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RESEARCH ARTICLE

The Impact of Organizational Climate on Employees' Quiet Quitting Behaviour

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ARTICLE INFO	ABSTRACT
	Quiet quitting, when employees are present only in body, but not in spirit or full contribution to the team/organization is a topic that has gained quite a bit of traction over the past few years. Motivated by the trends in altered working panorama after COVID-19, this research investigates how organizational climate affects quiet quitting behavior, importantly supported leadership as well as career growth opportunity and participative decision making are seen to be operationalized. This study positions the relationship between organizational climate with employee engagement and having positive climate may inhibit quit quietly behavior. In a total of 364 questionnaires that were distributed to employees at five different departments in Jordanian government organization using quantitative survey design, we received 306 responses after excluding outliers and missing cases. Relationships among variables and the mediating role of organizational climate with respect to quiet quitting behavior were tested using Structural Equation Modeling - Partial Least Squares (SEM-PLS). Supportive leadership was associated with a positive organizational climate, although the direct effect of climate on quiet quitting behavior was weak, suggesting other unmodeled variables also influence disengagement. The contribution of this study on the theoretical level is to take overcome the reduced carbon arguments regarding job climate and quiet quitting by underlining not only a push for longitudinally, but more importantly, highlight how job design flexibility and work-life balance initiatives can bolster (if designed correctly) an organizations rejoinder to engagement strategies.

1. INTRODUCTION

Quiet quitting has become a popular topic in recent years, no doubt influenced by the fact that work as we know it has changed so dramatically since the pandemic. This is quiet quitting which refers to unseen and insidious behaviour, employees disengage from all nonessential aspects of their work; they do not draw anywhere near on what they offer, performing only the basic elements of their job just satisfactory, while shedding the rest (Formica & Sfodera, 2022; Dai et al., 2023). Especially, there is an extreme preference for work-life balance and avoidance of too many jobs demands has integral effect on the rise in quiet quitting attitudes among the younger generations (Xueyun et al., 2023; Pearce, 2022; Formica and Sfodera 2022). Quiet quitting, in short, arises from the gap between what organizations want from employees and what they give them. Quiet quitting (Ahmad et al., 2024; Ababneh et al., 2024; Al-Taani et al., 2024). The rise of silent resignation to counter an increasing number of organizational challenges, such as inadequate guidance from leadership (Tavanti, 2011; Boy and Sürmeli, 2023), waning care factor and lack of importance in the work people do doesn't help matters when translating into a dip in engagement levels (Soane et al., 2013; Ellis & Yang 2022). Managers flag empathy can push up employee engagement and concern for the well-being of employees (Mousa, Massoud & Ayoubi, 2020). Employees spend a great deal of their time engaged in the work-life; therefore, organisations are at the heart of providing an environment that motivates

employees to achieve both individual and organizational goals (Schneider & Reichers 2020; Mousa et al., 2020; Al Obaidy et al., 2024; Aloqaily and Al-Zaqeba, 2024).

This is in spite of the considerable implications of organizational climate for quiet quitting. Organizations are at risk of decreased productivity, morale, and loyalty if an increasing number of employees become disengaged, but stay in their roles (Karalinç, 2024). In many areas that tend to be less mechanical and more creative, collaborative and discretionary in nature, unobtrusive quitting is difficult. While there are studies that have considered job satisfaction and stress, fewer have focused on how the overall climate of the organization might affect this subclinical disengagement (Srivastava et al., 2024). The growing incidence of quiet quitting signals a significant lacuna in the management armamentarium, where traditional modes of engagement have failed to scale up as required in today's increasingly demanding organizational spaces (Atalay & Dağıstan, 2024). Understanding the elements of organizational climate that help or harm engagement is essential to designing avenues to fight quiet quitting. Its objective is to provide a more nuanced understanding of how organizational climate can be built and sustained in order to decrease the prevalence of disengagement (quiet quitting) among employees, ultimately contributing to broader organizational performance and productivity (Shubailat et al., 2024C; Al-Taani et al., 2024). However, this study aims to investigate how organizational climate influences quiet quitting behaviours, which are about why many employees at present restrict their contributions to the minimum needed for completing tasks.

