

Article

The Quiet Quitting intentions among IT sector employees: Relationship between Return-to-Office mandates and Job Satisfaction

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Abstract: The study aims to investigate the impact of the Return-to-Office Mandate policy and job satisfaction on quiet quitting intentions among Information Technology (IT) sector employees. With the end of COVID-19, there is a sudden shift from work-from-home to work from offices. The return-to-office mandates were utilised by the organisations to facilitate these changes. As the employees return to office settings, organisations have found it difficult to maintain engagement. A standardized questionnaire was used to measure return-to-office mandates, job satisfaction, and quiet quitting intentions. The relationship between these factors was examined using regression analysis. The results show that return to office mandates have no significant impact on quiet quitting, whereas job satisfaction considerably raises the intentions of quiet quitting. The study reveals that even highly satisfied employees may exhibit quiet-quitting behaviours, which contrasts with the existing literature. The study's insights indicate that organisations should shift their focus to intrinsic motivation and actual engagement by looking beyond job satisfaction.

Keywords: return-to-office mandates (RTO); job satisfaction; quiet quitting; IT sector

1. Introduction

The COVID-19 pandemic has prompted organisations, whether large or small, to modify their organisational and workplace models (Mousavi Shiri & Salehi, 2025; Manner et al., 2025; Hjartardóttir et al., 2025). It fundamentally reshaped the way companies manage, conceive, and serve their customers by establishing new models (Rai, 2020). The pandemic had a significant impact and caused ongoing transformation for countries, companies, and individual workers (Collings et al., 2021). Organisations underwent a significant transformation by enabling their employees to work from home and modifying their technologies and work processes (Amankwah-Amoah et al., 2021; Collings et al., 2021; Bose et al., 2022; Mattera et al., 2021). The transformation from a traditional on-site workplace to remote work is accomplished quickly (Hjartardóttir et al., 2025; Alawamleh et al., 2024; Barbour et al., 2024), even by the companies that have resisted strongly in the pre-pandemic phase, by improvising in-house and cloud services with peer-to-peer knowledge sharing, and quickly assembling dedicated support resources (Rai, 2020). These major shifts provided employees with more flexibility to reside farther away from their actual workplace (Hjartardóttir et al., 2025; Rai, 2020). COVID-19 era policies or regulations introduced flexible work arrangements that transformed the company's operation and working nature. As the COVID-19 risks faded, many organisations re-examined their workplace policies and considered executing a Return-to-office mandate policy (Ding & Ma, 2024; Gocer et al., 2025; Rosgaard et al., 2025). As the pandemic dimmed,

employers wanted their employees back to work with the help of Return-to-office mandate policies (Knowles, 2025; Perrigino et al., 2026).

A company's return-to-office mandate policy, known as the RTO mandate policy, requires workers to physically return to the office following a period of largely remote work (Ding & Ma, 2024; Perrigino et al., 2026). The Return-to-Office (RTO) mandates policy has its own benefits and challenges that come with a cost. Increased social connections, time spent with leaders, feedback, and the capacity to improve structural job resources are the positive outcomes of RTO mandates. While it also has a great influence on job outcomes, stress, engagement, performance, and satisfaction, which makes it crucial to understand its impact and its true perception (Nyberg, 2025). Employers will now need to allocate funds to cover operational expenses, including electricity, rent, moving expenses, cleaning, security, meals, office supplies, taxes, and other related costs (Silvermann, 2024). Additionally, a large number of employees refused to come back to their workplace, instead working remotely (Perrigino et al., 2026) because of a preference towards flexibility and autonomy (Kossek et al., 2023). For in-office arrangements to be rewarding, employee productivity must outweigh these extra expenses (Adidam, 2025). Nyberg (2025) also provided a deeper understanding of the negative effects of RTO, such as a decline in trust, flexibility, job commitment, positive mood and autonomy, and indicates that employees want to be regarding decision of RTO. These requirements have led to controversy because workers who used to work remotely frequently perceive them as restricted (Cappelli, 2021).

