

## LEADERSHIP STYLE, QUIET QUITTING, AND EMPLOYEE PERFORMANCE IN HEALTHCARE INSTITUTIONS



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### Abstract

This study aims to examine how leadership style and the phenomenon of quiet quitting contribute to employee performance levels. The subjects of this research consist of all non-medical staff working at the Pindad Clinic and Hospital in Bandung. This study was initiated due to a substantial gap identified in previous research, namely the absence of studies specifically examining quiet quitting among non-medical personnel in Indonesia's healthcare sector, as well as the limited empirical evidence on how perceptions of leadership shape psychological withdrawal tendencies within this work environment. This study applied a descriptive quantitative method by distributing surveys to a total of 107 participants drawn from a population of 146 non-medical employees. The measurement of the instrument employed a Likert scale consisting of five response options, and statistical analysis was conducted using SPSS with linear regression to assess direct relationships among the variables. The results of Hypothesis 1 reveal that leadership style positively affects performance, but the effect does not reach statistical significance. Meanwhile, the analysis of Hypothesis 2 confirms that quiet quitting exerts a significant negative effect on performance, where decreased quiet quitting behavior is associated with enhanced employee performance.

**Keywords:** Leadership, Performance, Quiet Quitting, Work Performance

## INTRODUCTION

The increasingly dynamic transformation of the work environment in the post COVID-19 pandemic era has generated substantial implications for employee behavior and patterns of engagement across various sectors, including healthcare services. Within this context, a relatively new phenomenon has attracted growing attention in contemporary organizational discourse, namely quiet quitting. This phenomenon describes a condition in which employees continue to perform their duties strictly in accordance with formal job descriptions yet experience a gradual erosion of motivation, enthusiasm, and emotional attachment to the organization. Such a condition not only undermines workplace morale but also poses a significant risk to overall organizational effectiveness (Gallup, 2023).

In organizations operating within the hospital and clinical healthcare sector the challenge of sustaining employee performance becomes increasingly complex. High work pressure heightened demands for professionalism and post pandemic adjustments in work systems collectively influence employee commitment and engagement. These circumstances underscore the critical need for leaders who are adaptive empathetic and communicative. Leaders who embody such characteristics are more likely to cultivate a positive work climate strengthen employee attachment and encourage sustained high performance aligned with organizational objectives. Conversely rigid leadership styles or excessive managerial control often contribute to declining work motivation and amplify the likelihood of quiet quitting behaviors.

Previous literature has extensively examined the influence of leadership style on employee performance outcomes however much of this scholarship remains centered on direct effects with limited attention to emerging behavioral variables in the modern workplace. The phenomenon of quiet quitting which has intensified following the pandemic has not been widely explored as a mediating or explanatory variable within the leadership performance relationship particularly in healthcare organizations characterized by intensive workloads and high emotional demands. Accordingly this study holds significance in revisiting the relationship between leadership style and employee performance by incorporating quiet quitting as a phenomenon that is highly relevant to contemporary work dynamics. This analytical approach is expected to provide a more nuanced understanding of how leadership styles influence performance both directly and through motivational dynamics and work ethic.

Based on the foregoing discussion this study aims to examine the influence of leadership style and quiet quitting on employee performance within an organization operating in the hospital and clinical service sector. Specifically the study seeks to identify the extent to which leadership style affects employees tendencies toward quiet quitting and how this phenomenon subsequently influences individual performance. Furthermore the study evaluates both the direct and indirect effects of leadership style on performance with quiet quitting positioned as an intervening variable that bridges this relationship thereby offering a more comprehensive understanding of the interconnections among the research variables.

## REVIEW OF LITERATURE

Leadership style is defined as a set of behaviors demonstrated by leaders in influencing directing and motivating subordinates to achieve organizational goals (Robbins & Judge, 2017, p. 368). In contemporary leadership literature leadership is understood as a process of influence that guides groups toward the attainment of shared objectives (Northouse, 2025) as well as the capacity to evoke willingness and motivation among followers to contribute fully to collective efforts (Haslam et al., 2020). Indicators of transformational leadership style include Inspirational Motivation referring to a leaders ability to provide encouragement and articulate a clear vision Idealized Influence manifested through exemplary attitudes and behaviors Individualized Consideration reflected in personal attention to subordinates needs and Intellectual Stimulation which involves encouraging critical thinking and innovation. A number of studies (Hasibuan Malayu, 2019) further demonstrate that leadership style significantly influences levels of motivation and performance particularly within the public service sector.

