



The Influence of Workplace Conflict and Quiet Quitting Behavior among IT Employees

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Abstract – This study examines the influence of workplace conflict on quiet quitting behavior among employees in the Information Technology (IT) sector. Workplace conflict, arising from differences in opinions, communication gaps, workload, interpersonal relationships, role ambiguity, and organizational practices, can significantly affect employees' attitudes and work engagement. Quiet quitting refers to a pattern in which employees perform the duties formally required by their jobs while reducing discretionary effort, participation, and involvement beyond those basic expectations. The study explores how various forms of workplace conflict may contribute to reduced motivation, emotional disengagement, lower organizational commitment, and the development of quiet quitting tendencies among IT employees. It also considers the potential role of factors such as job satisfaction, work-life balance, managerial support, organizational culture, and communication in shaping this relationship. The study highlights the importance of creating a supportive and collaborative work environment, addressing conflicts constructively, and strengthening employee engagement to reduce disengagement behaviors. The findings are expected to provide useful insights for IT organizations and human resource professionals seeking to improve workplace relationships, employee well-being, productivity, and organizational effectiveness.

Keywords - Workplace Conflict; Quiet Quitting; IT Employees; Employee Engagement; Job Satisfaction; Organizational Commitment; Workplace Relationships; Work-Life Balance; Employee Disengagement; Human Resource Management.

I. INTRODUCTION

The workplace is an important part of an employee's daily life because employees spend a significant amount of their time working with managers, team members, colleagues, and other departments. A positive workplace environment helps employees feel comfortable, motivated, respected, and involved in their work. On the other hand, problems such as disagreements, misunderstandings, communication gaps, differences in opinions, workload pressure, and poor relationships can create workplace conflict. When workplace conflict continues for a long period, it may affect an employee's satisfaction, motivation, commitment, and willingness to actively participate in organizational activities. Therefore, understanding workplace conflict is important for organizations, especially in the IT industry, where employees often work in teams, handle deadlines, communicate with different departments, and work under changing requirements.

The IT industry is one of the major sectors where employees are expected to manage multiple tasks, meet deadlines, solve problems, communicate effectively, and continuously learn new technologies. Employees may face pressure because of workload, project deadlines, role expectations, team coordination, client requirements, and changes in technology. These situations can sometimes result in disagreements between employees and managers or among team members. Workplace conflict does not always mean a major fight or serious disagreement. It can also include small differences in opinions, misunderstandings, communication problems, lack of cooperation, unequal workload, or disagreements

regarding work responsibilities. If these issues are not properly managed, they can gradually influence an employee's attitude towards work.

One important employee behaviour that has received attention in modern workplaces is quiet quitting. Quiet quitting does not mean that an employee actually leaves the organization. Instead, it generally refers to a situation where an employee continues to perform the basic requirements of the job but does not make additional efforts beyond the expected responsibilities. An employee may complete assigned tasks and working hours but may show less interest in taking extra responsibilities, participating in additional activities, or putting in discretionary effort. Quiet quitting can therefore be understood as a change in the level of involvement and effort an employee is willing to provide at work. It may be associated with factors such as dissatisfaction, lack of recognition, poor work-life balance, limited growth opportunities, workplace problems, or negative experiences within the organization.

The title of this study, "The Influence of Workplace Conflict and Quiet Quitting Behavior among IT Employees," focuses on understanding how workplace conflict is experienced by IT employees and how it is connected with their workplace behaviour. The first important concept in the title is workplace conflict. Workplace conflict refers to disagreements or differences that occur between employees, managers, teams, or departments regarding work-related matters. These conflicts may arise because of differences in opinions, communication issues, work responsibilities, leadership



styles, workload, deadlines, or interpersonal relationships. The study attempts to understand the level of such conflict perceived by IT employees rather than assuming that all employees experience conflict in the same way.

The second important concept is quiet quitting behavior. In this study, quiet quitting behavior refers to employees limiting their work involvement to the responsibilities formally expected from them and showing less willingness to provide additional effort. It is important to understand that quiet quitting is different from employee turnover. In turnover, an employee leaves the organization, whereas in quiet quitting, the employee remains in the organization but may reduce their extra involvement or discretionary effort. Studying this behaviour can help organizations understand whether workplace experiences are associated with changes in employee involvement and participation.

The study also considers work engagement, which refers to the level of energy, involvement, enthusiasm, and dedication an employee brings to their work. Engaged employees generally show interest in their responsibilities and actively participate in their work. Work engagement is important because it can influence how employees respond to workplace situations. When employees experience frequent conflict or negative interactions, their level of involvement may change. Therefore, this study examines the relationship between workplace conflict and employees' work engagement. Understanding this relationship can provide useful information about how workplace experiences are connected with employees' attitudes and involvement at work.

The study is particularly relevant to the IT sector because teamwork and communication are essential for completing projects successfully. IT employees often work with different teams, managers, clients, and technical professionals. A communication problem or disagreement in one part of a project can affect coordination and create additional pressure for employees. At the same time, employees who feel that their concerns are not addressed may become less interested in taking additional responsibilities. Therefore, examining workplace conflict together with quiet quitting behavior and work engagement provides a broader understanding of employee experiences in the workplace.

The first objective of the study is to understand the level of workplace conflict perceived by IT employees. This objective focuses on identifying how employees experience conflict in their working environment. It considers issues such as communication difficulties, differences of opinion, workload-related disagreements, interpersonal problems, and other workplace situations that may create conflict. The purpose is to understand whether employees perceive workplace conflict at a low, moderate, or high level based on their responses.

The second objective is to examine the impact of workplace conflict and quiet quitting behaviour among IT employees. This objective focuses on understanding whether workplace conflict is associated with employees becoming less willing to contribute beyond their basic job responsibilities. The study attempts to identify whether employees who experience workplace conflict also report changes in their level of involvement and additional effort. This can help provide an understanding of the connection between workplace experiences and quiet quitting behaviour.

The third objective is to study the relationship between workplace conflict and employees' work engagement. This objective focuses on examining whether differences in workplace conflict are associated with differences in employee engagement. Work engagement is important because employees who are actively involved in their work may show greater interest, energy, and dedication towards their responsibilities. By studying the relationship between workplace conflict and work engagement, the research can provide a better understanding of how the workplace environment is connected with employee involvement.

