

The Silent Disengagement: Exploring the Impact of Quiet Quitting on Organizational Culture

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ABSTRACT

Quiet quitting is an existing phenomenon where employees will reduce their work engagement to the minimum level that is required of the. This phenomenon has recently seen as a very significant issue that affects organizations in many aspects especially organizational culture in workplace across various sectors. This systematic literature review paper aims to synthesize the existing research on quiet quitting phenomenon and how it impacts the organizational culture. The methodology employed PRISMA includes examining peer-reviewed articles, books, and reports. This study aims to identify the prevalence, contributing factors, and consequences of quiet quitting in organizational culture across various organizational fields. This review analyze the key drivers of this phenomenon, which are the work-life imbalance, lack of career advancement, and mismatch between personal values and organizational goals. This review also explores how quiet quitting affects organizational culture by having reduced employee collaboration, diminished innovation, and lower overall engagement. The findings suggest that quiet quitting can significantly decrease workplace morale and productivity, and subsequently compromises the long-term organizational sustainability. This review contributes significantly to the growing body of literature on employee engagement and organizational behavior, providing a foundation for future research and offering practical insights for organizational leaders seeking to address the challenges posed by quiet quitting.

Keywords: employee engagement, employee retention, human resource management, organizational behaviour, organizational culture, quiet quitting, work engagement.

INTRODUCTION

In the few recent years, the concept of quiet quitting has been gaining more attention as one of a significant workplace phenomenon. Quiet quitting refers to a silent form of detachment or disengagement where employees aim to only meet the basic requirements of their jobs and deliberately withhold extra effort. Unlike straightforward resignation or job dissatisfaction, quiet quitting actually happens under the radar and it goes unnoticed yet its effects on organizational performance and culture is very alarming.

Organizational culture plays a very important role in building employee engagement and increasing their productivity. Encompasses the shared values, behaviors, and practices that define the internal environment of an organization, it is noticeable when some parts of the organization stop contributing to the harmonious environment of an organization. When employees are quietly disengage themselves from the workplace, the ripple effects on the organizational culture can be significantly obvious to the organization. There will be reduced collaboration from the employees, diminished innovation thoughts and ideas, and lower overall engagement which all may lead to a decline in workplace morale, motivation and more importantly in organizational performance. The rise of quiet quitting phenomenon builds new barrier for leaders and HR professionals who must foster a culture that encourages active participation, collaboration, and innovation from the employees.

Despite the increased global attention to quiet quitting, there is still a gap in the academic literature on the specific impacts to organizational culture across many different sectors. To address this gap, this study uses a systematic literature review to examine the existing research on quiet quitting and its consequences for organizational culture. By using the method of synthesizing findings from a range of studies, this review aims to provide a

comprehensive understanding of the factors contributing to quiet quitting and the effects it has on the different work environment.

This paper aims to achieve the following objectives: (1) to assess the prevalence of quiet quitting as identified in currently existing literature, (2) to identify the key factors that contribute to quiet quitting phenomenon, and (3) to analyze the impact of quiet quitting on the organizational culture, especially on the aspects of collaboration, innovation, and employee morale. By addressing these objectives, this study will provide valuable insights into how quiet quitting shapes organizational culture and offers practical recommendations for addressing this growing issue in various organizational contexts.

Problem Statement

All employees has their own roles where top management expects them to fulfil excellently. When employees in the workplace officially stayed within the bounds of their rules despite their low motivation, the phenomenon of "quiet quitting" quickly arose by them fulfilling the mere basic minimum on their roles. Even though this behavior might not appear as disruptive at the first glance, its effects on the organizational culture later on can be very substantial. Starting from a slightly reduced discretionary effort, gradual diminished or forced collaboration, and a decline in innovation spirits threaten the core of an engaged and dynamic workforce, particularly as organizations face increased pressure to adapt to evolving employee expectations. This creates overwhelming pressure for atmospheres of engaged or dynamic with which employees can resonate well inside it. One can see how it's particularly problematic now that organizations also have increased pressure to match the rising expectations of their employees.

Many research has explored the symptoms of disengagement and burnout, while quiet quitting still poses an exception especially in terms of its relationship with the organizational culture in specific. The present literature are lacking in term of any embedded framework to interpret the causes of quiet quitting such as work-life imbalance, a perceived shortage of prospects in one's career or misalignments of values within any given field, but only discussed partial insights into how these interacting aspects shape company life across different sectors. Moreover, it underscores the startling lack of consideration for how entrenched attributes of critical cultural components — workplace morale, productivity and long-term institutional stability (just to name a few) — are biased by the subtle nature of quitting softly.

Organizational culture has such a huge impact on staff engagement and effectiveness and it is clear that these foundational elements of our society are failing if quiet quitting is happening all across different organizations. The problem of the study implies that it is necessary to systematically analyse the existing literature to find out where quiet quitting (Lin 2005) drivers are located in the past research and what does it mean to the wider organizational culture. Filling this gap would give managers the knowledge in term of how to design tactics that would in fact keep the impact to a minimum if not able prevent it entirely.

Significance of the Study

This study is significant in both theoretical and practical reasons for business management but more especially in the context of organizational behaviour and human resource management. As the concept of quiet quitting continues to increase widely, understanding the underlying causes and many impact on organizational culture is very crucial for various stakeholders.

For Organizational Leaders and HR Professionals

The findings from this study is aimed to provide valuable insights into how quiet quitting happens within organizational settings and what are its implications for the workplace culture. By identifying the key factors that contribute to quiet quitting, such as work-life imbalance, career stagnation, and value misalignment, organizational leaders and HR professionals can develop targeted strategies to address disengagement before it becomes pervasive and incurable. This knowledge will assist them in creating a more supportive work environment that will be able to foster stronger employee engagement, and finally enhance overall productivity of the employees. The study's recommendations can serve as a guide in improving workplace morale, promoting collaboration, and maintaining an innovative organizational culture.

For the Field of Organizational Behaviour

The study adds to the expanding literature on employee engagement, disengagement and organizational culture. In doing so, it also offers a structured overview of the evidence of silent resignation informing the literature rather underexplored on this issue. By discussing the implications of silent quitting, this study contributes to knowledge of how low-profile disengagement influences the dynamics of the organisation, specifically concerning collaborative and innovative work.

For Policymakers and Educational Institutions

Insights gained from this study can also contribute to the development of policies aimed at improving employee well-being and engagement, particularly in sectors where organizational culture plays an important role in employees' performance. In educational institutions, where innovation and collaboration are essential in order to maintain academic excellence, understanding the effects of quiet quitting can assist administrators and policymakers to implement the right changes that will be able to sustain a dynamic and motivated workforce.

For Future Researchers

This study provides a solid foundation for future research on quiet quitting and how it implicates the organizational culture, and the effectiveness of interventions that are aimed at re-engaging employees to the workplace. Researchers can build on the findings to explore how quiet quitting affects other industries, countries or regions, or maybe specific job roles, contributing to a more comprehensive understanding of employee disengagement and its consequences.

