, the researcher predetermines the questions for the semi-structured interview, although the answer to those questions are open to additional questions or can be formed based on the researcher's and informants' preferences (Ghazali & Sufean, 2016). Semi-structured interviews allow researchers to deeply explore the phenomenon by allowing informants to share their experiences in detail, resulting in a more honest approach to reality (Padilla-Diaz, 2015). To guarantee that the researcher covers something substantial, the interviewer has the option of structuring to which question will be

asked, although the questions are standardized, and reviews are available. It is important for the interviewer to acquire detail information in a conversation to grasp systematically the answers supplied by informants (Morse, 2015).

3.6 Techniques of data analysis

In this study, thematic data analysis is used to analyze the interview data. Castleberry and Nolen (2018) define thematic analysis as the process of detecting, analysing and reporting on patterns within data. Once the researcher has acquired the data, it will be processed using the Atlas.ti software. The usage of Atlas.ti in qualitative data analysis is meant to make analysis and interpretation easier and faster. Atlas.ti software is the researcher's preferred software because it includes a visual representation function in the form of flow charts or tree diagrams during the qualitative data analysis stage, making it easier for researchers to understand the relationship between data, create reports and present findings. Atlas.ti allows researchers to code text from a variety of materials, including PDFs, videos, images, and audio. Atlas.ti also allows a researcher to construct a link from code, themes, or subthemes using drag and drop, as well as develop a visual model through a network (Othman Talib, 2019).

After collecting the data, it will be analyzed accordingly. This step is significant since it is regarded the determinant of whether the study was successful or not. Qualitative data will get analyzed in multiple levels and among the phases is called transcription. The first step is to transcribe or copy of data in the form of audio recording, which may include interviews with the researchers and respondent, discussions, video recordings, or faults discovered during fieldwork. Almost all qualitative research will include transcribing. Writing a brief note from an audio or video recording is inappropriate.

Hence the researcher should conduct a word-for-word transcript. Writing short notes will enhance bias since the researcher will only write information or data that is deemed important to the researcher and the data in question.

The researcher must complete the transcription process in its entirety, considering all that was heard and seen, including non-verbal signs like the unexpected silence that occurs during an ongoing interview. Silence could be due to the respondent thinking of an answer to be given or because of the question being asked strikes to the respondent's emotions. Words like "eh", "emm", "ha" and so on are the vital in the transcription process and should not be overlooked. Words like this may include useful meanings and information for the researcher to exert. This method is time consuming, and it requires the researcher's full attention and patience. However, researcher will profit from this procedure since it will allow them to deep dive and understand the data from previous field investigations.

The second step in data organization, which should be done after the transcript, is to group the data by reusable sections. The researcher will organize the data by talk theme or code, divide the data by date gathered and respondent type. Third, data consistency or familiarity with the data. After all the data has been obtained, the researcher needs to become familiar with the information. In order to normalize the data, the researcher will play back the audio recording of their interview with respondents, view the field study video recording or the data from an external video recording, read the data multiple times and compile all of the data before moving on to the next analysis step.

The next step followed by coding. This is the most crucial step in the analysis of qualitative data. The technique of locating text passage and text references within a database item is called coding. Coding should commence as soon as the initial data collecting is completed. This approach facilitates researchers' comprehension of the information and data gathered, as well as serving guide for researchers in determining the topic of their study. According to Miles and Huberman (1994), coding is not data that is ready for analysis, rather it exists throughout the data collection process. The construction of categories will then be targeted, with specific categories formed to reflect the continuing study.

Researchers must check continually during the coding process to guarantee small groups and categories reach a stable and consistent level (Lincoln and Guba, 1985). Once the category has reached a stable level, the researcher can remove unnecessary categories and subcategories from the coding procedure. Then proceed with the theme. The researcher will generate a theme based on the literature highlights; if the researcher has many literature highlights, multiple themes will be produced. During this stage, the researcher will discover new themes and repeat the coding process to improve the categories that the researcher has created.

Finally, the report. This is the final level of data analysis. Researchers should assess and remark on the study's findings using the data collected during the study. At this stage, it is critical for the researcher to have extensive skills and expertise in the topic being examined. The analytical results should be presented concisely in the study report so that the reader is convinced.

3.7 Data storage

To ensure the confidentiality, and the security of the research data, a systematic and secure data storage procedure was implemented throughout the entire research. All interviews were audio recorded with full consent by respondents. The researcher had an encrypted personal laptop where the recording was stored as digital audio files. To avoid data loss, backups were created and stored on personal, and encrypted external hard disk. Other than that, all the data were backed up in cloud-based services such as Google Drive and iCloud, which were secured with strong login credentials. All records, including printed transcripts, handwritten notes and consent forms were stored in a locked filing cabinet. In compliance with ethical research standards, all the data will be kept for five years after the study ended and all digital data will be permanently deleted.

