

A Qualitative Model for Formulating Human Resource Management Policies with a Quiet Quitting Prevention Approach in the General Directorates of Roads and Urban Development of the Country

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ABSTRACT

Quiet quitting, as one of the emerging challenges in the field of human resource management, can significantly affect organizational productivity and sustainability. The present study was conducted with the aim of developing a qualitative model for formulating human resource management policies with an approach to preventing quiet quitting in the General Directorates of Roads and Urban Development of the country. The statistical population of the qualitative section included organizational and academic experts who possessed lived experience in the subject area, and sampling continued until theoretical saturation was achieved. Accordingly, a total of 20 interviews were conducted. The interviews were semi-structured (lasting between 40 and 75 minutes), and the data analysis method in the qualitative section was carried out based on open coding, axial coding, and selective coding. The findings indicated that 33 conceptual codes were categorized into causal conditions (2 factors), contextual conditions (3 factors), intervening conditions (7 factors), actions and strategies (5 factors), and consequences (3 factors). In the final qualitative model, causal conditions were labeled as "organizational regeneration," contextual conditions as "formation of a new perspective toward human resources," intervening conditions as "organizational policies" and "transparency-based management," actions and strategies as "knowledge-oriented human resource architecture," and consequences as "human capital excellence." The reliability of the model was also obtained through inter-coder agreement with a coefficient of 0.80, indicating desirable reliability of the qualitative model. In general, it can be stated that, in order to prevent quiet quitting in the General Directorates of Roads and Urban Development, human resource policymakers need to adopt a transformational approach. Reconstructing organizational structures and processes along with creating a new perspective toward employees can strengthen the motivational climate and mutual trust. Applying this model in practice helps managers prevent declines in employee commitment and motivation and guide the organization's human capital toward excellence and sustainability.

Keywords: Policymaking, Human Resource Management, Quiet Quitting

Introduction

In recent years, organizations across the world have encountered profound transformations in workforce attitudes, employee expectations, and patterns of organizational commitment. One of the most significant



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manifestations of these changes is the emergence of the phenomenon known as “quiet quitting,” a behavioral and psychological state in which employees limit their work efforts to the minimum formal requirements of their job descriptions without demonstrating emotional attachment, proactive engagement, or discretionary performance behaviors. Although quiet quitting does not necessarily involve formal resignation, it reflects a subtle withdrawal from organizational participation and commitment that may gradually undermine organizational productivity, innovation, and sustainability (1, 2). Unlike traditional turnover, quiet quitting is often difficult to identify because employees remain physically present in the workplace while psychologically disengaging from their roles and responsibilities. This hidden disengagement has become one of the most challenging contemporary issues in human resource management because it directly influences employee motivation, work quality, interpersonal relationships, and organizational effectiveness (3, 4). The increasing prevalence of quiet quitting after the COVID-19 pandemic has intensified scholarly and managerial attention toward understanding its antecedents, mechanisms, and organizational consequences. Post-pandemic work environments characterized by uncertainty, emotional exhaustion, work overload, and changing work-life expectations have accelerated employee dissatisfaction and weakened traditional forms of organizational loyalty (5, 6). Consequently, organizations are increasingly required to redesign their human resource policies in order to preserve employee commitment and prevent silent withdrawal from work roles.

The concept of quiet quitting is closely associated with broader developments such as the Great Resignation, workforce burnout, declining organizational trust, and evolving employee perceptions regarding fairness and well-being. Employees increasingly seek meaningful work environments in which their professional growth, psychological needs, and personal values are recognized and respected. When organizations fail to provide supportive climates, transparent communication, fair compensation systems, and opportunities for development, employees may respond by reducing their emotional and cognitive investment in work (7, 8). Research indicates that work-life imbalance, organizational injustice, lack of recognition, and toxic leadership styles significantly contribute to disengagement behaviors and quiet quitting tendencies (9, 10). In many cases, employees no longer perceive excessive organizational dedication as worthwhile when organizational systems fail to reciprocate their contributions through support, appreciation, and career advancement opportunities. Quiet quitting therefore represents not merely an individual behavioral problem but a systemic organizational challenge rooted in human resource policies, organizational culture, leadership practices, and workplace conditions (2, 4). This issue is particularly important in governmental organizations where bureaucratic rigidity, outdated administrative structures, limited meritocracy, and insufficient employee empowerment may intensify feelings of frustration and disengagement among employees.