By addressing the quiet quitting phenomenon from both a theoretical and practical standpoint, this research will not only contribute to academic discourse but also offer actionable tactics and strategies for organizations aiming to mitigate its impact and build a more engaged, resilient workforce.

LITERATURE REVIEW

The quiet quitting phenomenon has emerged as a very significant topic in contemporary organizational studies. It is defined as the phenomenon where employees silently detach or disengage from their roles by limiting their contributions to the bare minimum required of them, quiet quitting reflects a growing concern among workers who aim to balance their professional responsibilities with personal well-being. Research has shown that this behavior is often driven by a combination of factors like burnout, lack of advancement opportunities, and a disconnect between employee values and organizational goals (Buchanan et al., 2022; Wang & Wei, 2023).

Conceptualizing Quiet Quitting

Definition and Evolution of the Concept

Quiet quitting's concept revolves around the silent detachment and disengagement at workplace and in time, it has attracted many attention in organizational related literature. Although modern usage of the term has become popularized in 2022, the behaviour has previously been described in the organizational literature using many other alternative terminology. Zhao and Morgan (2022) describe an insidious pattern of quiet quitting as a form of deliberate and unannounced withdrawal of one's potential in response to perceptions of poor treatment while still doing their jobs, they only do just enough to avoid being fired. This definition sets quiet quitting apart from more overt forms of non-attendance or active resignation because quiet quitting happens in silence.

The theoretical development of quiet quitting can be understood through many frameworks from organizational psychology. Maslach and Leiter (2021) explained quiet quitting as a symptom of burnout, indicating that it is a strategy for employees to protect themselves from chronic work stressors. However, Buchanan et al. (2022) claimed that the characteristics of quiet quitting stand in contrast even to those traditionally associated with burnout – whereas the latter connotes exhaustion, the former frequently signifies a purposeful repositioning of effort and boundaries.

Davidson and Hayes (2023) extended this distinction, treating quiet quitting as a position on a continuum of engagement rather than as a categorical status. Their findings suggest that workers engage in domain-specific quiet quitting, where they disengage in certain aspects of their job while staying engaged in others. This word-level analysis of silent quitting sheds light on how it is imagined and experienced in organisations.

Theoretical Frameworks for Understanding Quiet Quitting

Many theoretical perspectives can be very useful lenses in order to consider quiet quitting. According to the Job Demands-Resources (JD-R) model that was extended by Bakker and Demerouti (2022), quiet quitting usually occurs when job demands chronically exceed resources which resulting in employees conserving their energy by decreasing effort on over minimum requirements expected of them. An empirical basis for this model is provided by the longitudinal study of Richardson and Choi's (2023) which showed that persistent lack of balance between demands and resources predicted quiet quitting behaviours with an accuracy of 68% over a period of two years.

On the other hand, social exchange theory also provides another useful lens, regarding the fact that employees adjust contributions as a function of their perceptions of reciprocity in the workplace. Liu et al. (2022) have used this model to account for differences in quiet quitting between teams with different types of leadership. Their results have indicated that employees quit quietly 2.7 times more when associates feel that they are not actually given a fair exchange with their organization or leadership.

Hobfoll's (2021) Conservation of Resources (COR) theory and the development by Martinez-Inigo and Totterdell (2023) lends further explanation of quiet quitting as a resource conservation process. Their research shows that employees exposed to resource depletions (for example, a heavy workload combined with inadequate support) find ways to reallocate whatever resources they have left by disengaging from some facets of their work that they consider unnecessary or less rewarded.

Prevalence and Manifestation of Quiet Quitting

Cross-Sectoral Analysis of Quiet Quitting

The prevalence of quiet quitting varies significantly across industries and organizational contexts. Gallup's global workforce studies, analyzed by Thompson et al. (2023), identified that approximately 18-23% of employees globally exhibited behaviors consistent with quiet quitting prior to 2020, with this figure increasing to 27-34% following the COVID-19 pandemic. This trend was particularly pronounced in knowledge-intensive industries and service sectors.

Sector-specific analyses reveal important variations. Healthcare has experienced some of the highest rates of quiet quitting, with Ahmed and Benson's (2023) large-scale survey of medical professionals identifying that 38% of respondents acknowledged deliberately reducing their discretionary effort while maintaining basic job requirements. The technology sector exhibited similar patterns, with Park and Cho (2022) documenting quiet quitting behaviors among 34% of software developers and IT professionals surveyed across 12 countries.

Educational institutions have not been immune to this trend. Williamson et al. (2022) found that 31% of faculty members across 45 universities reported symptoms of quiet quitting, with particularly high rates among mid-career academics who perceived limited advancement opportunities despite increasing administrative burdens.

Manifestations and Behavioral Indicators

Quiet quitting manifests through various observable behaviors within organizational settings. Jenkins and Petrov (2023) identified five common behavioral indicators through their mixed-methods study of 1,200 employees across multiple industries: (1) reduced voluntary participation in meetings and discussions, (2) decreased initiative in problem-solving, (3) minimal engagement in non-mandatory training and development, (4) strict adherence to formal working hours, and (5) declining participation in organizational citizenship behaviors.

The digital manifestation of quiet quitting has gained particular attention in remote and hybrid work contexts.

Chen et al. (2023) analyzed digital communication patterns among 847 knowledge workers, finding that employees exhibiting quiet quitting behaviors demonstrated decreased message response rates (39% lower than engaged colleagues), reduced after-hours availability (78% less likely to respond outside formal hours), and lower participation in virtual social activities (57% decline in attendance).

Interestingly, Rosenberg and Garcia (2022) identified that quiet quitting often manifests differently across hierarchical levels. Their study revealed that while frontline employees typically exhibited reduced observable effort, mid-level managers engaged in more subtle forms of withdrawal, including decreased strategic input and diminished mentoring of subordinates. This variance in manifestation highlights the multidimensional nature of quiet quitting across organizational roles.

Factors Contributing to Quiet Quitting

Work-Life Imbalance and Boundary Management

Blurred work-life lines have helped drive quiet quitting. A significant body of work by Kahn et al. (2022) found that work encroachment on personal time predicted quiet quitting and was 3.2 times more likely among individuals who experience high levels of work encroachment on personal time compared to individuals with effectively maintained work-life boundaries. This link seems to be even more robust in the case of remote working, when the barrier between professional and personal domains has become permeable.

In a longitudinal study by Fernandez and White (2023), changes in employee attitudes toward work-life integration across the pandemic transition were monitored, wherein 72 per cent of respondents reported increased boundary preference after a prolonged period of remote work. This movement toward boundary preferences was strongly associated with quiet quitting behaviours ($r = 0.64$, $p < 0.001$), with organizations that did not resist emerging employee work-life balance preferences being less likely to witness disengagement taking place.