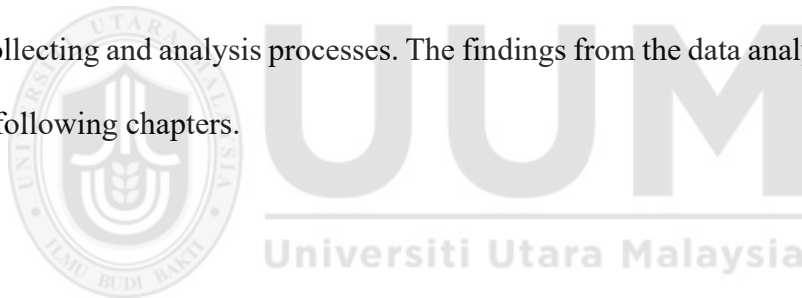
3.8 Ethical consideration

The research involved former employees who went through a phase of quiet quitting while working for MARA Liner Sdn. Bhd. Specifically, all the former employees were asked to willingly engage in the survey. Prior to the interview, each informant was given a consent form to sign. Additionally, each informant received an invitation letter that detailed the objectives of the study. Before each data collection session began, each informant was informed that their participation was completely voluntary. They are free to discontinue at any moment and request that their information be removed. Aside from that, they were notified that their data would only be used for the research purpose. The researcher is responsible for deleting the data five years after the study's end. Informants were also notified of their entitlement to seek transcripts of the interview and to remark on the data for further clarification if they deemed it

necessary. The researcher is strongly advised to preserve the participants' anonymity when conducting a qualitative study (Bogdan & Biklen, 2007). With pseudonym and the removal of identifying details, the researcher was able to guarantee participants anonymity. The informants' names were not used, and demographic information was obtained just to ensure that the informant met the demographic criteria for this study.

3.9 Chapter summary

This chapter provides a systematic description of the researcher's study approach. The study used a qualitative approach. The field of study validate and enrich the main themes, themes, and sub-themes, with participants playing an important role in providing meaningful input on the interview technique. This chapter also discusses data collecting and analysis processes. The findings from the data analysis are reported in the following chapters.



CHAPTER 4

FINDINGS

4.1 Introduction

This chapter cover the researcher's data analysis and findings from respondent's interview session. It begin with the respondent's background, followed by the findings and discussion. This chapter offers the research conclusions based on qualitative data gathered through semi-structured interviews with four employees from the same sector. The study intended to gain an understanding of the elements that contribute to quiet quitting and its effects on workplace productivity, organisational culture, and employee well-being. ATLAS.ti was used to analyse the data and identify major themes through coding and categorisation. The findings are divided into two major areas. The first section discusses the variables that contribute to quiet quitting, such as a poor employee management system, poor work life balance, and toxic environment. The second segment investigates the impact of quiet quitting on organization. Direct quotes from participants are used to support each subject and provide a deeper understanding of their experiences.

4.2 Background of the informants

Table 4.1
Background of the informants

Informant Code Name	Gender	Position
P1	Female	Business Development Manager
P2	Female	Social Media Manager
P3	Male	Manager
P4	Female	Manager

4.3 Factors contributing to quiet quitting (intention to leave)

Several factors were revealed as significant contributors to quiet quitting which is poor employee management system, poor work-life balance, and toxic environment. Employees may feel undervalued and demotivated if they are not given a clear direction, encouragement, or acknowledgement from their bosses. Long working hours and the inability to separate between work and personal life can contribute to burnout that causing employees to become disengaged. Furthermore, an environment filled with negativity, favouritism and poor communication can make employees feel insecure and devalued that led them to just do the bare minimum required.

4.3.1 Poor employee management system

The most significant problems discovered were poor employee management system, which create a sense of disengagement among employees. Majority of the informants voiced dissatisfaction towards the management that causes big disruption for them to perform well in their job. Below are the answers given by the informants in reference to prove the factors highlighted.

“I used to work for big company before, so they have like proper system establish, proper KPI and structured so when I go to this company that doesn't have it all, I was surprised when they ask us to do our own KPI” (P1).

“I consider quitting my job whether the environment (which our collegus or management) so in this company, its obviously my management. They don't even have direction for my job right now you know (P2).

“Then comes to the bad management. It comes from 2 ways. The first one from the leaders (the one I mention before) company’s direction comes from the leaders too right so when they give bad impact, it affect management. But I wanted to highlight the management not really have a proper system which means there is no proper structure, no proper KPI, evaluation system. So when I work there, I don’t feel like they’re appreciate me enough. You just do your work but then you have no idea what you’re in for. It’s like you pay me, I just do your work” (P3)

“For me it is very important to have such a thing like performance review to measure how much your staff satisfaction with the company so to avoid the retention, turnover, to stay an improve more. I think during that time I just do some stagnant thing, just like you come to work, you must get the salary and mingle around with colleagues” (P4).

All of the informant highlighted about the management doesn’t have proper system, key performance indicator evaluation, standard operating procedure and structure for the employees. Hence, they agreed that poor employee management system is the major factor contributing to quiet quitting since it directly affects employee motivation, engagement, and job satisfaction.

4.3.2 Poor work life balance

From interview, majority of the informants mentioned that poor work life balance they experienced also leads to quiet quitting. Below are some of the quotations from the respondents.

“The company didn’t have the culture that need to work for 24hours but somehow, they use the excuse for social media must be updated, keep the trend and cannot loose track. So, they using the excuse to make me work like 24/7 to keep updating to them. This industry was like working for 24/7 so instead of customer service work for them, they ask the social media team to answer all those questions online” (P2).