2. LITERATURE REVIEW

Recognizing that employees are disengaging with organizations has led Citizenship and Exit literature to research the notion of quiet quitting, particularly focusing on variables associated with organizational climate such as leadership, opportunities for advancement and participative decision-making (Mohammadi et al., 2024Jebril et al., 2024; Shubailat et al., 2024). This literature focuses on theorizing about what quiet quitting is, why it happens, and which are its consequences by reference to a number of perspectives. The literature review further probes into how organizational climate influences employee satisfaction, engagement and productivity as well giving rise to the development of hypotheses for this study. However, Xueyun et al. (2023) proposed quiet quitting as a form of social contract violation, and it tests the conditions when people choose to quiet quit their roles. The results further emphasize that employment well-being has a significant effect on an individual's intent to quit quietly. Mohammadi et al. (2024) offers an atypical perspective in studying passive exiting, not only through the toxic work culture but also by virtue of a mediating function, ie. psychological capital (PC). Their results demonstrated that not only does psychological capital moderate the direct effects of workplace toxicity on quiet exit, but it also mediates the relationship between work exposure and quiet quitting. Moreover, Cosci Karalinç (2024) explored the lack of relationship between silent resignation and job performance in healthcare stating it as negative relation. The current study validates the presumed diminishing performance effect of quitting quietly and highlights an issue vital to health sectors seeking to achieve Sustainable Development Goals (SDGs) that target employee well-being and productivity. This research extends the consequences of quiet quitting in an essential service as evidenced by its impact on job performance in a high-stakes industry. Srivastava et al. (2024) explored how NWG lead emotional exhaustion through reinforcing workplace stressors and then trigger quiet quitting. Drawing on the Conservation of Resource (COR) theory, the result of this research further adds some dimensions to the concept that different types of social dynamics such as workplace gossip is related to employee disengagement. Still, the study is limited by its reliance on self-reported data which may have introduced response biases and would be less subject to bias if more objective measures or observational methods were used in future research. In addition, Eyþórsson & Innanen (2024) witnessed that these causes present high correlations with disengagement. Notably, the study suggested that conscientiousness does moderate this effect: among employees high in conscientiousness, there was less of a tendency to disengage. Rocha et al. (2023) explored the influence of work-life conflict in the Portuguese hospitality industry and discovered that high work-to-life conflicts leads to increased burnout levels, diminished emotional well-being and silent quitting. Moisoglou et al. (2024) examined how Greek nurses were less engaged empowerment supported latter is one likely supports reduces silent exit regarding nurses 15 provides and truck by innovation in quiet and they explained culture. Suhendar et al. (2023) began researching quiet quitting in the setting of Indonesian digital startups by identifying job satisfaction

(JS), organizational culture (OC) and organizational citizenship behavior (OCB) as one also has a significant effect on quit inseminating to find out how individual-level outcomes that managers would have an interest influence against one another to determine demographic characteristics are associated with racial sentiments.

Based on forgiveness climate model, Afzal & Siddiqui (2021) contributed to the research by examining the moderating role of a climate of forgiveness in learning and quiet quitting; positing that organizational forgiveness promotes learning and negatively related to the likelihood of intending to quickly quit. The effectiveness of forgiveness as an organizational practice on the satisfaction of employees is balanced by certain types of organizational cultures, which are clan and market cultures. Despite this, while the study provides information with respect to a forgiveness climate being possibly utilizable as an engagement intervention strategy it does fail to acknowledge some other organizational climates that may have just as significant impact on quiet quitting. Lu et al. (2023) explored quiet quitting behavior in Chinese university lecturers by putting psychological empowerment as a moderator. Results showed that perceived career development, work overload and pay-for-performance have an impact on job burnout and well-being of employees leaving quietly.

3. HYPOTHESES DEVELOPMENT AND THE PROPOSED MODEL

Organizational climate is the composite of individual perceptions of policies, practices and procedures and a reflection of the shared meaning individuals at work derive from experience working in an organization (Schneider & Reichers, 2020). A relatively positive climate, characterized by fairness, support and trust can create a sense of belonging that lessens the likelihood individuals will be driven to quiet quitting (Dai et al., 2023). When environment becomes toxic or unsupportive, employees go silent and quietly quit from extra responsibilities (Mohammadi et al., 2024). High stress and job insecurity based on current research indicates that direct conditions in the workplace lead to disengagement (Xueyun et al., 2023). On the other hand, when employees feel a supportive climate around them it deepens their emotional and psychological commitment as a result with decreased disengagement (Afzal & Siddiqui, 2021).

