

Quiet Quitting Study: Job Satisfaction as an Intervening Variable in Hospitality Employees with Workload and Leadership as Predictors

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Abstract: The hospitality sector faces a serious dilemma as silent resigning becomes more common, especially when it comes to maintaining employee engagement and organisational efficacy. Although workload, leadership, and job happiness have all been studied separately in the past, there are still few empirical studies that look at how job satisfaction mediates the relationship between workload, leadership, and silent quitting in the context of hospitality. In addition to examining whether job satisfaction mediates these associations among staff of five-star hotels in Semarang, Indonesia, this study aims to investigate the direct impacts of workload and leadership on job satisfaction and quiet quitting. 125 hotel workers participated in the study, which used a quantitative explanatory design. After the validity and reliability of the instruments were evaluated, data were collected using structured questionnaires and analysed using multiple linear regression and path analysis using SPSS. The findings show that while silent resignation increases, workload dramatically lowers job satisfaction. On the other hand, leadership considerably raises job satisfaction and lowers silent resignation. The impacts of workload and leadership on quiet quitting are partially mediated by job satisfaction, which has a strong negative correlation with quiet quitting. This study's primary contribution is the inclusion of job satisfaction as a mediating mechanism that explains how management and organisational factors influence quiet resignation in the hotel industry. The results indicate that in order to increase employee happiness and reduce silent resignation, hotel management should place a high priority on efficient leadership techniques and fair workload distribution

Keywords: *Workload, Leadership, Job Satisfaction, Quiet Quitting, Hospitality Industry*

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INTRODUCTION

Since employees' willingness to contribute outside of their assigned positions is just as vital to an organization's success as their ability to carry out their formal responsibilities, human resources are among its most valuable strategic assets. Employee performance and organisational citizenship behaviour are closely linked to such discretionary contributions (Bangun, 2017; Dahlan et al., 2017; Mangkunegara, 2017; Supriyadi & Andrianto, 2022). In the current VUCA (Volatility, Uncertainty, Complexity,



and Ambiguity) environment, companies are depending more and more on workers who are flexible, motivated, and eager to continue contributing. However, the phenomenon of quiet resignation, in which workers deliberately restrict their efforts to the minimal duties outlined in their official job descriptions, is posing a growing threat to this assumption (Mahand & Caldwell, 2023; Ratnatunga, 2022).

Because of its possible impacts on employee engagement, withdrawal behaviour, and overall organisational performance, quiet quitting has gained attention in both academic study and organisational management. The percentage of engaged workers fell from 36% in 2021 to 32% in 2022, according to the Gallup State of the Global Workplace study (Gallup, 2022). In a similar vein, Harter (2022) observed the growing public interest in workers' choices to limit their productivity. Broader types of employee disengagement, like absenteeism and plans to leave the company, are also linked to quiet resignation (Berry et al., 2012; Kim & Sohn, 2024). In the hotel sector, where staff dedication, engagement, and discretionary effort are critical to service quality, this problem is especially important (Arar et al., 2023; Formica & Sfodera, 2022; Hamouche et al., 2023; Liu-Lastres et al., 2024).

A number of organizational conditions may contribute to quiet quitting, with workload, leadership, and job satisfaction being among the most relevant factors. Excessive workloads can generate stress, fatigue, and psychological exhaustion, thereby increasing employees' tendency to withdraw from their work (Hamouche et al., 2023; Serenko, 2023; Vanchapo, 2020). In contrast, supportive and effective leadership can enhance employee motivation, trust, and favorable attitudes toward work (Candra, 2024; Sinambela & Lestari, 2021; Sutrisno, 2019). Job satisfaction also represents an important determinant because employees who are satisfied with their jobs tend to demonstrate more positive attitudes and stronger organizational citizenship behavior, whereas dissatisfaction may contribute to withdrawal and weaker organizational commitment (Afandi, 2018; Djatola & Hilal, 2022; Ismaillah & Prasetyono, 2021; Pella, 2020).