“That’s why I said to you when we always with our phone, that’s why the customer service don’t want to do their job. They think we’re the one who read the comments, we’re the one who need to reply them. Everything is on us right now because we’re the one who with phone 24 hours” (P2).

“I feel like if there is no balance, it impossible for us to stay motivated all the time because you already tired. And then you need your healing time personal time. We need that to energize. We need to make sure that our mental health is okay to top-up our happiness so that it can prepare to return to work. So, if no balance, we will lose interest and stop doing our best” (P3).

“About the teamwork. They are just simply pickup our team and then everything just roll up. No postmortem and evaluation. The structure of management is like not really dedicated person who suit that position. They still rely on me, they still look for expertise to advice, and then even though they are big boss in that company, they’re not compatible with the position” (P4).

4.3.3 Toxic environment

Unethical leadership, toxic environment, micromanagement, and office politics are the factors that being classified under one category which is toxic environment. It has been summarized by P3 and P4 below.

“In my previous experience, I have a very bad leader which is CEO of the company. One thing that I really cannot tolerate, he cannot manage his anger. The anger management issue affect everyone if you’re not the victim. If you’re some who stand there do nothing pun you still can feel the hot situation. It affects you in a very bad way. And then he also like to bother you out of the office hour. You work 9-6 so after that you want to rest right. Your own time with your love one, with friend, family, but then 9pm you receive message from the CEO giving task with the notation I want you to submit to me 9 am tomorrow. So unreasonable. And then micromanage. Everything you will be watched. (P3).

P2 also highlighted about the toxic environment that related to “no employee recognition” issue happen during the interviews *“When we did something very good, they don’t even give us any rewards or benefit. But somehow when we cannot do that, they will say that “what’s the reason we have them (marketing) anymore, just hire any agencies. They can pay more for agencies but they can’t pay more for us. We can do what the agency do”.*

“My other colleague is from finance, so he told me that the mark he got that time is about 70. He is not that close with the CEO at that time. So even though he works 100% like whatever the boss said, he still gets the mark 70 something. That makes him demotivated because the chances of getting promoted is very minimum. So, for me, if you close with boss, you have chance to get promoted and benefit from management”.

This represent the office politic happen involving favoritism that wasn't supposed to be glorify in a workplace.

In summary, managerial failure can be the major attribution to quiet quitting. Employees are more likely to experience the feeling of neglected and undervalued when management fails to establish clear structures, provide consistent guidance, offer adequate support, and maintain effective communication. Employee dissatisfaction and disengagement may be worsened by poor leadership and unfair treatment. Additionally, ineffective management practices often result in excessive workloads, lack of career growth and toxic culture.

4.4 Impact of quiet quitting to organization

Quiet quitting has a significant implication towards organization as a whole. Generally, there are three areas that most impacted which is workplace productivity, culture, and wellbeing.

4.4.1 Loss of talent

Loss of talent has been a substantial impact that led to high turnover on organization. Disengaged employees are prone to leave their jobs in search of a greater opportunities. To summarize the collective points, here are the informants' responds,

“Let say one department they already have few people that have this syndrome of quiet quitting so if you colleagues resign, and you also will think “should I resign?” so eventually most of them will leave” (P1).

“In short, a thriving organizational culture nurtures engagement by fostering trust, inclusion, and recognition, while a negative culture erodes it, leading to disengagement and high turnover” (P1).

“Okay, for me. if you keep on getting this quiet quitting behavior, but you ignore it – it will lead to decrease of our quality of work because people are keep leaving the company” (P2).

“Usually below 1 year because nowadays youngster they think 6month already enough to jump find a new job so nowadays career growth is a common reason for new company to accept new people. So, when they master their job within 6 month, they jump to the company that offer them a better career growth” (P2).

“That’s the point where toxic environment can happen. Each staff will feel unfair due to extra workload and initially feel demotivated, eventually will lead to quiet quitting” (P3).

Simply put, job satisfaction is one of several quality-of-life factors pertaining to a person’s relationships and health that can impact turnover, absenteeism, burnout, and work performance (Montuori et al., 2022).

4.4.2 Declining morale

Under this subtopic, the code highlighted for the impact were change of behaviour, demotivated, low productivity negative vibes and toxic environment. The code “change of behaviour” and “negative vibes” were mentioned the most. Every participant agrees regarding the change of behaviour from the people who quit and from the remaining employee as per mentioned in the interview.

“I have observed a few changes in the workplace that could be linked to the phenomenon of ‘quiet quitting’. These might be include the lower attendance in meetings and team activities. Not participate much so There’s been a noticeable drop in participation in optional meetings or team-building activities. I was there but my soul is not there basically” (P1).

“Some people in top management might see you differently after you voice out that you want to leave the organization” (P1).

“Well I still want to quit but somehow I love their spirit. They dare to state what is right and what is wrong. If the old generation, we didn’t dare much to speak out. Maybe previous generation, we still have tendencies to be like “I don’t wanna fight, I will just leave” but Gen `Z, they will speak out everything. So that is the changes that I can see” (P2).

