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## From the Editor's Desk

At the outset, I take this opportunity to express my sincere gratitude to all the Editorial Board Members, Editors, Peer Review Members, contributors, and readers for making *Cyber Times International Journal of Technology & Management* an outstanding success. Their unwavering support, dedication, and commitment to academic excellence have significantly contributed to the growth and reputation of the journal.

We are pleased to present **Volume 19 – Issue 2** of *Cyber Times International Journal of Technology & Management*. This issue features a collection of high-quality research papers and scholarly articles that reflect contemporary developments, innovative ideas, and critical insights across emerging areas of Technology, Management, Law, Education, and other multidisciplinary domains. The diversity of topics covered in this issue highlights the increasing importance of interdisciplinary research in addressing global challenges and opportunities.

The overwhelming response received from researchers, authors, academicians, law-enforcement agencies, and industry professionals for submitting their research papers and articles is deeply appreciated and duly acknowledged across the globe. Their valuable contributions have enriched the journal's content and strengthened its role as a platform for disseminating knowledge, fostering innovation, and encouraging scholarly dialogue among academia, industry, and society.

On behalf of the Editorial Team, I extend my heartfelt thanks to all authors for their valuable research contributions and to our reviewers for their constructive evaluations that help maintain the highest standards of publication quality. We hope that the research published in this issue will inspire further inquiry, collaboration, and advancement in various fields of study, while continuing to serve as a meaningful resource for our readers worldwide.

We look forward to receive your valuable and future contributions to make this journal a joint endeavor.

With Warm Regards,



**Dr. ANUP GIRDHAR**

**Editor-In-Chief**

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# From Quiet Quitting to Work Minimalism: Implications for Employee Engagement and the Development of Self-Sustaining Academic Power Centres

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## **ABSTRACT**

*The concept of quiet quitting has gained attention due to its implications for employee engagement and productivity. This study examined the relationship between quiet quitting, work minimalism, employee engagement, and organisational performance using data from 165 respondents across multiple sectors. The findings revealed limited evidence of traditional quiet quitting, with employees preferring work minimalism by focusing on meaningful tasks while maintaining work–life balance. High levels of engagement and willingness to contribute extra effort were observed, particularly when supported by recognition, effective leadership, career growth opportunities, and work–life balance policies. The results highlight the importance of supportive management practices in enhancing motivation and organisational performance and suggest that organisations can reduce disengagement by aligning workplace practices with employee expectations.*

**KEYWORDS:** *Quiet Quitting, Work Minimalism, Employee Engagement, Organizational Performance and Workplace Behaviour.*

## **Introduction**

Modern workplaces are experiencing shifts in employee attitudes toward work, motivation, and productivity. Two emerging trends are quiet quitting, where employees limit efforts to assigned duties, and work minimalism, which emphasises meaningful tasks while avoiding unnecessary activities.

While quiet quitting is often linked to disengagement and burnout, work minimalism can enhance focus, efficiency,

and job satisfaction. Both behaviours influence employee engagement, a key determinant of organisational performance.

In higher education and other knowledge-based organisations, engagement is particularly important for fostering innovation, research, and institutional excellence. Understanding the effects of quiet quitting and work minimalism can help organisations maintain productivity while supporting employee well-being.

## Objectives of the Study

- To understand the concept of quiet quitting and work minimalism in the workplace.
- To examine the level of employee engagement among respondents.
- To analyse the relationship between quiet quitting and employee engagement.
- To evaluate the influence of work minimalism on productivity and engagement.

## Limitations of the Study

- Limited sample size.
- Data based on self-reported responses.
- Respondents may belong to different industries.
- Study conducted within a limited time period.

## Literature Review

Several researchers have examined employee engagement, motivation, and organisational performance. Kahn (1990) defined employee engagement as the physical, cognitive, and emotional involvement of employees in their work, influenced by psychological safety, meaningfulness, and availability. Harter et al. (2002) found that higher engagement leads to improved productivity, profitability, and customer satisfaction. Similarly, Schaufeli and Bakker (2004) described engagement as a positive state characterised by vigour, dedication, and absorption, supported by recognition, organisational support, and growth opportunities.