The connections among workload, leadership, job satisfaction, and quiet quitting can be understood through Social Exchange Theory (SET), which emphasizes the principle of reciprocity between employees and organizations. When employees receive supportive leadership, fair treatment, and favorable working conditions, they are more likely to respond with positive attitudes, greater job satisfaction, and stronger commitment. Conversely, negative organizational experiences may encourage employees to withdraw their effort. The Job Demands–Resources (JD-R) perspective provides an additional explanation by suggesting that excessive job demands can deplete employees' physical and psychological resources, whereas organizational resources, including effective leadership, can help employees cope with these demands and promote positive work outcomes (Hamouche et al., 2023; Liu-Lastres et al., 2024). Accordingly, from a human-resource management perspective, effective workload allocation and leadership practices are essential for sustaining employee well-being and performance (Fahmi, 2016; Hidayat & Situmorang, 2019; Irzal, 2016; Kasmir, 2016; Koesomowidjojo, 2017; Mahawati et al., 2021; Rivai, 2019).

While workload, leadership, job satisfaction, and employee disengagement have all been studied in the past, there is still a dearth of empirical research that focuses on how these factors relate to silent quitting. The idea of silent quitting has been examined in recent research, which has found a number of possible causes and effects (Aydin & Azizoğlu, 2022; Arar et al., 2023; Öztürk et al., 2023). The importance of workload,

employee well-being, leadership, and organisational support in influencing employee outcomes has also been emphasised by research conducted in the hotel industry (Hamouche et al., 2023; Liu-Lastres et al., 2024). Few empirical research, however, have explicitly looked at job satisfaction as a mediation factor linking leadership and workload with silent resignation, especially among workers in Indonesia's five-star hotels. This gap highlights the need for more research on how organisational needs and resources affect employees' psychological impressions and assessments of their workplace, which in turn affects withdrawal behaviour.

Thus, among workers at five-star hotels in Semarang, job satisfaction is positioned as a mediating variable in the relationship between workload, leadership, and silent resignation. The study aims to explain how organisational demands and leadership resources contribute to employee disengagement through their impact on job satisfaction by combining the Job Demands–Resources Theory with Social Exchange Theory. By scientifically analysing both direct and indirect interactions within the hospitality industry, this method broadens the current conversation around silent resigning. The results are expected to enrich the literature on hospitality human-resource management by identifying the psychological pathway through which workload and leadership influence quiet quitting, while also offering practical implications for workload management, leadership improvement, and strategies to strengthen employee engagement.

RESEARCH METHODS

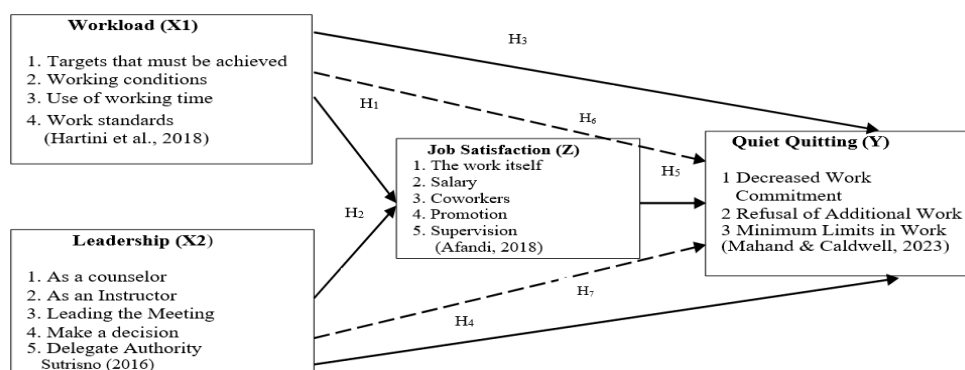


Figure 1. Conceptual Framework and Research Hypotheses

1. It is suspected that workload has a negative and significant effect on job satisfaction.
2. It is suspected that leadership has a positive and significant effect on job satisfaction.
3. It is suspected that workload has a positive and significant effect on quiet quitting.
4. It is suspected that leadership has a negative and significant effect on quiet quitting.
5. It is suspected that Job Satisfaction has a negative and significant effect on quiet quitting.
6. It is suspected that workload has an influence on Quiet Quitting, which is mediated by job satisfaction.
7. It is suspected that leadership has an influence on Quiet Quitting, which is mediated by Job Satisfaction.

