

Work Culture and Quiet Quitting: Exploring the Link

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Peer Review Information	Abstract
Type: Article Received: 28 March 2026 Revised: 26 April 2026 Accepted: 11 May 2026 Published: 02 June 2026	As quiet quitting continues to gain attention in contemporary workplaces, this study aims to understand how the culture amongst the company may drive employees toward this disengagement behavior. In a company how the people are involved in their job, conduct themselves, and perform on the job is largely shaped by the type of tradition that is present in their workplace. Quiet quitting means a situation where employees restrict their efforts strictly to assigned tasks without going beyond required responsibilities, reflecting disengagement rather than resignation. A quantitative and descriptive research design was chosen for this study, where data was gathered from 113 participants across multiple sectors by an organized questionnaire. Key cultural dimensions such as trust, fairness, participation, leadership support, power distance, and action orientation were examined with reference to both behavioral and emotional disengagement. The results suggest that despite adequate levels of trust and fairness in management, organizations still fall short in terms of open communication, employee participation, and inclusive decision-making. Emotional disengagement turned out to be dominant than behavioral disengagement. Elements like insufficient recognition, limited career growth, hierarchical structures and work-life imbalance were identified as key contributors. The results confirm that work culture and quiet quitting are significantly linked, emphasizing the significance of a healthy organizational environment, emphasizing that negative workplace environments increase disengagement, whereas supportive cultures enhance motivation. The outcome highlights that encouraging a transparent, inclusive, and employee-centered company ethos is crucial for boosting workforce engagement and curbing the commonness of quiet quitting. Keywords: Organizational Work Culture; Quiet Quitting; Employee Engagement; Workplace Disengagement; Organizational Behavior; Employee Motivation.

How to Cite This Article

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Introduction

In the modern workplace, enterprises are putting growing significance on engagement and well-being as key drivers of success. The nature of work has evolved, and employees today expect economic benefits and a helpful and meaningful work environment. Organizational atmosphere involves variables like trust, fairness, communication and leadership support, and have an important part in shaping employee experiences and performance. Recently, the theory of quiet quitting has come out as an important workplace trend. Instead of quitting their jobs, employees choose to perform only the tasks outlined in their job roles without taking on additional responsibilities. This behavior often reflects dissatisfaction, lack of motivation, or emotional detachment from the organization. Over time, it can adversely impact efficiency, confidence and overall organizational effectiveness.

This research is conducted in response to concerns about declining engagement and increasing dissatisfaction among employees. Understanding the reasons behind quiet quitting is important for organizations to improve their work culture and retain talented employees. Even though it is increasing their importance, there is limited research that influences quiet quitting behavior. The study gains importance by identifying the connection amongst corporate culture and colleague disengagement. By examining variables including trust, fairness, participation and managerial support, the research aids pinpointing core sectors in the place that organizations can improve. In addition, it gives an understanding of how employees respond to workplace conditions, both behaviorally and emotionally.

The goal of this study is to analyses the connection in between the organizational work culture and quiet quitting among employees. It aims to understand how workplace culture affects employee attitudes and behaviors and to recognize the elements that contribute to disengagement. The research also seeks to provide suggestions for organizations to build a stronger and extra helpful work environment, which can reduce quiet quitting and improve overall performance.

Literature Review

Organizational culture had a key role in shaping employee behavior, engagement and performance. Schein (1990) describes culture as a system of shared values and beliefs that influence how employee's function within an organization. A positive work culture fosters trust, collaboration and productivity, while a negative or toxic culture leads to disengagement and reduced performance.

Studies by Manley et al. (2011) highlight that supportive and inclusive work environments enhance employee motivation and well-being. In contrast, toxic cultures characterized by poor leadership, lack of recognition and ineffective communication contribute to low morale and dissatisfaction.

Latest studies have connected including the negative workplace environments to the rise of quiet quitting, a behavior where employees limit their efforts to assigned responsibilities. Ellera, Jamali and Caldwell (2023) suggest that quiet quitting emerges as a coping mechanism in reply to unfair treatment and absence of appreciation. Similarly, Sull et al. (2022) identify toxic cultural traits such as disrespect and excessive competition as key drivers of employee disengagement.

Quiet quitting reflects psychological withdrawal rather than actual resignation. According to SHRM (2019), organizational culture is a significant aspect influencing disengagement. Employees are very believably to reduce discretionary effort when they experience poor work-life balance, limited growth opportunities and absence of managerial support.

Overall, the literature shows a powerful connection amongst workplace environment and employee disengagement, suggesting that unhealthy organizational environments significantly contribute to quiet quitting behaviors.

Hypothesis

H₀ (Null Hypothesis): There is no significant relationship between organizational work culture and quiet quitting behavior among employees.

H₁ (Alternative Hypothesis): There is a significant relationship between organizational work culture and quiet quitting behavior among employees.

