

Identification of Factors Causing Quiet Quitting in Organizations Based on the Perspective of Literature Studies

Eva Safariyani^{1*}, Alan Fajar Fadillah²

Fakultas Teknik, Universitas Singaperbangsa Karawang¹
Fakultas Ekonomi dan Bisnis, Universitas Singaperbangsa Karawang²
eva.safariyani@ft.unsika.ac.id^{1*}, alannnz911@gmail.com²

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* Correspondence Writer

Abstract

The advancement of technology, the era of Industry 4.0, and the COVID-19 pandemic have introduced significant changes in the business world, affecting both organizations and employees. These shifts have contributed to the phenomenon of quiet quitting, where employees reduce their commitment to work without formally resigning. This phenomenon often emerges as a response to burnout, work-life imbalance, and high expectations from employers. This study compiles various research to analyze the contributing factors and negative impacts of quiet quitting on organizations. Findings indicate that quiet quitting is driven by job dissatisfaction, poor communication, lack of career development opportunities, and unsupportive organizational culture. The results highlight the importance of creating a positive work environment, fostering effective communication, and providing career development opportunities to mitigate the adverse effects of quiet quitting. Further research is needed to explore in depth the factors contributing to quiet quitting and to design more effective strategies for its prevention.

Keyword: *Quiet Quitting; Job Dissatisfaction; Poor Communication; Lack of Career Development Opportunities.*

INTRODUCTION

Currently, the business world has gone through various important events such as the breakthrough of industry 4.0 and all forms of technological developments and digitalization, the Covid-19 pandemic and the geopolitical crisis. These events are turbulent events that have a significant impact not only on organizations but also on employees. As a result, these various business turmoil events have brought many changes to individual behavior in an organization, one of which is quiet quitting.

An article published by the Wall Street Journal stated that currently more than 50% of employees have limited their commitment to their work. (Smith, 2022). Quiet quitting is that employees quit unofficially or a kind of new escape carried out by employees from the work they do, meaning they fulfill their responsibilities to the work only at a minimum level. The phenomenon of quiet quitting seems to be present to respond to the phenomenon of the great resignation as an alternative form of resignation. Quiet quitting is conceptualized as the intention of employees to reduce or stop their work and involvement by being absent, reducing work, or quitting their jobs.

This phenomenon is a response to burnout, work-life imbalance, and excessive expectations from employers. The COVID-19 pandemic accelerated this trend by forcing many companies to adopt remote work models, which gave employees more flexibility while blurring the lines between work and personal time. Many employees, especially millennials and Gen Z, began to question the value of working overtime or engaging in a “hustle” culture that prioritizes productivity over mental and physical well-being. There are certain typical negative behaviors that employees who have adopted quiet quitting exhibit, such as coming to work late and leaving early, lacking initiative, not wanting to take on greater responsibilities, not wanting to come forward even when there is a problem with work, not responding to emails or calls outside of work hours, being isolated in the work environment, avoiding social events, and taking more leave than usual. (Yildiz, 2023).

With the increasing attention to quiet quitting, this study was conducted by compiling and analyzing findings from various studies on the concept of quiet quitting and its influencing factors. Then

the negative impacts and potential risks that will arise. In addition, this study will also highlight more inclusive strategies that companies can do in responding to this trend.

LITERATURE REVIEW

Quiet Quitting

The term Quiet quitting was introduced by Mark Boldger in 2009, and became popular in 2021 with the Tang Ping movement in China. Then in 2022 this phenomenon became more well-known through Zaid Khan's short video upload on the TikTok application (Yikilmaz, 2022). The quiet quitting trend is a new term to describe an alternative to resignation where employees continue to do their jobs but refuse to engage in additional tasks (Pratiwi et al., 2023).

Quiet quitting is an attitude shown by employees who only give the minimum limit in working in order to maintain a balance between personal life and work. This is in line with the opinion (Mahand & Caldwell, 2023) which states that quiet quitting is an attitude shown by employees in refusing to do additional work that is not in accordance with their main duties. Quiet quitting is measured through a decrease in employee commitment, refusal of additional work, and the application of minimum limits in working.