Overall, this study attempts to provide a clear understanding of workplace conflict, quiet quitting behaviour, and work engagement among IT employees. The study does not consider these concepts separately; instead, it examines how employees' experiences of conflict may be connected with their involvement and behaviour at work. The findings can help organizations identify workplace issues that may require attention and understand the importance of effective communication, healthy employee relationships, supportive management, and a positive work environment. Such understanding can support organizations in creating working conditions where employees feel respected, involved, and willing to contribute effectively to their responsibilities.

1. Background of the Study

The workplace is an important environment where employees interact with managers, colleagues, team members, and different departments to achieve organizational goals. A positive workplace environment can help employees feel comfortable, respected, motivated, and involved in their work. However, differences in opinions, communication problems, workload, work responsibilities, leadership styles, deadlines, and interpersonal relationships can create workplace conflict. Conflict is a common part of organizational life, but when it is not properly managed, it may affect employees' attitudes, relationships, motivation, and involvement in their work.

The Information Technology (IT) industry is a highly competitive and continuously changing sector. IT employees are often required to work on multiple projects,



meet strict deadlines, solve technical problems, coordinate with team members, communicate with clients, and adapt to new technologies. These working conditions can sometimes create pressure and disagreements among employees. Differences in work styles, unequal distribution of responsibilities, lack of communication, unclear roles, and pressure from managers or clients may contribute to workplace conflict. Therefore, understanding the level of workplace conflict experienced by IT employees is important for organizations that want to maintain a healthy and productive work environment.

Workplace conflict can occur at different levels. It may occur between two employees, between an employee and a manager, or between different teams or departments. Some conflicts may be related directly to work, such as differences in opinions about how a task should be completed, while others may result from communication gaps or interpersonal differences. If employees regularly experience such situations without proper support or resolution, they may gradually develop negative feelings towards their work environment. This makes workplace conflict an important factor to consider when studying employee behaviour.

Another important issue in modern organizations is quiet quitting behaviour. Quiet quitting does not mean that an employee formally resigns from the organization. Instead, it describes a situation where employees continue to perform their required job duties but may reduce their willingness to perform additional tasks or provide effort beyond their formal responsibilities. For example, an employee may complete assigned work and maintain regular working hours but may not voluntarily take additional responsibilities, participate in extra activities, or work beyond what is expected. This behaviour has become an important topic when discussing employee involvement and changing expectations about work.

There can be several reasons why employees may show quiet quitting behaviour. These may include lack of recognition, limited career growth, excessive workload, poor work-life balance, dissatisfaction with management, lack of appreciation, or negative workplace experiences. Workplace conflict may also be one of the factors associated with changes in employees' willingness to provide additional effort. When employees frequently experience disagreements or feel that their workplace relationships are difficult, they may become less interested in contributing beyond their basic responsibilities. However, the relationship between these factors can differ among employees, making it important to study them systematically rather than making assumptions.

Another major concept considered in this study is work engagement. Work engagement refers to the extent to which employees are energetic, involved, interested, and

dedicated towards their work. Employees with higher work engagement generally show greater involvement in their responsibilities and are willing to participate actively in their work. A supportive workplace can encourage engagement, while negative workplace experiences may be associated with lower involvement. Therefore, studying workplace conflict along with work engagement can provide a broader understanding of employees' workplace experiences.

The relationship between workplace conflict and work engagement is particularly important in the IT sector because most IT work requires continuous communication, teamwork, coordination, and problem-solving. When employees experience healthy communication and cooperation, they may be able to focus more effectively on their responsibilities. On the other hand, frequent disagreements, misunderstandings, or communication problems can make teamwork more difficult. Understanding this relationship can help organizations identify areas where workplace relationships and employee engagement may need greater attention.

The present study, "The Influence of Workplace Conflict and Quiet Quitting Behavior among IT Employees," focuses on understanding these workplace issues among IT employees. The study examines the level of workplace conflict perceived by employees, the connection between workplace conflict and quiet quitting behaviour, and the relationship between workplace conflict and work engagement. By examining these areas together, the study aims to provide a better understanding of how workplace experiences are associated with employee behaviour and involvement.

The study is also useful from an organizational perspective. IT organizations depend heavily on skilled employees, teamwork, communication, and employee involvement to complete projects successfully. Understanding employees' experiences can help organizations identify workplace issues and develop suitable practices for communication, conflict management, employee support, and engagement. Creating a positive work environment may help organizations maintain better employee relationships and encourage employees to remain actively involved in their responsibilities.

Thus, the background of this study is based on the growing importance of maintaining healthy workplace relationships and understanding changes in employee behaviour. Workplace conflict, quiet quitting behaviour, and work engagement are interconnected areas that can provide useful insights into the experiences of IT employees. The present research therefore attempts to examine these factors and understand their relevance in the IT workplace.



2. Statement of the Problem and Objectives

Statement of the Problem

The Information Technology (IT) industry is an important and rapidly developing sector that depends on skilled employees, teamwork, communication, and continuous performance. IT employees often work under deadlines, handle multiple responsibilities, coordinate with different teams, and respond to changing client and organizational requirements. These conditions can sometimes create workplace conflict in the form of differences in opinions, communication gaps, workload-related disagreements, unclear responsibilities, and interpersonal issues. When such conflicts are not properly managed, they may influence employees' feelings towards their workplace and their level of involvement in work.

One of the concerns associated with employee involvement in modern workplaces is quiet quitting behaviour. Quiet quitting does not mean that an employee leaves the organization. Instead, it refers to employees limiting their efforts mainly to their assigned responsibilities and showing less willingness to take additional work or provide extra effort. Although employees may continue to complete their required duties, reduced involvement may affect teamwork, productivity, and overall organizational functioning.

Workplace conflict may be one of the factors associated with changes in employee behaviour. Employees who regularly experience disagreements, communication difficulties, lack of cooperation, or strained workplace relationships may have different levels of interest and involvement in their work. At the same time, employees may respond to workplace conflict differently depending on their individual experiences and working conditions. Therefore, it is important to examine the issue through systematic research rather than assuming that workplace conflict affects all employees in the same way.

