

Documents

Sarwar, A.^a, Rahman, S.F.^a, Sharif, S.B.M.^b, Seng, V.O.K.^c

Quiet Quitting: A Millennial Perspective on Workplace Dissatisfaction and Retention Challenges

(2024) *Proceedings of the European Conference on Management, Leadership and Governance*, 20 (1), pp. 503-509.

^a Multimedia University, Cyberjaya, Malaysia

^b International Islamic University Malaysia, Kuala Lumpur, Malaysia

^c Jesselton University College, Sabah, Kota Kinabalu, Malaysia

Abstract

Quiet quitting is a phenomenon where employees disengage from their work and intentionally underperform as a way of expressing their dissatisfaction with their job or employer. In Malaysia, around 46% of millennial employees are considering quitting their jobs quietly, which can have a significant impact on both the individual and the organisation, especially if key performers or those with critical knowledge and skills depart. However, little is known about the underlying psychological and organisational factors that contribute to this behaviour. Thus, the purpose of this study is to look at the causes, effects, and preventative measures of quiet quitting among Malaysian workers as well as potential solutions for this tendency. To get a better understanding of the psychological and organizational reasons leading to such phenomenon among Malaysian employees, an integrated study of self-determination theory and organisational support theory is proposed. Methods for collecting qualitative data were used in this study. Data was gathered by means of employee interviews. Convenience sampling was used to choose the respondents since participants were chosen based on their availability and desire to participate. The results demonstrate the significant role that psychological (e.g., job dissatisfaction, lack of opportunities for career development) and organizational (e.g., lack of communication, work-life balance, positive culture, lack of leadership) factors play towards quiet quitting among employees. In theory, this research provides a more thorough comprehension of the topic under investigation by putting out a more resilient and all-encompassing structure. This discovery has the potential to boost organizational performance and productivity by fostering more encouraging and fulfilling work conditions for workers. © 2024 Proceedings of the European Conference on Management, Leadership and Governance. All rights reserved.

Author Keywords

Motivation; Organisational Factors; Personality; Psychological Factors; Resilience

Index Keywords

Employment, Social psychology; Cause-effect, Malaysia, Malaysians, Millennials, Organisational, Organizational factors, Personality, Psychological factors, Resilience, Workers'; Personnel

Editors: Patuleia M.

Publisher: Academic Conferences and Publishing International Limited

ISSN: 20489021

Language of Original Document: English

Abbreviated Source Title: Proc. Eur. Conf. Manag. Leadersh. Gov.

2-s2.0-85215658957

Document Type: Conference Paper

Publication Stage: Final

Source: Scopus