“But if they’re not connected, everything in the workplace will become here and there, miscommunication” (P3).

“When someone know that we are going to leave the company, of course those we connect regarding work for example finance, they will become more fussy, like always got things to complaint “why not complete” “where is the document” “why like this” you know like arguing all the time. I know I’m going to leave the company, but they treat me like (its not too bad but why different from before I put on tender” (P4).

4.4.3 Workplace disengagement

This finding suggests that disengagement not only affects individual performance but also hinder the overall success of the organization. Furthermore, quiet quitting negatively influences organizational culture, leading to lower team morale and engagement. All participant expressed that the entire workplace environment changes when a significant portion of employee disengage. One participant explained, *“End up I feel I isolated from everyone because I don’t to whom should I talk to”* (P2).

Employee disengagement is the result coming from the poor management and it led to the loss of collaboration within team. When the turnover is high, it will cause extra workload to the remaining employee.

“For me, when we start to feel the negative feeling in the office like what I have stated just now which is micromanagement, kpi system, toxic environment, bad leadership, everything will make us feel unsatisfied with our work. When we feel disconnected with our work, we will start to feel demotivate, no interest, and didn’t give our best. At the end of the day, we just leave” (P3).

“When someone know that we are going to leave the company, of course those we connect regarding work for example finance, they will become more fussy, like always got things to complaint “why not complete” “where is the document” “why like this” you know like arguing all the time. I know I’m going to leave the company, but they treat me like (its not too bad but why different from before I put on tender” (P4).

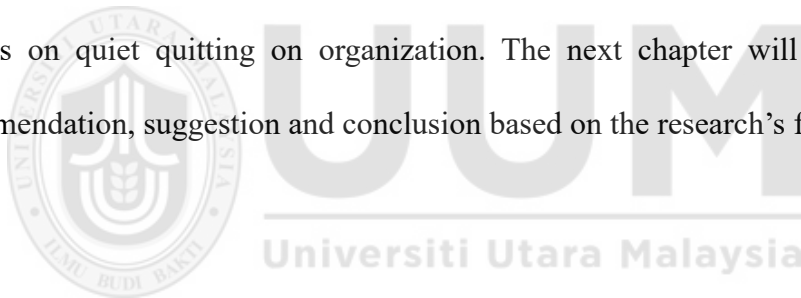
This indicates that quiet quitting can create a ripple effect, diminishing collaboration and enthusiasm across teams. This can be link with the statement coming from Ahmad et al., 2017 stating that job challenge has a negative impact on productivity and job satisfaction.

4.5 Data analysis

Four respondents were chosen based on data saturation, which occurs when respondents say the same thing or similar pattern repetitively (Mason, 2010). This was done to guarantee that the saturation threshold had been achieved, at which no new information could be gathered from the respondents and that more data collecting would make no difference. In this example, data saturation occurred more quickly due to the respondents' similar experiences (Guest, Namey, & Mitchell, 2013).

4.6 Summary

This chapter has elaborated the findings on two arrays. First, factors that contribute to quiet quitting. From the analysis also it has been found several proofs related on impacts on quiet quitting on organization. The next chapter will discuss on the recommendation, suggestion and conclusion based on the research's finding.



CHAPTER 5

CONCLUSION AND RECOMMENDATION

5.1 Introduction

This chapter discusses conclusion and recommendation in relation to the research objectives. The discussion will be based on factors contributing to quiet quitting and the impact of quiet quitting on organization. It is supported with past study and highlighting how it align with or different from previous study. The limitation of the study is also acknowledged in this chapter, followed by the practical recommendation for organizations to address quiet quitting, improve employee engagement and suggestions for future research.

5.2 Discussion of findings

5.2.1 Factors contributing to quiet quitting

The study revealed numerous significant characteristics that motivate individuals to leave quietly, including a poor employee management system, poor work life balance, and toxic environment. Furthermore, the study discovered that work life imbalance lead to quiet quitting since people tend to choose healthy lifestyle over excessive work expectations. This is consistent with recent research conducted by Smith et al. (2023), which found that employees disengage when work interferes with their personal lives.

First, respondents voice their disappointment towards poor employee management systems, especially in terms of various job roles, lack of guidance and improper evaluation system by superior. Employees believed when the management failed to provide strong structure, they became demotivated and disconnected from the work.

Poor leadership skills will give direct impact to employee's willingness to go beyond their capabilities in achieving and resulting in quiet quitting (Salleh, Zainal & Wahab, 2022).

Second, respondents frequently brought up the topic of poor work life balance. Majority of them reported being overwhelmed by heavy workload, extended hours, and the expectation to be available even after working hours. The disparity creates exhaustion and frustration the leads to quiet quitting. Yıldırım and Hacıoğlu (2023) found that employees who struggle to establish boundaries between work and personal life will experience lower job satisfaction and cause disengagement as coping mechanism. The demand for flexible working hours aftermath of the COVID-19 pandemic has underlined the value of work life balance to maintain employee commitment and minimising burnout.