Human resource management has consequently become central to organizational efforts aimed at preventing quiet quitting and rebuilding employee commitment. Contemporary human resource management no longer focuses solely on recruitment and compensation but increasingly emphasizes employee well-being, organizational support, psychological safety, career sustainability, and workplace engagement. Effective human resource policies can create organizational environments that strengthen employee trust, increase motivation, and reinforce a sense of belonging (5, 11). Scholars have argued that organizations capable of aligning employee expectations with organizational objectives are more successful in retaining human capital and reducing disengagement behaviors. Preventive human resource policies such as transparent career pathways, fair performance evaluation systems, mentoring programs, participatory decision-making, and supportive leadership practices can significantly reduce

the emergence of quiet quitting behaviors (12, 13). Furthermore, organizations that prioritize employee mental health and emotional well-being demonstrate greater resilience in confronting workforce instability and disengagement. Workplace interventions designed to reduce burnout and strengthen employee hope, resilience, and psychological empowerment have been shown to improve organizational attachment and job satisfaction (14, 15). These developments suggest that preventing quiet quitting requires a multidimensional and strategic approach grounded in sustainable human resource policymaking.

A substantial body of recent literature has examined the organizational and psychological determinants of quiet quitting in different occupational settings. Healthcare organizations, for example, have emerged as one of the sectors most vulnerable to quiet quitting due to chronic work pressure, emotional exhaustion, staff shortages, and burnout. Studies among nurses and healthcare workers have demonstrated strong relationships between poor work environments, workplace bullying, emotional exhaustion, turnover intention, and quiet quitting behaviors (16, 17). Research has further shown that ineffective coping mechanisms and toxic organizational climates intensify employee disengagement and weaken work engagement among healthcare professionals (18, 19). Similarly, investigations into nursing environments revealed that organizational injustice, lack of managerial support, and inadequate communication systems significantly contribute to psychological withdrawal and reduced organizational loyalty (20, 21). These findings emphasize that quiet quitting cannot be understood solely as an individual motivational issue but must instead be interpreted as an organizational response to unfavorable workplace conditions. Consequently, the development of preventive human resource policies requires organizations to address structural, cultural, and managerial deficiencies simultaneously.

Leadership style has also emerged as one of the most influential factors affecting quiet quitting tendencies. Employees are significantly more likely to disengage when leadership practices are authoritarian, inconsistent, or emotionally unsupportive. Conversely, transformational, supportive, and communicative leadership styles strengthen organizational trust and employee commitment. Research conducted in educational contexts demonstrated that mobbing behaviors mediate the relationship between ineffective leadership styles and quiet quitting among employees (22). Similarly, temporal leadership, effective organizational communication, and time management competency have been shown to reduce quiet quitting behaviors by improving work-family enrichment and strengthening employees' sense of control over their work environment (23). Organizational communication therefore functions as a critical mechanism through which human resource policies influence employee engagement and retention. Employees who perceive communication systems as transparent and respectful are more likely to trust organizational leadership and remain psychologically committed to their work. In contrast, environments characterized by ambiguity, exclusion, or communication breakdowns often intensify emotional withdrawal and disengagement. The significance of communication and managerial transparency becomes even more pronounced in public-sector organizations where hierarchical structures and bureaucratic procedures may limit employee participation and responsiveness.

Another major factor associated with quiet quitting is occupational burnout. Burnout is characterized by emotional exhaustion, depersonalization, reduced personal accomplishment, and chronic psychological strain resulting from prolonged exposure to workplace stressors. Numerous studies have identified burnout as a major antecedent of disengagement and withdrawal behaviors (13, 24). Employees experiencing persistent burnout frequently reduce their effort, emotional involvement, and organizational participation as coping mechanisms against psychological overload. Research among nurses and teachers confirmed that burnout significantly predicts turnover intention and

quiet quitting behaviors, especially when accompanied by job insecurity, low self-efficacy, and unfavorable work environments (25, 26). Furthermore, organizational stressors associated with the COVID-19 pandemic intensified psychological vulnerability among employees, particularly within high-stress sectors such as healthcare and public services (12, 27). In response to these conditions, organizations increasingly recognize the necessity of integrating mental health support and burnout prevention strategies into human resource management systems. Such strategies may include workload balancing, emotional support programs, psychological counseling, resilience training, and supportive supervisory relationships. Preventing quiet quitting therefore requires organizations not only to improve administrative procedures but also to foster emotionally healthy and psychologically supportive work environments.