According to research conducted by (Mahand & Caldwell, 2023) Quiet quitting behavior carried out by employees is motivated by several factors such as; dissatisfaction; lack of career development opportunities; inability of leaders to assess employees; decreasing employee engagement; employees feel unwell; and decreasing employee trust in the company. According to (Mahand & Caldwell, 2023) Quiet quitting is formed from several dimensions, including: decreased employee commitment, refusal of additional work and minimum work limits.

METHOD

This study uses a qualitative approach with the main method based on a literature review. Data collection follows the guidelines determined by the formal procedure or PRISMA standard that has been established. The main tool for retrieving relevant literature for this study is a matrix that has been prepared from research databases and keywords used in this study. The literature was searched based on the identified keywords and various combinations of these keywords, based on the main themes in several databases: SpringerLink, Scopus, ProQuest, ScienceDirect, dLib, Google Scholar, Emerald, and ResearchGate. The literature searched was literature with a publication period from 2019 to 2023. Literature that was not directly relevant to this research field and did not have open access was not included as data in this literature review.

Keywords:

Quiet quitting
Quiet quitting + employee
Quiet quitting + organization
Quiet quitting + work engagement
Quiet quitting + work life balance
Quiet quitting + stress
Quiet quitting + burnout
Quiet quitting + great resignation
Quiet quitting + employee retention
Quiet quitting + pandemic
Quiet quitting + transformational changes
Quiet quitting + workplace well-being
Quiet quitting + organizational culture

This study has included in the matrix all literature that contains an explanation of the concept of quiet quitting (n = 20). Each literature is screened through abstracts and results. This method is used to ensure that the literature is relevant to the research being conducted. So that as many as 15 literatures can meet the requirements for a more comprehensive review.

RESULT

Literature Review relating to the concept of quiet quitting

Table 2 presents the main findings of the 6 authors related to the concept of quiet quitting that are relevant to the research.

Authors	Findings
(Luchs, 2023)	The author discusses three major employee trends affecting various industries, including education. These trends are known as the “Great Resignation,” “Quiet Quitting,” and employee protests over workloads, mandatory overtime, and working conditions.
(Lombardo, 2021)	The impact of remote working on communication, problem solving, knowledge sharing, socialization, mentoring, and quiet quitting continues to be a concern. With remote workers, communication becomes more challenging, although tools such as zoom, skype, Microsoft teams can help remote workers in the same time zone, but have proven to be ineffective especially for employees who are more globally dispersed.
(Ali, 2022)	This study found that during Covid-19 employees experienced unstructured working hours and they were expected to be always available, the impact of which was that employees had difficulty balancing their work life with their personal life. Employees found their stress mediators by finding social support, changing their personality and work style, and they prioritized themselves over their roles. So this has an impact on the emergence of a new trend, where employees gradually let go of their jobs or quiet quitting, without resigning openly.
(Harvey, 2024)	This article discusses the importance of employee satisfaction for organizational success. Employees must feel valued, appreciated, rewarded, and compensated to achieve their job satisfaction. Lack of collaboration between management and employees can affect effective workload management which can increase stress. Collaboration among team members can help in managing workload, and management can delegate decisions and fill positions to manage workload. Employees need work-life balance to perform their jobs effectively, and flexible work schedules and adequate breaks can increase employee job satisfaction.
(Cieniewicz, 2016)	The study found that providing flexible schedules is critical to increasing employee commitment. Nearly every respondent mentioned that flexibility contributes to their commitment to their work. The study also suggested that HR should offer more opportunities for Professional Development and leadership training, especially for supervisors of telecommuting employees. HR departments should also be able to recognize and address employee disengagement and burnout. Additionally, organizations should invest in helping employees find meaningful work to maintain their commitment.
(Engelman, 2022)	This literature focuses on the impact of the COVID-19 pandemic on the behavior of leaders and employees. It discusses how the pandemic causes anxiety, insecurity, and self-oriented thoughts and actions. As a result, this literature discusses the need for better leadership skills, especially humble leadership to manage the impact of the pandemic. This is relevant to the concept of quiet quitting that has emerged as a trend during the pandemic, where employees leave their jobs quietly without much communication with their superiors. A humble leadership approach can help address this trend by encouraging better communication and promoting teamwork, creating a better organizational culture and empowering employees and managers with additional leadership skills.