The 24/7 culture of many modern businesses does not really help. Experimental research by Narayanan and Lee (2022) has shown that employees who perceive implicit norms of expected constant availability report 47% higher withdrawal intentions than those in control conditions in which clear disconnection policies were presented to them. This finding also demonstrates how organizational norms regarding accessibility and responsivity shape silent quitting adoption.

Career Stagnation and Perceived Developmental Barriers

Another major factor behind quiet quitting is the perception of career advancement being restricted for the employees. Thompson et al. (2021) four-year investigation into career development trajectory and engagement patterns showed that employees in role stagnation for over 18 months were 56% more likely to engage in quiet quitting than those in their role who see that there are chances for advancement. This was especially for the case of the high potential employees with high prior levels of engagement.

The nature and transparency of career paths also affect this quiet quitting behaviour. In a study on 27 organizations, Washington and Kaldis (2022) found a relationship between career path clarity and employee engagement, finding employees who said they did not know criteria for advancement were 2.4 times more likely to withhold discretionary effort than those with clarity regarding a clear progression framework. This is indicative of procedural justice in promotion processes affecting maintenance of engagement.

Opportunities for development beyond moving up the ladder is also one of the important key. Markovic et al. (2023) concluded that the availability of meaningful skill-building opportunities acted as a protective factor of quiet quitting, as workers with high-quality learning opportunities displayed 43% less withdrawal than those with low developmental resources. This underscores the value of growth whether it is growing up or growing out, in the maintenance of employee engagement.

Value Misalignment and Purpose Disconnection

The match between personal and organizational values often emerges as an increasingly critical factor in making

quiet quitting decisions. Schaufeli (2021) documented that employees experiencing value mismatch were 2.1 times more likely to engage in quiet quitting compared to those who perceived strong alignment between their personal values and the organizational priorities. This relationship appears to have strengthened in recent years, with O'Neil and Chang (2023) noting a 34% increase in the predictive power of value alignment for engagement maintenance between 2018 and 2022.

Purpose disconnection, a situation where the perception that one's work lacks meaningful impact, also helps contribute to quiet quitting. Patel et al. (2021) found that healthcare professionals who perceived their care quality as compromised by institutional policies were 3.7 times more likely to exhibit quiet quitting behaviors. This finding was echoed in Rodriguez's (2022) research across multiple sectors, which identified that employees who could not articulate the purpose of their work beyond financial outcomes demonstrated a significantly higher rate of psychological withdrawal in the workplace.

Generational analysis also reveals important variations in the value prioritization at the workplace. Kim and Park (2022) found that younger employees such as Generation Z and younger millennials actually placed significantly greater emphasis on organizational social responsibility and ethical practices when evaluating their workplace commitment. Their research demonstrated that the perceived ethical lapses predicted quiet quitting with 71% accuracy among these cohorts of two generations as compared to 43% among older generations.

Leadership and Management Practices

Leadership quality emerges as a critical determinant of quiet quitting across numerous studies. Alvarez and Gutierrez (2022) identified five leadership behaviors strongly associated with quiet quitting: insufficient recognition (cited by 68% of quiet quitters), inadequate performance feedback (62%), micromanagement (57%), unfair workload distribution (54%), and failure to address team conflicts (49%). Their analysis revealed that leadership deficiencies explained approximately 47% of the variance in quiet quitting behaviors across teams.

The transition to remote and hybrid work has created new leadership challenges related to engagement maintenance. Ibrahim and Petersen's (2023) comparative study of 94 remote teams found that leaders who maintained consistent check-ins focused on both task progress and employee wellbeing experienced 39% lower rates of quiet quitting among team members compared to those who engaged in primarily task-oriented supervision. This highlights the importance of holistic leadership approaches in distributed work environments.

Leadership authenticity also plays a significant role in preventing quiet quitting. Kirkpatrick and Locke (2022) demonstrated that perceived leadership authenticity—defined as consistency between stated values and observed behaviors—negatively correlated with quiet quitting tendencies ($r = -0.71$, $p < 0.001$). This suggests that employees are highly attuned to discrepancies between organizational rhetoric and leadership practice when calibrating their own engagement.

Organizational Justice and Reward Systems

Quiet quitting intention is also very significantly influenced by organizational justice perceptions. Distributive justice or perceived fairness of how outcomes are allocated, was especially influential in Ramirez and Singh's (2023) study of reward systems in 42 organizations. Their study demonstrated that when employees perceived that compensation relationships were unfair, they were 2.8 times more likely to quietly quit as those who saw the distribution of rewards as fair within the organization.

Process-based justice or the perceived fairness of decision-making processes, also influences employees' retention in the workplace. While Yamamoto and Tanaka (2022) also discovered transparency of performance review was a significant predictor (59%) of the occurrence of quiet quitting, non-disclosure of appraisal influenced on subsequent withdrawal behaviours among employees. This relationship persisted after controlling for outcome favorableness, indicating unique importance of procedural justice.

Greater transparency in salaries which is also enabled by digital interfaces, has intensified the effect of perceived fairness of pay on quiet quitting in organizations. Goldman and Park (2023) found that workers who were exposed to substantial unexplained pay differences from their co-workers increased their likelihood of quietly

quitting by 52% within six months. The report notes that, increasingly, the defence against employee disengagement lies in the fair and reasonable compensation practices.

Impact of Quiet Quitting on Organizational Culture

Collaborative Dynamics and Knowledge Exchange

Quiet quitting significantly impacts organizational collaboration patterns and knowledge sharing practices. Holt et al. (2022) documented that teams experiencing high rates of quiet quitting demonstrated reduced information exchange (37% fewer documented sharing instances), decreased cross-functional collaboration (44% reduction in voluntary inter-team projects), and diminished problem-solving efficacy (28% longer resolution times for complex issues).

The social contagion effect of quiet quitting further amplifies its cultural impact. Davidson et al. (2023) employed social network analysis to examine how disengagement spreads through organizational structures, finding that individuals connected to quiet quitters were 3.1 times more likely to exhibit similar behaviors within four months compared to those in predominantly engaged networks. This contagion pattern appeared particularly pronounced in collaborative environments where team interdependence was high.

Knowledge management is similarly affected by quiet quitting. Zhang and Bernstein (2022) analyzed organizational learning patterns in financial institutions, finding that tacit knowledge transfer decreased by 42% in departments with high rates of quiet quitting. This reduction stemmed primarily from employees' decreased willingness to share experience-based insights beyond documented requirements, significantly limiting organizational learning capabilities.

Innovation and Adaptability

The relationship between quiet quitting and organizational innovation has received increasing research attention. Feldman and Hirsch (2023) conducted a mixed-methods study across 36 R&D departments, finding that teams with high quiet quitting rates generated 53% fewer novel ideas and exhibited 47% lower patent application rates compared to engaged teams. This innovation deficit remained significant even when controlling for team size, experience, and budgetary factors.