This study examined the connections between workload, leadership, job satisfaction, and silent resignation using an explanatory quantitative method. Because it is suitable for empirically evaluating hypotheses including both direct and indirect links

among variables through statistical analysis, the explanatory design was chosen (Creswell & Creswell, 2017; Sekaran & Bougie, 2010; Sugiyono, 2019).

The study was conducted in five-star hotels in Semarang, Indonesia. Permanent staff working in both operational and administrative divisions made up the target population. Slovin's formula with a 5% error tolerance was used to determine the necessary sample, yielding a sample of 125 respondents, because the population's entire number of employees was not publicly available. This sample size was deemed sufficient for performing the mediation analysis and estimating the two multiple regression models.

In order to evaluate workload, leadership, and job satisfaction, a purposive sample technique was used to choose respondents with sufficient experience inside the hotel organization. The responders had to be direct participants in regular hotel operations and be permanent workers with at least a year of work experience. These prerequisites guarantyd that participants had adequate expertise and understanding of the organisational conditions the study looked at.

A structured questionnaire with demographic data and measurement items for the four study variables was the main method used to collect the data. Four indicators—workload targets, working conditions, time utilisation, and work standards—were used to operationalise workload (Tarwaka, 2017). Five criteria were used to evaluate leadership: decision-making, counselling, instructional leadership, meeting management, and authority delegation (Sutrisno, 2019). Five factors were used to gauge job satisfaction: the type of work, pay, connections with coworkers, chances for advancement, and supervision (Afandi, 2018). Three indicators—reduced work commitment, refusal to take on new tasks, and performance limited to the minimal obligations required by the job—were used to assess quiet resigning (Mahand & Caldwell, 2023). A five-point Likert scale, with 1 representing "strongly disagree" and 5 representing "strongly agree," was used to score each item.

The validity and reliability of the questionnaire were evaluated before hypothesis testing. The Pearson Product-Moment correlation was used to assess each item's validity; an item was deemed valid if its correlation coefficient was greater than the crucial value at the 5% significance level. Cronbach's alpha was used to assess instrument reliability; a coefficient greater than 0.70 was deemed to show adequate internal consistency (Ghozali, 2021). Additionally, to ascertain whether the data met the underlying assumptions of the statistical models, traditional assumption tests encompassing normality, multicollinearity, and heteroscedasticity were carried out prior to regression analysis.

IBM SPSS Statistics version 26 was used to analyse the data. Descriptive statistics were first used in the analytical process to summarise the distribution of the study variables and show the characteristics of the respondents. Two regression models were then used to perform multiple linear regression analysis. The first model evaluated how leadership (X_2) and workload (X_1) affected job satisfaction (Z). The second model assessed how job happiness, leadership, and workload affected quiet quitting (Y).

$$Z = \beta_1 X_1 + \beta_2 X_2 + \varepsilon_1$$

The second regression model examined the effects of workload, leadership, and job satisfaction on quiet quitting (Y):

$$Y = \beta_3 X_1 + \beta_4 X_2 + \beta_5 Z + \varepsilon_2$$

The F-test was used to evaluate the regression models' overall goodness of fit, and the Adjusted R² value was used to gauge how well each model explained changes in the dependent variable. The t-test was used to analyse individual hypotheses with a significance threshold of 5% ($\alpha = 0.05$).

This study used path analysis in accordance with Baron and Kenny's causal stages technique to investigate the mediating function of job satisfaction. The Sobel test was used to assess the indirect effect's significance. When the indirect relationship between the independent variables (workload and leadership) and quiet quitting was statistically significant ($p < 0.05$), job satisfaction was deemed a relevant mediating variable.

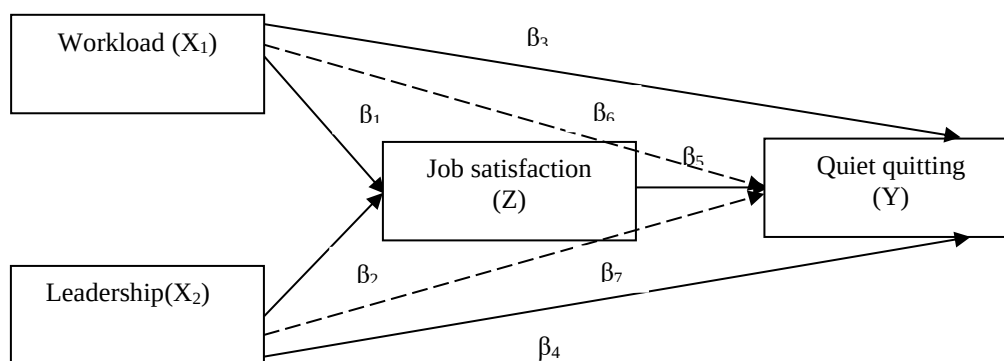


Figure 2. Mediation Test

Based on Figure 2, the path analysis test can be explained as in Table 1.