Recent technological developments have also contributed to the study and management of quiet quitting. Machine learning and predictive analytics have increasingly been applied to identify employee disengagement patterns and predict turnover-related behaviors before they result in organizational crises. Research demonstrated that machine learning models can effectively predict employee turnover intentions and quiet quitting behaviors by analyzing workplace conditions, organizational communication patterns, emotional exhaustion indicators, and leadership variables (28, 29). Similarly, predictive modeling studies among educational administrators and healthcare workers highlighted the potential of data-driven human resource systems for identifying high-risk organizational environments and vulnerable employee groups (30, 31). These findings indicate that contemporary human resource policymaking increasingly depends on evidence-based approaches and data-oriented management systems capable of monitoring organizational well-being and employee engagement in real time. In this context, organizations that adopt proactive and knowledge-oriented human resource architectures may be better equipped to identify dissatisfaction early, intervene appropriately, and prevent quiet quitting behaviors from spreading throughout the organization.

Despite the growing international attention devoted to quiet quitting, limited qualitative research has examined this phenomenon within governmental and administrative organizations, particularly in developing countries. Most existing studies have focused on healthcare, educational, or private-sector settings and have largely employed quantitative methodologies aimed at measuring relationships among predefined variables (32, 33). While such studies have contributed significantly to understanding the correlates of quiet quitting, they often fail to capture the deeper contextual, cultural, and organizational dimensions influencing employee disengagement in public institutions. Governmental organizations frequently operate under distinct administrative structures characterized by formal hierarchy, centralized decision-making, rigid regulations, and limited organizational flexibility. These conditions may intensify employee frustration, reduce psychological empowerment, and increase the likelihood of silent disengagement. Furthermore, public-sector employees often experience additional challenges such as role ambiguity, limited career progression opportunities, inconsistent performance evaluation systems, and weak alignment between organizational goals and employee expectations. Understanding how these structural and managerial conditions contribute to quiet quitting requires qualitative exploration capable of revealing employees' lived experiences, perceptions, and organizational realities.

Within this context, the General Directorates of Roads and Urban Development represent highly important governmental institutions responsible for infrastructure development, urban planning, transportation management, and public service delivery. The effectiveness and sustainability of these organizations largely depend on the motivation, expertise, and commitment of their human resources. However, increasing administrative pressures,

organizational complexity, and workforce dissatisfaction may create conditions conducive to quiet quitting behaviors among employees. The absence of comprehensive human resource policies specifically designed to prevent silent disengagement may gradually weaken organizational performance, reduce service quality, and undermine institutional sustainability. Consequently, developing a qualitative and context-sensitive model for human resource policymaking aimed at preventing quiet quitting appears essential for improving organizational effectiveness and preserving human capital within these organizations.

Accordingly, the present study aimed to develop a qualitative model for formulating human resource management policies with an approach to preventing quiet quitting in the General Directorates of Roads and Urban Development of the country.

Methods and Materials

The present study was developmental–applied in terms of purpose and qualitative and exploratory in terms of data collection method. The statistical population consisted of organizational and academic experts who possessed lived experience in the subject area. Considering the use of the grounded theory approach in the present study, the sampling method used in the qualitative phase was theoretical sampling. This method is a common purposive sampling technique that requires the use of initial informants or participants to identify additional cases that may gradually be incorporated into the study. In this research, the participant team included organizational and academic experts who had executive or managerial consulting experience in the field of human resource management policies and the phenomenon of quiet quitting. It should be noted that sampling continued until the point of theoretical saturation (adequacy) was reached. Accordingly, a total of 20 interviews were conducted. In each interview session, participants introduced one or two individuals who could contribute to enriching the study. It should also be noted that the request to introduce subsequent participants was raised at the end of the interview, enabling the participant, after becoming familiar with the objectives of the study and the nature of the questions, to introduce the next individual with greater accuracy. The interviews (lasting between 40 and 75 minutes) were audio-recorded so that repeated reviews of the conversations would allow for more accurate analysis and examination of the viewpoints expressed by the participants. It is noteworthy that the number of interviews conducted was determined based on achieving the criterion of theoretical saturation rather than a predetermined design. This means that the stopping point for interviews (data collection), according to the definition of grounded theory methodology, is the stage at which the researcher becomes assured that no new concepts or categories emerge and no further modifications are made to them.

During the semi-structured interview phase, the researcher initiated the interviews by asking general questions and subsequently guided and continued the discussion based on the issues and experiences expressed by the participants. When necessary, exploratory questions were asked to expand the discussion and obtain deeper information. The duration of the interviews varied depending on different circumstances. With the consent of the participants, the interviews were recorded, and the interview texts were subsequently reviewed and transcribed line by line while simultaneously being analyzed. During the interviews, note-taking regarding interactions and nonverbal behaviors was also employed. The interviews were conducted individually in a calm environment and at a time and place agreed upon by the participants and in which they felt comfortable. Appropriate coordination was made with the participants, with their consent, to verify statements and conduct subsequent interviews.