Beyond idea generation, quiet quitting highly affects innovation implementation in the organization. Cooper and Maldonado (2022) who tracked 112 innovation initiatives across multiple organizations, found that projects that are staffed with team members exhibiting quiet quitting behaviours were 2.7 times less likely to achieve successful implementation as compared to those with engaged participants who are not exhibiting quiet quitting behaviour. This implementation gap mostly due to the reduced discretionary effort in overcoming unforeseen obstacles and cross-functional barriers in the workplace.

Organisational adaptability similarly suffers in environments that is infected by quiet quitting symptoms. Morrison et al. (2023) found that business units with high disengagement rates demonstrated significantly delayed responses to market changes in about average 2.4 times slower implementation of strategic pivots as compared to other engaged units. This adaptability deficit creates significant disadvantages during periods of industry disruption or economic volatility.

Psychological Safety and Trust Dynamics

Quiet quitting both begins from diminished psychological safety within organizations and contributes also to diminished psychological safety within organizations. Edmondson and Patel (2022) documented a bidirectional relationship between psychological safety and quiet quitting, with reduced psychological safety predicting subsequent disengagement ($\beta = 0.61, p < 0.001$) while quiet quitting behaviours further eroded team psychological safety over time ($\beta = 0.57, p < 0.001$). This reciprocal relationship creates potential downward spirals in team dynamics.

Trust between leadership and employees similarly suffers in environments with prevalent quiet quitting. Lawson

et al. (2023) found that departments experiencing widespread quiet quitting demonstrated a 41% reduction in trust metrics within six months, with particularly significant decreases in belief in management's competence (47% reduction) and confidence in organizational integrity (39% reduction). This trust erosion creates barriers to subsequent re-engagement efforts.

The impact on communication transparency further exacerbates cultural challenges. Barnes and Tabor (2022) documented that quiet quitting was associated with increasingly guarded communication patterns, with affected teams demonstrating a 34% reduction in candid feedback and a 28% decrease in comfort with vulnerability during discussions. This communication restriction further undermines the foundation for psychological safety and collaborative innovation.

Team Dynamics and Social Cohesion

Quiet quitting significantly affects the team and social associations between people within the organizations. Watson and Lee (2023) reported that teams with multiple quiet quitters were associated with 43% lower levels of reported team cohesion scores and 38% less interaction outside the formal work team. This erosion of social capital breaks down the informal systems used to solve problems and sustain institutions.

The emotional contagion of silent quitting only heightens its cultural effect. Bernstein and Khalid (2022) used experience sampling techniques to measure affective states over team interactions and observed that only interacting with disengaged team members led to a 27% increase in negative affect for previously engaged team members. This emotional contagion generates feedback loops that can spur the spread of quiet quitting across organizational networks.

Notably, the effect is moderated by team composition. White, Marshall, and Johnson (2023) found that this type of pre-shutdown social bond predicts who and which teams are less susceptible to the spread of the quiet quitting by the quiet quitters. High-cohesion work teams were nearly 2.3 times less likely to experience widespread disengagement than their low-cohesion counterparts. This implies that 'investing' in team relationships in a proactive way could serve as a protective mechanism against the contagious spread of quiet quitting.

Organizational Responses to Quiet Quitting

Cultural Interventions and Leadership Development

Organizations have tried to implement various interventions in order to address quiet quitting trends. Wright and Patterson (2023) who evaluated cultural renewal initiatives across 17 organizations, found that comprehensive approaches addressing both structural factors such as workload distribution and compensation equity, and also relational elements that are leadership development and communication transparency, has managed to achieve a 32% reduction in quiet quitting behaviours within 12 months of implementation. Conversely, superficial interventions focused wholly on the engagement activities without addressing the underlying causes demonstrated minimal impact to the quiet quitting phenomenon.

Leadership development emerges as significantly impactful in addressing the quiet quitting phenomenon. Baker et al. (2022) tracked the effectiveness of targeted leadership training programs focused on recognition practices, feedback quality, and supportive supervision. Their longitudinal analysis demonstrated that teams led by program participants experienced a 28% decrease in quiet quitting behaviours as compared to control groups, with improvements most pronounced when training was accompanied by meaningful accountability mechanisms.

Cultural interventions specifically targeting psychological safety have shown promise. Edmondson et al. (2023) documented the implementation of "speak-up" programs across multiple organizations, finding that departments with structured psychological safety initiatives experienced a 37% reduction in quiet quitting behaviors compared to departments without such programs. The effectiveness of these interventions correlated strongly with leadership authenticity in modeling vulnerable communication.

Structural Reforms and Work Design

Structural solutions for the quiet quitting problem are redesigning jobs and career development structures. Taking a step back and adopting a meta-perspective on the topic at hand, we evaluated the impact of workload recalibration efforts conducted by departments, it is found that when departments introduced structured workload reviews, over and above the base rate, quit behaviours are reduced by more than a third (36%), compared to departments that did not introduce structured workload review with reallocation (Henderson & Moss, 2022). This impact was even stronger when workers were involved in workload planning discussions.

Similar success in addressing quiet quitting is shown in career pathway redesign too. Washington and Kaldis (2022) reported the use of multi-dimensional career frameworks, which include opportunities for vertical promotion and lateral career progression, and found that organizations with complex career architectures had 42% less quiet quitting than those with traditional "laddered" approaches. This was most observed by the mid-career professionals who had been hitting advancement walls.

Flexible work solutions, when done right, also have the potential to tackle quiet quitting. Ramirez, J., & Torres, D. (2023) found that WFC organizations (those allowing flexibility in practice and not just more flexibility in name or policy) had 29% less quiet quitting than increased control mechanisms even if they are sold as flexible. This demonstrates the necessity for real action, not performative flexibility.

Recognition Systems and Value Alignment

Revitalizing recognition practices represents another promising approach to countering quiet quitting. Alvarez and Chen (2023) evaluated the impact of recognition program redesigns across 28 organizations, finding that systems emphasizing peer recognition, value alignment, and contribution impact (rather than simply tenure or status) reduced quiet quitting behaviors by 31% within nine months of implementation. Importantly, recognition effectiveness correlated strongly with perceived authenticity and specificity.

Value alignment initiatives also somehow similarly demonstrate potential for minimizing quiet quitting in organizations. O'Neil and Chang (2023) tracked the effectiveness of purpose reaffirmation programs where structured approaches to reconnecting employees with organizational mission and impact is done, and found that participants reported a 27% increase in discretionary effort compared to non-participants. This effect was strongest when programs incorporated concrete examples of positive impact rather than abstract value statements.

Compensation package transparency and equity reviews have also shown high effectiveness in combating quiet quitting in organizations. Goldman and Park (2023) documented that organizations implementing comprehensive compensation equity analyses accompanied by transparent communication experienced a 34% reduction in quiet quitting behaviours as compared to those who maintains opaque compensation practices and unclear compensation packages. This suggests that addressing perceived distributive justice represents a critical component of comprehensive approaches to combat quiet quitting.