As rightly mentioned by Kelly (2022), Employee motivation and engagement are very crucial to working performance also hence are career growth opportunities. When employers offer avenues for upward mobility, workers are less likely to fall into the rut of stagnation that frequently causes engagement erosion (Nguyen et al., 2023). When there is no future development platform for employees, it will directly lead to the probability of "silent resignation", because employees know that they do not get rewarded in the long term; people who feel about impact might simply disengage rather than quitting (Lu et al., 2023). For instance, Suhendar et al. (2023) found that in Indonesia that a positive organizational culture that promotes employee development would minimize quiet quitting tendencies in Indonesian digital start-ups. Just like the Leadership, Career Development is a strong motivator for encouraging employees to work towards organizational goals and not just fulfill basic duties (Son & Kim, 2019).

Empathy, appreciation, and encouragement composed of supportive leadership are essential in employee morale and engagement (Lin & Ling, 2021; Garcia et al., 2024). Supervisors being unsupportive is evident, helping to fuel stress, frustration, and disengagement that eventually results in quiet quitting (Clifton & Harter, 2019). For example, Srivastava et al. (2024) suggests that positive leadership has been found to have fewer associations with workplace stress and emotional exhaustion, which the quiet quitter/voluntary turnover exemplifies influence too. In fact, Mohammadi et al. (2024) suggest that meaningful leader engagement with employees can, in turn, help to eradicate quiet quitting by fulfilling psychological needs for respect and inclusion.

Get the people involved in participative decision making and they will develop ownership and responsibility over what the organization accomplishes (Caldwell & Anderson, 2022). Employees feel more motivated and engaged when they consider their opinions matter. (Kim, 2022) No doubt, the process of empowerment derived from participative decision-making is in accordance with Social Exchange Theory (SET) that individuals will reciprocate for what they perceive they are supported and trusted by their firm (Xueyun et al., 2023). Employees who do not participate in decision-making processes typically feel isolated, which in turn, lessens commitment and promotes the practice of

quiet quitting (Jones et al., 2023). In this way, both the commitment was increased and the chances of disengagement were reduced by meeting employees in decisions. Therefore, we hypothesize:

H1: A positive organizational climate negatively influences quiet quitting behaviour.

As H1 indicated that positive organizational climate negatively influences quiet quitting behaviour, where organizational climate measured by three dimensions as in Figure 1, the research model as below.
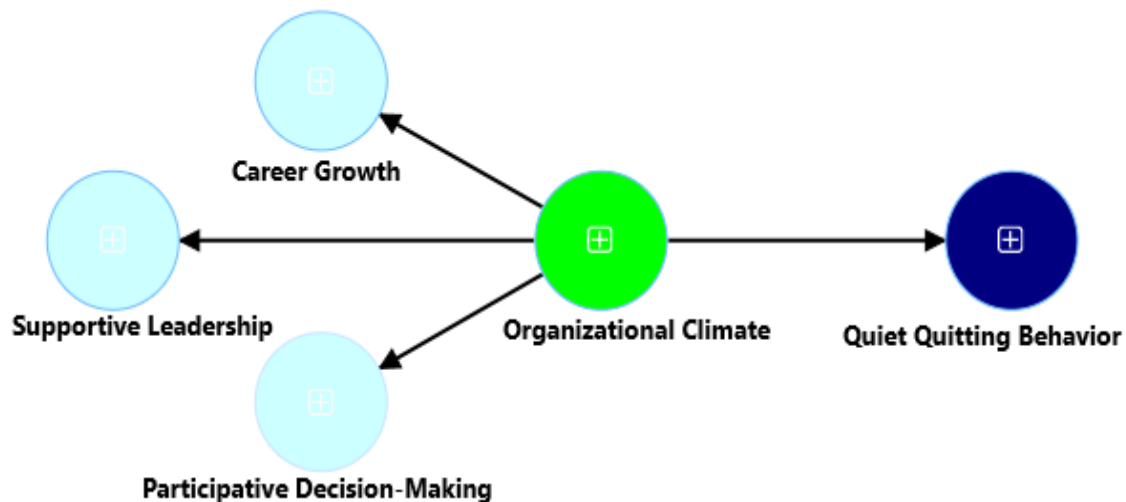