Table 1. Direct and Indirect Influence

No.	Direct Influence	Indirect Influence
H ₆	Workload against Quiet Quitting $X_1 \longrightarrow Y = \beta_3$	Workload on Quiet Quitting Through Job Satisfaction $X_1 \longrightarrow Z \longrightarrow Y = \beta_1\beta_5$
H ₇	Leadership towards Quiet quitting $X_2 \longrightarrow Y = \beta_4$	Leadership towards Quiet Quitting Through Job Satisfaction $X_2 \longrightarrow Z \longrightarrow Y = \beta_2\beta_5$

To find out job satisfaction as a mediating variable, it needs to be analyzed using the following comparison model (Ghozali, 2021):

1. Workload on Quiet Quitting with Job Satisfaction as Mediation
If $\beta_3 > \beta_1\beta_5$, then H₀ is accepted meaning:
Job satisfaction is not a mediator of the influence of workload on Quiet Quitting.
If $\beta_3 < \beta_1\beta_5$, then H_a is accepted meaning:
Job satisfaction as a mediator of the influence of workload on Quiet Quitting.
2. Leadership towards Quiet Quitting with Job Satisfaction as an intervening
If $\beta_4 > \beta_2\beta_5$, then H₀ is accepted meaning:
Job satisfaction is not a mediating influence of leadership on Quiet Quitting.
If $\beta_4 < \beta_2\beta_5$, then H_a is accepted meaning:
Job satisfaction as a mediating influence of leadership on Quiet Quitting.

RESULTS AND DISCUSSION

Validity and Reliability Test

To determine if each questionnaire statement accurately reflected the concept being tested, a validity assessment was conducted. By comparing each item's Pearson correlation coefficient (r -calculated) with the matching essential r -value, its validity was assessed. The degrees of freedom were determined using the formula $df = n - 2 = 123$ for a sample of 125 respondents. Using a two-tailed test, the critical r -value was 0.1757 at a significance threshold of $\alpha = 0.05$. All computed r -values for the questionnaire items were greater than the threshold value of 0.1757, according to the analysis. As a result, the validity of all assessment indicators for workload, leadership, job satisfaction, and silent quitting was established.

Cronbach's alpha was used in reliability analysis to assess the questionnaire items' internal consistency. A Cronbach's alpha coefficient larger than 0.70 was considered to indicate adequate dependability, in accordance with Ghozali (2021). Workload, leadership, job happiness, and quiet quitting all had Cronbach's alpha coefficients that were higher than the 0.70 cutoff. These findings attest to the sufficient internal consistency and reliability of the instruments used to measure the variables.

Analysis of Regression

With job satisfaction acting as an intervening variable among employees at five-star hotels in Semarang, the regression analysis displays the empirical findings of the study looking at the impacts of leadership and workload on silent quitting. SPSS was used for the study in order to assess the associations between the variables

Table 2. Multiple regression results of workload and leadership on job satisfaction.

Model	Coefficients ^a		Beta	t	Sig.
	Unstandardized Coefficients	Std. Error			
1 (Constant)	28,364	4,133		6,862	,000
Workload	-,496	,083	-,451	-5,953	,000
Leadership	,524	,081	,489	6,448	,000

a. Dependent Variable: job satisfaction

Based on the regression results, a linear equation can be created as follows:

$$Z = -0,451 X_1 + 0,489 X_2$$

The regression equation gives the following meaning:

1. Workload (b_1) = -0.451. The negative results obtained indicate that every time there is an increase in workload it will reduce job satisfaction or a decrease in workload will increase job satisfaction.
2. Leadership (b_2) = 0.489. The positive results obtained indicate that every time there is an increase in leadership it will increase job satisfaction.