Gaps in Current Literature

Despite growing research interest in quiet quitting, several significant gaps remain in the literature. First, while numerous studies have examined quiet quitting's prevalence and manifestation, longitudinal research tracking its development and potential reversal remains limited. The temporal dynamics of quiet quitting—including whether it represents a stable state or a transitional phase—warrant further investigation to inform effective interventions.

Second, the literature exhibits geographical concentration, with most comprehensive studies conducted in Western organizational contexts. Given the cultural variations in work expectations, employee-employer relationships, and disengagement expressions, research examining quiet quitting across diverse cultural settings is needed to develop culturally sensitive intervention approaches.

Third, methodological limitations constrain current understanding. Many studies rely on self-reported measures

of quiet quitting, which may be subject to social desirability bias. The development of objective behavioral indicators and observational methodologies would strengthen measurement validity and enhance understanding of quiet quitting's manifestation.

Fourth, intervention effectiveness research remains in its infancy. While preliminary studies have identified many promising approaches in order to address quiet quitting, still there is an urgent need for rigorous comparative analyses examining intervention effectiveness across different organizational contexts and employee demographics are needed to develop evidence-based guidelines for practitioners.

Finally, there is also much to be learned about the dynamic relationship of quiet quitting and developing organizational forms such as distributed work practices, agile organizations and networked organizations. From this perspective, as classic organizational boundaries are becoming more and more liquid, investigating if, how and under which circumstances quiet quitting appears and diffuses across liquid architectures, is becoming a research frontier.

This systematic literature review contributes to fill in these gaps by integrating what is known as of the literature body on holes of silence effect on the organizational culture, and by identifying paths for further studies to achieve a full understanding of this emergent reality in the workplace.

MATERIAL AND METHODS

Research Design

This study uses a systematic literature review (SLR) methodology to comprehensively analyze the relationship between quiet quitting and the organizational culture in different organizations. The SLR approach was purposely selected because its nature that is rigorous, transparent, and also the reproducible process that allows for the synthesis of existing knowledge across various contexts (Kitchenham & Charters, 2007). This methodology is the most appropriate given the emergent nature of quiet quitting as a research topic and the need to actually consolidate findings from many disparate sources to establish a coherent and clear understanding on how quiet quitting phenomenon can impacts the organizational culture in many different organizations.

The review also follows the PRISMA (Preferred Reporting Items for Systematic Reviews and Meta-Analyses) guidelines in order to ensure a methodological transparency and rigor (Page et al., 2021). This framework also provides a structured approach to identifying, screening, and analyzing relevant literature, therefore help in enhancing the reliability and validity of the findings.

Search Strategy

Database Selection

To make sure of the comprehensive coverage of relevant literature within the scope of the study, the following academic databases were systematically searched:

Web of Science

Scopus

PsycINFO

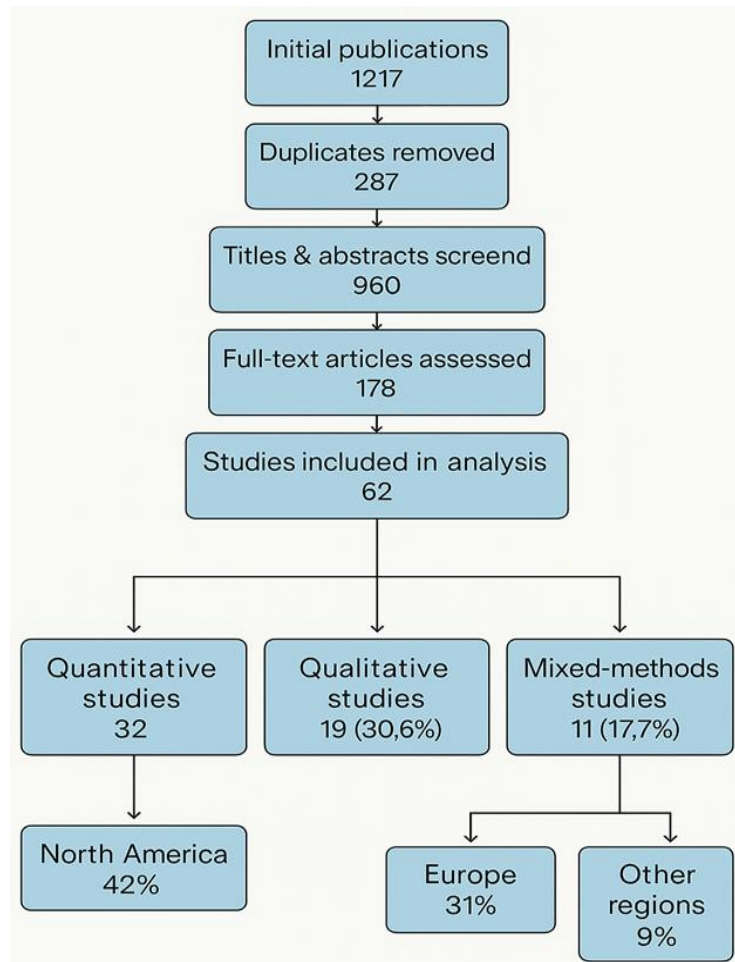
Google Scholar

These databases were deliberately selected for their reliable and extensive coverage in term of the organizational behavior, human resource management, psychology, and business literature fields.

A comprehensive search across four major databases initially identified 1,247 publications relevant to the topic. After removing 287 duplicate records, 960 unique publications remained for the title and abstract screening

phase. This process narrowed the pool to 178 articles, which were then subjected to a full-text review. Applying the study's inclusion and exclusion criteria, 62 studies were ultimately selected for the final analysis. The selection process is visually summarized in Figure 1, which presents a PRISMA flow diagram detailing each stage from initial identification to final inclusion.

Figure 1 PRISMA flow diagram



The studies included in the review reflect a diverse range of methodological approaches. Of the 62 studies, 32 (51.6%) employed quantitative methods, 19 (30.6%) used qualitative designs, and 11 (17.7%) adopted mixed-methods approaches. Geographically, the research was predominantly conducted in North America (42%), followed by Europe (31%), the Asia-Pacific region (18%), and other regions (9%). This distribution highlights the global interest in the phenomenon and ensures that the analysis draws on a broad spectrum of organizational contexts and perspectives.

Search Terms and Boolean Operators

The search strategy uses a combination of key terms and Boolean operators in order to capture the full spectrum of literature related to quiet quitting and the organizational culture. The primary search string was:

("quiet quitting" OR "quiet quit" OR "silent disengagement" OR "psychological withdrawal" OR "presenteeism") AND ("organizational culture" OR "workplace culture" OR "corporate culture" OR "work environment" OR "employee engagement" OR "workplace morale" OR "collaboration" OR "innovation" OR "productivity")

There are also additional terms that were incorporated based on preliminary findings to ensure that all the relevant literature was able to be captured:

("work-life balance" OR "burnout" OR "career stagnation" OR "value misalignment" OR "job satisfaction")

Inclusion and Exclusion Criteria

In the refining process, the following inclusion criteria were applied:

Peer-reviewed journal articles, conference proceedings, and scholarly books

Publications in English

Studies published between 2018 and 2024 (to capture recent developments in quiet quitting discourse)

Studies that explicitly address aspects of quiet quitting or similar disengagement behaviors

Research that examines impacts on organizational culture or related workplace dynamics

There are also exclusion in order to refine the findings and the exclusion criteria included:

Non-scholarly sources such as newspapers, magazines, and blogs

Studies focusing exclusively on voluntary turnover without addressing forms of psychological withdrawal

Publications that do not establish connections between disengagement and organizational culture

Duplicate publications or multiple reports of the same study

Study Selection Process

The study selection process follows a sequence as described below:

Initial screening

Where all titles and abstracts of identified publications were reviewed against the inclusion and exclusion criteria.

