

THE IMPACT OF QUIET QUITTING: FACTORS DRIVING EMPLOYEE DISENGAGEMENT POST-PANDEMIC

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ABSTRACT

The COVID-19 pandemic has led to an increase in employee disengagement, commonly referred to as "quiet quitting." This term describes employees who fulfil only the basic requirements of their roles, which can significantly harm organizational performance. This study aims to examine the underlying factors contributing to quiet quitting, its impact on businesses, and potential solutions to mitigate its effects.

Adopting a mixed-methods approach, the research integrates a thorough literature review with surveys conducted among managers and HR professionals. The study identifies ineffective leadership as a primary driver of employee disengagement. Statistical analysis is used to explore the relationship between quiet quitting and its contributing factors. The study also evaluates the effectiveness of various engagement strategies, such as recognition programs, in improving employee satisfaction, retention, and overall engagement.

The findings offer valuable insights into the root causes of quiet quitting and provide actionable recommendations for organizations to foster a more committed and engaged workforce, ultimately enhancing overall organizational performance.

Keywords: Quiet Quitting, Employee Engagement, Organizational Performance, Career Growth, Recognition Programs.

1.INTRODUCTION

Quiet quitting refers to a work-related phenomenon where employees do not formally resign but intentionally limit their efforts to only the minimum required for their role. Those exhibiting quiet quitting typically avoid taking on extra tasks or exceeding the basic expectations of their job. This form of disengagement can be detrimental to productivity, as employees make little to no extra effort, which may negatively affect overall organizational performance (Markotoff, 2022). In response to rising work pressures, job stress, and stagnating wages, an increasing number of workers have adopted this mindset, fulfilling their job duties without going beyond expectations. Often, this behavior is driven by frustration or burnout.

Unlike traditional resignation, where employees leave their job in search of new opportunities, quiet quitting is a more subtle form of disengagement. Employees who quietly quit remain in their positions but show signs of frustration, a lack of passion for their work, and a tendency to minimize their effort. This form of disengagement can be seen as an early indicator of potential turnover, as workers who feel disconnected from their company's culture and goals may eventually decide to leave. Measuring the extent of quiet quitting through reliable tools is crucial to understanding its impact and enabling organizations to intervene before employees reach the point of formal resignation.

The rise of quiet quitting has gained more attention during the "Great Resignation" that followed the COVID-19 pandemic. Many employees, grappling with financial strains post-pandemic, have opted to stay in their current roles while prioritizing personal life over professional demands. In many instances, this shift in focus has led workers to adopt a quiet quitting attitude, choosing to meet only the minimum requirements of their job in order to achieve a healthier work-life balance (Cholteeva, 2022).

The reasons behind quiet quitting are varied and complex. On an individual level, workers may become disengaged due to feeling undervalued, experiencing burnout, or struggling with a poor work-life balance (Callahan, 2022). Organizational factors, such as lack of support, poor leadership, and job-related stress, also play a significant role in fostering disengagement. These issues contribute to lower job satisfaction, reduced emotional commitment, and a higher likelihood of employees considering leaving the company (Callahan, 2022; Cholteeva, 2022). As organizations continue to navigate the digital transformation, retaining skilled employees

has become even more critical to maintaining a competitive advantage (Markotoff, 2022). This study seeks to explore the factors driving quiet quitting, its impact on organizational performance, and potential strategies to address it. Using a mixed-methods approach that combines a literature review and surveys from employees, managers, and HR professionals, the research aims to identify the primary causes of quiet quitting.

1.1 Problem Statement:

Despite efforts by organizations to engage employees, there has been a noticeable increase in disengagement, including Quiet Quitting behaviours, especially post-pandemic.

1.2 Study Significance:

This study aims to identify factors contributing to quiet quitting, its impact on organizational performance, and provide insights for improving employee engagement strategies.