This transformation from remote working arrangements to in-office working settings has a major connection with Job satisfaction. In a nutshell, all feelings of workers related to their job, whether positive or negative, summed up to form job satisfaction (Fernández-Macias & Muñoz de Bustillo Llorente, 2014). It often represents workers' happiness in respect of their whole work experience and demonstrates the degree of harmony between their expectations and their experience of their jobs (Toscano et al., 2022). Studies reveal a significant decline in employees' job satisfaction following the RTO policy set up, thus demonstrating workers are more prone to list workplace inflexibility or RTO mandates as a drawback of working for a company, and RTO requirements have a major detrimental effect on job satisfaction (Ding & Ma, 2024) and other employee withdrawal actions. Employees perceive RTO requirements as restrictive (Perrigino et al., 2026), which hinders their freedom and makes it harder to balance work and life, resulting in less satisfaction, which can hurt the company's performance and ability to keep personnel.

At the same time, organisations encountered a new phenomenon, Quiet Quitting. Quiet Quitting means staying in one's workplace but with reduced efforts without going beyond and above for their organisation (Pearce, 2022). It is explained as establishing a healthy work-life balance and avoiding the hustle culture, where one performs well at work without taking on extra unpaid labour or services to advance (Kilpatrick, 2022). It all comes down to becoming less involved and engaged, doing the bare minimum needed, and expressing discontent (Scheyett, 2023). It shows a quiet withdrawal caused by dissatisfaction, burnout, or misalignment with organisational policies. Quiet quitting is generally linked with a low level of job satisfaction among employees (Galanis, 2023).

Despite the rising trend of remote work, hybrid modes and work from office, very few empirical studies have looked at the relationship between RTO mandates, job satisfaction, and quiet-quitting intention. It becomes highly important to understand the relationship between these variables in current times, where remote work was widely preferred in the workplace, but organisations are setting up RTO policies to gradually make the workplace normal as it used to be. Therefore, this study aims to investigate the relationship between RTO, job satisfaction, and quiet-quitting intentions.

The main objective of the paper is to find the impact of RTO mandate and Job satisfaction on quiet-quitting intention among the employees of the IT sector.

The study aims to look for the answers of following questions:

- a) How does the Return-to-Office (RTO) mandate influence quiet quitting intentions among IT sector employees?
- b) How does Job satisfaction influence quiet quitting intentions among IT sector employees?

2. Theoretical review and hypothesis development

2.1. RTO mandate and job satisfaction

The COVID-19 pandemic transformed work arrangements, leading to dramatic changes within organisations by making remote work essential for organisational survival. As described by Ozimek (2020), a large number of employees are pushed out of traditional office settings into home-based work setups. Pandita (2024) pointed out that, when economies began to recover gradually, many organisations introduced RTO mandates in an effort to restore collaboration, innovation, and cultural cohesion. Bogosian and Byrd-Poller (2023) observed that these mandates are a strategy to maintain worker productivity, positive corporate culture, and enhance firm performance in the post-pandemic workplace.

2.1.1. International context

International research shows a mixed picture of the way RTO mandates influence job-related attitudes within employees. For example, Pfnür et al. (2021) noted that traditional office setting arrangements provide opportunities to organisations to foster innovation and teamwork or promote company branding. Costi (2024) also pointed out that RTOs encourage work-related collaboration, fostering and preserving workplace culture, and strengthening employees' bonds with the company. These RTO directives sought to boost worker productivity, yet not all employees view the mandates positively. According to Van Dijke et al. (2024), in many large IT firms, RTO requirements caused senior employees to leave for competitors due to dissatisfaction with the loss of flexibility. Fan and Moen (2023) further observed that many workers now concede that going back to the office in any form causes them extreme upset and anxiety, often perceiving the shift as unnecessary and disturbing. These negative perceptions with respect to RTO policies further reduce job satisfaction by causing withdrawal-related consequences in employees. Ma and Ding (2023) also found that RTO reduced employee job satisfaction with no improvements in company performance, raising doubts about its organisational value, indicating the potential of

a negative office-related attitude. Previous researchers indicate the declining trend of employees wanting to work from their office settings. The factors like flexibility (Origo and Pagani, 2008), autonomy, meaningful work, flexibility, and support for work-life balance are the basic demands of employee for having a positive experience (Spector, 1997), that in turn will make employees show positive attitude and actions towards their organisation, otherwise it can lead to psychological withdrawal motives while just doing bare minimum for their job. This behaviour aligns with the concept of quiet-quitting, which is characterised by employee behaviour of limiting their efforts without actually quitting their job, due to which they experience positive outcomes. Consequently, rigid RTO policies may risk the chance of talent loss. Similarly, Elliott (2024) cautioned that organisations may lose their top talent because of RTO mandates.