Meanwhile the term quiet quitting refers to a condition in which employees limit their work efforts to the minimum required responsibilities without demonstrating additional engagement or discretionary effort (Scheyett, 2023, p. 5). This phenomenon is often triggered by declining job satisfaction emotional exhaustion burnout and insufficient support from both the work environment and leadership. Indicators of quiet quitting can be observed through several dimensions including decreased work engagement apathetic attitudes toward organizational goals reduced initiative and collaboration and a tendency to avoid additional tasks. Research findings by Kim (2023) confirm that quiet quitting exerts a negative impact on productivity and the quality of individual performance particularly in organizations characterized by rigid hierarchical systems (K. T. Kim & Sohn, 2024).

According to Mangkunegara (2021) employee performance refers to the level of work achievement reflected in both the quality and quantity of task outcomes carried out in accordance with assigned responsibilities (A. P. Mangkunegara, 2021). Performance indicators encompass effectiveness, efficiency, responsibility, quality of output and teamwork capability. Various factors contribute to performance formation including individual ability motivation leadership work environment and organizational culture. In line with these findings, a study by Hartatik and Iriani (2024) emphasizes that supportive leadership enhances performance by strengthening employees' sense of belonging and mutual trust among team members (Sri Puji Hartatik et al., 2024).

## RESEARCH METHOD

This study employs a quantitative approach using a survey technique in order to examine the relationships among variables in an objective, measurable, and potentially generalizable manner. The selection of a quantitative approach is based on the consideration that the nature of this research requires an analysis of causal relationships among leadership style quiet quitting and employee performance a relationship that can only be adequately explained through numerical data and systematic statistical testing (Creswell & Creswell, 2017). The use of a survey method is deemed appropriate as it allows respondents to directly assess their perceptions work experiences and behavioral tendencies thereby ensuring that

the data obtained reflect the actual conditions of employees working within organizations operating in hospital and clinical service sectors.

The population of this study includes all employees working in the organization who are directly involved in service delivery and operational processes. The sampling technique was conducted using a purposive approach by considering several criteria such as a minimum tenure of one year active involvement in daily operational activities and willingness to provide objective data (Zherdeva et al., 2025). This technique is considered suitable because not all employees possess sufficient work experience to evaluate leadership style or to provide valid information regarding the phenomenon of quiet quitting. Based on these criteria a number of respondents were selected and deemed representative in portraying leadership patterns and work behavior within the organization.

Data were collected through a closed ended questionnaire employing a five point Likert scale ranging from strongly disagree to strongly agree. The questionnaire items were constructed based on three main constructs, namely leadership style quiet quitting and employee performance. The leadership style variable was measured using four indicators commonly applied in transformational leadership studies, encompassing four dimensions namely Inspirational Motivation Idealized Influence Individualized Consideration and Intellectual Stimulation as described by Avolio (Avolio, 2010). The quiet quitting variable was measured using four behavioral indicators reflecting decreased work engagement apathetic attitudes toward organizational goals weakened initiative and collaboration and a tendency to avoid additional tasks (A. Kim et al., 2023). Employee performance was measured using indicators of work effectiveness, quality of work outcomes responsibility and discipline as well as teamwork capability (Hartatik, 2024; A. A. A. P. Mangkunegara, 2021). The construction of these instruments enables the researcher to comprehensively map the relationships among leadership work behavior and performance outcomes within the healthcare service organization context.

Prior to conducting the main analysis, the instrument was first tested for validity using the Pearson Product-Moment correlation. All items were considered valid if the calculated correlation coefficient exceeded the critical value of the correlation table in accordance with the testing principles outlined by Ghazali (Ghozali, 2016). Reliability testing was conducted using Cronbach's Alpha coefficient with a threshold value of  $\alpha \geq 0.70$  indicating satisfactory internal consistency (Gliem & Gliem, 2003). This stage is essential to ensure that the measurement instrument consistently and accurately captures the theoretical constructs under investigation.

Data that met the validity and reliability criteria were subsequently analyzed using SPSS software version 27. The analysis was conducted through two approaches namely descriptive and inferential analysis. Descriptive analysis was used to present an overview of data tendencies including respondent profiles and response patterns across variables. Through this research design the study seeks to provide a comprehensive empirical depiction of how leadership styles implemented by organizational leaders influence employee performance both directly and indirectly through changes in work behavior in the form of quiet quitting. The quantitative approach supported by SPSS enables a more precise examination of intervariable relationships thereby allowing the findings to serve as a reference for more effective human resource management practices within the healthcare service sector.