2. LITERATURE REVIEW

2.1 Understanding Quiet Quitting

Quiet quitting describes a situation where employees limit their efforts to the bare minimum outlined in their job description, effectively disengaging from any additional responsibilities or tasks outside their core duties. This behavior typically emerges when employees feel undervalued, undercompensated, or disconnected from the broader objectives of their organization (Kelly, 2019). While it does not involve formally resigning, quiet quitting signals a notable reduction in emotional investment, which can adversely affect both organizational productivity and overall morale (Clifton, 2022). The concept became more prominent during the COVID-19 pandemic, as many workers began reassessing their job satisfaction and seeking a better balance between their professional and personal lives (Klotz & Bolino, 2022).

2.2 Employee Engagement and Disengagement's Impact on Organizational Performance

Employee engagement is closely linked to organizational success. When employees are engaged, they demonstrate a strong emotional commitment to their work, often going beyond the basic expectations of their roles. This heightened involvement leads to improved performance, greater innovation, and higher job satisfaction (Gallup, 2022). On the other hand, disengaged employees typically contribute less, fulfilling only the minimum requirements, which can result in decreased productivity and an increased likelihood of turnover (Kruse,

2022). Engagement plays a crucial role, as it directly impacts both individual and team morale, influencing the long-term sustainability and success of the organization (Rath & Harter, 2019).

2.3 Factors Contributing to Employee Disengagement

Disengagement, including behaviors like quiet quitting, stems from multiple underlying causes. One major factor is the absence of opportunities for career growth. Research from Gallup suggests that employees are more prone to disengagement when they perceive a lack of support for their professional development (Clifton & Harter, 2019). Other contributing factors include ineffective management, lack of appreciation, excessive workloads, and an inability to maintain a healthy work-life balance (Coward et al., 2014). Additionally, toxic work environments marked by harassment and micromanagement intensify these issues, prompting employees to withdraw from their roles and responsibilities (Aubrey, 2012).

2.4 Trends in Employee Engagement Pre- and Post-Pandemic

Prior to the pandemic, factors like job security, salary, and career advancement were the primary drivers of employee engagement (Pichler et al., 2021). However, the pandemic has altered these priorities significantly. Employees now place greater emphasis on aspects such as work flexibility, mental well-being, and achieving a healthy balance between work and personal life (Luchetti et al., 2020). This shift is becoming increasingly evident as workers look for employers who prioritize their overall well-being and provide opportunities for meaningful work, rather than solely focusing on monetary compensation and benefits (Rumlali, 2008). The widespread adoption of remote work and decreased social interactions during the pandemic have also led to a sense of isolation, creating further challenges for organizations striving to maintain employee engagement (Smith, 2022).

2.5 Counteracting Disengagement and Quiet Quitting

To address quiet quitting and employee disengagement, organizations must adopt strategies that actively promote engagement. Leadership is critical in this effort, as leaders who demonstrate empathy, appreciation, and consistent support are more likely to retain engaged and dedicated employees (Hamill, 2019). Offering opportunities for career growth, providing regular recognition, and maintaining a manageable workload are all effective methods for re-engaging employees (De Smet et al., 2021). Creating an inclusive and supportive culture, where employees feel respected and valued, is also essential in minimizing feelings of detachment (Garland, 2020). Furthermore, allowing employees greater autonomy and flexibility in how

they carry out their tasks has been shown to enhance job satisfaction and strengthen organizational loyalty (Burcharth et al., 2017).

Therefore, quiet quitting is a complex issue that organizations must address to maintain a healthy, productive workforce. By focusing on leadership quality, employee development, and organizational culture, companies can reduce disengagement and foster a more committed and motivated workforce.

3. RESEARCH OBJECTIVES

- 3.1 Identify the key factors contributing to quiet quitting among employees.
- 3.2 Assess the impact of quiet quitting on organizational performance and productivity.
- 3.3 Examine the role of leadership in fostering or preventing quiet quitting behaviours.
- 3.4 Propose strategies to enhance employee engagement and reduce quiet quitting.