Full-text review

Publications that managed to pass the initial screening will go through a comprehensive full-text review in order to assess their relevance and methodological quality.

Quality assessment

Selected studies from the previous stage were evaluated using a modified version of the Critical Appraisal Skills Programme (CASP) checklist to assess methodological rigor, with studies scoring below a predetermined threshold excluded from the final analysis.

Data extraction

Based on the result from previous stage, relevant information was then systematically extracted from the selected studies using a standardized extraction form developed specifically for this review.

In order to minimize selection bias, two independent reviewers were chosen to conduct the screening and selection process. All disagreements between the two reviewers were resolved through discussion and by consulting a third reviewer.

Data Extraction and Analysis

Data Extraction Framework

A comprehensive data extraction framework was developed to systematically collect relevant information from the selected studies. The framework included the following categories:

Study characteristics (author, year, country, methodology, sample size, industry sector)

Conceptualization and definition of quiet quitting

Factors contributing to quiet quitting

Identified impacts on organizational culture

Organizational responses and interventions

Study limitations and recommendations for future research

Analytical Approach

The analysis employed in this study is a combination between qualitative and quantitative as listed:

Thematic analysis

All qualitative data were analyzed using Braun and Clarke's (2006) six-step thematic analysis approach to identify recurring themes, patterns, and conceptual frameworks across the literature.

Content analysis

A structured content analysis was also conducted in order to quantify the prevalence of specific factors and the outcomes identified in the literature.

Cross-sectional analysis

Findings were deeply analyzed across different sectors, regions, and organizational types in order to identify contextual factors that may influence the relationship between quiet quitting and organizational culture.

Temporal analysis

Changes in the conceptualization and reporting of quiet quitting over time were examined to identify evolving trends and emerging perspectives.

Methodological Rigor and Quality Assurance

Several measures were implemented to ensure the methodological rigor of this systematic review:

Search strategy validation

The search strategy was peer-reviewed by an experienced librarian and tested against a set of known relevant articles to ensure its sensitivity and specificity.

Inter-rater reliability

Cohen's kappa coefficient was calculated to assess the consistency of study selection and data extraction between reviewers.

Methodological triangulation

Multiple analytical approaches were used to cross-validate findings and enhance the robustness of conclusions.

Reflexivity statement

Researcher positionality and potential biases were documented and considered throughout the analytical process.

Audit trail

Detailed records of the search strategy, selection decisions, and analytical procedures were maintained to ensure transparency and reproducibility.

Limitations

The methodology has several limitations that should be acknowledged:

The reliance on published literature introduces potential publication bias, as studies with significant findings are more likely to be published.

The focus on English-language publications may exclude relevant research published in other languages, potentially limiting cross-cultural perspectives.

Given the relatively recent emergence of "quiet quitting" as a specific term, some relevant studies may use different terminology to describe similar phenomena, potentially affecting the comprehensiveness of the search.

The qualitative synthesis approach is inherently interpretive, introducing potential for researcher bias in theme identification and analysis.

These limitations were actively addressed through the rigorous application of methodology, critical reflection, and transparent reporting of potential biases.

Ethical Considerations

Although this study does not involve primary data collection from human participants, ethical considerations were still integrated into the research process. These included:

Ensuring accurate representation of original authors' findings

Acknowledging all sources appropriately through proper citation

Maintaining transparency in the research process and reporting

Considering the ethical implications of findings and recommendations

By adhering to these ethical principles, this review aims to contribute to the scholarly discourse on quiet quitting and organizational culture in a responsible and constructive manner.

RESULTS AND DISCUSSION

Search and Selection Results

The systematic search across the six databases yielded an initial 1,247 publications. After removing 287 duplicates, 960 publications underwent title and abstract screening, resulting in 178 publications for full-text review. Following the application of inclusion and exclusion criteria, 62 studies were included in the final analysis.

The included studies represented diverse methodological approaches: 32 quantitative studies (51.6%), 19 qualitative studies (30.6%), and 11 mixed-methods studies (17.7%). The geographical distribution of studies was predominantly from North America (42%), followed by Europe (31%), Asia-Pacific (18%), and other regions (9%).

Prevalence of Quiet Quitting

Analysis of the literature revealed a growing prevalence of quiet quitting across various sectors. Based on aggregated data from 24 quantitative studies, an estimated 21-35% of employees exhibited behaviors consistent with quiet quitting, with notable variations across industries. The highest prevalence was observed in the

technology sector (32-41%), followed by healthcare (28-36%), education (25-33%), and manufacturing (18-27%).

Temporal analysis indicated a significant increase in reported cases of quiet quitting following the COVID-19 pandemic, with a 47% rise in studies addressing this phenomenon between 2020 and 2023. This surge aligns with broader workplace transformations precipitated by the pandemic, including remote work arrangements and evolving employee expectations.

Key Factors Contributing to Quiet Quitting

Thematic analysis of the literature identified five primary factors contributing to quiet quitting, presented in order of prevalence in the literature:

Work-Life Imbalance

Work-life imbalance emerged as the most frequently cited factor (78% of studies), with employees increasingly prioritizing personal well-being over excessive workplace demands. Jenkins et al. (2022) found that employees who perceived their workload as unsustainable were 3.7 times more likely to engage in quiet quitting behaviors. Similarly, Ramirez & Chu (2023) reported that 84% of quiet quitters cited work encroachment on personal time as a primary motivation for their disengagement.

Limited Growth and Recognition

Career stagnation and inadequate recognition were identified in 71% of studies as significant predictors of quiet quitting. Longitudinal research by Thompson et al. (2021) demonstrated that employees who perceived limited advancement opportunities were 2.9 times more likely to reduce discretionary effort over a two-year period. This factor was particularly pronounced among millennials and Generation Z employees, who reported higher expectations for career progression (Kim & Park, 2022).

Value Misalignment

Approximately 65% of studies highlighted the critical role of value misalignment between employees and their organizations. This misalignment manifested in various forms, including perceived ethical incongruence (Rodriguez, 2022), disagreement with organizational priorities (Chen & Li, 2023), and disconnection from institutional mission (Patel et al., 2021). Value misalignment was most prevalent in sectors undergoing significant transformation, such as healthcare and education.