Lastly, toxic environment was found as one of the factors that leads to quiet quitting. Respondents talked about how they were emotionally affected with their job when it involves with favouritism issue, lack of trust and unsupportive colleagues. Such negative environment promotes stress and withdrawal. Toxic culture weakens the emotional security which is critical for employee engagement and retention.

5.2.2 Impact of quiet quitting on organization

According to the findings of the research, quiet quitting has an array of negative impacts on the culture and performance of the organisations. The major impact highlighted were loss of talent, declining morale, and workplace disengagement. All

the point were the part where it is generally creating a ripple effect towards any workplace productivity, culture, and wellbeing.

In terms of organisational culture, respondents described how quiet quitting causes disengagement spreads across teams, reducing morale and collaboration. When competent and experienced personnel quietly step away from their responsibilities, their productivity drops eventually leading to voluntary resignation. This creates a knowledge gap, requiring organization to invest time and resources in hiring and training replacement. High turnover disrupts team relationships, lower overall efficiency, and put additional strain on the existing personnel, compounding dissatisfaction and disengagement. Disengaged employees are less likely to participate in problem-solving, volunteer task and team effort. Hence the inability to retain valuable individuals undermines an organization's stability, innovation, and long-term success.

5.3 Limitation of study

While this research provides insight into the elements that contribute to quiet quitting and its impact on workplace productivity, organisational culture, and employee wellbeing, it is important to address numerous limitations. Respondents may have shared their experiences based on their impressions rather than objective facts, which could have influenced their view of the findings. Some individuals may have been hesitant to completely disclose their disengagement behaviour due to concerns about confidentiality or job consequences.

The findings may not be entirely generalisable to other industries due to its limit scope. The research was conducted within a single organization that has their own guideline, organizational culture, leadership approach and working environment. Hence, the experiences and perception of quiet quitting may vary. For example, industries with high workforce such as banking, legal services, oil and gas, and healthcare may experience quiet quitting differently from other sectors that provide more flexible working conditions such as technology or design industries (Yıldırım & Hacıoğlu, 2023).

Organisational culture, leadership style and job satisfaction differ across industries and this characteristic have a substantial impact on how employees disengage with their roles (Tan & Sulaiman, 2023). Consequently, care should be taken when trying to extend these findings to other organisational contexts because the type of work environment can have a huge impact on how quiet quitting being perceived (Salleh et al., 2022).

This research gives valuable insights for quiet quitting despite the limitation stated above. It serves a good starting point for future research. Future research might consider adopting a larger sample size, combining both qualitative and quantitative approaches and comparing findings across different industries. This would expand the research's finding and provide clear and more comprehensive knowledge of how quiet quitting occurs in diverse work environments.

5.4 Recommendation

5.4.1 Recommendation for quiet quitting

Based on the outcomes of the research, numerous recommendations are made to help organisations overcome quiet quitting and boost employee engagement. First, organisations should prioritise career growth opportunities by developing clear career development paths. Employees who see opportunities to grow are more likely to remain engaged. Companies may implement mentorship programs, leadership training for remaining staff so that new working style could be implement and established promotion criteria to make employees feel driven to go beyond their fundamental job responsibilities. Standard performance reviews and professional development opportunities can also assist individuals in aligning their career goals with organisational objectives.

Second, improving leadership and managerial support is vital to prevent quiet quitting. Many employees disengage due to strained relationships with their superiors. Organisations ought to provide leadership training for assisting managers adopt a supportive and communicative management style. Encourage regular feedback, recognition, and one-on-one meetings to build the manager-employee relation. Thus make the employees feel heard and appreciated. A culture of open communication can help build a sense of belonging and motivation in employees.

Third, establishing work-life balance becomes essential for preventing employee disengagement. A lot of employees who feel overburdened by strict timetables and enormous workloads choose to quietly quit. Employers who adopt flexible work arrangements, hybrid work models and fair job sharing to promote employee well-

being. Encourage a healthy work culture in which individuals are not expected to overwork themselves, which can lead to increased productivity and job satisfaction.

Lastly, companies should concentrate on creating a supportive workplace environment that encourages participation, inclusivity, and teamwork. Employees are more likely to stay engaged when they have a connection to their team and the organisation. Organisations can execute team-building events, open feedback forums and recognition programs to foster a motivated work atmosphere. Organisations can offset the negative consequences of quiet quitting by focusing on employee well-being and engagement, resulting in a more dedicated workforce.

5.4.2 Recommendation for future research

While this research provides insight into the elements that contribute to quiet quitting and its consequences on workplace productivity, organisational culture and employee well-being, much more research is needed to fully understand these phenomena. Further research might look at widening the sample size by including a broader range of employees from various industry. The results of this research might not adequately reflect the complexities of quiet quitting in various work settings because it only looked at smaller sample of people from the same industry.

While this research relies on qualitative method to acquire a better understanding of employees' perspectives, future research could benefit from implementing surveys and statistical analysis to measure how prevalent quiet quitting is and how it linked to certain workplace characteristics. A mixed method approach which includes both qualitative and quantitative data may provide more comprehensive understanding of

the problem. By combining both interviews and larger scale of surveys, researcher can gain a deeper understanding of overall pattern of quiet quitting.