The data analysis method in the qualitative section was carried out based on open coding, axial coding, and selective coding. In the present study, Lincoln and Guba's (1982) criteria were used to assess the validity and reliability of the qualitative section, including credibility, dependability, transferability, and confirmability. Credibility was established through evaluation by specialists in the field of human resource management policy formulation and the phenomenon of quiet quitting. Accordingly, in several instances, after implementation and transcription, the indicators were provided to specialists to ensure the accuracy of the obtained information. Regarding the criterion of dependability, efforts were made to provide sufficient evidence and documentation concerning the dimensions and components of formulating human resource management policies with a quiet quitting prevention approach, and the procedures under study, as well as the research context and conditions, were described comprehensively and precisely. In fact, all activities undertaken, including the stages of the work and the processes of data collection and analysis, were carefully documented. Transferability refers to the applicability of the research findings and functions in line with external validity. Confirmability means that the findings of the study were verified and approved by the supervising professor responsible for guiding the research process. This procedure was carried out because the research process may be influenced by the researcher's personal perceptions.

Findings and Results

In terms of gender, 85% of the experts participating in this study were male and 15% were female. Regarding educational level, 30% held a master's degree and 70% held a doctoral degree. In terms of work experience, 5% had between 5 and 10 years of experience, 10% had between 10 and 15 years, 20% had between 15 and 20 years, and 65% had more than 21 years of experience. Regarding organizational position and academic rank, 15% were heads of human resource development departments, 40% were deputy directors of development, 15% were advisors to development deputies, and 30% were assistant professors. Initially, a sample excerpt from the expert interviews was presented: "The creation of enthusiasm and satisfaction in performing work should be continuously considered. In fact, employees should be challenged in their jobs so that the feeling of performing work robotically is eliminated. Consequently, by creating satisfaction among employees, opportunities for growth can be provided. The sense of incompatibility between job and compensation should be removed, meaning that employees grow and undergo significant changes over time; therefore, their jobs should also be enriched in proportion to these transformations. Employees' additional efforts to perform their jobs better should be valued. Employees should not feel compelled to remain in their jobs, and occupational burnout should be prevented. Minimal participation of employees in fulfilling their duties should decrease, meaning that they should be willing to act beyond their formal responsibilities and demonstrate a willingness to work overtime. Clearly, through a deep understanding of the reasons behind passivity, underperformance, and resignation, as well as the implementation of appropriate strategies for employee retention and the creation of an attractive work environment, the negative effects of resignation can be reduced and organizational sustainability and growth can be ensured. Human resources are the organization's most valuable asset, and adopting intelligent policies in this domain contributes to long-term organizational success. Creating an ideal work environment is the key to employee retention. Organizations with transparent, flexible, and supportive work environments are less likely to encounter the problem of quiet quitting among employees. Improving organizational culture, increasing employee participation in decision-making, and providing opportunities for personal development are among the factors that strengthen job commitment. Employees leave organizations when they feel that their personal values and professional needs are not fulfilled

within the organization. Through a deep understanding of the causes of resignation, the implementation of appropriate retention strategies, and the creation of an attractive work environment, organizations can provide guidelines regarding job duties and work processes for initial familiarization, appoint mentors or training supervisors to guide new employees, particularly during the first months with a value engineering approach, evaluate performance during probationary periods, and provide continuous feedback. Technical and experiential skills should be assessed through tests and real-life scenarios. In formulating human resource management policies with an approach to preventing quiet quitting in the General Directorates of Roads and Urban Development, attention to numerous causal factors is essential. These factors may exert influence at individual, organizational, and environmental levels. Creating a safe, transparent, and empathetic environment can prevent the emergence of negative behaviors such as organizational silence. Studies indicate that strengthening a positive organizational culture and creating a supportive and empathetic environment can prevent negative behaviors such as organizational silence. When employees feel that organizational goals and values are aligned with their personal beliefs and goals, they will demonstrate greater motivation and commitment to work. This alignment can prevent quiet quitting. Managers who pay attention to employees' problems and needs and listen to them can gain employees' trust and prevent quiet quitting. Studies show that in Iranian governmental organizations, characteristics such as unstable structures, outdated job descriptions, inappropriate standards for recruiting human resources, lack of an effective career path management system, greater emphasis on general rather than specialized training, absence of alignment between compensation and performance, misalignment between organizational strategy and human resource management actions, superficial knowledge management, silo thinking within human resource units, inconsistency among human resource practices, and the coexistence of unqualified employees alongside qualified employees are commonly observed."