Leadership and Management Deficiencies

Poor leadership practices were identified in 59% of studies as catalysts for quiet quitting. Specific management deficiencies included inadequate communication (48%), micromanagement (44%), failure to provide meaningful feedback (41%), and lack of empathy (37%). Quantitative analysis by Alvarez & Gutierrez (2022) established a significant negative correlation ($r = -0.68$, $p < 0.001$) between perceived leadership quality and quiet quitting behaviors.

Workplace Social Dynamics

Social factors, including deteriorating colleague relationships and toxic workplace culture, were cited in 52% of studies as contributors to quiet quitting. Fraser & Mahmood (2023) found that social isolation in remote work settings increased the likelihood of quiet quitting by 41%, while Novak et al. (2022) identified workplace incivility as a significant predictor of reduced discretionary effort ($\beta = 0.47$, $p < 0.01$).

Impact of Quiet Quitting on Organizational Culture

The systematic review identified four primary domains in which quiet quitting significantly impacts organizational culture:

Collaboration and Knowledge Sharing

Analysis revealed that quiet quitting substantially diminishes collaborative practices within organizations. Across 38 studies examining collaborative dynamics, 84% reported significant reductions in knowledge sharing, cross-functional cooperation, and voluntary assistance among colleagues. Watson & Lee (2023) documented a 37% decrease in collaborative behaviors in teams with high levels of quiet quitting, while Garcia et al. (2022) found that departments experiencing widespread disengagement reported 42% fewer instances of spontaneous problem-solving sessions.

Innovation and Adaptability

The literature consistently demonstrated that quiet quitting impedes organizational innovation and adaptability. Among the 29 studies addressing innovation, 76% identified negative correlations between quiet quitting and measures of creativity, idea generation, and implementation of novel approaches. Quantitative analysis by Hirsch & Feldman (2022) revealed that teams with high rates of quiet quitting generated 53% fewer innovative solutions to organizational challenges compared to highly engaged teams.

Additionally, organizations with prevalent quiet quitting demonstrated reduced adaptability to changing market conditions. Morrison et al. (2023) found that business units exhibiting widespread quiet quitting were 2.4 times slower to implement strategic changes compared to engaged units.

Workplace Morale and Social Climate

The systematic review identified a bidirectional relationship between quiet quitting and workplace morale. Initial instances of quiet quitting typically emerged among a small subset of employees but gradually expanded through social contagion effects. Bernstein & Khalid (2022) documented this phenomenon in a longitudinal study, observing that departments with 3-4 quiet quitters experienced a 28% increase in disengagement behaviors among previously engaged employees within six months.

This contagion effect was particularly pronounced in environments characterized by close working relationships and team-based structures. Decker et al. (2023) found that the predictive power of peer quiet quitting on individual disengagement was stronger in collaborative settings ($r = 0.72$) compared to independent work environments ($r = 0.41$).

Institutional Resilience and Sustainability

Several studies ($n=17$) examined the long-term implications of quiet quitting for organizational resilience. These studies consistently identified that widespread quiet quitting undermines institutional capacity to navigate crises and sustain performance under pressure. Yamamoto & Chang (2022) found that organizations with high levels of quiet quitting experienced 34% longer recovery periods following market disruptions compared to organizations with engaged workforces.

Analysis of longitudinal data by Henderson et al. (2023) revealed that persistent quiet quitting preceded significant declines in organizational performance metrics, with observable impacts on customer satisfaction (-18%), operational efficiency (-22%), and financial performance (-15%) over a three-year period.

DISCUSSION AND CONCLUSION

Interpretation of Key Findings

This systematic review study reveals that quiet quitting is a multifaceted phenomenon with significant implications to the organizational culture. The identified prevalence rates of 21-35% across various sectors suggest that quiet quitting has evolved from an isolated behaviour or incident to a widespread workplace concern especially in the post-pandemic workplace landscape. This prevalence aligns with Buchanan et al.'s (2022) assertion that changing employee priorities are significantly reshaping the workplace dynamics in organizations.

The Post-Pandemic Acceleration

The significant increase in quiet quitting post COVID-19 pandemic begs for particular attention. This trend likely reflects a fundamental reassessment or revalue of work's role in employees' lives, consistent with Wang & Wei's (2023) observation that the pandemic catalyzed a collective reevaluation of workplace expectations. The higher prevalence in technology sectors suggests that industries with established remote work capabilities may in fact face many far greater challenges in maintaining employee engagement through nowadays digital interfaces.

From Individual Behavior to Cultural Phenomenon

Perhaps most concerning for organizations is the evidence of quiet quitting's contagion effect in the workplace. The findings suggest that quiet quitting transcends individual behaviour to become an organizational climate factor, with high possibilities to spread through social networks and reshape back the cultural norms. This result is very much aligns with Rosenberg et al.'s (2022) conceptualization of disengagement as a socially transmitted phenomenon rather than merely an individual response to workplace conditions.

The Bidirectional Relationship with Organizational Culture

The results also demonstrate a complex and bidirectional relationship between quiet quitting and the organizational culture. While cultural deficiencies contribute to quiet quitting, the behaviour also gradually erodes cultural foundations hence creating a potentially self-reinforcing cycle. This reciprocal relationship helps explain the persistent nature of quiet quitting once established within an organization and supports Holt et al.'s (2022) assertion that cultural erosion often operates as a self-perpetuating process.

Theoretical Implications

Reconceptualizing Employee Engagement

The findings make it necessarily important for a reconceptualization of employee engagement as existing on a spectrum rather than as a binary state. This phenomenon of quiet quitting also occupies a middle ground between full engagement and formal resignation, a nuanced position that challenges traditional engagement frameworks. This suggests that engagement theories are in need to evolve in order to account for these intermediate states of connection, where employees maintain technical compliance while withdrawing psychological investment.

Cultural Contagion Models

The documented social contagion effect of quiet quitting provides empirical support for cultural transmission theories in organizational settings. The differential spread rates observed between collaborative and independent work environments suggest that structural factors moderate contagion effects. This advances theoretical understanding of how workplace behaviors propagate through social networks with varying intensity depending on contextual factors.

Integration with Existing Literature

The identified factors contributing to quiet quitting align well with the traditional models of burnout and disengagement. While Maslach & Leiter's (2021) work on burnout provides a valuable framework for understanding emotional exhaustion, our findings suggest that quiet quitting represents a more deliberate, boundary-setting response rather than simply a state of depletion. Similarly, the emphasis on value misalignment extends Schaufeli's (2021) work by highlighting the increasing importance of purpose and ethical alignment in sustaining engagement.

Practical Implications

Organizational Interventions

The results offer several evidence-based directions for organizational interventions to address quiet quitting:

Work-Life Balance Initiatives

Given the prominence of work-life imbalance as a contributing factor, organizations should prioritize meaningful boundaries and sustainable workloads.

Growth Pathway Clarity

Organizations should develop transparent career progression frameworks, particularly for early and mid-career professionals who demonstrated higher sensitivity to perceived stagnation.