2.1.2. National context

The Indian context reveals some sharper contrasts. During the pandemic, IT employees in India adapted quickly to remote work settings. However, the introduction of RTO raises concerns regarding job autonomy and flexibility. Malhotra (2024) pointed out that job autonomy (JA) and work-life balance (WLB) are crucial in shaping employee attitudes in the IT sector, which gets hindered due to rigid RTO policies. Additionally, Chatterjee et al. (2020) reported that daily commutes and reduced flexibility are key reasons for dissatisfaction among Indian employees.

When combined, these studies show that the RTO mandates not only cause dissatisfaction but also withdrawal tendencies. The studies indicate that RTO policies lead to restrictions on flexibility and autonomy in the workplace, which increases the chances of job dissatisfaction among employees. These negative changes in the workplace are associated with the increasing chances of psychological withdrawal, known as Quiet-quitting. Simultaneously, it shows a positive relationship between RTO and Quiet-Quitting, which means the more organisations set up RTO policies to make their employees work from their office, the more prone employees are to exhibit Quiet-Quitting intentions.

The study addressed an emerging gap that aims to examine how RTO influences the quiet quitting intentions among employees, thereby contributing to the literature on employee psychological withdrawal behaviours in post-pandemic conditions.

2.2. Job satisfaction and quiet-quitting

Job satisfaction is defined as pleasurable emotions (Locke, 1976) resulting from assessment of job experiences (Locke et al., 1975). It refers to how positively or negatively employees perceive their work. Mishra (2013) explained that it arises when job requirements align with employees' expectations and desires, while Weiss and Cropanzano (1996) described it as an attitude caused by workplace experiences. As noted by Spector (1997), with more than 10,000 studies published to date, job satisfaction remains one of the most examined and addressed concepts in organisational research (Judge et al., 1998). This indicates that job satisfaction is globally studied and measured using different validated scales; out of these, the scale developed by Judge et al. (1998) is widely recognised and considered to measure it. According to Hersey (1929, 1932a,b), Kornhauser (1933), McMurphy (1932), Pennock

(1930), Snow (1927), the reason for the continuous ongoing interest in job satisfaction is the long-held belief that it predicts employee efficiency. Locke (1976) further emphasized that job satisfaction represents a favourable emotional state toward one's work. It is widely considered a determinant to measure key work outcomes and attitudes towards the organisation.

More recently, organisations have come across the phenomenon of “quiet quitting”. As described by Pearce (2022), quiet quitting reflects the behaviour when employees decide to perform only the tasks or duties required for the job, without going “above and beyond”, and is not about physically leaving the job but about neglecting the extra efforts. Scheyett (2023) noted that quiet quitting was originally popularized through social media platforms such as TikTok and gained attention after the pandemic, when a large number of employees became disengaged due to return-to-work and work culture demands, which led to the Great Resignation. As explained by Espada (2022), employees who couldn't afford to quit their jobs due to the limited chances of rewards resulting from post-pandemic demands, quiet quitting became a coping mechanism. As highlighted by Talukder & Prieto (2025), quiet quitting decreases the employee attachment with their organisation, which leads to unfavourable outcomes and behaviours with respect to the organisation. He also underlines the quiet quitting association with job satisfaction and psychological withdrawal intentions and also provides a structural approach and scale to measure quiet quitting. This behaviour is strongly connected with job satisfaction, making the relationship between the two critical to examine.

2.2.1. International context

International evidence consistently shows that job satisfaction has a strong negative relationship with quiet quitting. For example, Galanis et al. (2023) found that when nurses' job satisfaction levels decreased, their intention to quietly quit increased. Similarly, Sitorus and Rachmawati (2024) argued that excessive working conditions decrease the inner drive to put efforts, resulting in less satisfaction and increasing chances of quiet quitting. On the other hand, increasing satisfaction due to increment of feeling invested reduce the likelihood of quiet quitting, which represents a form of silent resignation. Attamimi and Palupi (2024) concluded that quiet quitting is negatively related to job satisfaction. Harter (2022) reported that by the second quarter of 2022, more than half of American workers were quiet quitters, underlining the seriousness of the issue in global labour markets.