Subsequently, efforts were made to extract the key points and issues that interviewees emphasized most strongly during the interviews. These code titles were either derived directly from the participants' statements or creatively developed by the researcher in accordance with the identified characteristics. The extracted codes from the interviews were then identified and analyzed. A total of 392 codes were extracted from the interviews. In the next stage, the codes were combined, integrated, and classified into broader concepts. The open codes were again merged and categorized into relevant concepts. A total of 20 concepts were extracted from the codes. Table 1 presents the axial categories classified under causal conditions, intervening conditions, contextual conditions, actions and strategies, and consequences within the paradigmatic model. According to Table 1, the concepts of organizational cost management and human capital retention management were classified under causal conditions; formulation of transparent career and personal development pathways, strengthening employees' psychological contracts, and monitoring employees' mental health were categorized as contextual conditions; revision of human resource policies and guidelines, human resource legal regulations and frameworks, transformation in managerial styles, data-driven monitoring and evaluation systems, transparent and justice-oriented reward and compensation systems, transparent and justice-oriented punishment and reward systems, and human and organizational communication systems were classified as intervening conditions; institutionalization of meritocracy in organizational appointments, succession planning systems, organizational architecture, human-centered workplace design, and institutionalization of organizational learning and mentoring were categorized as strategies and actions; and the concepts of enhancement of employee well-being, strengthening employees' sense of value and

appreciation, and improvement of performance and productivity were classified as consequences of the paradigmatic model.

Table 1. Classification of Axial Categories in the Paradigmatic Model

Category	Axial Categories
Causal Conditions	Human Capital Retention Management
	Organizational Cost Management
Intervening Conditions	Revision of Human Resource Policies and Guidelines
	Human Resource Legal Regulations and Frameworks
	Transformation in Managerial Styles
	Data-Driven Monitoring and Evaluation System
	Transparent and Justice-Oriented Compensation and Reward System
Contextual Conditions	Transparent and Justice-Oriented Punishment and Reward System
	Human and Organizational Communication System
	Formulation of Transparent Career and Personal Development Pathways
	Strengthening Employees' Psychological Contracts
	Monitoring Employees' Mental Health
Strategies and Actions	Organizational Architecture
	Human-Centered Workplace Design
	Institutionalization of Meritocracy in Organizational Appointments
	Institutionalization of Organizational Learning and Mentoring
	Succession Planning System
Consequences	Improvement of Performance and Productivity
	Enhancement of Employee Well-Being
	Strengthening Employees' Sense of Value and Appreciation

In the final stage of qualitative analysis using grounded theory methodology, the categories and concepts were formulated and the relationships among them were mapped. The coding process, which begins with data extraction, ultimately leads to theory development through abstraction. At this stage, the relationships among the focused codes are expressed in the form of a network. Given that the objective of this study was to develop a model for formulating human resource management policies with a quiet quitting prevention approach in the General Directorates of Roads and Urban Development, the final research model based on grounded theory was formulated through the coding paradigm and based on findings derived from previous studies and interpretation of expert interview results. Following the identification of subcategories, the stage of constructing the main categories of the theory was conducted, as presented in Table 2. In Table 2, the categories identified during axial coding were labeled as principal categories. Causal conditions were labeled as “organizational regeneration,” contextual conditions as “formation of a new perspective toward human resources,” intervening conditions as “organizational policies” and “transparency-based management,” actions and strategies as “knowledge-oriented human resource architecture,” and consequences as “human capital excellence.” The final research model is presented in Figure 1.

Table 2. Formation of Main Categories

Category	Selective Coding	Conceptual Coding
Causal Conditions	Organizational Regeneration	Organizational Cost Management
		Human Capital Retention Management
Contextual Conditions	Formation of a New Perspective Toward Human Resources	Formulation of Transparent Career and Personal Development Pathways
		Strengthening Employees' Psychological Contracts
		Monitoring Employees' Mental Health
		Revision of Human Resource Policies and Guidelines
Intervening Conditions	Organizational Policies	Human Resource Legal Regulations and Frameworks
		Transformation in Managerial Styles

Transparency-Based Management		Data-Driven Monitoring and Evaluation System
		Human and Organizational Communication System
		Transparent and Justice-Oriented Compensation and Reward System
		Transparent and Justice-Oriented Punishment and Reward System
Strategies and Actions	Knowledge-Oriented Human Resource Architecture	Institutionalization of Meritocracy in Organizational Appointments
		Succession Planning System
		Organizational Architecture
		Human-Centered Workplace Design
		Institutionalization of Organizational Learning and Mentoring
Consequences	Human Capital Excellence	Strengthening Employees' Sense of Value and Appreciation
		Improvement of Performance and Productivity
		Enhancement of Employee Well-Being