Table 3. Multiple Regression Results for Workload, Leadership, and Job Satisfaction on Quiet Quitting

Coefficients ^a					
		Unstandardized Coefficients		Standardized Coefficients	
Model		B	Std. Error	Beta	t
1	(Constant)	52,410	6,340		8,267
	Workload	,259	,122	,200	2,126
	Leadership	-,273	,122	-,215	-2,235
	Job satisfaction	-,592	,135	-,501	-4,382

a. Dependent Variable: Quiet Quitting

Based on the regression results, a linear equation can be created as follows:

$$Y = 0,200 X_1 - 0,215 X_2 - 0,501 X_3$$

The regression equation gives the following meaning:

1. Workload (b1) = 0.200. The positive results obtained can be interpreted that every time there is an increase in workload it will increase quiet quitting.
2. Leadership (b2) = -0.215. The negative results obtained can be interpreted that every time there is an increase in leadership it will reduce quiet quitting or a decrease in leadership will increase quiet quitting.
3. Job satisfaction (b3) = -0.501. The negative results obtained can be interpreted that every time there is an increase in job satisfaction it will reduce quiet quitting or a decrease in leadership will increase quiet quitting.

Test Results – F

The F-test is used to see the effect of the independent variable on the dependent simultaneously. The simultaneous effect is proven if a sig result is obtained. ≤ 0.05 .

Table 4. Test Results - F Workload and Leadership on Job Satisfaction

ANOVA ^a					
Model		Sum of Squares	df	Mean Square	F
1	Regression	5125,362	2	2562,681	112,445
	Residual	1868,826	122	22,791	
	Total	6994,188	124		

a. Dependent Variable: Job Satisfaction

b. Predictors: (Constant), Workload, Leadership

The F-test result is 112.445 with sig. = 0.000 < 0.05. This means that workload and leadership influence job satisfaction simultaneously and also shows that the regression model is good or fit.

Table 5. Test Results - F Workload, Leadership, and Job Satisfaction with Quiet Quitting

ANOVA ^a					
Model		Sum of Squares	df	Mean Square	F
1	Regression	7000,582	3	2333,527	68,518
	Residual	2758,641	121	34,057	
	Total	9759,224	124		

a. Dependent Variable: Quiet Quitting

b. Predictors: (Constant), Workload, Leadership, Job Satisfaction

The F-test result was 68.518 with a significance value of 0.000 (< 0.05). These results indicate that workload, leadership, and job satisfaction simultaneously influence quiet quitting, and also demonstrate that the regression model is a good fit.

Coefficient of Determination

Table 6. Results of the Coefficient of Determination of Workload and Leadership on Job Satisfaction

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	,856 ^a	,733	,726	4,774
a. Predictors: (Constant), Workload, Leadership				

The results of the coefficient of determination can be seen in the Adjusted R Square of 0.733. This can be interpreted as workload and leadership contributing to job satisfaction by 72.6% ($0.726 \times 100\%$). These results also show that for 27.4% ($100\% - 72.6\%$) job satisfaction is influenced by variables other than workload and leadership.

Table 7. Results of the Coefficient of Determination of Workload, Leadership and Job Satisfaction on Quiet Quitting

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	,847 ^a	,717	,707	5,836
a. Predictors: (Constant), Workload, Leadership, Job Satisfaction,				

The results of the coefficient of determination can be seen in the Adjusted R Square of 0.707. These results can be interpreted as workload, leadership, and job satisfaction contributing to quiet quitting by 70.7% ($0.707 \times 100\%$). These results also show that 29.3% ($100\% - 70.7\%$) of quiet quitting is explained by variables other than workload, leadership and job satisfaction.

Hypothesis Testing (t – Test)

The t-test was used for hypothesis testing in order to evaluate each independent variable's partial impact on the dependent variable. When the significance value is < 0.05 , the hypothesis is deemed supported.

1. T-Test Findings on the Impact of Leadership and Workload on Job Satisfaction

The following interpretation of the hypotheses about the impact of leadership and workload on job satisfaction is based on the t-test results.

a. Workload's Impact on Job Satisfaction

Workload has a t-value of -5.953 with a significance level of 0.000, which is less than 0.05, according to the t-test. Consequently, workload has a statistically significant impact on job satisfaction, supporting H1.

b. Leadership's Impact on Work Satisfaction

Leadership yields a t-value of 6.448 with a significance value of 0.000, which is less than 0.05, according to the analysis. As a result, H2 is validated, indicating that job satisfaction is strongly impacted by leadership.