4. HYPOTHESIS OF THE STUDY

H1. There is no significant difference in the likelihood of employees engaging in quiet quitting, regardless of experiencing factors such as lack of career growth, burnout, poor work-life balance, and inadequate recognition or compensation.

H2. There is no significant difference in employee engagement, satisfaction, and retention when combining recognition programs, flexible work arrangements, and professional development.

5. RESEARCH METHODOLOGY

This study is descriptive and exploratory in nature and involve a combination of literature review and surveys from various industries. The data collected will be analyzed to identify patterns related to quiet quitting behaviours and to understand how leadership, recognition, career growth, and other factors influence employee engagement and satisfaction.

5.1 Data Collection Methods

Primary data is collected through a structured questionnaire from employees, focusing on their experiences with disengagement, burnout, work-life balance, recognition, and career growth. The survey will also measure the efforts taken by the organizations for their employee satisfaction and engagement levels. Secondary data is collected through journals, articles,

reports and books that provides an in-depth review of existing studies, to define quiet quitting, and assess its implications.

5.2 Sample Population

The sample consist of employees from various organizations, including those who exhibit quiet quitting behaviours, as well as managers responsible for employee engagement. A diverse mix of industry sectors is chosen to ensure a comprehensive understanding of the issue.

5.3 Data Analysis Techniques-

Statistical tools such as Chi-Square and Analysis of Variance (ANOVA) will be used to analyse employee's disengagement and engagement in quiet quitting.

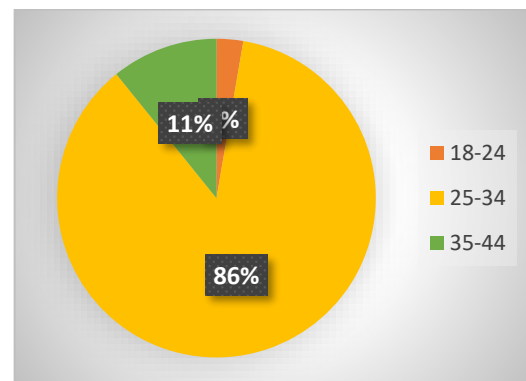
6.DATA ANALYSIS

1. Age

Table 6.1 Age Group

Age Group	No. of Respondents
18-24	4
25-34	128
35-44	16
45 & above	-
Total	148

Chart 6.1 Age Group



Source-Primary data

From the above table, it is found that majority of respondents (86.5%) belong to the 25-34 age group, indicating that this is the most engaged demographic in the survey. The 18-24 age group has only 4 respondent (2.7%), suggesting low participation from younger individuals. The 35-44 age group makes up 10.8%, showing moderate participation. There are no respondents from the 45 and above age group, indicating either a lack of interest or representation from older participants.

2. Industry

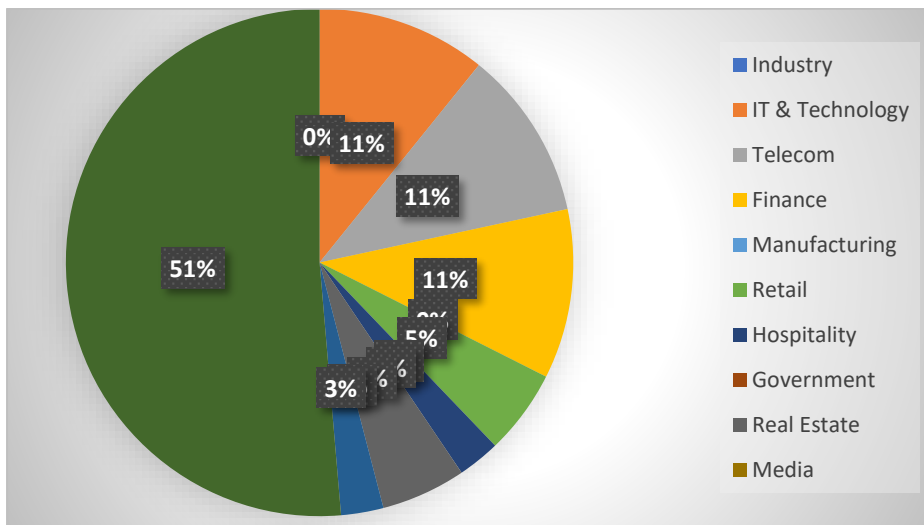
Table 6.2 Industries Included in the Study