Another area for future research is to investigate the long-term effects of quiet quitting on both people and organisations. While this study focusses on immediate implications such as decreasing productivity and declining organisational culture, future research could investigate whether quiet quitting leads to eventual turnover, impaired creativity, or deeper structural changes within organisations. Understanding how quiet quitting affects career growth and work happiness over time can also help organisations build more successful retention approaches.

Further research might also look into how organisational regulations and leadership theories affect or amplify quiet quitting. Transformational, transactional, and situational leadership methods may all have a varied impact on employee engagement. Exploring how various leadership styles influence quiet quitting behaviours may provide useful insights for management tactics. Furthermore, researching the influence of workplace policies like remote work arrangements, flexible scheduling and mental health programs could assist in determining which measures are most helpful in reducing employee disengagement.

Another significant area for future research is to explore how cultural and generational differences influence quiet quitting. Employees coming from different generations, such as Baby Boomers, Generation X, Millennials and Generation Z may have different perspectives on work life balance, career growth and the level of assistance they expect from the management. Understanding such differences can help organisations enhance

their employee engagement effort to match the needs of people from different age group. Furthermore, multicultural research could provide insightful information because attitude and expectation regarding quiet quitting may differ among cultural background.

Finally, future research could explore into the psychological and emotional effects of quiet quitting on employees. Some research respondents said that they felt less pressured after quitting their work, but others said that their careers were stagnating, and they were not happy. Investigating the emotional trade-offs of quiet quitting, such as short-term relief against long-term disengagement, could yield more information about employee well-being and motivation.

5.5 Conclusion

The finding obtain from this research are hoped to give some insights on the quiet quitting issue happening in corporate organization today. Besides that, this research hopefully can be one of the references for the new researcher who plan to dig more on this issue. This chapter discussed the research's main findings and linked them with existing research. It also made practical tips for dealing with quiet quitting in the workplace. The research limitation was acknowledged and recommendations for future research were provided. This research investigated the elements that contribute to quiet quitting and the impact on the organization. the data indicate that the top motivations of quiet quitting are lack of professional career advancement, poor leadership and management and a work-life imbalance. Furthermore, the research discovered that quiet quitting reduces productivity, weakens organisational culture,

and has mixed consequences on employee well-being. These findings can help organisations combat that disengagement that happen in the organization.



REFERENCES

- Adom, D., Attah, A. Y., & Ankrah, K. (2016). Constructivism Philosophical Paradigm: Implication for Research, Teaching and Learning. *Global Journal of Arts Humanities and Social Sciences*, 4(10), 1–9.
- Afrahi, B., Blenkinsopp, J., Fernandez de Arroyabe, J. C., & Karim, M. S. (2022). Work disengagement: A review of the literature. *Human Resource Management Review*, 32(2), 100822. <https://doi.org/10.1016/j.hrmr.2021.100822>
- Al-Ababneh, M. (2020). Linking ontology, epistemology and research methodology. *Science & Philosophy*, 8(1), 75–91. <https://doi.org/10.23756/sp.v8i1.500>
- Aydin, E., & Azizoğlu, Ö. (2022). A new term for an existing concept: Quiet Quitting- A self-determination perspective.
- Bakker, A. B., Breevaart, K., Scharp, Y. S., & de Vries, J. D. (2021). Daily self-leadership and playful work design: Proactive approaches of work in times of crisis. *The Journal of Applied Behavioral Science*, 59(2), 314–336. <https://doi.org/10.1177/00218863211060453>
- Bakker, A. B., Demerouti, E., & Euwema, M. C. (2005). Job Resources Buffer the impact of job demands on burnout. *Journal of Occupational Health Psychology*, 10(2), 170–180. <https://doi.org/10.1037/1076-8998.10.2.170>

- Bakotić, D. (2023, May). Relationship between quiet quitting and leadership orientation: the case of croatian employees. In *DIEM: Dubrovnik International Economic Meeting* (Vol. 8, No. 1, pp. 38-45). Sveučilište u Dubrovniku.
- Benson, P. (2012). Qualitative methods: Overview. *The Encyclopedia of Applied Linguistics*. <https://doi.org/10.1002/9781405198431.wbeal0977>
- Braun, V., Clarke, V., Hayfield, N., & Terry, G. (2019). Thematic analysis. *Handbook of Research Methods in Health Social Sciences*. 843–860. https://doi.org/10.1007/978-981-10-5251-4_103
- Burns, R.B. (1995). Introduction to Research Methods. 2nd edn. Longman: Australia Pty Ld
- Carpenter, C., & Suto, M. (2008). Qualitative Research for Occupational and Physical Therapists: A Practical Guide, Blackwell Publishing, Oxford.
- Creswell, J. W. (2009). Research designs. Qualitative, quantitative, and mixed methods approach.
- Creswell, J., W. (2005). Educational research: Planning, conducting, and evaluating quantitative and qualitative research. New York: Pearson/Merrill/Prentice Hall.
- Creswell, J., W. (2009). Research design: Qualitative, quantitative, and mixed methods approaches. New York: Sage Publications, Inc.