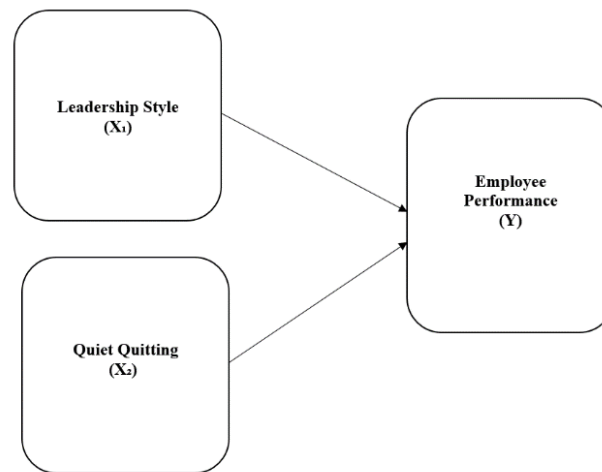
### Research Hypothesis

This study aims to analyze the influence of leadership style and quiet quitting on employee performance in hospital and clinical service organizations. Based on the proposed research model as well as a review of the relevant literature and previous empirical studies, the hypotheses formulated in this study are as follows :

- $H_1$  : Leadership style has a significant effect on employee performance
- $H_2$  : Quiet quitting has a negative and significant effect on employee performance
- $H_3$  : Leadership style and quiet quitting simultaneously have a significant effect on employee performance

### Research Model

This research model describes the relationship between the independent variables namely leadership style and quiet quitting and the dependent variable namely employee performance. This model can be illustrated as follows:



**Figure 1**  
**Research Model**

The research model illustrates that the independent variables leadership style and quiet quitting have a direct relationship with employee performance which is tested using multiple linear regression analysis. This study adopts a quantitative approach employing a survey method in which data are collected through a structured questionnaire using a Likert scale. The data analysis technique applied is multiple linear regression to examine the effect of each independent variable on employee performance both individually and simultaneously. The findings of this study are expected to provide deeper insights for hospital and clinical service organizations particularly in strengthening leadership practices and managing employee disengagement in order to enhance overall employee performance.

The image of the model of this study shows that the three independent variables have a direct relationship to customer satisfaction, which will be tested through multiple linear regression analysis. This study uses a quantitative approach with a survey method, where data is collected through a questionnaire with a Likert scale. The data analysis technique used is a linear regression test to test the influence of each variable on customer satisfaction. The results of this study are expected to provide deeper insights for telecommunications

companies in improving the quality of their services by focusing on responsiveness, empathy, and personal communication to improve customer satisfaction.

## RESULTS AND DISCUSSION

The research findings were obtained through the distribution of questionnaires to 107 respondents drawn from a total population of 146 non medical employees working at Pindad Clinics and Hospital Bandung. Data collection was conducted over the period from October to December 2025. The demographic characteristics of the respondents indicate a relatively balanced gender composition with 50.5 percent male respondents and 49.5 percent female respondents. The majority of respondents were within the productive age range of 31 to 35 years accounting for 28 percent followed by the age group of 26 to 30 years at 25.2 percent and 36 to 40 years at 18.7 percent. Variations in length of service were also relatively balanced with the largest proportion of respondents having a tenure of 1 to 5 years at 29.9 percent followed by 5.1 to 10 years at 26.2 percent and 10.1 to 15 years at 20.6 percent.

This diversity in respondent characteristics provides a representative demographic profile for assessing the influence of leadership style and work motivation on the tendency toward quiet quitting among non medical employees in the healthcare service sector. These findings also serve as a strong empirical foundation for understanding work behavior dynamics within healthcare institutions that face high demands for operational effectiveness and service quality.

**Table 1.**  
**Descriptive Statistics**

	<b>N</b>	<b>Minimum</b>	<b>Maximum</b>	<b>Mean</b>	<b>Std. Deviation</b>
Leadership Style	107	24,00	60,00	40,8879	5,69397
Quiet Quitting	107	12,00	41,00	26,7664	7,33765
Employee Performance	107	36,00	60,00	47,1776	8,36075
Valid N (listwise)	107				

**Source: Data processed (2025)**

The descriptive analysis results illustrate the psychological and operational conditions that shape the patterns of relationships among the research variables. The leadership style variable recorded a mean score of 40.89 with a score range from 24 to 60 indicating a moderate level of employee perception. The quiet quitting variable showed a mean value of 26.77 with scores ranging from 12 to 41 reflecting variations in the tendency toward psychological withdrawal among non medical employees. Meanwhile the employee performance variable achieved a mean score of 47.18 suggesting a relatively stable and favorable performance assessment.