Industry	No. of Respondents
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IT & Technology	16
Telecom	16
Finance	16
Manufacturing	0
Retail	8
Hospitality & Tourism	4
Government/Public Sector	0
Real Estate	8
Media & Entertainment	0
Legal	4
Construction	76
Transportation & Logistics	0
Total	148

Source- Primary data

Chart 6.2 Industries Included in the Study



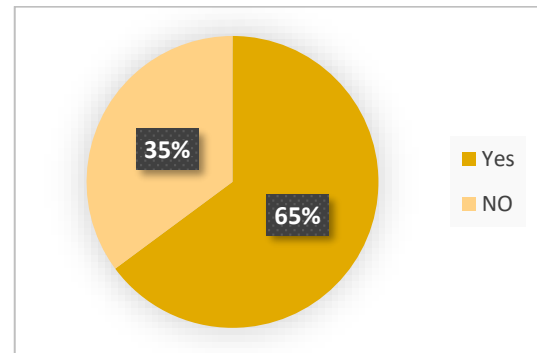
The above data revealed the participation of respondents from various industries for the study. Construction industry dominates, with 51.4% (76 respondents), indicating that most participants work in this sector. IT & Technology, telecom, finance, and manufacturing each have 16 respondents (10.8%), showing balanced representation. Retail and real estate each have 8 respondents (5.4%), showing moderate participation. Hospitality and legal industries have only 4 respondent (2.7%) each, suggesting minimal representation, while no participation from government, media and transportation & logistics sectors.

3. Awareness of Quiet Quitting.

Table 6.3 Awareness of Quiet Quitting

Awareness	No. of Respondents
Yes	96
No	52
Total	148

Chart 6.3 Awareness of Quiet Quitting



Source- Primary data

It is revealed from the table that a majority i.e.65% of respondents have heard of Quiet Quitting. Around 35% of respondents are unfamiliar with the term. This suggests that the concept is fairly well-known but not universally recognized.

Testing of Hypothesis 1: Hypothesis 1 is based on question number 4.

4.What factors motivate you to Quiet Quit?

Table-6.4.1 Factors motivating Quiet Quitting

Factors	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Total N=148
Lack of Career Growth/Opportunities	68	68	8	4	0	148
Burnout or Workload Overload	64	64	16	0	4	148
Poor Work-Life Balance	60	68	12	4	4	148
Lack of Recognition or Appreciation	60	56	28	0	4	148
Inadequate Compensation or Benefits	80	52	16	0	0	148
Poor Management or Leadership	60	68	12	4	4	148
Limited Job Security	56	52	24	12	4	148
Monotonous or Unchallenging Work	64	52	28	4	0	148
Workplace Culture	60	64	20	4	0	148
Lack of Professional Development or Training	56	72	16	4	0	148
Personal or Family Reasons	32	56	32	8	20	148

Desire for More Flexibility (Remote/Hybrid Work)	56	40	36	12	4	148
Health Issues (Mental or Physical)	44	48	24	16	16	148
Desire for a Career Change	52	56	28	8	4	148
Interpersonal Conflicts with Colleagues	60	24	32	16	16	148
Mismatched Job Role and Skillset	68	44	8	20	8	148

Source-Primary data

Table 6.4.2 -Calculation of Factors motivating Quiet Quitting through Analysis of Variance