Figure 1: Research model

4. METHODOLOGY

This paper used a quantitative survey as its research design, with data analysis done using Structural Equation Modelling - Partial Least Squares (SEM-PLS-4). This paper aims to investigating the impact of organizational climate on employees' quiet quitting behavior. However, questionnaires were used to collect the data from Jordanian government institutions. However, structured questionnaires were distributed to the employees at government institutions in Jordan. This study contains of a total of 30 questions divided to five constructs.

Measurement items were adopted from previous studies. Moreover, this was a study that used random sampling method. Responses were recorded on a five-point Likert scale with 1 for 'strongly disagree' and 5 for 'strongly agree'. Since the survey was sent to five experts for the testing of the content validity and reliability, therefore, different suggestions were made by them. The respondents' responses were recorded using the Fifth Likert scale. Of the survey respondents, 319 had the necessary expertise and experience. Even though Smart PLS 4.1.0.3, used to perform the analysis, is appropriate for complex models including reflective and formative elements, it is an exclusive tool in the field of Structural Equation Modelling (SEM). Consequently, the correlations and mediating effects were tested. But 8 and 5 respondents were excluded for missing values or being outlier respectively. The statistical analyses included the closely investigated answers of 306 respondents. The methodological framework was the base upon which the hollowness of this validation and relevance claimed by the study was systematically erected, beyond mere padding up of its conclusions.

5. FINDINGS

This paper presents the path coefficient in its evaluation for the effect of independent variable on dependent variable. It is a coefficient that measures the level of association or relationship between two variables and describes both its strength and direction. In addition. Figure No (1) stands for a partial least squares (PLS) path modellig based structural equation model (SEM). This model is intended to explore how certain organizational factors are related, specifically career growth, supportive leadership, participative decision-making, and organizational climate on quiet quitting

behavior. The figure illustrates the inner model (path relationships among latent variables), and outer model (relationships between latent variables and their indicators) biases toward organizational climate as it summarizes the path through which workplace factors may impact organizational climate, followed then by the expected relationship of affective commitment/perceived job mobility with disengagement or "quiet quitting" characteristics. This analysis of SEM is one of the most accurate documentation which shows important factors for what make organization climate to employee engagement and retention. Path coefficients, R-squared values and outer loadings are important indicators informing us about the nature of these associations.
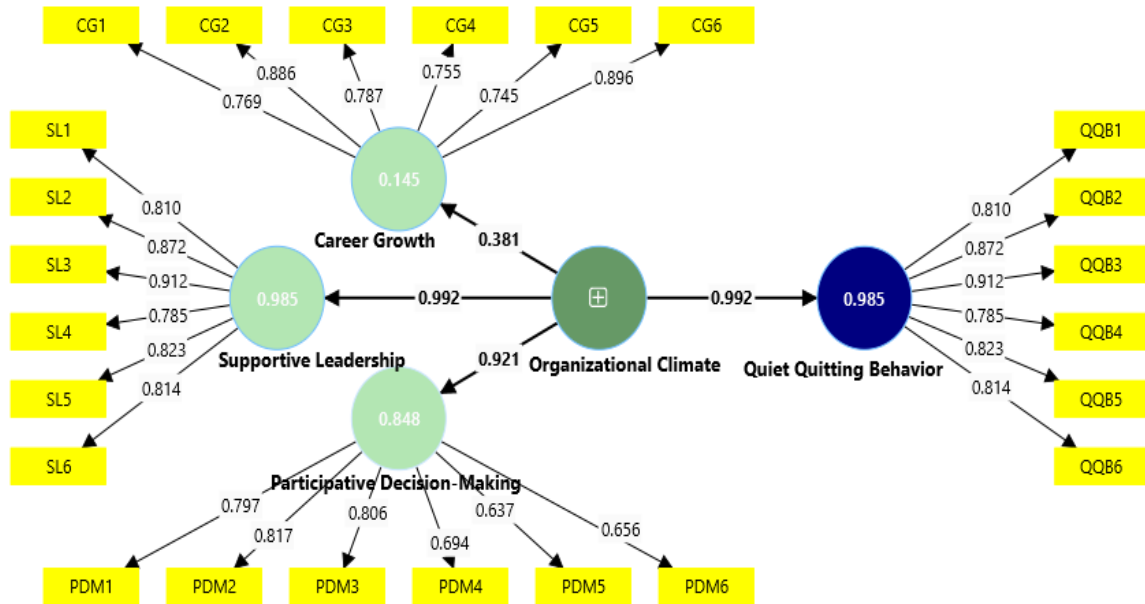