The variation in scores across respondents for all three variables reinforces the notion that differences in perceptions of leadership and working conditions can influence levels of employee engagement and individual performance. This finding is consistent with Ly (2024) who emphasizes a direct association between perceptions of leadership and work environment conditions and disengagement behavior as well as employee performance (Ly, 2024). A similar pattern is reported by Xu and Yang (2022) who demonstrate that leadership

exerts a strong influence on performance only when employee engagement is at an optimal level. This argument is further supported by Park (2022) who asserts that low engagement can weaken the effectiveness of leadership styles in enhancing work performance (Park et al., 2022; Xu et al., 2022).

**Table 2.**  
**Pearson Correlation Test Results**  
**Correlations**

		<b>Leadership Style</b>	<b>Quiet Quitting</b>	<b>Employee Performance</b>
Leadership Style	Pearson Correlation	1	-,777**	,500**
	Sig. (2-tailed)		,000	,000
	N	107	107	107
Quiet Quitting	Pearson Correlation	-,777**	1	-,586**
	Sig. (2-tailed)	,000		,000
	N	107	107	107
Employee Performance	Pearson Correlation	,500**	-,586**	1
	Sig. (2-tailed)	,000	,000	
	N	107	107	107

\*\* . Correlation is significant at the 0.01 level (2-tailed).

**Source: Data processed (2025)**

The validity test was conducted on 36 questionnaire items using the Pearson correlation technique through Corrected Item Total Correlation analysis. The results indicate that each item achieved a correlation coefficient  $r$  calculated exceeding the  $r$  table value of 0.190 ( $n = 107$   $\alpha = 0.05$ ) therefore all items were declared valid. The correlation coefficients ranged from 0.608 to 0.974, indicating a strong relationship between each item and the total score.

Furthermore, the reliability test using Cronbach's Alpha coefficient demonstrates that the Leadership Style variable ( $X_1$ ) obtained a value of 0.939 the Quiet Quitting variable ( $X_2$ ) achieved 0.987 and the Employee Performance variable ( $Y$ ) reached 0.985. All values substantially exceed the minimum threshold of 0.70. These findings confirm that the research instrument exhibits excellent internal consistency and that the items effectively and accurately measure the intended constructs, thus ensuring the reliability of the instrument for subsequent data analysis (Hair et al., 2022; Sekaran & Bougie, 2016; Taherdoost, 2016; Tavakol & Dennick, 2011).

**Table 3.**  
**Results of Coefficient of Determination Analysis (R<sup>2</sup>)**

<b>Model Summary</b>				
<b>Model</b>	<b>R</b>	<b>R Square</b>	<b>Adjusted R Square</b>	<b>Std. Error of the Estimate</b>
1	,590 <sup>a</sup>	,348	,335	6,81553

a. Predictors: (Constant), Quiet Quitting, Leadership Style

**Source: Data processed (2025)**

The analysis shows that responsiveness positively and significantly influences customer satisfaction with telecommunication services. Based on the t-test, the responsiveness variable (Total\_X<sub>1</sub>) has a regression coefficient of 1.229 with a calculated t-value of 12.187 and a significance of 0.000. Since the significance value is smaller than 0.05, the first hypothesis (H<sub>1</sub>) is accepted, which means that the higher the service responsiveness, the higher the level of customer satisfaction. Conversely, empathy does not have a significant effect on customer satisfaction. The t-test results show that the empathy variable (Total\_X<sub>2</sub>) has a regression coefficient of -0.100 with a calculated t-value of -0.707 and a significance value of 0.480. Because the significance value is greater than 0.05, the second hypothesis (H<sub>2</sub>) is rejected, which indicates that empathy does not directly increase customer satisfaction. Likewise, with interpersonal, the analysis results show that this variable has no significant effect on customer satisfaction. With a regression coefficient of 0.052, a calculated t-value of 0.696, and a significance value of 0.488, the third hypothesis (H<sub>3</sub>) is rejected because the significance value is greater than 0.05.

**Table 4.**  
**ANOVA (F test)**  
**ANOVA<sup>a</sup>**

	<b>Model</b>	<b>Sum of Squares</b>	<b>Df</b>	<b>Mean Square</b>	<b>F</b>	<b>Sig.</b>
1	Regression	2578,680	2	1289,340	27,757	,000 <sup>b</sup>
	Residual	4830,946	104	46,451		
	Total	7409,626	106			

a. Dependent Variable: Employee Performance

b. Predictors: (Constant), Quiet Quitting, Leadership Style

**Source: Data processed (2025)**

The results of the ANOVA test as presented in Table 4 further confirm the adequacy of the proposed model. The analysis yields an F value of 27.757 with a significance level of 0.000 indicating that the third hypothesis (H<sub>3</sub>) which posits that the two independent variables simultaneously exert a significant influence on employee performance is accepted. This finding is consistent with previous studies by Dewi and Suwandana (2024) as well as Guo and Hou (2023) which emphasize that leadership constructs and disengagement behaviors can interact in shaping individual work performance (Susita et al., 2023; Wu & Li, 2023).