<i>Groups</i>	<i>Count</i>	<i>Sum</i>	<i>Average</i>	<i>Variance</i>		
Column 1	16	940	58.75	112.4667		
Column 2	16	884	55.25	156.2		
Column 3	16	340	21.25	80.46667		
SUMMARY						
Column 5	16	88	5.5	40.26667		
Column 6	16	2368	148	0		
ANOVA						
<i>Source of Variation</i>	<i>SS</i>	<i>df</i>	<i>MS</i>	<i>F</i>	<i>P-value</i>	<i>F crit</i>
Between Groups	229437.3	5	45887.47	642.8817	8.67E-69	2.315689
Within Groups	6424	90	71.37778			
Total	235861.3	95				

The ANOVA (Analysis of Variance) test is used to determine if there are significant differences between the means of the groups. The ANOVA test results show a significant difference between the group means. Specifically, the F-value calculated from the data is 642.88, which is substantially higher than the critical F-value (F crit = 2.315) at 5 degrees of freedom for between-group variation and 90 degrees of freedom for within-group variation, with a significance level of 0.05.

Since the calculated F-value (642.88) exceeds the critical value (2.315), we reject the null hypothesis. This suggests that there are significant differences between the means of the groups being compared. The results imply that certain factors, such as Lack of Career Growth,

Burnout, and Inadequate Compensation, contribute more strongly to employee dissatisfaction compared to other factors. These findings indicate that not all factors play an equal role in explaining employee dissatisfaction. Some factors are more influential in shaping dissatisfaction and turnover intentions. This underlines the importance of focusing on specific aspects that have a stronger impact on employee retention and well-being.

Testing of Hypothesis 2: Hypothesis 2 is based on question number 5.

5. Initiatives taken by your employer to improve employee engagement-

Table -6.5 Initiatives taken by Employer to Improve Employee Engagement

Initiatives	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Total N=148
Recognition and Rewards Programs	52	60	16	16	4	148
Professional Development and Career Growth Opportunities	52	68	12	16	0	148
Flexible Work Arrangements	44	44	48	8	4	148
Open Communication and Transparent Leadership	72	48	24	4	0	148
Wellness Programs	56	52	32	4	4	148

Source- Primary data

The Chi-Square (χ^2) test is employed to assess the statistical significance of these responses. The critical value for Chi-Square at a 0.05 level of significance with 4 degrees of freedom is 9.49. The calculated Chi-Square value from the data is 65.435, which is significantly higher than the critical value of 9.49. Hence, the null hypothesis is rejected. This indicates that there is a statistically significant difference in employee engagement, satisfaction, and retention concerning the initiatives, including recognition and rewards programs, flexible work arrangements, and professional development opportunities. These initiatives have a meaningful impact on how employees perceive their workplace and their overall engagement.

7. RESULTS AND DISCUSSION

The survey reveals that the majority of respondents (86.5%) fall within the 25-34 age group, making them the most engaged demographic in the study. This suggests that younger employees, particularly those in early to mid-career stages, are more likely to be engaged with

their work or at least more willing to participate in surveys regarding workplace issues. In contrast, the 18-24 age group has only 4 respondents (2.7%), pointing to a very low level of participation from younger individuals. The 35-44 age group represents 10.8%, showing moderate participation, while there were no respondents from the 45 and above age group, which could indicate either a lack of interest, underrepresentation, or challenges in reaching older employees. [Table-6.1]

In terms of industry representation, the construction sector dominates, accounting for 51.4% (76 respondents) of the sample. This suggests that most employees involved in the study work within this industry. Other sectors, including IT & Technology, telecom, finance, and manufacturing, each account for 10.8% of respondents (16 participants per sector), reflecting a more balanced distribution. On the other hand, retail and real estate have moderate participation, each contributing 5.4% (8 respondents), while industries such as hospitality and legal only had minimal representation, with 2.7% each. Additionally, sectors such as government, media, and transportation & logistics had no representation at all in the survey. [Table-6.2]

A significant finding is that 65% of respondents have heard of the term "quiet quitting," indicating that it is a relatively well-known concept within the workforce. However, 35% of participants were unfamiliar with the term, suggesting that while the concept is gaining traction, it is not universally recognized across all sectors and demographics. This highlights a gap in awareness that organizations might need to address to effectively tackle the issue. [Table-6.3]