Another important concern is work engagement. Employees who are engaged in their work generally demonstrate interest, energy, involvement, and dedication towards their responsibilities. A workplace with effective communication and healthy relationships may support employee engagement, while continuing workplace difficulties may be associated with changes in employees' level of involvement. Understanding the relationship between workplace conflict and work engagement can therefore provide useful information about the workplace experiences of IT employees.

The problem addressed by this study is therefore to understand the level of workplace conflict perceived by IT employees and its association with quiet quitting behaviour and work engagement. The study attempts to identify how employees perceive workplace conflict, examine its connection with quiet quitting behaviour, and study the

relationship between workplace conflict and work engagement. The findings may help organizations understand employee experiences and identify areas that require attention to create a more supportive and productive workplace environment.

Objectives of the Study

The study is conducted with the following objectives:

- To understand the level of workplace conflict perceived by IT employees.
- To examine the impact of workplace conflict and quiet quitting behaviour among IT employees.
- To study the relationship between workplace conflict and quiet quitting behaviour.

3. Scope and Significance of the Study

Scope of the Study

The scope of the study defines the areas covered by the research. The present study focuses on workplace conflict, quiet quitting behaviour, and work engagement among IT employees.

- Focus on IT Employees: The study focuses specifically on employees working in the Information Technology (IT) sector and examines their experiences related to workplace conflict, quiet quitting behaviour, and work engagement.
- Workplace Conflict: The study examines the level of workplace conflict perceived by IT employees, including issues related to communication, differences in opinions, work responsibilities, workload, and interpersonal relationships.
- Quiet Quitting Behaviour: The study covers quiet quitting behaviour among IT employees, particularly employees' willingness to perform only their required duties and their level of involvement in additional work responsibilities.
- Work Engagement: The study examines employees' work engagement and their level of interest, involvement, energy, and dedication towards their work. It also studies the relationship between workplace conflict and work engagement.
- Employee Perspective: The study is based on the responses and perceptions of IT employees. It aims to understand their workplace experiences and identify the relationship between workplace conflict, quiet quitting behaviour, and work engagement.

Significance of the Study

The study is significant because it provides an understanding of important workplace issues affecting IT employees. Workplace conflict can influence how employees experience their work environment, communicate with colleagues, and participate in organizational activities. By studying workplace conflict together with quiet quitting behaviour and work engagement, the research can provide useful insights into employee attitudes and involvement at work. The findings



may help organizations understand the workplace issues experienced by their employees and identify areas where communication, conflict management, employee support, and engagement practices can be improved. The study can also help managers and HR professionals understand the importance of maintaining healthy workplace relationships and creating an environment where employees feel respected, supported, and involved. In addition, the study can serve as a useful reference for future researchers who want to study workplace conflict, quiet quitting behaviour, employee engagement, and related topics in the IT sector.

II. REVIEW OF LITERATURE

Review of Literature

Charoensukmongkol et.al (2024) examined how workplace stress and leadership influence employee engagement in technology-based organizations. The study found that employees who receive emotional support from supervisors are less likely to experience burnout or disengagement. Supportive leadership also strengthens trust and teamwork, reducing workplace conflict. The researchers concluded that organizations should invest in leadership development to improve employee commitment, well-being, and overall organizational performance.

Klotz and Bolino (2023) explained that quiet quitting is not about employees resigning from their jobs but about limiting their work to assigned responsibilities. The study revealed that low motivation, burnout, and poor organizational support are major reasons for quiet quitting behaviour. The authors emphasized that organizations should improve employee engagement through recognition, supportive leadership, and healthy work relationships. These practices help reduce disengagement and increase employee commitment.

Gallup's (2023) global workplace report highlighted that employee engagement continues to decline across many organizations, leading to the rise of quiet quitting. Employees who do not receive regular feedback, appreciation, or managerial support often reduce their discretionary effort. The report emphasized that organizations with engaged employees achieve higher productivity, lower turnover, and better organizational performance. Effective leadership was identified as one of the strongest drivers of employee engagement.

Kniffin et al. (2023) studied the changing nature of work after the COVID-19 pandemic. Their research showed that remote work, communication barriers, and increased workloads contributed to employee disengagement and workplace stress. Organizations that adopted flexible work arrangements and maintained strong communication experienced higher employee satisfaction. The study

stressed that supportive management practices help reduce workplace conflict and improve employee commitment.

Wang et al. (2023) explored employee well-being in hybrid work environments. Their findings indicated that heavy workloads and poor communication reduce employee engagement while increasing emotional exhaustion. The study recommended that organizations strengthen managerial support and build a positive organizational culture to prevent withdrawal behaviours such as quiet quitting. These measures improve productivity and employee well-being.

Saks (2022) examined employee engagement as an important factor influencing organizational success. The study found that employees who receive organizational support, fair treatment, and recognition remain highly engaged and committed to their work. In contrast, workplace conflict and poor management practices reduce motivation and job satisfaction. The author suggested creating supportive work environments to improve employee performance and reduce disengagement.

De Clercq et.al (2022) investigated the relationship between workplace conflict, emotional exhaustion, and employee performance. The research revealed that interpersonal conflict creates psychological stress, reducing employee engagement and commitment. Organizational support was found to lessen the negative effects of workplace conflict. The study concluded that effective conflict management strategies are essential for improving employee productivity and workplace relationships.

Bakker et.al (2022) discussed the Job Demands–Resources model and explained that excessive job demands reduce employee engagement while increasing burnout. The authors found that organizations providing sufficient resources, supportive leadership, and recognition experience better employee performance. Their findings suggest that balancing job demands with organizational support helps reduce workplace conflict and improve employee well-being.

Karatepe and Avci (2021) examined how workplace stress and organizational support influence employee engagement. Their findings showed that workplace conflict reduces motivation and increases emotional exhaustion among employees. However, supportive leadership improves job satisfaction and organizational commitment. The authors recommended strengthening employee support systems to improve engagement and organizational performance.

Karatepe (2021) focused on employee burnout and work engagement in service organizations. The study found that continuous workplace conflict leads to emotional



exhaustion and lower employee motivation. Employees who receive guidance, appreciation, and fair treatment from supervisors demonstrate stronger organizational commitment. The research recommended implementing conflict resolution programs and employee recognition initiatives.