Figure 2: Measurement model

The central role of organizational climate is being demonstrated with regard to its mediation between Career growth Supportive Leadership Participative decision-making and Quiet quitting behaviour as shown in the model. Interestingly, support leadership is a significant predictor of organizational climate with path coefficient (1.031) and R-square value (0.984) heard in this study (Table1). This high R^2 is justified by the fact that a large part of the variance in Organizational Climate could be explained by Supportive Leadership, demonstrating that their supportive behaviours may affect directly on how employees see their work environment. This is in line with what organizational psychology research tells us about how supportive management creates an environment that promotes high performance and engagement. In contrast, the arrow from Organizational Climate to Quiet Quitting Behaviour is very weak with values close to zero (-0.032 and 0.001). This non-significant association could suggest that Organizational Climate may not have a profound effect on Quiet Quitting Behaviour within the eco-sample. Test-sentence passive form. The relationships of the construct in the path model are well-defined, indicating that the effect of Organizational Climate on Quiet Quitting Behaviour is minimal for a reason or there are specification problems with the model. One possibility is that Quiet Quitting is influenced by unmodeled factors of the organizational climate and these as yet unknown predictors are snapping at such low levels of observation. A second alternative explanation is that the indicators used to measure Quiet Quitting Behaviour do not sufficiently encompass the phenomenon associated with job satisfaction, can moderately predict employee behaviour but not at L 1 level. The outer model examination results suggest strong measurement of the concepts, particularly for Supportive Leadership and Quiet Quitting Behaviour considering that indicator loadings are consistently high. The high outer loadings, i.e., SL3 (0.914) and QQB3 (0.916), indicate that these indicators are valid measures of their respective constructs. An advantage of the increased outer loadings is that it makes the model more reliable -- high outer loadings indicate clear and well-defined latent variables that adequately represent targeted theoretical constructs. In contrast, the indicator loadings within career growth and participative decision-making indicate some more variability that might be caused by a less homogeneous

measurement: different respondents may attach a specific importance to differ assessments or have an alternative understanding about those constructs.

For reliability and validity of the measured constrains in the structural equation model using Cronbach's Alpha, Composite Reliability (rho_a and rho_c) average variances extracted AVE as shown in Table 1, these measures are essential to evaluate the internal reliability of each construct and the corresponding plausibility by convergence. Cronbach's Alpha assesses the reliability of the indicators in each construct, whereas Composite Reliability indicates general reliability, which reduces error for SEM models. Average Variance Extracted (AVE)Score33.4%Validity is better indicated with high AVE values since they show the relative measure of variance captured by all respective constructs in view to either measurement error.

Table 1: Reliability and validity metrics for variable and construct

Variable	Cronbach's alpha	Composite reliability (rho_a)	Composite reliability (rho_c)	Average variance extracted (AVE)
Career Growth	0.906	0.958	0.919	0.654
Organizational Climate	0.943	0.944	0.952	0.689
Participative Decision-Making	0.839	0.871	0.877	0.545
Quiet Quitting Behaviour	0.914	0.916	0.933	0.701
Supportive Leadership	0.914	0.916	0.933	0.701

The internal reliability of the scales are all high, with Cronbach's Alpha values above 0.8 for each and exceeding the commonly accepted threshold of 0.7 in almost all cases as shown in the table above. The subscales of Career Growth and Organizational Climate have especially high Cronbach's Alpha values with 0.906 and 0.943, respectively, clearly indicating a saturation among the related indicators. It implies that these constructs have high internal consistency, which makes them reliable indicators of their latent variable, i. e., the items within each construct indeed measure their respective latent variable. Composite Reliability (both rho_a and rho_c) also confirmed reliability from constructs, with all above the threshold level 0.7. Once again, Career Growth and Organizational Climate provide strong evidence for their reliability by presenting two of the highest composite reliability scores (0.958 and 0.952 respectively). Given the high composite reliability, scores for each construct appear consistent across all items used in measuring it, and therefore provides confidence in the dependability of these measurements.