2. T-Test Findings for the Impact of Leadership, Workload, and Job Satisfaction on Quiet Resignation

The t-test was also used to look at the partial effects of leadership, workload, and job satisfaction on silent quitting. The following is a presentation of the results.

a. Workload's Impact on Quiet Quitting

Workload is below the 0.05 cutoff with a t-value of 2.126 and a significance level of 0.037. As a result, H3 is validated, demonstrating that workload significantly influences quiet quitting.

b. Leadership's Impact on Quiet Resignation

For leadership, the t-test yields a value of -2.235 at a significance level of $0.028 < 0.05$. As a result, H4 is validated, suggesting that leadership has a major impact on silent resignation.

c. How Job Satisfaction Affects Quiet Resignation

At the 5% level, job satisfaction is statistically significant with a t-value of -4.382 and a significance value of 0.000. As a result, H5 is validated, indicating that silent quitting is strongly influenced by job satisfaction.

d. The t-value of -4.382 indicates that work satisfaction has the highest statistical impact on quiet quitting among the variables analysed. Higher job satisfaction is linked to lower levels of silent resignation, according to the negative coefficient

Mediation Variable Testing

By looking at both direct and indirect impacts, the mediating function of job satisfaction in the connections between workload, leadership, and quiet quitting was assessed. Through shifts in workers' job satisfaction, the mediation analysis shows how leadership and workload affect silent resignation.

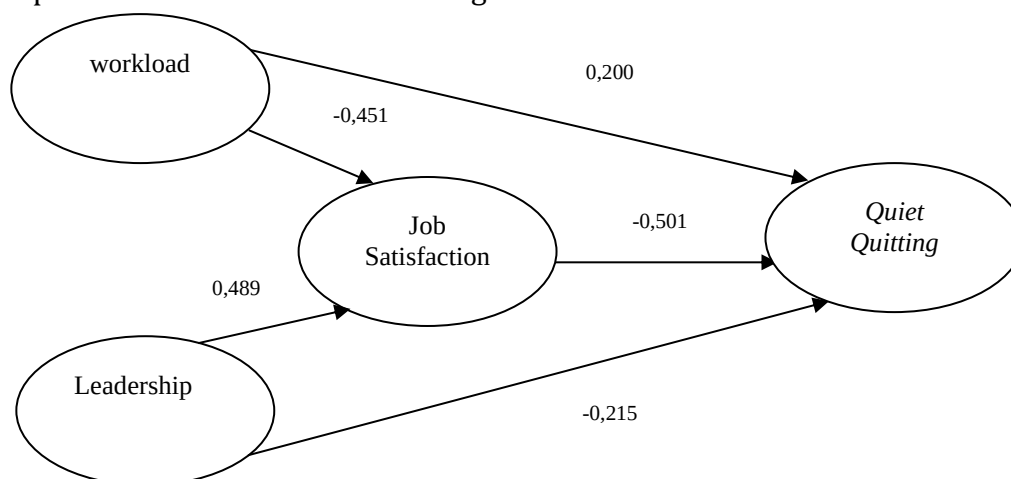


Figure 3. Path Analysis of Job Satisfaction as a Mediator of the Effect of Workload and Leadership on Quiet Quitting

Based on the path analysis results, the mediation effects can be interpreted as follows:

1. The Effect of Workload on Quiet Quitting through Job Satisfaction

The direct effect of workload on quiet quitting is 0.200. The indirect effect is calculated by multiplying the path coefficient from workload to job satisfaction (-0.451) by the coefficient from job satisfaction to quiet quitting (-0.501). Thus, the indirect effect is:

$$(-0.451) \times (-0.501) = 0.226$$

The total effect is obtained by adding the direct and indirect effects:

$$0.200 + 0.226 = 0.426$$

The findings imply that job satisfaction plays a significant mediating role in the association between workload and silent quitting, as the indirect effect (0.226) is somewhat larger than the direct effect (0.200). Practically speaking, lessening an excessive workload can increase workers' job satisfaction, which in turn lowers the rate of silent resignation. Thus, the results validate Hypothesis H6, which states that the association between workload and silent quitting is mediated by job satisfaction.