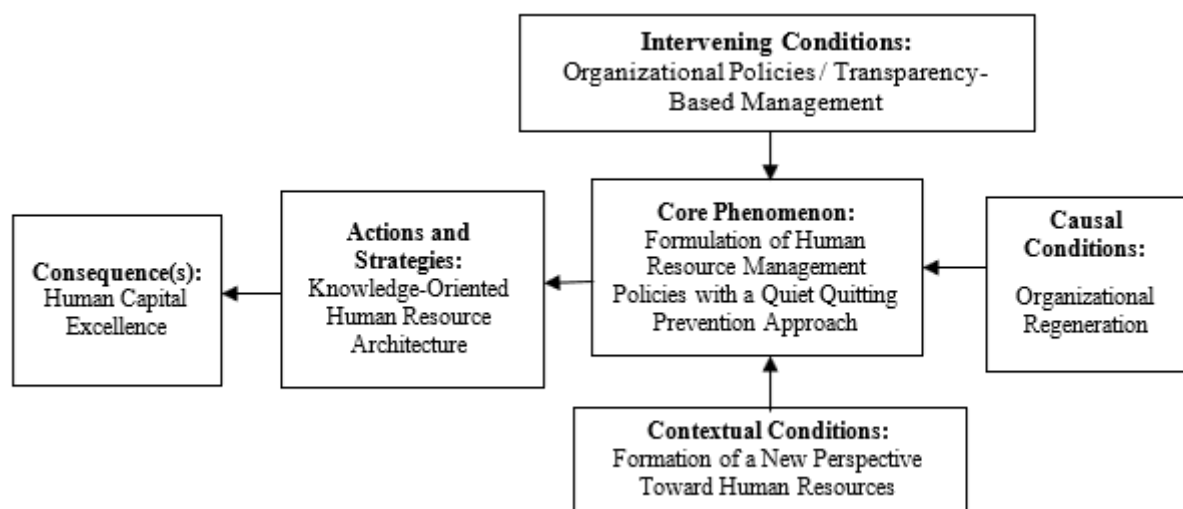


Figure 1. Final Model of Human Resource Management Policy Formulation with a Quiet Quitting Prevention Approach

To determine reliability, the inter-coder agreement method was employed. In this approach, in addition to the primary researcher who conducted the initial coding, another researcher independently coded the same text without knowledge of the first researcher's codes. If the codes produced by the two researchers are highly similar, this indicates a high level of agreement between the coders and demonstrates reliability. Holsti's coefficient was used to calculate inter-coder agreement. In this method, the texts are coded in two stages. Holsti proposed a formula for determining the reliability of nominal data based on the "Percentage of Agreement Observation" (PAO):

$$PAO = \frac{2M}{N1 + N2}$$

In the above formula, M represents the number of shared coding instances between the two coders, while $N1$ and $N2$ represent the total number of coding instances identified by the first and second coders, respectively. The PAO value ranges from zero (no agreement) to one (complete agreement), and values greater than 0.70 are considered desirable. In the present study, the first coder identified 345 codes, while the second coder identified

311 codes, of which 280 codes were identical. Based on the proposed formula, the calculation was conducted as follows:

$$0.80 = \frac{2(280)}{311 + 345}$$

As observed, the obtained value is greater than 0.70; therefore, it can be claimed that the instrument used for code extraction possessed sufficient reliability.

Discussion and Conclusion

The present study was conducted with the aim of developing a qualitative model for formulating human resource management policies with a quiet quitting prevention approach in the General Directorates of Roads and Urban Development. The findings demonstrated that the phenomenon of quiet quitting in governmental organizations is influenced by a complex interaction of causal conditions, contextual conditions, intervening factors, organizational strategies, and human capital outcomes. Based on grounded theory analysis, the final model identified “organizational regeneration” as the causal condition, “formation of a new perspective toward human resources” as the contextual condition, “organizational policies” and “transparency-based management” as intervening conditions, “knowledge-oriented human resource architecture” as the strategic dimension, and “human capital excellence” as the final consequence of the proposed model. These findings indicate that preventing quiet quitting requires a multidimensional and transformational human resource management approach that simultaneously addresses structural, managerial, psychological, and cultural dimensions within organizations.