The ANOVA test revealed that certain factors, such as lack of career growth, burnout, and inadequate compensation, have a more substantial impact on employee dissatisfaction compared to other factors. The calculated F-value (642.88) was significantly higher than the critical F-value (2.315), leading to the rejection of the null hypothesis. This suggests that employees who experience barriers in career development, feel overworked or undervalued, or are dissatisfied with their compensation are more likely to disengage. These findings underscore the need for organizations to focus on these critical factors when developing strategies to improve employee retention. [Table-6.4.1 & 6.4.2]

The Chi-Square test confirmed that engagement initiatives such as recognition programs, flexible work arrangements, and professional development opportunities have a significant impact on employee engagement, satisfaction, and retention. The Chi-Square value (65.435) far exceeded the critical value of 9.49, indicating that these initiatives are statistically

significant in improving employee perceptions of their workplace and boosting overall engagement. The results suggest that organizations should consider strengthening such initiatives to address disengagement and reduce the likelihood of quiet quitting. [Table-6.5]

8.RECOMMENDATIONS

The below mentioned strategies, when implemented together, can help reduce quiet quitting by addressing its root causes and fostering a more engaged, satisfied, and loyal workforce-

8.1 Organizations must offer clear growth paths, skill development opportunities, and regular career discussions to keep employees engaged and evolving.

8.2 Combat burnout by providing mental health support, promoting work-life balance, and encouraging regular breaks and time off.

8.3 Ensure competitive pay and a robust recognition program to make employees feel valued and reduce disengagement.

8.4 Build a positive, respectful culture with open communication and team-building to foster engagement and connection.

8.5 Offer remote work options and flexible hours to improve job satisfaction and employee autonomy.

8.6 Implement consistent performance check-ins and surveys to identify disengagement early and address concerns proactively.

8.7 Invest in training leaders to be empathetic, transparent, and supportive, ensuring they can effectively engage and retain talent.

9. CONCLUSION

This research sheds light on the growing phenomenon of quiet quitting and its potential impact on organizational success. The study reveals that quiet quitting is influenced by several factors, including stagnant career growth, burnout, inadequate compensation, and poor leadership. Employees in the 25-34 age bracket were found to be the most engaged, while certain industries, particularly construction, showed higher participation in the study. These findings suggest that some sectors may be more vulnerable to disengagement.

The analysis indicates that quiet quitting can significantly hinder organizational performance by lowering productivity and employee morale. Key factors, such as lack of professional

development opportunities, unaddressed burnout, and insufficient recognition, emerged as major contributors to disengagement. The role of leadership is pivotal; leaders who offer transparency, empathy, and consistent support can reduce the likelihood of employees withdrawing emotionally from their roles.

Statistical results, including ANOVA and Chi-Square tests, confirm that specific factors such as career stagnation and inadequate acknowledgment are strongly associated with employee dissatisfaction. These insights emphasize the need for organizations to focus on fostering a culture of growth, well-being, and recognition to enhance employee engagement. Initiatives like recognition programs, career development opportunities, and flexible work arrangements were shown to positively influence employee satisfaction and retention.

To effectively combat quiet quitting, organizations must adopt a comprehensive approach that focuses on employee career development, mental well-being, and work-life balance. Additionally, investing in leadership development to ensure managers can proactively address disengagement will play a critical role in retaining top talent. By implementing these strategies, businesses can create a more motivated and committed workforce, which in turn will lead to improved performance and reduced turnover.

Addressing the underlying causes of quiet quitting through strategic, employee-centric initiatives is essential for fostering a productive and loyal workforce. Organizations that prioritize these areas will not only reduce disengagement but also enhance overall business outcomes.

10. LIMITATIONS OF THE STUDY

10.1 Potential biases in self-reporting from employees.

10.2 Challenges in generalizing findings across diverse industries and job roles.

10.3 Limitations due to time and geographic scope.

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