Research by Zenger and Folkman (2022) suggests that quiet quitting is often linked to poor leadership, lack of recognition, and limited career advancement. Work minimalism, which emphasises meaningful tasks and healthy work boundaries, has been associated with reduced burnout and greater

efficiency. Newport (2019) noted that focusing on high-value work improves productivity and quality, while Saks (2006) found that perceived organisational support enhances engagement and employees' willingness to invest extra effort.

## Hypothesis of the Study

**H1:** Quiet quitting negatively affects employee engagement.

**H2:** Work minimalism positively influences employee productivity.

**H3:** Higher employee engagement leads to improved organisational performance.

**H4:** Employee motivation and managerial support significantly influence discretionary work effort.

**H5:** Employee engagement contributes to the development of sustainable organisational excellence.

## Hypothesis Testing

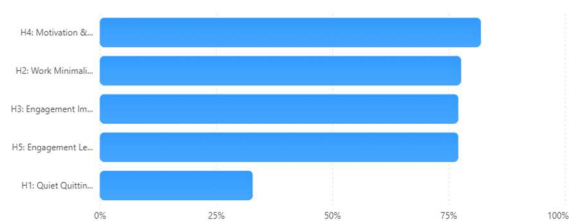


Figure 1: Hypothesis Testing

## Interpretation of Hypothesis Testing

The findings indicate that employee engagement plays a central role in organisational performance. Quiet quitting is largely linked to poor managerial support, lack of recognition, and excessive workload, while work minimalism promotes productivity, work quality, and well-being through a focus on meaningful tasks. The study also confirms that strong engagement, motivation, and managerial support encourage employees to contribute beyond their basic responsibilities.

## Research Methodology

Research methodology provides a systematic framework for ensuring reliable and valid findings. This study investigates the impact of quiet quitting and work minimalism on employee engagement and organisational performance. Using primary data collected through a structured questionnaire, the research analyses employee perceptions to understand how these behaviours influence productivity, motivation, and organisational effectiveness.

### Data Analysis & Interpretation:

This analysis is based on a sample of 165 respondents.

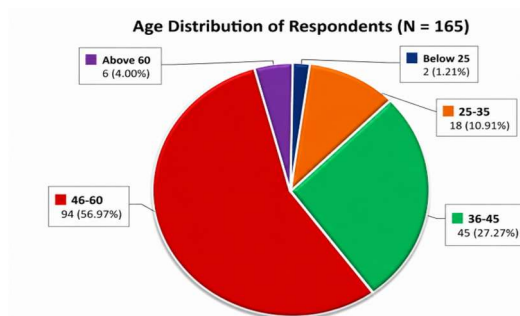


Figure 2: Age Distribution of Respondent

### Interpretation

Most respondents (56.97%) are aged 46–60, reflecting experienced professionals. The 36–45 group comprises 27.27% (45 respondents), while only 10.91% are aged 25–35 and 4% are above 60.

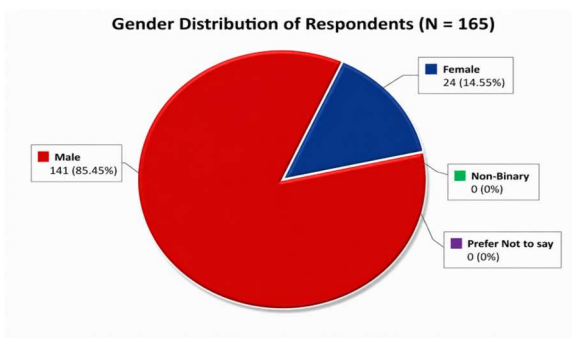


Figure 3: Gender Distribution of Respondents

## Interpretation

The sample is predominantly male, with 141 respondents (85.45%) and 24 females (14.55%). Consequently, the findings mainly reflect male perspectives. Despite their smaller representation, female respondents contribute valuable insights into workplace behaviour and engagement. This gender imbalance should be considered when interpreting the results.