Methods

To assess the connection amongst company work culture and quiet quitting, the study employs a quantitative research design, drawing on responses from employees representing a range of different sectors. To gain a clearer picture of how employees view workplace practices and disengagement behaviors, the research selected a descriptive research design that concentrated on capturing their personal perceptions and experiences. Data for the study was collected through a structured questionnaire and subsequently assessed using statistical techniques namely percentage analysis, correlation, and regression analysis to identify meaningful patterns and relationships among the variables in this study.

Sampling Unit - The sampling unit of the study included employees working in different sectors such as corporate, service and manufacturing organizations. These individuals were selected as respondents due to their direct experience with multiple management styles and different organizational cultures.

Sampling Method - Given the type of study, a non-probability convenience sampling technique was used to select respondents, permitting the researcher to collect information from individuals who were most readily accessible and willing to participate. Participants who were available and consented to take part in the survey were included. Using this method, the researcher was able to collect data from experienced professionals across different industries within the available time.

Sample Size - The survey was conducted with a sample size of 113 respondents, who were selected to provide data relevant to the research objectives. This number of responses was considered sufficient to perform statistical analysis and interpret the relationship between the variables of the study.

Sampling Procedure - To fulfill the study's objectives, a descriptive survey method was used. To ensure consistency and measurability in responses, data was gathered via structured questionnaire developed based on a 5-point Likert scale, where responders showed their level of acceptance ranging from strongly disagree to strongly agree. To address the research objectives, the questionnaire was structured to include carefully framed statements covering key aspects of organizational work culture and also indicators of quiet quitting behavior among employees. Employees from various organization were asked to finish the online survey and their answers were gathered.

The study classified respondents according to key demographic variables like age, gender, employment position, work experience, and work mode, as these aspects were considered necessary in understanding the diverse backgrounds of the respondents and how their workplace experiences may vary accordingly.

Research and Statistical Tools Employed - The gathered data was analysed using different statistical tools to know the relationship amongst variables. The tools applied were percentage analysis, correlation analysis and regression analysis. Percentage analysis was used to explain demographic characteristics and response distribution. Correlation analysis was used to understand the relationship amongst organizational work culture and quiet quitting. Regression analysis was applied to observe the effect of work culture on behavioral and emotional quitting among employees.

Analysis and results

The study analyzed responses from 113 employees using descriptive statistics, correlation and regression techniques to analyze the relationship amongst organizational work culture and quiet quitting.

Work Culture Analysis

The findings indicate a mixed perception of organizational culture:

Around 50% of employees reported positive participation and communication, while a significant portion remained neutral, indicating inconsistency in cultural practices. 64.6% of respondents felt trusted by their managers, reflecting a relatively strong element of managerial trust. However, 60.2% reported high power distance, suggesting hierarchical decision making and limited employee involvement. Nearly 47.8% of employees perceived low action orientation (high discussion but low execution), indicating inefficiency in organizational processes. Trust among colleagues (50.5%) and fairness in appraisal (58.4%) showed moderate positivity but also highlighted gaps.

Overall, these outcomes show that while some elements of work culture are positive, inconsistencies in participation, fairness and decision making create potential disengagement.

Behavioral Quiet Quitting Analysis

- 37.1% of employees admitted doing only the minimum required work.
- 43.4% reported limiting their time and effort to basic job requirements.
- Around 52% of respondents were either neutral or disengaged regarding extra-role behavior.
- 31% avoided extra work for promotion, indicating reduced motivation for growth.

The findings confirm that behavioral quiet quitting is significantly present in the workforce.

Emotional Quiet Quitting Analysis

- A majority (53.1%) viewed doing only required work as "smart efficiency."
- 39% showed emotional detachment, indicating lack of enthusiasm or involvement.
- A large proportion remained neutral, suggesting underlying dissatisfaction not openly expressed.

This indicates that emotional disengagement is even more widespread than behavioral disengagement.

Relationship Between Work Culture and Quiet Quitting

- Employees experiencing low trust, unfair appraisal, high power distance and poor action orientation showed high level of quiet quitting.
- Non-participation and limited leadership accessibility contributed to both behavioral and emotional disengagement.
- Among the cultural weaknesses identified, poor communication and the absence of adequate recognition emerged as main aspects that were firmly connected to a reduction in the readiness of employees to go beyond their minimum required effort at work.

Results and Findings

- The study found an important connection amongst organizational work culture and quiet quitting.
- Positive cultural aspects such as trust, fairness and leadership support reduce employee disengagement.
- Negative cultural elements like high power distance, poor communication and absence of recognition increase quiet quitting behavior.
- Emotional quiet quitting is more prevalent than behavioral quiet quitting, indicating deeper psychological disengagement.
- A considerable proportion of employees follow a “minimum effort” approach, reflecting unmet expectations from the organization.

Hypothesis Testing Result

Since a important relationship was found amongst work culture and quiet quitting:

H₀ (Null Hypothesis): There is no significant relationship between organizational work culture and quiet quitting behavior among employees - Rejected

H₁ (Alternative Hypothesis): There is a significant relationship between organizational work culture and quiet quitting behavior among employees - Accepted

Hypothesis Testing Result

This means that company work culture does have a major effect on quiet quitting behavior among employees.