Anasori et.al (2021) investigated the influence of organizational support on employee engagement. Their findings indicated that employees who perceive fairness and supportive leadership show greater job satisfaction and commitment. Workplace conflict negatively affects employee morale and increases withdrawal intentions. The study highlighted the importance of effective HR practices in creating positive work environments.

Taris and Schaufeli (2020) studied employee well-being and organizational performance. They found that employees working in positive environments remain motivated and committed to organizational goals. Frequent workplace conflict reduces employee engagement and overall productivity. The study emphasized investing in employee well-being and healthy workplace relationships to achieve long-term organizational success.

Harter (2020) explained that employee engagement directly influences productivity, profitability, and employee retention. Organizations with engaged employees reported fewer workplace conflicts and stronger teamwork. Recognition, trust, and effective leadership were identified as key factors that improve employee commitment. The study concluded that organizations should prioritize employee well-being to sustain long-term performance.

O'Boyle. et.al (2020) conducted a meta-analysis examining employee engagement and organizational performance. Their findings demonstrated that engaged employees consistently perform better and exhibit lower turnover intentions. Organizations that successfully manage workplace conflict report stronger employee commitment and improved business performance. The study highlighted employee engagement as a strategic advantage for organizations.

Tuckey et.al (2020) examined workplace bullying and organizational conflict. The study found that unresolved interpersonal conflicts create psychological distress, reducing employee productivity and job satisfaction. Positive leadership and supportive workplace policies significantly decrease workplace tension. The authors recommended proactive conflict management to enhance employee well-being and organizational effectiveness.

Schaufeli and Bakker (2020) highlighted that employee engagement is influenced by organizational support, leadership quality, and job resources. Employees working

in supportive environments show greater motivation and commitment. Continuous workplace conflict leads to disengagement and withdrawal behaviours. The authors recommended strengthening organizational support systems to improve employee engagement and productivity.

Inceoglu et.al (2020) investigated employee engagement across various industries. Their findings revealed that psychological safety, supportive leadership, and organizational trust significantly improve employee motivation. Employees working in healthy organizational cultures demonstrated stronger commitment and lower withdrawal intentions. The study emphasized employee well-being as a key factor in organizational success.

Rahim (2017) explained that workplace conflict is a natural part of every organization but requires effective management. The study found that unresolved conflicts create stress, reduce teamwork, and lower employee satisfaction. Proper conflict resolution improves communication, trust, and organizational performance. The author concluded that collaborative conflict management is essential for maintaining healthy workplace relationships.

Schaufeli (2017) described work engagement as a positive psychological state characterized by energy, dedication, and involvement in work. The study found that engaged employees demonstrate higher productivity and stronger organizational commitment. Poor workplace relationships and frequent conflicts reduce employee engagement and increase withdrawal behaviours. Organizations should create supportive work environments to improve employee performance.

Jehn (1995) developed one of the most influential frameworks on workplace conflict by distinguishing task conflict from relationship conflict. The study found that relationship conflict generally reduces employee satisfaction and team performance, whereas task conflict can improve decision-making when managed effectively. The research concluded that organizations should effectively manage interpersonal conflict to maintain teamwork and organizational effectiveness. This study remains a foundational reference in workplace conflict research.

2. Industry Analysis

The Information Technology (IT) industry is one of the major sectors of the modern economy and plays an important role in business operations, digital transformation, communication, and innovation. The industry includes software development, IT services, consulting, cloud computing, cybersecurity, data analytics, artificial intelligence, business process services, and other technology-related activities. Organizations across



different industries depend on IT services to manage information, improve business processes, communicate with customers, and support decision-making. The continuous development of digital technologies has created new opportunities as well as new challenges for IT organizations and their employees.

The IT industry is highly employee-oriented and knowledge-driven, as its performance depends significantly on the skills, knowledge, creativity, and experience of its employees. IT professionals may work in different roles such as software development, testing, technical support, data analysis, project management, cybersecurity, human resources, and business operations. Many employees work in teams and need to coordinate with managers, colleagues, clients, and other departments. Because of this team-based working environment, effective communication and cooperation are important for completing projects successfully.

The industry also involves high work pressure and changing requirements. IT employees may have to meet project deadlines, handle multiple tasks, solve technical problems, respond to client requirements, and continuously learn new technologies. Changes in technology and business requirements can require employees to adapt quickly. These working conditions can sometimes contribute to differences in opinions, communication problems, workload-related disagreements, and other forms of workplace conflict. Therefore, maintaining healthy workplace relationships is important for IT organizations.

Another important feature of the IT industry is its focus on employee performance and productivity. Organizations generally expect employees to complete assigned responsibilities efficiently while working effectively with their teams. At the same time, employees increasingly value work-life balance, recognition, career development, supportive management, and a positive work environment. Differences between organizational expectations and employee expectations may sometimes influence employee involvement and workplace behaviour. This makes employee-related issues particularly relevant when studying the IT industry.

In recent years, quiet quitting behaviour has become a topic of discussion in relation to employee involvement and workplace expectations. In the context of IT organizations, employees may continue to complete their assigned responsibilities while limiting additional effort or participation beyond their formal job requirements. This behaviour should not be treated as the same as employee turnover because quiet quitting refers to changes in the level of involvement while the employee remains with the organization. Understanding the factors associated with

this behaviour can help organizations better understand employee experiences.

Work engagement is also important in the IT industry because employees need to remain involved, focused, and committed while working on projects and solving problems. Engaged employees may demonstrate greater interest in their responsibilities and participate actively in teamwork and organizational activities. Workplace conditions, including communication and relationships between employees and managers, can influence employees' experiences of their work. Therefore, examining workplace conflict and its relationship with work engagement is relevant to understanding employee behaviour in the IT sector.

The IT industry also places considerable importance on Human Resource Management (HRM) practices. HR departments are responsible for recruitment, training and development, performance management, employee engagement, grievance handling, workplace policies, and employee welfare. Effective HR practices can help organizations identify employee concerns and create suitable mechanisms for communication and conflict resolution. Regular feedback, employee support, fair treatment, career development opportunities, and appropriate recognition can contribute to a positive workplace environment.