### Educational Qualification

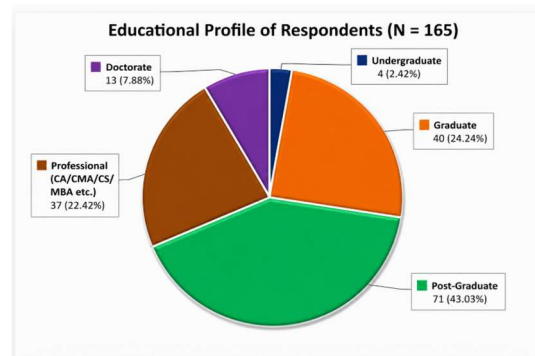


Figure 4: Educational Profile of Respondents

### Interpretation

The respondents are highly educated. Postgraduates form the largest group (43.03%), followed by graduates (24.24%). Professional qualifications such as CA, CMA, CS or MBA are held by 37 respondents (22.42%), while 13 respondents (7.88%) possess doctoral degrees.

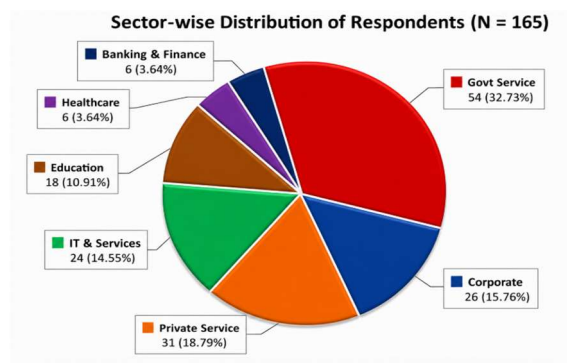


Figure 5: Sector-wise Distribution of Respondents

## Interpretation

The respondents are highly educated. Postgraduates form the largest group (43.03%), followed by graduates (24.24%). Professional qualifications such as CA, CMA, CS or MBA are held by 37 respondents (22.42%), while 13 respondents (7.88%) possess doctoral degrees.

## Experience of Respondents

### Years of Experience

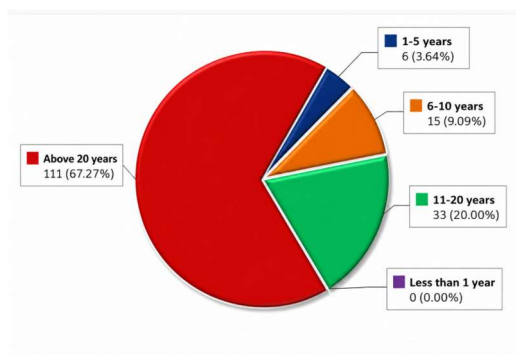


Figure 6: Year of Experience

## Interpretation

The sample primarily consists of experienced professionals, with 67.27% having over 20 years of experience and 20% having 11–20 years. Only 9.09% and 3.64% reported 6–10 years and 1–5 years of experience, respectively, while none had less than one year.

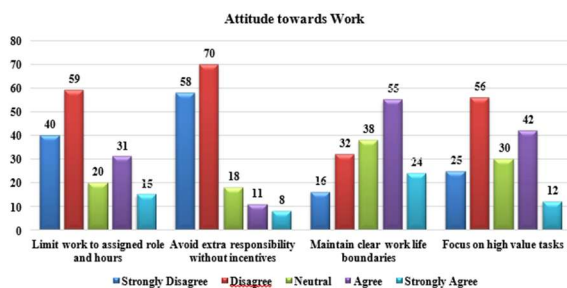


Figure 7: Attitude towards Work

## Interpretation

The responses show little evidence of traditional quiet quitting. Most respondents (60%) disagreed with restricting work to assigned roles and hours, while 77.57% were willing to take on additional responsibilities without incentives. At the same time, 47.88% emphasised maintaining work–life boundaries. More than half (52.73%) preferred avoiding unnecessary meetings, and 77.57% agreed that meaningful tasks enhance productivity.