2.2.2. National context

In the Indian context, researchers pointed out the urgency for organisations to address quiet quitting as a growing challenge. According to Kachhap and Singh (2024), this issue is important to manage to keep employees motivated, engaged, and prevent silent resignation. Nimmi et al. (2024) observed that when workers didn't feel like they belonged to the organisation, they did not immediately leave the organisation but stayed and performed poorly until they found a new opportunity. This suggests that dissatisfaction in Indian workplaces is exhibited less as immediate turnover and more as quiet quitting intentions.

Both international and national perspectives highlight a consistent pattern that shows a negative relationship between job satisfaction and quiet quitting. As noted by

Pološki Vokić and Hernaus (2015), satisfied employees are more invested and loyal to their organisations. In contrast, Li et al. (2024) highlighted that dissatisfaction drives exit and neglect behaviours. Therefore, job satisfaction is not merely a parameter for measuring workplace happiness, but also a critical predictor of productivity, engagement, and organisational retention.

Based on previous research, it is evident that job satisfaction is an important factor which shape employee's withdrawal motives, such as quiet-quitting. The previous studies show that the happier and more satisfied an employee is after working for their organisation, the less likelihood of employees to show Quiet-Quitting behaviour. Thus, there is a negative relationship between Job Satisfaction and Quiet-Quitting intentions.

2.3. Conceptual framework and hypothesis development

2.3.1. RTO mandates and job satisfaction

Generally, RTO mandates decrease job satisfaction (Ma and Ding, 2023) among employees because the flexibility, job autonomy, and work-life balance are threatened due to this compulsion, which are essential for higher job satisfaction (Spector, 1997; Malhotra, 2024). This relationship is presented in **Figure 1**.

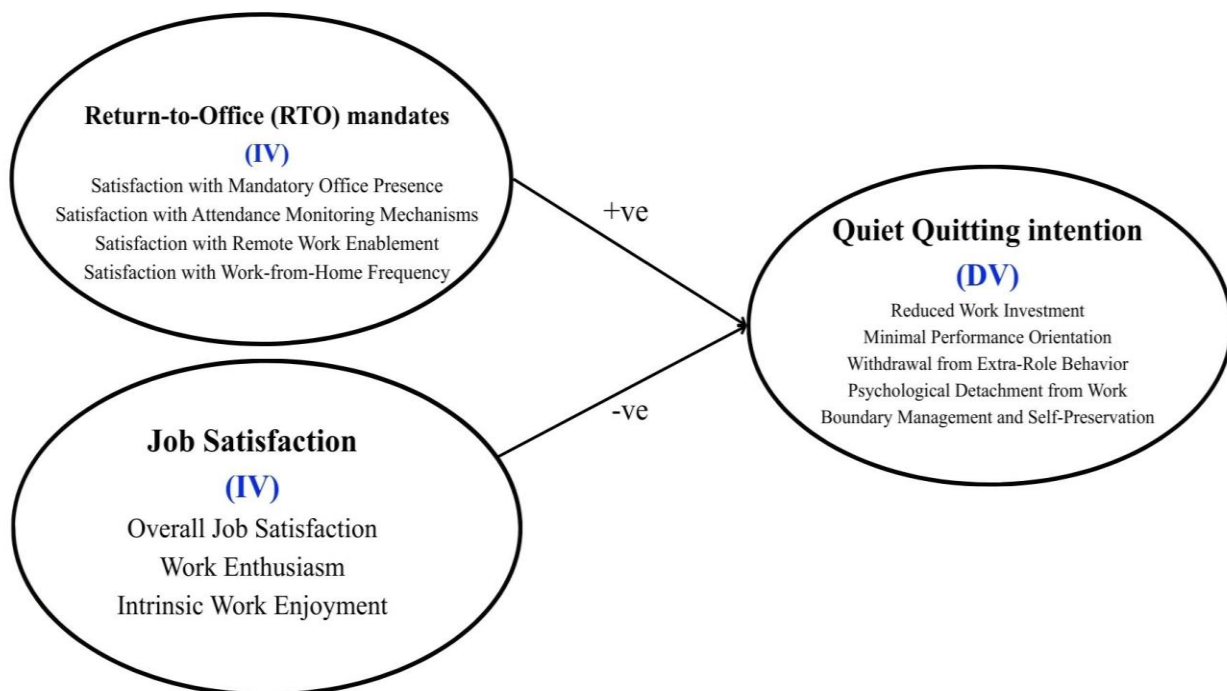


Figure 1. Proposed Model.