From the perspective of the present study, the IT industry provides a suitable context for examining workplace conflict, quiet quitting behaviour, and work engagement. The nature of IT work involves teamwork, deadlines, communication, changing technologies, and continuous performance expectations. These characteristics make employee relationships and workplace experiences important areas of study. Therefore, analysing these factors among IT employees can provide useful insights into how workplace conditions are associated with employee behaviour and engagement.

Overall, the IT industry is a dynamic and employee-dependent sector where organizational success is closely connected with effective teamwork, communication, employee involvement, and workplace relationships. The present study uses this industry context to examine the level of workplace conflict perceived by IT employees, its connection with quiet quitting behaviour, and its relationship with work engagement. The findings can provide useful information for understanding employee experiences and for identifying areas that organizations may consider while developing employee and workplace management practices.

3. Research Gap

Many previous studies have examined workplace conflict, employee engagement, job satisfaction, and employee



turnover separately. Some studies have also discussed the concept of quiet quitting, but there is comparatively less focus on understanding quiet quitting behaviour together with workplace conflict and work engagement, particularly among IT employees.

The IT industry has a unique work environment where employees often deal with deadlines, teamwork, changing technologies, communication with clients, and continuous work pressure. These conditions can create different types of workplace conflicts and may influence how employees participate in their work. However, there is a need for more studies that specifically examine how employees' perception of workplace conflict is related to quiet quitting behaviour and work engagement.

Therefore, the present study attempts to address this gap by focusing on IT employees and examining three important areas: the level of workplace conflict, its connection with quiet quitting behaviour, and its relationship with work engagement. This study provides a focused understanding of these factors within the IT workplace context.

III. RESEARCH METHODOLOGY

1. Research Design

The present study uses a descriptive research design to understand workplace conflict, quiet quitting behaviour, and work engagement among IT employees. The study focuses on collecting information about employees' perceptions and experiences related to workplace conflict and their level of involvement in work. A structured questionnaire was used to collect primary data from IT employees. The study also examines the relationship between workplace conflict and work engagement and the connection between workplace conflict and quiet quitting behaviour. The research follows a quantitative approach, where the responses collected from employees are converted into numerical data and analysed using statistical and data visualization tools. The study is designed to provide a clear understanding of the current situation based on the responses collected from the selected respondents.

2. Data Sources and Sampling

The study uses both primary data and secondary data. Primary data was collected directly from IT employees through a structured questionnaire. A total of 215 valid responses were collected for the study. The questionnaire included questions related to workplace conflict, quiet quitting behaviour, and work engagement. The respondents were selected based on their availability and willingness to participate in the study.

Secondary data was also used to support the research. It was collected from sources such as research papers,

academic journals, articles, books, websites, and other relevant published materials. Secondary data was mainly used for the literature survey, understanding previous studies, identifying the research gap, and developing the background of the study.

The study follows a convenience sampling method, where respondents who were easily accessible and willing to provide their responses were included in the study. The sample size of the study is 215 IT employees.

3. Data Collection and Analysis

The primary data for the study was collected using a structured questionnaire. The questionnaire was designed according to the objectives of the study and included questions related to workplace conflict, quiet quitting behaviour, and work engagement. The responses were collected from 215 IT employees. The collected responses were organized and checked before analysis to ensure that the data was suitable for the study.

For data analysis, Microsoft Excel and Power BI were used. Microsoft Excel was used for data cleaning, organizing the responses, coding the questionnaire responses, calculating averages, and conducting basic analysis. Excel was also used to identify patterns and relationships in the collected data.

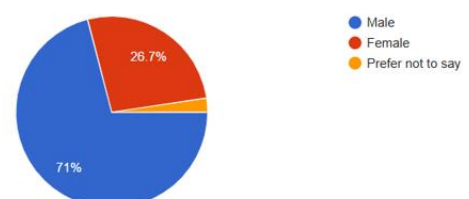
Power BI was used to create interactive dashboards and visualizations. Different charts, graphs, cards, and other visual elements were used to present the findings in a simple and understandable manner. The dashboards helped in understanding the level of workplace conflict, quiet quitting behaviour, and work engagement among the respondents. The results were interpreted based on the objectives of the study.

Secondary data was used mainly for the literature survey and to understand the concepts and findings of previous researchers related to workplace conflict, quiet quitting behaviour, and work engagement. Thus, the study combines primary data from 215 respondents with secondary information from relevant literature to provide a comprehensive understanding of the research topic.

IV. DATA ANALYSIS, FINDINGS AND DISCUSSION

1. Gender

210 responses



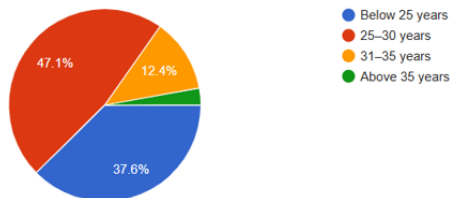


Interpretation

Out of 210 respondents, 71% are male and 26.7% are female, while a small percentage preferred not to disclose their gender. This shows that the respondents are predominantly male.

2. Age

210 responses

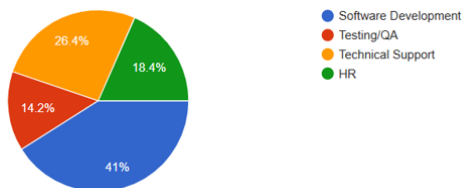


Interpretation

Most respondents (47.1%) are aged 25–30 years, followed by 37.6% below 25 years. Only a small percentage are above 30 years, showing that the respondents are mainly young adults.

3. Department

212 responses

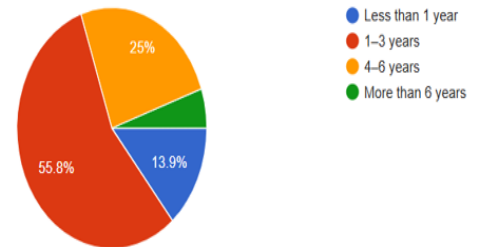


Interpretation

Most respondents (41%) work in Software Development, followed by Technical Support (26.4%) and HR (18.4%). Testing/QA has the lowest representation at 14.2%.