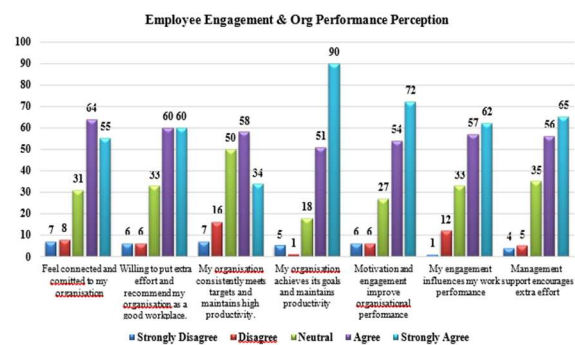


Figure 8: Employee Engagement & Org. Performance Perception

## Interpretation

The responses reveal high employee engagement. Most respondents (72.12%) feel committed to their organisation, while 72.72% are willing to exert extra effort and recommend it as a good workplace. Over half (55.76%) believe their organisation consistently meets targets, and 85.46% agree it achieves its goals and maintains productivity. Furthermore, 76.37% believe motivation and engagement enhance organisational performance, 72.13% recognise the impact of engagement on individual performance, and 73.33% feel management support encourages additional effort.

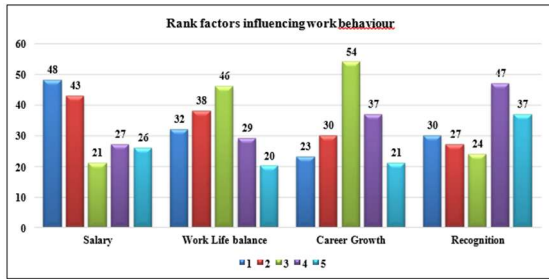


Figure 9: Rank Factor influencing work behaviour

### Interpretation

The ranking results indicate that salary is the most important motivator, followed by work–life balance. Career growth is viewed as moderately important, while recognition receives mixed importance. Job security is generally ranked lowest among the factors considered.



Figure 10: Actions to improve employee engagement

### Interpretation

The results identify key strategies for improving engagement. Better salary and financial incentives were the most preferred factor (80.61%), followed by recognition and appreciation (73.94%) and improved work–life balance (72.73%). Other important measures include reducing unnecessary workload and meetings (68.48%), providing career development opportunities (66.06%), enhancing communication and transparency (65.45%), improving leadership support (63.03%) and offering performance-based rewards (62.42%).

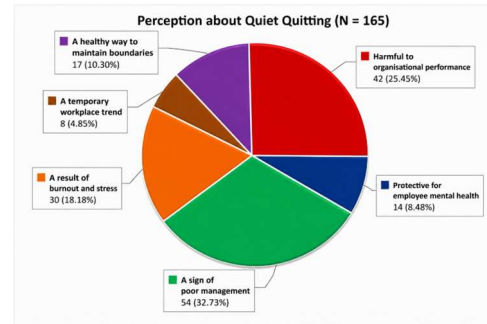


Figure 11: Perception about Quiet Quitting

### Interpretation

The responses reflect varied perceptions of quiet quitting. Most respondents viewed it as a sign of poor management (32.73%) or a behaviour that harms organisational performance (25.45%), while 18.18% linked it to burnout and stress. Only a small proportion associated it with positive outcomes such as healthy boundaries or mental well-being, indicating that quiet quitting is largely perceived as a significant workplace concern.

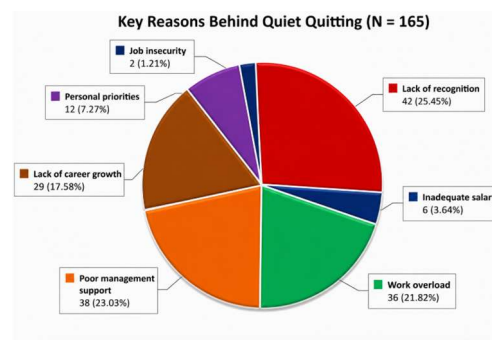


Figure 12: Key Reasons Behind Quiet Quitting

### Interpretation

The findings show that lack of recognition (25.45%) is the primary factor reducing employees’ willingness to exert extra effort, followed by poor management support (23.03%) and work overload (21.82%). Lack of career growth (17.58%) also affects motivation. Personal priorities (7.27%), inadequate salary (3.64%) and job insecurity (1.21%) have relatively less influence.