The Average Variance Extracted (AVE) values can provide information on the convergent validity of the constructs and all constructs have reached or exceeded the conventional minimum value criterions. AVE values of constructs such as Career Growth (0.654), Organizational Climate (0.689), and quiet quitting behavior (0.701) are satisfactory, which is a good sign that at least 65% variance in these constructs is attributed to indicators related with them rather than error of measurement. Convergent Validity of the Model (High AVE) – The high AVE indicates that these constructs are well represented by their indicators, positively impacting the convergent validity of the model. Participative decision-making on the other hand, reports an AVE value of 0.545 that although above the threshold, is significantly lower relative to remaining constructs. The different results regarding the first and second component for participative decision-making (see Table 4) compared to all other constructs could indicate some problems with the indicators within this construct which do not reflect sufficiently either variants of participative decision-making (personal learning, organizational resource management). A possible solution could be to reassess the indicators for this construct or adjust them in order that participative decision-making is captured more fully and reliably.

Path analysis model defining the relationships between latent constructs pertaining to organizational dynamics and employee disengagement as shown in Figure (3), such as organizational climate and quiet quitting behavior. The model shows both the inner and outer models for each of the latent variables and their related indicators. And we get various key metrics of these relationships like path coefficients and p- values which help us to evaluate how strong or statistically significant is the

relationship. Furthermore, constructs provide R-square (R^2) values for also organizational climate and quiet quitting behavior i.e., the variance of dependent [grouped] variable that is explained.
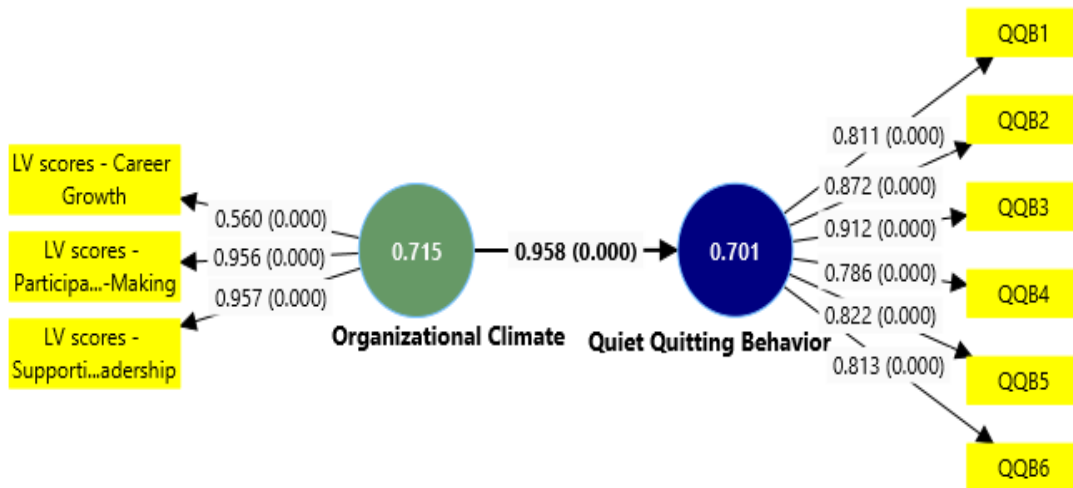

Figure 3: Structural model

The model considers the Mediating Effects of Organizational Climate between career growth, participative-decision making and supportive leadership towards Quieten Quitting Behaviour. According to the model, Organizational Climate is highly affected by Supportive Leadership=0.957 and Participative Decision-Making=0.956 (Table 1). These high coefficients, along with p-values of 0.000 mean both the factors have a very strong significant effect on the perceived Organizational Climate. On the other hand, Career Growth has a less significant effect on Organizational Climate with its path coefficient 0.560. Though statistically different (p = 0.000), this lower coefficient indicates that Career Growth might have a weaker direct relationship with the perception of organizational climate compared to other factors.