One of the most significant findings of the present study was the identification of organizational regeneration as the primary causal condition affecting the prevention of quiet quitting. The concepts associated with this category included organizational cost management and human capital retention management. This finding suggests that organizations incapable of balancing operational efficiency with employee support are more likely to experience silent disengagement among employees. In governmental organizations, excessive administrative rigidity, inefficient resource allocation, and failure to prioritize human capital often create environments in which employees gradually reduce their organizational commitment and discretionary effort. This result is consistent with studies emphasizing that quiet quitting emerges when employees perceive organizational systems as unresponsive to their professional and psychological needs (2, 7). The findings also align with research demonstrating that organizational structures lacking flexibility and employee-centered management practices intensify disengagement and withdrawal behaviors (1, 3). In addition, the emphasis on human capital retention supports the argument that organizations should no longer perceive employees merely as operational resources but rather as strategic organizational assets whose engagement and well-being directly influence organizational sustainability (5, 9).

Another important finding concerned the role of contextual conditions under the category of “formation of a new perspective toward human resources.” This category included transparent career development pathways, strengthening psychological contracts, and monitoring employees’ mental health. These findings indicate that employee commitment is strongly influenced by perceptions of fairness, growth opportunities, and organizational support. Employees are less likely to engage in quiet quitting when they perceive that organizations invest in their professional development and psychological well-being. This finding is highly consistent with studies emphasizing the importance of employee engagement, psychological empowerment, and organizational support in reducing

disengagement behaviors (6, 10). Similarly, previous research has shown that unmet psychological expectations and lack of organizational reciprocity contribute significantly to emotional withdrawal from work (4, 8). The emphasis on psychological contracts in the present study also supports the theoretical assumption that employees' perceptions regarding fairness, respect, and recognition shape their emotional attachment to organizations. When organizations fail to fulfill implicit obligations related to appreciation, development, and support, employees often respond through reduced motivation and minimal job participation. Furthermore, the inclusion of mental health monitoring reflects growing scholarly recognition that burnout, emotional exhaustion, and workplace stress are major predictors of quiet quitting tendencies (13, 15). Contemporary organizations therefore need to integrate mental health protection mechanisms into their human resource policies in order to preserve employee commitment and resilience.

The present findings further revealed that organizational policies and transparency-based management function as major intervening conditions influencing the effectiveness of quiet quitting prevention strategies. Specifically, revision of human resource policies, transformation in managerial styles, legal frameworks, communication systems, compensation structures, and data-driven monitoring systems emerged as central organizational mechanisms. This finding highlights the significance of managerial transparency and organizational justice in shaping employee attitudes toward work and organizational membership. Employees are more likely to remain psychologically engaged when they perceive managerial processes as fair, transparent, and participatory. These results are supported by studies demonstrating that ineffective communication systems, organizational ambiguity, and authoritarian leadership contribute significantly to employee disengagement and withdrawal behaviors (22, 23). Likewise, previous research has emphasized that employees who perceive compensation systems as unfair or inconsistent often reduce their organizational involvement and effort (3, 7). The present findings also support the growing emphasis on evidence-based human resource management practices. The inclusion of data-driven monitoring and evaluation systems indicates that organizations increasingly require analytical and predictive tools for identifying early signs of disengagement and turnover intention. This result is aligned with recent studies applying machine learning and predictive analytics to identify turnover and quiet quitting behaviors in organizational contexts (28, 29). Such findings demonstrate that modern human resource management must evolve from reactive administrative practices toward proactive and intelligent organizational systems capable of continuously monitoring employee engagement and organizational well-being.

The category of "knowledge-oriented human resource architecture" as the strategic dimension of the model represented another important contribution of the present study. This category included meritocracy in organizational appointments, succession planning systems, organizational architecture, human-centered workplace design, and institutionalization of organizational learning and mentoring. These findings indicate that sustainable prevention of quiet quitting requires organizations to create learning-oriented, supportive, and growth-centered work environments. Employees are more likely to remain engaged when they perceive opportunities for competence development, professional advancement, and meaningful participation within organizational systems. This finding is consistent with studies emphasizing the role of career development and supportive workplace environments in strengthening organizational commitment and reducing turnover intention (9, 11). Similarly, research has shown that mentoring systems, participatory leadership, and developmental organizational cultures contribute significantly to employee resilience and job satisfaction (12, 14). The emphasis on meritocracy in the present study is also particularly important within governmental organizations where perceptions of favoritism, inequality, and

bureaucratic rigidity may intensify employee frustration and disengagement. Organizations characterized by transparent promotion systems and competency-based appointments are more likely to foster trust, fairness, and psychological attachment among employees. Moreover, the inclusion of human-centered workplace design reflects recent organizational trends emphasizing employee experience, flexibility, and workplace well-being as essential components of sustainable human resource management.