2.3.2 Job satisfaction and quiet quitting

Employees, when experiencing a low level of job satisfaction, don't just quit their job immediately, but stay within the organisation and deny going above and beyond, which shows a negative relationship between job satisfaction and quiet quitting intentions (Nimmi et al., 2024; Galanis et al., 2023; Attamimi and Palupi, 2024). This relationship is presented in **Figure 1**.

H1: *Return to office mandate has a positive impact on quiet quitting intentions.*

H2: *Job satisfaction has a negative impact on quiet quitting intentions.*

3. Methodology

3.1. Target population, sample, and sampling technique

The target population for this study comprises full-time employees working in the IT sector in India, whose organisations have implemented an RTO mandate.

The study used quantitative research design, as it enables the researcher to measure the scientific and hypothesised relationship between the variables while ensuring objectivity at the same time.

The quantitative survey collected a final sample of 200 completed responses from IT-sector employees, assuring sufficient statistical power for subgroup comparisons and regression analysis. This sample size is considered adequate for regression analysis and it also meets the accepted threshold limits for social science research.

Since access to a complete list of IT employees was not feasible, the study employed a non-probability convenience sampling technique. Convenience sampling is used due to accessibility limitations, which is commonly used in organisational research. The study employed a non-probability purposive sampling technique, as the respondents were specifically chosen from the IT sector to align with the research objectives, which ensured that the data were drawn from respondents directly relevant to the research context.

3.2. Data collection procedure

A survey questionnaire was created using Google Forms and electronically distributed to employees working in IT sector organisations, who were accessible through the researcher's professional and social networks. A statement guaranteeing respondents' anonymity was added to the questionnaire. This approach is used as it ensures that timely data collection is possible with limited resources available.

3.3. Measures

The measurement items of the research constructs were adopted from pre-validated scales in the literature. A seven-point Likert scale with anchors of 1 = "Strongly Disagree", 2 = "Disagree", 3 = "Somewhat Disagree", 4 = "Neutral", 5 = "Somewhat Agree", 6 = "Agree", 7 = "Strongly Agree" was used to measure all constructs. A seven-point Likert scale is used because of its high reliability.

3.3.1. RTO (RTO) mandate

Selected items were adapted from Nyberg (2025) to measure the RTO (RTO) mandates and employees' perception regarding them using a 7-point Likert scale. The scale of Nyberg (2025) is used, as it's able to capture the key dimensions of RTO and is also consistent with prior studies, showing its relevance.

3.3.2. Job satisfaction

Judge et al. (1998) adapted the Brayfield-Rothe Job Satisfaction Index into a five-item version, which was utilised in this study to gauge respondents' levels of job satisfaction. It is used because of its wide acceptance with strong reliability and

construct validity. The items were answered by participants using a 7-point Likert scale.

3.3.3. Quiet quitting

Quiet quitting was measured using the Quiet Quitting Scale developed and validated by Talukder & Prieto (2025), as it provides a structured approach to measure the withdrawal behaviours among people. Responses were recorded on a 7-point Likert scale, where higher scores indicate stronger quiet quitting intentions.

4. Data analysis

4.1. Analysis strategy

The study used regression analysis to examine the impact of RTO mandates and job satisfaction affects quiet quitting intentions among IT sector employees. The regression analysis is used as it is possible to measure the strength and direction of the relationship between the variables. Secondly, the Cronbach alpha method is used to find the reliability and internal consistency. A minimum Cronbach's alpha coefficient of 0.6 was required to ensure the questionnaire's reliability and prevent the need to adjust or remove certain variables within the content (Cronbach, 1951). The ANOVA test provided support for the multiple regression analysis to predict Quiet Quitting intentions among employees significantly.

4.2. Reliability statistics

Cronbach's alpha for all constructs of variables was above the cutoff value of 0.70, thus indicating that the data is reliable. The reliability of all the variables concerned is above the minimum cutoff value, as shown in **Table 1**.

Table 1. Reliability statistics.