2. The Effect of Leadership on Quiet Quitting through Job Satisfaction

The direct effect of leadership on quiet quitting is -0.215. To determine the indirect effect, the path coefficient from leadership to job satisfaction (0.489) is multiplied by the coefficient from job satisfaction to quiet quitting (-0.501):

$$0.489 \times (-0.501) = -0.245$$

The total effect is therefore:

$$-0.215 + (-0.245) = -0.460$$

The results demonstrate that work satisfaction significantly mediates the association between leadership and silent quitting, as the indirect effect (-0.245) is larger in absolute magnitude than the direct effect (-0.215). This implies that more effective and encouraging leadership improves workers' job satisfaction, which in turn lessens their propensity to resign quietly. As a result, the findings validate the mediating function of job satisfaction in the association between leadership and silent resignation, supporting Hypothesis H7.

Discussion

The findings show that among workers in five-star hotels in Semarang, workload, leadership, and job satisfaction are significant determinants of silent quitting. Workers who are subjected to high demands at work are more likely to have lower job satisfaction, which in turn increases their propensity to psychologically disengage from their work. This result is consistent with the Job Demands–Resources Theory, which contends that when sufficient organisational resources are unavailable, high job demands can drain employees' psychological reserves and promote retreat.

Effective leadership, on the other hand, has been shown to decrease employees' propensity for silent resignation while increasing job satisfaction. This outcome is in line with the Social Exchange Theory, which contends that workers who experience supportive leadership are more likely to adopt positive views and become more devoted to their company. Leaders who provide clear direction, gratitude, and sufficient assistance can create positive exchange relationships that motivate staff members to stay involved and make more active contributions to their work.

The finding of job satisfaction as a significant mediating mechanism between organisational characteristics and quiet quitting is a major contribution of this study. Workload and leadership have an impact on employees' withdrawal tendencies by influencing their degree of job satisfaction, rather than directly influencing silent resignation.. This finding adds to existing research by indicating that strengthening job satisfaction can be an effective approach to reducing quiet quitting, even in work environments characterized by substantial job demands.

From a practical perspective, hotel management should prioritize balanced workload allocation, strengthen leadership quality through continuous managerial development, and improve organizational policies that enhance employee satisfaction.

Such strategies are expected to reduce quiet quitting behavior, increase employee engagement, and ultimately improve service quality and organizational competitiveness within the hospitality industry.

CONCLUSION AND RECOMMENDATIONS

This study examined the impact of leadership and workload on silent resignation, using job satisfaction as a mediating factor among workers at Semarang's five-star hotels. The findings show that while workload has a big favourable impact on silent resigning, it has a significant negative impact on job satisfaction. Leadership, on the other hand, shows a strong negative correlation with silent resignation and a strong positive correlation with job satisfaction. The effects of workload and leadership on quiet quitting are partially mediated by job satisfaction, which also considerably reduces quiet quitting. These findings highlight the role that job satisfaction plays as a crucial psychological channel through which organisational circumstances influence workers' inclinations to psychologically distance themselves from their jobs. By showing that effective leadership techniques and sensible workload management can raise job satisfaction and, as a result, lower silent quitting among hospitality workers, the study adds to the growing body of research on this topic.

However, it is important to recognise a few limits. First, the study was restricted to workers in Semarang's five-star hotels, which may limit the findings' applicability to other regions and hospitality establishments with distinct features. Second, only 125 people participated in the study, which means that the sample might not fully represent the variety of traits of workers in Indonesia's larger hospitality sector. Third, without taking into account other organisational and psychological factors that can influence quiet quitting behaviour, the analysis focused on workload, leadership, job satisfaction, and quiet quitting.

Future studies should use larger and more diverse samples that cover a range of hospitality enterprises and geographical areas in order to overcome these constraints. To offer a more comprehensive explanation of silent resignation, future research might also look at other elements like work engagement, organisational commitment, burnout, psychological safety, perceived organisational support, and employee well-being. Furthermore, the use of longitudinal research designs or structural equation modelling (SEM) may provide greater insights into the intricate causal relationships between organisational factors, employee attitudes, and silent quitting behaviour over time.

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