**Table 5.**  
**Partial Significance Test Analysis (t-test)**  
**Coefficients<sup>a</sup>**

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	55,617	10,834		5,133	,000
	Leadership Style	,165	,185	,113	,894	,373
	Quiet Quitting	-,568	,143	-,498	-3,958	,000

a. Dependent Variable: Employee Performance

Source: Data processed (2025)

The analysis results indicate that leadership style does not have a significant direct effect on employee performance despite exhibiting a positive coefficient of 0.165 with a t value of 0.894 and a significance level of 0.373. The strong negative correlation between leadership style and quiet quitting amounting to  $-0.777$  suggests a substantial interaction in which much of the leadership effect is transmitted through disengagement mechanisms. This finding is consistent with prior studies indicating that the influence of leadership on employee performance often emerges indirectly through levels of work engagement perceptions of organizational support or fairness and psychological workload conditions. Several empirical studies in both public and private organizational contexts demonstrate that leadership enhances engagement which in turn is positively associated with performance while workload and perceptions of organizational support may modify or weaken the direct effect of leadership on performance outcomes (Mon et al., 2021; Prawibowo & Prapanca, 2024; Taşova et al., 2023). This interpretation is also closely aligned with the findings of Tarigan (2025) who suggests that leadership particularly empowering leadership does not always exert a direct influence on quiet quitting intentions but is frequently mediated by other variables such as job satisfaction or contextual factors (br Tarigan, 2025).

Partial testing of the quiet quitting variable reveals a significant negative effect on employee performance as reflected by a regression coefficient of  $-0.568$  a t value of  $-3.958$  and a significance level of 0.000. This negative effect indicates that an increasing tendency to perform work at a minimal level progressively weakens employee performance. This finding is consistent with recent studies demonstrating that disengagement behavior or quiet quitting is strongly associated with declines in work quality and productivity. Empirical evidence from organizational contexts in Indonesia and other Asian countries (K. T. Kim & Sohn, 2024; Permana et al., 2024) as well as scoping reviews among healthcare professionals (Mawarti et al., 2025) consistently show that reduced work engagement negatively affects performance and therefore requires strategic managerial attention (Gabelaia & Bagociunaite, 2023; Rahmadara & Rachmawati, 2025).

Overall the results of this study indicate that quiet quitting serves as a more dominant predictor of employee performance than structural factors such as leadership style. This finding underscores the importance of organizational focus on strategies aimed at strengthening employee engagement including the provision of a supportive work environment proportional reward systems and opportunities for personal and professional development. While leadership development remains essential such efforts should be

directed toward fostering work relationships that suppress the emergence of disengagement behaviors as these behaviors have been empirically shown to exert a direct negative impact on productivity. Accordingly the relationship among leadership quiet quitting and performance should not be viewed as separate domains but rather as an interconnected continuum that shapes both psychological and organizational constructs determining overall employee performance quality.

## CONCLUSION

Based on the research findings  $H_1$  leadership style demonstrates a positive but statistically insignificant effect on employee performance indicating that improvements in leaders' capacity to provide direction support and role modeling tend to enhance the performance of non medical employees at Pindad Hospital and Clinics Bandung although the effect is not strong enough to be considered significant. For  $H_2$  the hypothesis is accepted confirming that quiet quitting has a negative and significant effect on employee performance in which increasing levels of psychological withdrawal such as declining initiative engagement and work participation directly contribute to reduced work effectiveness. Meanwhile  $H_3$  is also accepted indicating a significant negative relationship between leadership style and quiet quitting. The more supportive communicative and participative the leadership style applied the lower the tendency of employees to engage in quiet quitting behaviors.

Based on these results several recommendations are proposed to improve employee performance including strengthening leadership competencies through coaching based and communicative training programs fostering a work culture that values employee contributions through consistent recognition systems providing two way feedback mechanisms so that employees feel heard and conducting regular monitoring of work engagement levels to detect potential quiet quitting at an early stage. These efforts are expected to create a healthy work environment encourage improved employee performance and ultimately strengthen overall organizational performance.

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