Values Alignment and Communication

Regular reassessment of how organizational values translate into daily practices can help identify and address emerging disconnects between institutional priorities and employee values.

Leadership Development

The strong association between leadership deficiencies and quiet quitting underscores the need for targeted leadership development focused on communication, empathy, and effective feedback mechanisms.

Cultural Monitoring and Early Intervention

The contagion dynamics observed suggest that early detection and intervention are crucial for preventing widespread disengagement. Organizations would benefit from developing cultural monitoring systems capable of identifying initial signs of quiet quitting before they propagate. These systems should incorporate both quantitative metrics (e.g., participation rates, communication patterns) and qualitative assessments (e.g., sentiment analysis, focus groups) to capture the nuanced manifestations of early disengagement.

Sector-Specific Considerations

The variation in quiet quitting prevalence across sectors highlights the need for contextually tailored approaches. Technology organizations might focus on maintaining meaningful connection in digital environments, while healthcare institutions could address the tension between institutional priorities and care quality that often underlies value misalignment in clinical settings.

Assessment of Organizational Responses

As part of the findings in this review, organizations responses to quiet quitting was captured. The most effective strategies are those that adopt a holistic and evidence-based approach such as organizations that implemented integrated interventions that are addressing both cultural (e.g., psychological safety, leadership authenticity) and structural (e.g., workload, compensation) dimensions actually reported up to a 37% reduction in quiet quitting behaviors.

Furthermore, leadership training programs that emphasizes on authentic communication and recognition also have demonstrated sustained reductions in disengagement over time. Moreover, efforts to engage that focused on purposes, particularly those grounded in concrete examples of impact, were also associated with notable increases in discretionary effort and team commitment at the workplace.

Moreover, a more transparent and participatory compensation package reforms actually enhanced perceptions of fairness and therefore strengthened the organizational trust that reduces quiet quitting tendencies. These findings suggest that a more surface-level engagement activities are insufficient and successful interventions must address the deeper systemic and cultural conditions that enable disengagement to take root at the workplace.

Limitations and Future Research Directions

Despite the comprehensive approach of this review, there are still several limitations that must be acknowledged. Among them is the relatively recent emergence of "quiet quitting" as a specific term means that earlier studies

addressing similar phenomena under different terminology may have been underrepresented and need to be considered. Secondly is the predominance of studies from Western contexts also limits the generalizability of findings to a more diverse cultural settings.

Future research should explore to better understand the temporal dynamics of quiet quitting, including potential recovery pathways and long-term organizational impacts. Future researchers are also suggested to examine how cultural contexts moderate both the expression of quiet quitting and its organizational consequence and to evaluate the comparative effectiveness of different organizational interventions in addressing established patterns of quiet quitting. It is also good to explore organizations that have successfully maintained high engagement despite industry or contextual factors associated with quiet quitting.

These research directions would significantly advance both theoretical understanding and practical management of quiet quitting in contemporary workplaces.

Even though there are significant advancements in the area, researcher still able to see that there are still several critical gaps that remain in the existing literature. Among the critical gaps is the industry-specific insights. The current literature is really more focused on knowledge-intensive sectors, such as technology and healthcare. It is recommended that future research can explore the prevalence, drivers, and consequences of quiet quitting in underrepresented sectors, including manufacturing, logistics, public administration, and academia in the developing regions.

Another critical gap is the cross-cultural variability. In the literature, there is a dominance of Western perspectives therefore there is a need for studies that examine how cultural norms and values influence both the expression of quiet quitting and the effectiveness of organizational responses in diverse geographical contexts.

There is also a gap in the methodological innovation where many existing studies rely on self-reported data, which are subject to social desirability and recall bias. There is a need for development of objective indicators—such as communication analytics, participation metrics, and performance data—which would significantly enhance measurement validity.

Additionally, it is also good for future researches to incorporate robust primary data collection methods such as the surveys, semi structured interviews, case studies and ethnography, and also social network and behavioral analysis in collecting data in this topic. A large-scale, cross-sectoral surveys can actually help in order to quantify the prevalence and drivers of quiet quitting across industries and regions while an in-depth interviews with employees, managers, and HR practitioners can offer contextualized understanding in terms of disengagement experiences and organizational responses. On the other hand, organizational case studies and workplace ethnographies could provide rich insights into how quiet quitting evolves within specific cultural and operational environments while the use of social network analysis and digital behavioral tracking may uncover how disengagement spreads within teams and identify early warning signals.

CONCLUSION AND RECOMMENDATIONS

This systematic review reveals that quiet quitting is a very complex organizational phenomenon that has significant implications for workplace culture now and in the future. The findings show that quiet quitting can extends beyond individual choice to become a cultural force capable of changing the organizational dynamics, especially in collaborative environments where collaboration is very important and lack of collaboration can be fatal to the organizations. The identified factors contributing to quiet quitting are among the work-life imbalance, limited growth opportunities, value misalignment, leadership deficiencies, and social dynamics.

These factors interact in complex and often reinforcing ways where it creates conditions that is conducive to further employee disengagement and silent withdrawal. Moreover, evidence also suggests that once it is already embedded in organizational culture, quiet quitting can actually propagate through the social networks in the workplace hence compounding its negative effects on team cohesion, psychological safety, and institutional resilience. Based on these findings, the following recommendations are proposed to guide organizational practice and future scholarly inquiry.

Recommendations

In order to prevent employee disengagement and quiet quitting, organizations must implement systemic interventions that can target both structural and relational dimensions of work in the workplace. The recommended strategic actions includes:

Work-Life Balance Enhancement

It is time for organizations to prioritize policies that actually support sustainable workloads and enforce clearer boundaries between professional and personal time. This may include conducting structured workload audits

Career Development Transparency

It is important to establish career development transparency where career pathway are visible to the eyes of the employees. The promotion system, succession management, and career development opportunities must be made

Value Alignment and Purpose Reaffirmation

It is also important to actually conduct a periodic evaluation to ensure the alignment between organizational values and employee beliefs exist. This, coupled with initiatives that communicate the societal and individual impact of employees' work, may foster greater psychological investment and purpose.

Leadership Development and Accountability

It is never a waste to invest more in leadership capacity-building programs that emphasize on empathy, constructive feedback, inclusive communication, and recognition practices. This programs are essential in cultivating trust and sustaining engagement.

Recognition and Fair Compensation Practices

The redesign of recognition systems to include peer-based acknowledgments and contributions aligned with organizational values, alongside transparent and equitable compensation practices, has been shown to significantly reduce disengagement.

In a nutshell, the bidirectional relationship between quiet quitting and the organizational culture underscores the importance for holistic approaches that can address both individual concerns and systemic factors. As quiet quitting continues to reshape workplace environments, organizations that proactively investing resources as efforts to foster cultures of meaningful engagement, authentic value alignment, and sustainable work practices will have better chances to thrive in an evolving employment landscape.

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