Creswell, J., W. (2014). Research design: Qualitative, quantitative, and mixed methods approaches. doi:10.1007/s13398-014-0173-7.2

Daly, K. J. (2007). Qualitative Methods for Family Studies and Human Development. Sage Publication, Thousand Oaks, CA.

Ghazali, D. & Sufean, H. (2016). Metodologi penyelidikan dalam pendidikan; amalan dan analisis kajian. Penerbit Universiti Malaya. Kuala Lumpur.

Gonsiorowska, M., & Zięba, M. (2023). Quiet Quitting and its Link With Knowledge Risks in Organizations—Theoretical Insights.

Guba, E. G., & Lincoln, Y. S. (1994). Competing paradigms in qualitative research. *Handbook of qualitative research*, 2(163-194), 105.

Harter, J. (2022, September 6). *Is quiet quitting real?* Gallup.
<https://www.gallup.com/workplace/398306/quiet-quitting-real.aspx>

Hoepfl, M. (1997). Choosing qualitative research: a primer for technology education researchers. *Journal of Technology Education*, Vol 9(1). 47 – 63.

Horton, J., Macve, R., & Struyven, G. (2004). Qualitative research: Experiences in using semi-structured interviews. *The Real Life Guide to Accounting Research*, 339–357. <https://doi.org/10.1016/b978-008043972-3/50022-0>

- Irarrázaval, L. (2020). A phenomenological paradigm for empirical research in psychiatry and psychology: Open questions. *Frontiers in Psychology, 11*.
<https://doi.org/10.3389/fpsyg.2020.01399>
- Khatri, K. K. (2020). Research paradigm: A philosophy of educational research. *International Journal of English Literature and Social Sciences (IJELS)*, 5(5).
- Kumatongo, B., & Muzata, K. K. (2021). Research paradigms and designs with their application in education. *Journal of Lexicography and Terminology (Online ISSN 2664-0899. Print ISSN 2517-9306)*., 5(1), 16-32.
- Landin, S., Hadzic, S., & Biregeyi, J. (2023). Beyond the Pandemic: Exploring Quiet Quitting and Job Satisfaction: A qualitative research exploring job satisfaction in “the new workplace”.
- Lincoln, YS. & Guba, E.G. (1985). *Naturalistic Inquiry*. Newbury Park, CA: Sage Publications.
- Mahand, T., & Caldwell, C. (2023). Quiet quitting—Causes and opportunities. *Business and Management Researches, 12*(1), 9-18.
- Mason, J. (2002). *Qualitative Researching*, 2nd edn. London: Sage.

Miles, M.B. & Huberman, A.M. (1994). *An Expanded Sourcebook: Qualitative Data Analysis*. Thousand Oaks, CA: Sage Publication

Muthiah, P., Naidu, R. S., Mastura, B., Fadhilah, N., Radziah & N. Hashima (2020). *Qualitative research: data collection and data analysis techniques*. Penerbit Universiti Utara Malaysia. Sintok.

Muzari, T., Shava, G. N., & Shonhiwa, S. (2022). Qualitative research paradigm, a key research design for educational researchers, processes and procedures: A theoretical overview. *Indiana Journal of Humanities and Social Sciences*, 3(1), 14-20.

Muzari, T., Shava, G. N., & Shonhiwa, S. (2022). Qualitative research paradigm, a key research design for educational researchers, processes and procedures: A theoretical overview. *Indiana Journal of Humanities and Social Sciences*, 3(1), 14-20.

Nordgren, H., & Ingemarsson Björs, A. (2023). *Quiet quitting, loud consequences: The role of management in employee engagement* (Master's thesis, Uppsala University, Sweden). Retrieved from <https://urn.kb.se/resolve?urn=urn:nbn:se:uu:diva-498675>

Othman Lebar (2018). *Penyelidikan kualitatif: pengenalan kepada teori dan metode*. Penerbit Universiti Pendidikan Sultan Idris, Tanjong Malim.

Othman Talib. (2013). Asas penulisan tesis penyelidikan & statistik. Serdang: Penerbit Universiti Putra Malaysia.

Padgett, D. K. (2008). *Qualitative Methods in Social Work Research*, 2nd edn. Sage Publications, Los Angeles.

Padilla-Díaz, M. (2015). Phenomenology in educational qualitative research: philosophy as science or philosophical science? *International Journal of Educational Excellence*, 1(2), 101–110.
<https://doi.org/10.18562/ijee.2015.0009>

Patton, M. Q. (2001). *Qualitative Research and Evaluation Methods* (2nd ed). Thousand oaks, CA: Sage Publications.

Patton, M. Q. (2002). *Qualitative Research & Evaluation Methods* (3rd ed). Sage Publications, Inc.

Pevec, N. (2023). The concept of identifying factors of quiet quitting in organizations: An integrative literature review. *Challenges of the Future*, 2, 128-147.

Potokar, J. L., Onge, K. O. S., & Hunter, S. (2023). Unmasking the experiences of pharmaceutical sales reps: A qualitative exploration of quiet quitting and burnout. *Journal of Values-Based Business*, 1(2), 1-19.

Pranee. L. (2009). *Qualitative Research Methods*, 3rd edn. Oxford University Press, Melbourne.