The inner model shows a strong path coefficient of 0.958 (p = 0.000) from organizational climate to quiet quitting behaviour, suggesting that the influence of Organizational Climate on employee disengagement is high. Quiet quitting behaviour, which was slightly different than Organizational Commitment (significantly less Variation = 0.167 R^2 but still High for a survey context) had an R^2 of 0.701 with this second most consistent Organizational Climate factor lends support to high percentages (70+ percent) of variance being explained by the perceived organizational climate leading one to not take action based on observed data. A Positive or negative Observed Employee behaviour, quiet quitting can bias towards an employee's propensity to stick it instead. However, the R^2 for Organizational Climate is 0.715 (i.e., 71.5% of its variance is explained by career growth, participative decision-making and supportive leadership). The R^2 values for these two endogenous variables are in the medium to high range, suggesting that both endogenous variables have been explained well by the model and were able to predict the exogenous variable without a problem. Measurement indicators for quiet quitting behaviour in the outer model present always high loadings (revision between 0.786 and 0.912, all significance level = 0.000) indicating that they strongly reflect this construct. The stability of loadings over time is an indicator of the reliability and validity of quiet quitting behaviour as assessed within this model. However, it should be cautioned that the loadings of organizational climate as well could be tested more so to make sure that the construct was just as well represented by its indicators (since any deviations from this would affect one's ability to interpret its supposed mediation). The key statistical outcomes of a structured equation model for path analysis between organizational climate and quiet quitting behaviour from the results in Table 2. These outputs represent the original sample path coefficient (O), sample mean (M), standard deviation (STDEV), T-statistic, and P-value. In combination, these statistics provide information on the extent of validity, reliability and statistical significance respectively around the relationship between organizational climate and quiet quitting behaviour. In particular, the path coefficient is a measure of how strong the relationship is, whereas the T-Statistics and P-Values are essential when wanting to establish if that relationship exists in reality.

Table 2: Hypothesis testing result

Variable	Original sample (O)	Sample mean (M)	Standard deviation (STDEV)	T statistics (|O/STDEV|)	P values
Organizational Climate -> Quiet Quitting Behaviour	0.958	0.958	0.004	221.792	0.000

Table (2) above shows a significant path from organizational climate to quiet quitting behaviour with the path coefficient of 0.958. An average correlation this high indicates that changes in climate are probably associated with large differences in the frequency of quitting quietly by employees. The amount of the path coefficient indicates a critical mediating role of organizational climate in affecting employee engagement and retention, which further supports one hypothesis in this model: Positive work climate may reduce disengagement behaviours. The overall insight of a supportive and positive work environment leading to less employee turnover and disengagement is highly consistent with literature. The secreting effect will establish the reproducibility of this pathway, because the original sample and the double mean sample (both 0.958) demonstrated a very small difference in values that is, the path coefficient observed is consistent across different samples iterations. This stability indicates that the organizational climate- quiet quitting behaviour relationship may be not prone to large sampling fluctuations, and it is robust enough to generalize this relation of different employee contexts. This consistency is critical for the model's external validity, and they result may generalized to other similar organizational contexts. The T-statistic of 221.792 is absurdly large, it lies many standard deviations above the commonly accepted critical threshold (usually somewhere around 1.96 for a 95% confidence level). Because this is such a high T-statistic, it is evidence that the relationship between organizational climate and quiet quitting behaviour cannot be due to chance. In relation to this, the P-value is <0.001, meaning that the result is significant at traditional level of significance (usually p< 0.05). This extremely significant P-value is a good indicator the alternate hypothesis that says Organizational Climate has a significant impact on quiet quitting behaviour. This is important for organizational policymakers and HR professionals especially; interventions that will improve the work climate could help to prevent employees from quietly quitting.