These authors focus on various aspects such as labor trends, labor market institutions, employee behavior, and the impact of the Covid-19 pandemic on the workplace. Some authors touch on the concept of quiet quitting, others focus on its impact and potential solutions. (Luchs, 2023) discusses three significant workforce trends: great resignations, quiet quitting, and employee protests over workloads, mandatory overtime, and working conditions. Study from (Engelman, 2022) discussing the need to improve leadership skills, especially humble leadership to manage the impacts of the pandemic. Literature (Ali, 2022) discusses the impact of covid-19 on middle management by highlighting quiet quitting. Meanwhile (Harvey, 2024) emphasizes the importance of employee satisfaction and collaboration in managing workload effectively. The last study conducted by (Cieniewicz, 2016) emphasizing the importance of flexibility and offering development and training to employees working from home.

Key factors that have a significant influence on quiet quitting in organizations

Table 3 shows the key factors that have a significant influence on quiet quitting in organizations. The researcher found that there were 7 (seven) literatures presented and relevant to the research.

Authors	Findings
(Ratnatunga, 2022)	The author discusses the concept of quiet quitting, which is when employees are not engaged in their work without explicitly resigning. The pandemic has resulted in burnout, and longer working hours, to the point where employees prioritize their personal lives over their work. Organizations need to take responsibility for creating an inspiring, supportive, and dedicated work environment where people can thrive both at work and in their personal lives. In doing so, organizations can support employee retention and help employees feel more connected to their work and their environment.
(Serenko, 2024)	The author discusses the concept of quiet quitting where employees limit their work activities to their job description and prioritize their own well-being over organizational goals. This behavior is often driven by poor motivation, burnout, or resentment toward their boss or organization. While quiet quitting helps employees avoid burnout, it can also be detrimental to their careers.
(Mahand & Caldwell, 2023)	This literature states that the main reasons for quiet quitting are decreasing trust in the organization, increasing employee despair, lack of commitment to career development, failure of leaders to value employees, failure to fulfill promises, inability of employees to prioritize workplace culture, lack of focus on employee well-being, failure to address diversity and inclusion, and failure to create meaningful employment opportunities.
(Bell & Kennebrew, 2023)	The author concludes that positive relationships between superiors and employees are a basic principle of organizational success. Organizations that neglect social and psychological contact can lead to quiet quitting.
(Morrison-Beedy, 2022)	The author discusses the concept of quiet quitting, which refers to employees gradually disengaging from their jobs, reducing their effort and enthusiasm. This phenomenon has become increasingly prevalent in academic settings and healthcare settings, especially during the pandemic, as workers prioritize their mental health over their work.

All authors agree that quiet quitting involves employees who are disengaged from their jobs without explicitly resigning. However, there is some disagreement about the ultimate impact of quiet quitting. (Ratnatunga, 2022) stated that the pandemic has accelerated this trend due to burnout, work overload, longer working hours and an increased desire to achieve work-life balance. Thus, (Pevco, 2024) argues that organizations need to recognize the importance of a supportive work environment, opportunities for learning and development, good supervision, and good interpersonal relationships to retain their employees.

(Serenko, 2024) also highlighted the importance of job satisfaction in preventing disengagement and potential quiet quitting. They found that self-efficacy and commitment lead to dedicated and committed work, which results in job satisfaction, which then drives positive emotions and behaviors. (Mahand & Caldwell, 2023) identified factors contributing to quiet quitting that the practice is often driven by poor motivation, burnout, or resentment towards the manager or organization and the main reason for quiet quitting is declining trust in the organization, increasing employee turnover, lack of commitment to career development, failure to value employees, and other factors.