Rehman, A. A., & Alharthi, K. (2016). An introduction to research paradigms in distance education. *International Journal of Educational Investigations*, 3(10), 51–59.

Reinard, J. (2001). *Introduction to Communication Research* (3rd ed.). New York: McGraw Hill.

Salleh, M. F., Zainal, N. A., & Wahab, S. A. (2022). Leadership practices and their influence on quiet quitting among employees. *Asian Journal of Business Research*, 12(4), 45–59. <https://doi.org/10.14707/ajbr.220121>

Shah, D., & Parekh, M. (2023). Understanding work-life balance: An analysis of quiet quitting and age dynamics using deep learning. *International Research Journal of Engineering and Technology*, 10(6), 1230–1235. <https://doi.org/10.13140/RG.2.2.21097.47204>

Sitorus, M. G., & Rachmawati, R. (2025). Analysis of the quiet quitting phenomenon with work engagement and job satisfaction as mediators, study of employees in Indonesia banking industry. *Eduvest - Journal of Universal Studies*, 4(11), 10671–10793. <https://doi.org/10.59188/eduvest.v4i11.44765>

- Stenbacka, C. (2001). Qualitative research requires quality concepts of its own. *Management Decision*, 39(7), 551–556.
<https://doi.org/10.1108/eum0000000005801>
- Strauss, A. & Corbin, L. (1990). Basics of grounded theory methods. Beverly Hills, CA: Sage Publications.
- Suhendar, A., Setiadi, R., Artati, A., & Rohman, A. (2023). The new trend: Why Indonesian digital start-up employees are opting for quiet quitting? *WSEAS TRANSACTIONS ON COMPUTER RESEARCH*, 11, 166–180.
<https://doi.org/10.37394/232018.2023.11.15>
- Tan, M. C., & Sulaiman, M. (2023). Organizational culture and quiet quitting: The mediating role of psychological safety. *Journal of Organizational Psychology*, 23(1), 36–49.
- Ugwu, C. I., Ekere, J. N., & Onoh, C. (2021). Research paradigms and methodological choices in the research process. *Journal of Applied Information Science and Technology*, 14(2), 116-124.
- Yıldırım, M., & Hacıoğlu, R. (2023). Examining the role of work-life balance in predicting quiet quitting intentions. *Employee Relations*, 45(2), 311–327.
<https://doi.org/10.1108/ER-12-2022-0314>

APPENDICES
Interview protocol



Title of research:

Exploring the Phenomenon of Quiet Quitting: A Qualitative Study

Dear Sir/Madam,

My name is Nurul Afifah binti Hamidi, and I am currently pursuing a Master of Science (Management) at Universiti Utara Malaysia, under the supervision of Dr. Annuar Aswan bin Mohd Noor. As part of my postgraduate research, I am conducting interview sessions to gather information related to the focus of this study. I would sincerely appreciate your cooperation in participating in this interview by sharing your insights and experiences. **Please be assured that all responses provided will be treated with strict confidentiality and will be used solely for academic purposes.** The information gathered from the interview may be shared upon request. Your participation would be greatly valued and would contribute meaningfully to the successful completion of this research.

Aim of the Interview

The aim of this interview is to explore participants' experiences, perceptions, and understanding of workplace practices and management-related factors within their organisation. Specifically, this interview seeks to gain in-depth insights into how managerial approaches, work expectations, and organisational culture influence employee engagement, well-being, and work behaviour.

Content of the Interview

- Participant Background
- Work Experience and Management Practices
- Employee Engagement and Behaviour
- Organisational Culture and Leadership
- Well-being and Work-Life Balance
- Suggestions and Reflections

Thank you very much for your kind cooperation.

Nurul Afifah binti Hamidi
Master of Science (management)
Universiti Utara Malaysia
Student ID : 830172
Contact number: 0176327170



These questions are meant to generate extensive and insightful responses, providing significant insights into the variables that lead to quiet quitting and its overall impact in the organization.

No	Questions
<p>1</p> <p>So what did you do for living.</p> <p>May I know for how long have you been working with this company.</p> <p>Can you explain more on the toxic work culture. Or maybe certain events happen that you feel intolerable.</p>	<p>Objective A: Identifying factors contributing to “quiet quitting”</p> <ol style="list-style-type: none"> 1. What factors influence your decision to continue or quit your current job? 2. Can you share any specific problems that lead you to consider ‘quiet quitting’? 3. What are your thoughts on the support and recognition you obtain from your organisation? 4. How important is work – life balance to your level of motivation at work? 5. How do management procedures or organisational policies impact your desire to stay in your current role?
<p>2</p>	<p>Objective B: Exploring the impact on workplace productivity, Organisational Culture and Employee Wellbeing</p> <ol style="list-style-type: none"> 1. In your opinion, how do you think ‘quiet quitting’ behavior could impact overall workplace productivity? 2. What impact does ‘quiet quitting’ have on the organisational culture? 3. Can you describe how ‘quite quitting’ tendencies affected your job satisfaction? 4. What is your perception of the relationship between employee engagement and organisational culture at your workplace? 5. Have you observed any changes in your workplace that you believe could be related to ‘quiet quitting’?