4. Years of Work Experience

208 responses

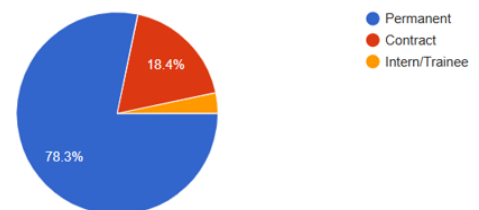


Interpretation

Most respondents (55.8%) have 1–3 years of work experience, followed by 4–6 years (25%). Only a small percentage have less than 1 year or more than 6 years of experience.

5. Employment Type

212 responses



Interpretation

Most respondents (78.3%) are permanent employees, followed by 18.4% contract employees. Only a small percentage are interns/trainees.

I. 8. Office politics affect the work environment.	II.9. Workplace decisions are sometimes influenced by personal relationships.	III. 10. Employees need good relationships with managers to receive better opportunities.	IV. Average	V. Average-d
VI. 4	VII. 4	VIII.5	IX. 4.2	X.2.6
XI. 3	XII. 3	XIII.5	XIV. 4	XV. 2.8
XVI. 4	XVII. 4	XVIII. 4	XIX. 4.2	XX. 4
XXI. 4	XXII. 4	XXIII. 4	XXIV. 3.8	XXV. 3.8
XXVI. 5	XXVII. 4	XXVIII. 4	XXIX. 4.6	XXX. 4
XXXI. 3	XXXII. 3	XXXIII. 3	XXXIV. 3.2	XXXV. 3
XXXVI. 3	XXXVII. 3	XXXVIII. 3	XXXIX. 3.2	XL. 3
XL I.5	XLII. 4	XLIII. 3	XLIV. 4.2	XLV. 3.6
XLVI. 4	XLVII.4	XLVIII. 5	XLIX. 4.2	L. 4.4
LI. 3	LII. 4	LIII. 3	LIV. 2.8	LV. 4.4
LVI. 5	LVII. 5	LVIII. 5	LIX. 4.6	LX. 3.6
LXI. 5	LXII. 5	LXIII. 5	LXIV. 5	LXV. 5
LXVI. 4	LXVII.4	LXVIII. 4	LXIX. 4	LXX. 4.6
LXXI. 5	LXXII.4	LXXIII. 5	LXXIV. 4.6	LXXV.4.4



LXXVI. 2	LXXVII. 4	LXXVIII.2	LXXIX. 2.8	LXXX.3.2
LXXXI. 4	LXXXII. 5	LXXXIII.5	LXXXIV. 4.4	LXXXV. 4.2
LXXXVI. 5	LXXXVII. 1	LXXXVIII. 5	LXXXIX. 3.2	XC. 4.8
XCI.4	XCII. 4	XCIII. 4	XCIV. 4	XCV. 4
XCVI. 3	XCVII. 3	XCVIII. 2	XCIX. 2.8	C.3.2
CI. 5	CII. 3	CIII.2	CIV.3.2	CV. 4
CVI.5	CVII. 4	CVIII. 2	CIX.3.8	CX. 2.6
CXI.3	CXII. 4	CXIII. 5	CXIV. 3	CXV. 3
CXVI. 5	CXVII. 4	CXVIII. 3	CXIX. 4.2	CXX. 4.2
CXXI. 5	CXXII. 4	CXXIII. 4	CXXIV. 4.2	CXXV. 3.8
CXXVI. 3	CXXVII. 4	CXXVIII. 5	CXXIX. 3	CXXX. 3
CXXXI. 5	CXXXII. 4	CXXXIII. 5	CXXXIV. 4.2	CXXXV. 4.2
CXXXVI. 3	CXXXVII. 4	CXXXVIII. 5	CXXXIX. 3	CXL. 3
CXLI. 5	CXLII.1	CXLIII. 2	CXLIV. 2.6	CXLV.1.6
CXLVI. 5	CXLVII. 2	CXLVIII.4	CXLIX. 3.4	CL. 1.6
CLI. 4	CLII. 4	CLIII. 4	CLIV. 3.6	CLV. 2.25
CLVI. 5	CLVII.4	CLVIII. 3	CLIX. 3.6	CLX. 3.6
CLXI. 5	CLXII.3	CLXIII. 4	CLXIV. 4	CLXV.4.4
CLXVI. 5	CLXVII. 3	CLXVIII.3	CLXIX. 3.6	CLXX.4.6
CLXXI. 5	CLXXII. 5	CLXXIII.4	CLXXIV.4.4	CLXXV. 4.6
CLXXVI.3	CLXXVII. 5	CLXXVIII. 4	CLXXIX.4	CLXXX. 3.8
CLXXXI.5	CLXXXII. 5	CLXXXIII. 4	CLXXXIV. 4.6	CLXXXV. 4.6
CLXXXVI. 3	CLXXXVII. 5	CLXXXVIII. 5	CLXXXIX. 3.6	CXC. 4.2
CXCI. 5	CXCII.2	CXCIII. 5	CXCIV. 4.2	CXCV.3.8
CXCVI. 4	CXCVII. 4	CXCVIII.3	CXCIX. 4.2	CC. 4.6
CCI.5	CCII. 4	CCIII. 5	CCIV. 4.4	CCV. 2.8
CCVI. 3	CCVII.4	CCVIII. 4	CCIX. 4	CCX. 4.4
CCXI. 5	CCXII.3	CCXIII. 4	CCXIV. 4.4	CCXV.2.6
CCXVI. 5	CCXVII. 5	CCXVIII.5	CCXIX. 5	CCXX.3.4
CCXXI. 4	CCXXII. 4	CCXXIII.4	CCXXIV. 3.8	CCXXV. 3.2
CCXXVI. 4	CCXXVII. 4	CCXXVIII. 4	CCXXIX. 3.8	CCXXX. 3.4
CCXXXI. 4	CCXXXII. 4	CCXXXIII. 4	CCXXXIV. 4	CCXXXV. 2.2
CCXXXVI. 5	CCXXXVII. 5	CCXXXVIII. 4	CCXXXIX. 4.4	CCXL.4.6
CCXLI. 4	CCXLII. 3	CCXLIII.4	CCXLIV.4.2	CCXLV. 4
CCXLVI.4	CCXLVII. 5	CCXLVIII. 4	CCXLIX.4	CCL. 4.2
CCLI. 3	CCLII.4	CCLIII. 3	CCLIV. 4	CCLV.4.6
CCLVI. 4	CCLVII. 3	CCLVIII.4	CCLIX. 4.2	CCLX.4.2
CCLXI. 4	CCLXII. 5	CCLXIII.5	CCLXIV.4.4	CCLXV. 4.2
CCLXVI.5	CCLXVII. 5	CCLXVIII. 4	CCLXIX.4.8	CCLXX. 3.8
CCLXXI.4	CCLXXII. 4	CCLXXIII. 5	CCLXXIV. 4.4	CCLXXV. 4.4
CCLXXVI. 5	CCLXXVII.5	CCLXXVIII. 4	CCLXXIX. 4.6	CCLXXX. 4.2
CCLXXXI. 4	CCLXXXII.4	CCLXXXIII. 4	CCLXXXIV. 4.2	CCLXXXV. 4.2
CCLXXXVI. 4	CCLXXXVII. 4	CCLXXXVIII. 4	CCLXXXIX. 4.4	CCXC.4.4
CCXCI. 5	CCXCII. 5	CCXCIII.4	CCXCIV.4.8	CCXCV. 3.6
CCXCVI.4	CCXCVII. 4	CCXCVIII. 5	CCXCIX.4	CCC. 4.4
CCCI. 4	CCCI.3	CCCI. 4	CCCI. 4.2	CCCV.4.4
CCCVI. 5	CCCVII. 3	CCCVIII.4	CCCI. 4	CCCV.4.2
CCCXI. 5	CCCXII. 4	CCCXIII.4	CCCXIV.4.6	CCCV. 4.4
CCCXVI.4	CCCXVII. 5	CCCXVIII. 4	CCCXIX.4.4	CCCV. 4.4
CCCXI.5	CCCXII. 4	CCCXIII. 5	CCCXIV. 4.8	CCCV. 4.4
CCCXVI. 4	CCCXVII. 4	CCCXVIII. 4	CCCXIX. 4.4	CCCV. 4
CCCXI. 4	CCCXII. 3	CCCXIII. 5	CCCXIV. 4.4	CCCV. 4
CCCXVI. 5	CCCXVII. 4	CCCXVIII. 5	CCCXIX. 4.8	CCCV. 3.8
CCCXI.5	CCCXII. 5	CCCXIII. 5	CCCXIV. 5	CCCV. 5
CCCXVI. 4	CCCXVII.4	CCCXVIII. 5	CCCXIX. 4.6	CCCV. 4.4