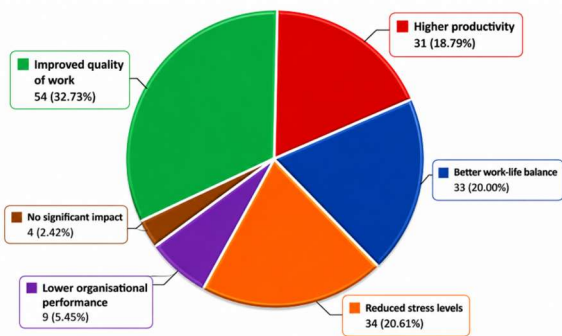


Figure 13: Lack of Recognition

### Interpretation

The findings show a positive perception of work minimalism. Most respondents (32.73%) believe it improves work quality, while 20.61% associate it with reduced stress and 20% with better work–life balance. Another 18.79% feel it enhances productivity. Only a small proportion view it negatively, with 5.45% linking it to lower organisational performance and 2.42% seeing no significant impact.

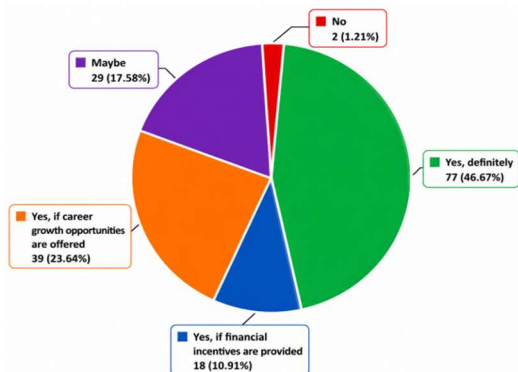


Figure 14: Willingness to increase discretionary effort if properly rewarded

### Interpretation

The findings reveal a high willingness among employees to exert extra effort when supported by suitable rewards. While 46.67% would definitely increase their effort, 23.64% would do so if career growth opportunities are available, and 10.91% if

financial incentives are offered. About 17.58% were uncertain, whereas only 1.21% were unwilling.

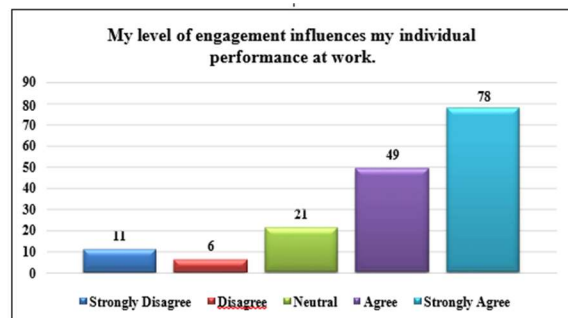


Figure 15: My level of engagement influences my individual performance at work.

### Interpretation

The findings indicate a strong positive link between engagement and performance, with 76.97% of respondents agreeing that engagement enhances their work performance. Only 10.31% disagreed, while 12.73% remained neutral.

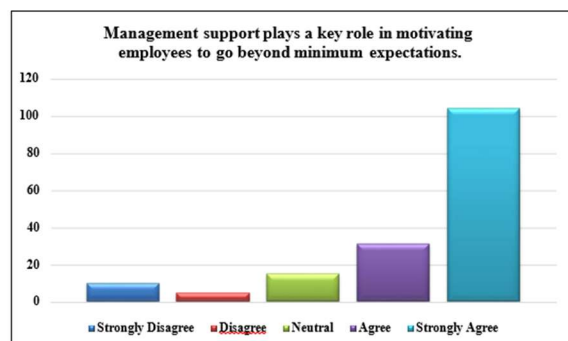


Figure 16: Management support plays a key role in motivating employees to go beyond minimum expectations.

### Interpretation

The findings indicate a strong positive link between engagement and performance, with 76.97% of respondents agreeing that engagement enhances their work performance. Only 10.31% disagreed, while 12.73% remained neutral.