Reliability statistics		
Variables	Items	Alpha
Return-to-office	8	0.905
Job satisfaction	5	0.825
Quiet quitting	10	0.893

Source: Authors' own creation/work

4.3. Regression analysis

A multiple regression analysis is used to study the impact of Return-to-Office (RTO) and Job Satisfaction (JS) on Quiet Quitting (QQ) intentions. The "R" column represents the value of R , the multiple correlation coefficient. "R" indicates the quality of the prediction of the dependent variable (quiet quitting). A value of 0.505 indicates a moderate level of prediction.

The "R Square"(the coefficient of determination) shows the R^2 value, which shows the variation in the dependent variable found with the help of independent variables and the percentage of the deviation the model is capable of accounting for above and beyond. The value of 0.255 as presented in **Table 2**, indicates that the independent variable accounts for 25.5% of the variability of our dependent variable

(quiet quitting). Our model shows 25.5% of the variance in the dependent variable, which is significant. The study also finds “Adjusted R Square” (adj. R^2) to accurately report our data, with a value of 0.245.

Table 2. Regression analysis.

Model summary ^b										
Model	R	R square	Adjusted R square	Std. error of the estimate	Change statistics					Durbin-watson
					R square change	F change	df1	df2	Sig. F change	
1	0.505 ^a	0.255	0.245	9.89664	0.255	24.193	2	141	0.000	1.964

Source: Authors’ own creation/work. ^a Predictors: (Constant), JS_SCORE, RTO_SCORE; ^b Dependent Variable: QQ_SCORE.

4.4. Statistical significance

The *F*-ratio in the ANOVA table tests whether the overall regression model is a good fit for the data. The **Table 3** shows that the independent variables statistically significantly predict the dependent variable, $F(2, 141) = 24.193$, $p < 0.001$ (i.e., the regression model is a good fit of the data). This means that the group of independent variables reliably predicts the dependent variable.

Table 3. Statistical significance.

ANOVA ^a					
Model		Sum of squares	df	Mean square	Sig.
1	Regression	4739.021	2	2369.510	0.000 ^b
	Residual	13,810.028	141	97.943	
	Total	18,549.049	143		

Source: Authors’ own creation/work. ^a Dependent Variable: QQ_SCORE; ^b Predictors: (Constant), JS_SCORE, RTO_SCORE.

4.5. Estimated model coefficients

The general form of the equation to predict Quiet-quitting(QQ SCORE) from Return-to-office mandates(RTO SCORE), Job Satisfaction(JS SCORE), is:

$$\text{Predicted Quiet-quitting} = 20.663 - (.065 \times \text{RTO SCORE}) + (1.100 \times \text{JS SCORE}).$$

This is obtained from the Coefficients table, as shown in **Table 4**:

Table 4. Estimated model coefficients.

Coefficients ^a								
Model		Unstandardized coefficients		Standardized coefficients	t	Sig.	95.0% confidence interval for B	
		B	Std. error	Beta			Lower bound	Upper bound
1	(Constant)	20.663	2.877		7.182	0.000	14.975	26.351
	RTO_SCORE	−0.065	0.122	−0.059	−0.534	0.595	−0.307	0.176
	JS_SCORE	1.100	0.223	0.549	4.938	0.000	0.660	1.541

Source: Authors’ own creation/work. ^a Dependent Variable: QQ_SCORE.

Unstandardized coefficients indicate how much the dependent variable varies with an independent variable when all other independent variables are held constant.

The unstandardized coefficient, B_1 , for RTO SCORE is equal to -0.065 , which means that for an increase in return-to-office mandates in office, there is a decrease in quiet-quitting score of -0.065 . This means RTO has a significant negative impact on Quiet-Quitting intentions. The unstandardized coefficient, B_2 , for JS SCORE is equal to 1.100 , which means that for an increase in job satisfaction scores among the employees, there is an increase in the Quiet-quitting score of 1.100 , which indicates job satisfaction has a significant positive impact on Quiet-Quitting intentions among employees. These results are reported in **Table 4**.