CCCLI. 4	CCCLII. 3	CCCLIII. 5	CCCLIV.4.4	CCCLV. 3.8
CCCLVI.5	CCCLVII. 3	CCCLVIII. 4	CCCLIX.4.4	CCCLX. 4
CCCLXI.4	CCCLXII. 3	CCCLXIII. 4	CCCLXIV. 4	CCCLXV. 4
CCCLXVI. 4	CCCLXVII.4	CCCLXVIII. 4	CCCLXIX. 4.4	CCCLXX. 4
CCCLXXI. 3	CCCLXXII.	CCCLXXIII. 3	CCCLXXIV. 2.25	CCCLXXV.2.4
CCCLXXVI. 4	CCCLXXVII. 5	CCCLXXVIII.4	CCCLXXIX. 4.4	CCCLXXX.4.6
CCCLXXXI. 5	CCCLXXXII. 5	CCCLXXXIII.3	CCCLXXXIV. 4	CCCLXXXV. 4.2
CCCLXXXVI. 4	CCCLXXXVII. 3	CCCLXXXVIII. 5	CCCLXXXIX. 4.4	CCCXC. 4.8
CCCXCI.4	CCCXCII. 4	CCCXCIII. 4	CCCXCIV. 4.4	CCCXCV. 4.8
CCCXCVI. 3	CCCXCVII.4	CCCXCVIII. 4	CCCXCIX. 3.2	CD. 5
CDI.3	CDII. 5	CDIII. 4	CDIV. 3.8	CDV. 4.5
CDVI. 4	CDVII. 3	CDVIII. 4	CDIX. 4.2	CDX. 4.2
CDXI. 5	CDXII. 5	CDXIII. 5	CDXIV. 4.6	CDXV. 4.6
CDXVI. 4	CDXVII. 5	CDXVIII. 4	CDXIX. 4.4	CDXX. 4.2
CDXXI. 3	CDXXII. 4	CDXXIII. 5	CDXXIV. 4.2	CDXXV. 4.2
CDXXVI. 4	CDXXVII. 5	CDXXVIII. 5	CDXXIX. 4.2	CDXXX. 4
CDXXXI. 4	CDXXXII. 4	CDXXXIII. 4	CDXXXIV. 4	CDXXXV. 4.4
CDXXXVI.5	CDXXXVII. 3	CDXXXVIII. 4	CDXXXIX.4.2	CDXL.3.8
CDXLI. 4	CDXLII. 4	CDXLIII.5	CDXLIV.4	CDXLV. 4.2
CDXLVI.5	CDXLVII. 5	CDXLVIII. 4	CDXLIX.4.6	CDL. 4.4
CDLI. 4	CDLII.5	CDLIII. 5	CDLIV. 4.2	CDLV.3.8
CDLVI. 4	CDLVII. 3	CDLVIII.4	CDLIX. 3.8	CDLX.4.2
CDLXI. 4	CDLXII. 4	CDLXIII.5	CDLXIV.4.6	CDLXV. 4.4
CDLXVI.5	CDLXVII. 5	CDLXVIII. 4	CDLXIX.4.4	CDLXX. 4.4
CDLXXI.5	CDLXXII. 3	CDLXXIII. 4	CDLXXIV. 3.8	CDLXXV. 4.8
CDLXXVI. 4	CDLXXVII. 4	CDLXXVIII. 5	CDLXXIX. 4.2	CDLXXX. 4.2
CDLXXXI. 5	CDLXXXII. 5	CDLXXXIII. 5	CDLXXXIV. 4.4	CDLXXXV. 4.4
CDLXXXVI. 4	CDLXXXVII. 4	CDLXXXVIII. 5	CDLXXXIX. 4.4	CDXC.4
CDXCI. 3	CDXCII. 5	CDXCIII.5	CDXCIV. 4.2	CDXCV. 4.4
CDXCVI. 4	CDXCVII. 4	CDXCVIII. 5	CDXCIX. 3.8	D.5
DI.5	DII. 3	DIII.5	DIV. 4.2	DV. 4.6
DVI. 4	DVII. 5	DVIII. 5	DIX. 4.2	DX. 4.6
DXI. 3	DXII. 5	DXIII. 5	DXIV. 4.4	DXV. 4.6
DXVI. 4	DXVII. 5	DXVIII. 5	DXIX. 4.2	DXX. 4.4
DXXI. 5	DXXII. 4	DXXIII. 3	DXXIV. 4.2	DXXV. 4.8
DXXVI. 5	DXXVII. 4	DXXVIII. 4	DXXIX. 4.2	DXXX. 4.8
DXXXI. 5	DXXXII. 4	DXXXIII. 4	DXXXIV. 4.2	DXXXV. 5
DXXXVI. 3	DXXXVII. 5	DXXXVIII. 5	DXXXIX. 4	DXL. 4.6
DXLI. 5	DXLII.3	DXLIII. 4	DXLIV. 3.8	DXLV.4.4
DXLVI. 5	DXLVII. 3	DXLVIII.4	DXLIX. 4.2	DL. 4.6
DLI.5	DLII. 3	DLIII. 4	DLIV. 3.8	DLV. 4.2
DLVI. 5	DLVII.5	DLVIII. 4	DLIX. 4.4	DLX. 4.6
DLXI. 4	DLXII.5	DLXIII. 4	DLXIV. 4.6	DLXV.4.2
DLXVI. 4	DLXVII. 5	DLXVIII.4	DLXIX. 4.2	DLXX.4.6
DLXXI. 3	DLXXII. 3	DLXXIII.4	DLXXIV. 3.8	DLXXV. 4
DLXXVI. 4	DLXXVII. 4	DLXXVIII. 5	DLXXIX. 4.4	DLXXX. 4
DLXXXI. 5	DLXXXII. 5	DLXXXIII. 4	DLXXXIV. 4.4	DLXXXV. 4.6
DLXXXVI. 5	DLXXXVII. 4	DLXXXVIII. 3	DLXXXIX. 3.8	DXC. 4.2
DXCI. 5	DXCII. 1	DXCIII. 3	DXCIV. 3	DXCV. 2
DXCVI. 4	DXCVII. 5	DXCVIII. 4	DXCIX. 4.2	DC. 4.4
DCI.5	DCII. 4	DCIII. 4	DCIV. 4.2	DCV. 4.4
DCVI. 1	DCVII. 2	DCVIII. 2	DCIX. 1.6	DCX. 2.8
DCXI. 3	DCXII. 5	DCXIII. 5	DCXIV. 4.4	DCXV. 3.8
DCXVI. 4	DCXVII. 4	DCXVIII. 4	DCXIX. 4.2	DCXX. 4.4
DCXXI. 1	DCXXII. 1	DCXXIII. 1	DCXXIV. 1.2	DCXXV. 3.4