6. DISCUSSION

The results claimed from this paper inferred that organizational climate significantly regulates silent resignations were consistent with works of earlier studies which highlighted the imperative role of supportive work settings. Lastly, the association between supportive management and organizational climate was higher in magnitude (1.031), echoing the work of Schneider and Reichers (2020), on the critical role of supportive leadership within a framework that fosters employee engagement. The results of this study confirm that the positive climate (in which employees feel valued and are inclined to engage fully in their jobs), is brought about by what were termed supportive leadership practices enabled by responsive structures, processes and routines. Similarly, Mohammadi et al. (2024) indicated that the quality of leadership can either discourage withdrawal behaviours or encourage it. It is now clear that supportive leadership fosters an environment that discourages silent quitting, illustrating a key dimension of managerial influence on engagement. Yet even this finding that organizational climate indirectly and weakly predicts quite quit behavior (path coefficients close to 0) challenges the idea that just having a good climate causes employee to not get disengaged. This contrasts with studies such as Dai et al. (2023) and Xueyun et al. (2023), that supportive and inclusive climate can have a direct effect on disengagement. One possible reason for this gap could be that the organizational climate factor, while necessary, might need to be supplemented with other personal or job-related factors in order to go a step forward and actually manage quiet quitting. At the same time, high outer loadings for the quiet quitting behavior items (such as QQB3 loaded at 0.916) suggest that other more intricate phenomena could impact quiet quitting beyond what is captured by organizational climate. Despite the fact that climate may enable engagement, our results suggest that it alone will not fully disrupt quiet quitting behaviors without using more specific approaches (e.g., tailored career development and work-life balance practices).

Cronbach's Alpha values of 0.906 and 0.943 in constructs such as Career Growth and Organizational Climate, respectively, show high internal reliability that is consistent with the work of others (Mousa

et al., 2020) who argue that employees' perceptions about growth opportunities will have a significant impact on their level of engagement. The results obtained in this study reinforce that professional development plays a key role within the organizational climate, impacting on the commitment of employees to their functions. For example, while career growth is positively correlated with stronger paths to organizational climate (0.560) in this study, the weaker path coefficient suggests that it may only do so when Moderated by supportive leadership or participative decision-making. As Atalay and Dağıstan (2024) also suggested that while growth opportunities may be necessary, they are insufficient on their own for engaging climates caring leadership collaboration. Confirming these results, the SEM analysis also established that organizational climate was responsible for mediating a substantial effect on quiet quitting (R^2 = 0.958) and that can explain it in association with the aforementioned construct. This reflects what documented by Srivastava et al. (2024). Its buffering role is consistent with the observation of Chang (2024) who reported that organizational climate can counteract exogenous stressors at work leading to disaffected employees. Yet, the effect of organizational climate on quiet quitting was small, indicating that there may be other factors important to better understand these behaviors. For example, Ellis and Yang (2022) suggested that organizational factors like job design and flexibility are also associated with employee engagement, thus suggesting that tackling silent quitting may require a multi-faceted strategy.

7. CONCLUSION

This paper suggests that organizational climate, notably factors such as supportive leadership and participative decision-making, is hugely influential in triggering how employees interpret their roles, and then engaging with their work. This drives home the critical need for organizations to create an engagement-positive environment, and an in corrective of a disengagement-prone work setting. The results also suggest that quiet quitting may not only indicate job dissatisfaction but possibly be a cultural or generational perspective on work. Consequently, to curb quiet quits it cannot be exclusive of those factors but must necessarily involve such features in combination with an enabling climate especially in the presence of a landscape of employees with varied demographics and changing sensitivities around work life boundaries. Additionally, this study adds to the literature by emphasizing the mediating effect of organizational climate on relation between career growth, participative decision-making and quiet quitting. Career growth and supportive leadership were also conceptually important dimensions of climate that emerged as strong constructs in the Intrinsic Model (high internal reliability scores, robust loadings). The moderate path coefficient for career growth with regard to organizational climate, however, suggests that alone they may not necessarily reinforce an engaging climate. The implication is career development must be alienated with larger climate-building efforts, focusing on leadership support and inclusive decision-making as the cornerstones that enrich the employee experience. Thus, a successful foundation of employee engagement is considered by many to be the presence of a positive organizational climate; however, this study suggests additional strategies are likely needed for silencing quiet quitting bells. In an integrated fashion, this is a multi-faceted approach to preventing disengagement that combines supportive leadership and participative practices with interventions that are personalized, such as flexible job design and improved work-life balance policies. The complexity of the process suggests that future research should consider multiple dimensions in participating in silence of leaving, which would broaden our understanding of how organizational contexts can lead to systemic withdrawal among its employees.

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