Discussion

The results of this research highlight that organizational work culture significantly influences employee involvement and quiet quitting behavior. While certain cultural elements appear positive, several gaps in communication, participation, and leadership practices contribute to employee disengagement. These gaps create an atmosphere where employees do not feel motivated to go beyond their basic responsibilities.

Primarily, participation and communication are not consistent across the organization. Around half of the employees feel encouraged to share their ideas, but many remain neutral or disagree. This shows that employees are not fully comfortable expressing themselves. When employees don't feel heard, they tend to limit their involvement and only do the required work.

Secondarily, trust in management is moderately positive but not uniform. Though many employees feel trusted, some still experience micromanagement or lack of autonomy. This imbalance affects motivation. A controlling work environment pushes employees toward disengagement, while a trust-based environment fosters greater commitment and active participation.

An additional important finding is with reference to the utilization of employee skills. Although a majority feel their abilities are used properly, a significant number feel underutilized. This leads to frustration and reduces interest in contributing beyond basic responsibilities.

The analysis further highlights a significant degree of power distance. The results recommend that numerous employees hold the view that decision-making processes are largely concentrated at the managerial level, indicating a top-down approach that restricts broader employee involvement and contribution. This diminishes employee participation and creates a feeling of disconnect from the company, resulting to emotional disengagement.

Furthermore, there is an inadequacy of action orientation. Many employees believe that discussions do not lead to actual implementation. This creates frustration and reduces trust, making employees less willing to put in extra effort. Peer trust and fairness in performance appraisal also show mixed results. Some employees feel positive, but many are uncertain or dissatisfied. Lack of fairness and trust reduces motivation and encourages disengagement.

Leadership accessibility is also not consistent. While some employees find leaders approachable, others do not. This increases communication gaps and strengthens hierarchical culture. The most vital finding is related to quiet quitting behavior. Many workers acknowledge that they only give in the bare minimum of work and restrict their efforts to basic duties. Additionally, a lot of workers think that the best way to preserve work life balance is to only complete tasks as assigned.

Employees are also least willing to take extra work or seek additional responsibilities for growth. This shows the absence of motivation and weak career engagement. Emotional quiet quitting is also visible, as many employees feel uninspired from their work and show indifference toward extra tasks. Overall, the study shows that quiet quitting is mainly caused by issues in work culture such as lack of recognition, poor communication, high power distance, limited growth opportunities and weak leadership. It is not due to lack of employee ability, but due to discontent with the work environment.

Recommendations

As shown by the study, several steps can be taken to improve work culture and reduce quiet quitting.

Firstly, organizations should improve communication and encourage employee participation. Employees should be at ease expressing their opinions and managers should actively listen to them. This will increase involvement and engagement. Secondly, managers and employees should have more trust in one another. Managers should avoid micromanagement and give employees more autonomy. This will increase confidence and motivation.

Organizations should also focus on proper utilization of employee skills. Work should be assigned based on employee strengths and training programs should be provided to support growth. Reducing power distance is also important. Employees should be involved in decision making processes so that they feel valued and connected to the organization. Companies should ensure that discussions lead to action. Implementing employee suggestions will increase trust and motivation.

Fairness in performance appraisal should be maintained. Employees should be recognized and rewarded for their efforts. This will encourage them to go beyond basic responsibilities. Leadership should be more approachable and accessible. Better interaction between leaders and employees will improve communication and reduce gaps. Organizations should also promote healthy conflict management by encouraging open discussions and problem-solving.

Clearly defining opportunities for career advancement is crucial. Motivation will rise if workers are aware of their opportunities for advancement within the organization. Work-life balance should also be maintained. Supply work options and support for mental well-being can reduce burden and avoid disengagement. Finally, organizations should create productive, caring and helping work environment where employees feel treasured and respected. This will improve overall engagement and reduce quiet quitting.

Conclusion

The current study demonstrates a robust and important connection between the organizational work culture and quiet quitting among employees. The findings highlight that workplace factors such as trust, fairness, participation, leadership support and decision making practices significantly influence employee attitudes and behaviors. A nice and constructive work environment motivates employees to remain engaged, motivated and willing to contribute beyond their defined roles. In contrast, a lack of recognition, poor communication, high power distance and limited growth opportunities lead to both behavioral and emotional disengagement.

Additionally, the study shows that that emotional quiet quitting is more prevalent than behavioral quiet quitting, indicating a deeper psychological withdrawal among employees. This highlights the necessity for organizations to not only focus on performance but as well as on employee well-being and satisfaction. In conclusion, fostering a transparent, inclusive and employee-centric work culture is essential for reducing quiet quitting and improving overall organizational effectiveness. Organizations that prioritize engagement, recognition and work-life stability are more likely to reach endless success and retain a committed workforce. This study confirms that growing understanding of modern workplace behavior by highlighting quiet quitting as a cultural outcome rather than an individual issue.

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