(Bell & Kennebrew, 2023) highlights the importance of positive relationships between supervisors and employees and the need to understand employees' perceptions of the social contract to eliminate the problem of quiet quitting. Finally, (Morrison-Beedy, 2022) emphasizes the negative impact of quiet quitting, particularly in healthcare and academic settings. Quiet quitting among healthcare workers, particularly younger employees, can negatively impact the quality of healthcare services by creating a toxic organizational culture.

DISCUSSION

The concept of quiet quitting refers to a situation where employees disengage from their jobs and become less committed to their jobs without actually resigning. The findings discussed in these sources can be related to this concept in several ways. The great resignation trend highlighted by (Luchs, 2023) shows that many employees choose to leave their jobs directly rather than quietly quitting. However, (Budi et al., 2023) shows that some employees may still prefer to stay in their jobs but still negotiate for better working conditions. This is a form of quiet quitting, when employees express their dissatisfaction with their work situation without resigning. (Engelman, 2022) emphasizes the importance

of humble leadership in managing the impact of the pandemic. This type of leadership can help prevent quiet quitting by creating a positive work environment where employees feel valued and supported. In addition, providing training in Professional Development and leadership as suggested by (Cieniewicz, 2016), can help prevent quiet quitting by ensuring that leaders have the skills and support they need to lead their teams effectively.

Overall, these findings suggest that quiet quitting can be a significant problem. To prevent quiet quitting, leaders need to create a positive work environment, ensure open channels of communication, and provide support and development opportunities for employees and middle managers. All authors discuss the concept of quiet quitting, where employees disengage from their jobs without explicitly resigning. They agree that it is a growing phenomenon that can negatively impact organizational outcomes. The pandemic has accelerated this trend due to burnout, increased workloads, longer work hours, and an increased desire for work-life balance. As research has been conducted (Shah & Parekh, 2023) lists several negative impacts of technology on workers, including stress and burnout, leading to disengagement and potential quiet quitting.

(Ratnunga, 2022) emphasizes the need for organizations to create inspired, dedicated and supportive environments where people can thrive both at work and in their personal lives. (Serenko, 2024) notes that the practice of quiet quitting is often driven by poor motivation, burnout, or resentment toward leadership or the organization, and can be career-threatening. (Mahand & Caldwell, 2023) cites the main reasons for quiet quitting as declining trust in the organization, increasing layoffs, lack of commitment to career development, failure to value employees, and other factors. (Bell & Kennebrew, 2023) highlights the importance of positive relationships between supervisors and employees and the need to understand employees' perceptions of the social contract to eliminate the problem of quiet quitting. Overall, the authors suggest that organizations need to prioritize employee well-being and create a supportive environment to reduce the phenomenon of quiet quitting and its impact on the organization.



Figure 1. shows factors that have a significant influence on quiet quitting.

The concept of quiet quitting is an important topic in organizational behavior research because it can have a negative impact on organizations and employees. Although there are several different approaches to understanding and preventing quiet quitting, it is clear that this is a very complex and multifaceted phenomenon that requires a comprehensive approach. Therefore, it is important for

organizations to develop and implement strategies based on a positive work environment, proactive communication between employees and leaders, and opportunities for career development.

CONLUSSION

The results show that quiet quitting is a common concept in organizations around the world. Various studies have shown that quiet quitting is associated with factors such as job dissatisfaction, poor communication with coworkers or superiors, lack of career advancement opportunities, poor organizational culture, and lack of appreciation for employee performance. In addition, researchers found that quiet quitting can cause several negative effects such as reduced productivity, increased employee turnover, and poor work quality.

The impacts were not studied in depth in this study, therefore more comprehensive research is needed in this area. This study provides insight into the dimensions and describes the influencing factors that enable organizations to identify the concept of quiet quitting in a timely and successful manner. Further research is needed to understand the factors that contribute to quiet quitting in order to develop effective strategies to prevent it.

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