5. Discussion

5.1. Discussion of findings

The current study provides an extensive assessment of the impact of mandated returns to the office and job satisfaction on quiet-quitting intentions among employees. This study examines the scarcity of research on Quiet Quitting intentions, which has become a significant workplace challenge amid the COVID-19 pandemic. The regression results showed that, though the model was statistically significant, RTO mandates have an insignificant and indirect impact on Quiet Quitting. This indicates that withdrawal behaviours may not be mainly caused by employees' opinions about the RTO mandates. Given the fact that many workers adjusted to these new working patterns, and the IT sector's adaptability with respect to hybrid and work-from-office arrangements. The study results also aligns with findings of Nyberg (2025) and (Crawford, 2024), which indicates that factors like positive organisational factors could decrease the negative effect of RTO mandates. This shows that RTO mandates do not necessarily result in psychological withdrawal behaviours among employees. These findings conflict with the study of Ma and Ding (2023).

On the other hand, Job satisfaction presented a significant positive relationship with quiet quitting. These results are contrary to existing literature and traditional organisational theories, which typically relate higher job satisfaction with low levels of withdrawal intentions. The study implied that highly satisfied employees are more likely to engage in Quiet-quitting behaviours. These results can be justified by Deci's over-justification effect (Deci, 1971) and Margaretha & Panggabean (2025) by suggesting that job satisfaction does not alone impact quiet quitting intentions, and this relation could be moderated by organisational justice. This may result in workers who are outwardly satisfied but inwardly disengaged, a phenomenon similar to quiet quitting. These findings conflict with the study of Nimmi et al. (2024), Galanis et al. (2023) and Attamimi and Palupi (2024).

5.2. Theoretical contributions

This study offers important theoretical contributions to the fields of Human Resource Management and Organisational Behaviour. It contributes to the existing body of knowledge on Quiet quitting with relation to RTO mandates and job satisfaction, and determining its antecedents. This helps to understand how modern workplace arrangements impact quiet quitting intentions, especially with respect to the IT sector, by integrating RTO mandates and job satisfaction in a single model.

Secondly, the study challenges the traditional assumption that high job satisfaction always leads to low chances of withdrawals. The result shows that an employee with a high job satisfaction level can still show involvement in the intention of quiet quitting. As a result, this study develops a more complex understanding of how satisfaction and withdrawal intentions.

Lastly, by focusing on the IT sector, a rapidly changing and competitive field where flexible work arrangements and burnout are common, the study adds to the body of existing literature. It indicates that organisations should focus on how employees transform their satisfaction into a real job effort, as satisfaction does not always guarantee high involvement and intentions to go above and beyond for their organisation.

5.3. Practical implications

The study offers significant practical implications for organisational leaders, human resource (HR) professionals, and policymakers, particularly in the IT sector.

Firstly, the findings demonstrate that RTO mandates do not directly increase quiet quitting behaviours among employees, which suggests that organisations should adopt hybrid or work-from-office policies after discussing them openly with employees and accompanying them with supportive practices, such as flexible scheduling, wellness programs, and open dialogue about work preferences. This will decrease the tendency of employees to show withdrawal intentions.

The study reveals that a higher job satisfaction level leads to higher quiet quitting intentions. This shows that even if employees are happy with their jobs, they might still limit their effort and not do put extra for their organisations, which is an indication of quiet quitting behaviour. Therefore, companies should focus on intrinsic motivators that could really turn their satisfaction with their job into a real effort for the benefit of the organisation. Converting satisfaction into active commitment can be facilitated by Regular feedback, recognition, and challenging assignments.

Organisations should focus on addressing quiet quitting intentions among satisfied employees with a focus on the factors that mainly influence it.

Organisations may maintain output, boost morale, and stop quiet quitting from spreading among teams by taking proactive measures to address these problems.

5.4. Limitations and directions of future research

The study acknowledges several limitations and suggests avenues for future research. Firstly, the study's focus only on the IT sector and its dependency on a convenience sample of IT employees to offer valuable insights may constrain the generalisability of the findings. Furthermore, only RTO mandates and job satisfaction were analysed as predictors of quiet quitting, and other significant factors like leadership style, organisational culture, workload, and engagement activities were not taken into consideration.

Future studies should overcome these limitations and enhance generalisability by employing larger and more diverse samples from a range of industries and organisations. A longitudinal study can be done to monitor the changes in employee disengagement and withdrawal behaviours over time. A more comprehensive study of

quiet quitting should be done by considering other factors like work-life balance, leadership support, organisational culture, and engagement interventions. Lastly, research conducted across industries could investigate whether the trends shown in the IT sector apply to other sectors, providing insight into how work characteristics unique to a given sector affect silent quitting behaviour.

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