Another major finding of the present study concerned the consequences of effective quiet quitting prevention policies, conceptualized as “human capital excellence.” This category included improved organizational performance and productivity, enhancement of employee well-being, and strengthening employees’ sense of value and appreciation. These findings suggest that preventing quiet quitting produces outcomes extending beyond employee retention and directly contributes to organizational sustainability and effectiveness. Employees who feel valued, supported, and psychologically secure are more likely to demonstrate organizational citizenship behaviors, creativity, collaboration, and commitment to organizational goals. This finding corresponds with studies indicating that supportive work environments and positive organizational cultures enhance employee engagement and reduce emotional exhaustion (17, 20). Likewise, previous research has shown that organizations capable of reducing burnout and strengthening employee well-being achieve higher levels of productivity and organizational resilience (25, 26). The present findings also reinforce the perspective that organizational sustainability depends fundamentally on the quality and stability of human capital. Human resource policies that prioritize employee dignity, recognition, and development create organizational environments in which employees perceive themselves as valued contributors rather than replaceable administrative components.

The findings of this study additionally highlight the particular vulnerability of public-sector organizations to quiet quitting behaviors. Governmental institutions often operate within hierarchical administrative systems characterized by rigid procedures, limited flexibility, and centralized decision-making structures. Such conditions may weaken employees’ sense of autonomy and psychological ownership over organizational goals. The findings therefore emphasize the necessity of adopting transformational human resource management approaches within public institutions. These approaches should focus on organizational flexibility, transparent communication, employee empowerment, and psychological support. This conclusion aligns with recent studies emphasizing that organizational communication quality, leadership support, and participatory management significantly reduce disengagement behaviors among employees (23, 33). Similarly, research conducted in healthcare and educational environments has shown that supportive managerial climates reduce emotional exhaustion and strengthen employee engagement even under highly stressful working conditions (34, 35). Therefore, the prevention of quiet quitting in governmental organizations requires not only structural reform but also cultural transformation aimed at strengthening trust, transparency, and organizational belonging.

The present study contributes theoretically by providing a grounded and context-sensitive model explaining how causal, contextual, and organizational factors interact in shaping quiet quitting prevention strategies within governmental institutions. Unlike many previous studies that primarily examined quiet quitting quantitatively, the present research explored the lived experiences and perceptions of experts through a qualitative grounded theory approach. This methodological perspective enabled deeper understanding of the organizational dynamics underlying employee disengagement. Furthermore, the study contributes practically by identifying actionable organizational mechanisms through which policymakers and managers may prevent silent disengagement and strengthen human capital sustainability. Given the increasing prevalence of quiet quitting across different

occupational sectors globally, the findings of this study provide important implications for the future development of human resource management systems in both public and private organizations.

One limitation of the present study was that the qualitative data were collected only from experts and managers associated with the General Directorates of Roads and Urban Development, which may limit the generalizability of the findings to other governmental or private-sector organizations. Additionally, the study relied on interview-based qualitative data, and therefore participants' subjective perceptions and experiences may have influenced the interpretation of the findings. Time constraints and organizational sensitivities related to discussing disengagement and quiet quitting may also have restricted the depth of some interviews.

Future research is recommended to examine the proposed model quantitatively in larger organizational samples and across different occupational sectors in order to evaluate its generalizability and predictive validity. Comparative studies between governmental and private organizations may provide deeper insight into contextual differences influencing quiet quitting behaviors. It is also recommended that future studies investigate the role of emerging variables such as digital leadership, artificial intelligence in human resource management, organizational agility, and hybrid work arrangements in shaping employee disengagement and retention. Longitudinal studies may additionally contribute to understanding the long-term organizational effects of quiet quitting prevention policies.

From a practical perspective, organizations should prioritize the redesign of human resource policies based on employee-centered and transparency-oriented principles. Managers should strengthen organizational communication systems, establish fair compensation and promotion mechanisms, and create supportive work environments that encourage employee participation and psychological safety. Organizational leaders should also invest in mentoring systems, mental health support programs, leadership development, and continuous employee learning opportunities. Establishing data-driven monitoring systems capable of identifying early indicators of disengagement may help organizations intervene proactively before quiet quitting behaviors become widespread. Ultimately, organizations that treat employees as strategic human capital rather than administrative resources are more likely to achieve sustainable organizational performance and long-term institutional resilience.

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Authors' Contributions

All authors equally contributed to this study.

Declaration of Interest

The authors of this article declared no conflict of interest.

Ethical Considerations

All ethical principles were adhered in conducting and writing this article.

Transparency of Data

In accordance with the principles of transparency and open research, we declare that all data and materials used in this study are available upon request.

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