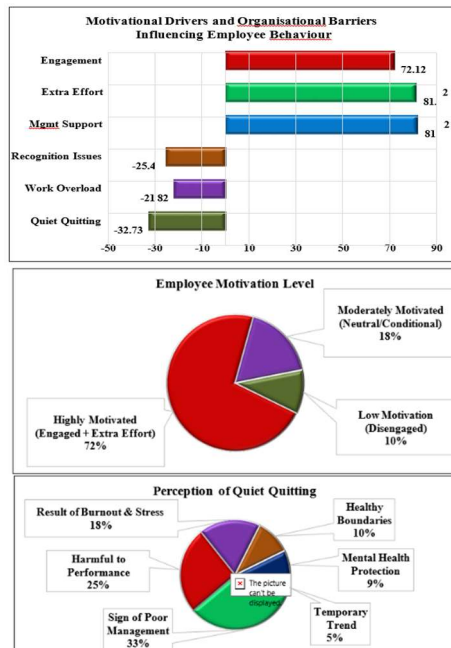


Figure 17: Motivational Drivers and Org. Barriers Influencing Employee Behaviour

### Interpretation

The findings indicate a strong relationship between motivation, management, and quiet quitting. Most respondents were engaged (72.12%) and willing to increase effort (81.22%), with management support serving as a major motivator (81.82%). However, lack of recognition, poor support, and work overload contribute to disengagement. Quiet quitting is largely associated with poor management and burnout, highlighting the importance of effective leadership in sustaining employee motivation and performance.

### Relationship between Work Minimalism and Employee Engagement & Performance

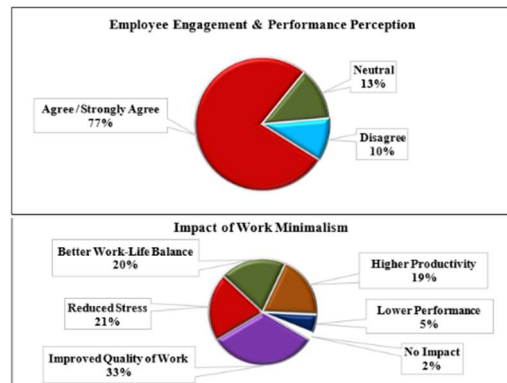
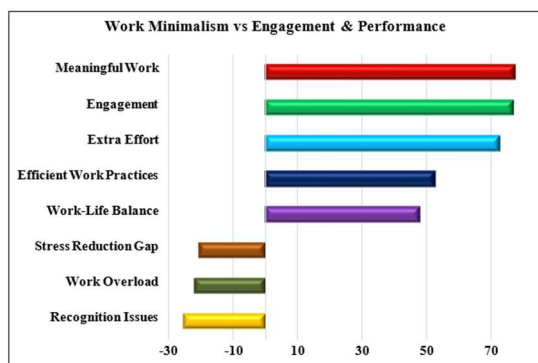


Figure 18: Relationship between Work Minimalism and Employee Engagement & Performance

### Interpretation

The findings indicate a positive association between work minimalism, engagement, and performance. Most respondents believed that focusing on meaningful tasks improves productivity (77.57%), while 52.73% preferred avoiding unnecessary meetings. High engagement levels and willingness to exert extra effort were also reported, and 76.97% agreed that engagement enhances performance.

### Findings of the Study

The analysis highlights key trends in employee behaviour and engagement among a largely experienced workforce. The findings show limited evidence of traditional quiet quitting, with respondents favouring meaningful work, fewer unnecessary meetings, and better work–life balance. Employee engagement was high and closely linked to performance, while management support emerged as a key motivator. Salary, work–life balance, career growth, recognition, and transparent communication were identified as important engagement factors.

Quiet quitting was mainly associated with poor management, burnout, and organisational challenges, whereas lack of recognition, inadequate support, and excessive workload discouraged extra effort.

In contrast, work minimalism was viewed positively for improving work quality, reducing stress, and supporting work–life balance.

## Discussion

The findings suggest that employees favour a balanced and purposeful approach to work rather than disengagement, focusing on meaningful tasks while maintaining work–life boundaries. Employee engagement was strongly associated with higher productivity and organisational performance.

Managerial support emerged as a key factor influencing engagement, whereas lack of recognition, weak leadership support, and excessive workload contributed to reduced discretionary effort. Employees were also more willing to contribute beyond their required duties when offered fair rewards, career development opportunities, and a supportive work environment.

## Limitations of the Study

The study has several limitations. The sample size and focus on selected industries may limit the generalisability of the findings. The predominance of male and highly experienced respondents may not fully represent other demographic groups, particularly younger employees. Additionally, the use of self-reported questionnaire data may introduce personal bias and subjective interpretation.

## Conclusion

The study examined the impact of quiet quitting and work minimalism on employee engagement and organisational performance. Supportive leadership, recognition, and career development opportunities were identified as key factors in enhancing engagement

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