DCXXVI. 5	DCXXVII. 3	DCXXVIII. 4	DCXXIX. 3.8	DCXXX. 4
DCXXXI. 5	DCXXXII. 5	DCXXXIII. 4	DCXXXIV. 4.4	DCXXXV. 4.4
DCXXXVI. 3	DCXXXVII. 1	DCXXXVIII. 5	DCXXXIX. 2.6	DCXL. 2.2
DCXLI. 5	DCXLII. 4	DCXLIII. 5	DCXLIV. 4.4	DCXLV. 4
DCXLVI. 5	DCXLVII. 5	DCXLVIII. 4	DCXLIX. 4.2	DCL. 4.2
DCLI. 4	DCLII. 3	DCLIII. 4	DCLIV. 3.8	DCLV. 4.6
DCLVI. 3	DCLVII. 4	DCLVIII. 5	DCLIX. 3	DCLX. 3.6
DCLXI. 3	DCLXII. 5	DCLXIII. 4	DCLXIV. 4.2	DCLXV. 4.4
DCLXVI. 3	DCLXVII. 4	DCLXVIII. 4	DCLXIX. 3.8	DCLXX. 4.6
DCLXXI. 4	DCLXXII. 5	DCLXXIII. 5	DCLXXIV. 4.2	DCLXXV. 4.4
DCLXXVI. 4	DCLXXVII. 4	DCLXXVIII. 5	DCLXXIX. 4.2	DCLXXX. 4.4
DCLXXXI. 4	DCLXXXII. 3	DCLXXXIII. 5	DCLXXXIV. 4.2	DCLXXXV. 4.6
DCLXXXVI. 5	DCLXXXVII. 4	DCLXXXVIII. 3	DCLXXXIX. 4	DCXC. 4.2
DCXCI. 3	DCXCII. 5	DCXCIII. 4	DCXCIV. 4.2	DCXCV. 3.8
DCXCVI. 4	DCXCVII. 5	DCXCVIII. 5	DCXCIX. 4.8	DCC. 4.8
DCCI. 4	DCCII. 4	DCCIII. 4	DCCIV. 3.6	DCCV. 4.6
DCCVI. 5	DCCVII. 3	DCCVIII. 4	DCCIX. 3.8	DCCX. 4.2
DCCXI. 4	DCCXII. 5	DCCXIII. 5	DCCXIV. 4.4	DCCXV. 5
DCCXVI. 5	DCCXVII. 4	DCCXVIII. 5	DCCXIX. 4.2	DCCXX. 4.6
DCCXXI. 4	DCCXXII. 5	DCCXXIII. 5	DCCXXIV. 4.6	DCCXXV. 4.4
DCCXXVI. 4	DCCXXVII. 4	DCCXXVIII. 5	DCCXXIX. 3.8	DCCXXX. 4.8
DCCXXI. 5	DCCXXXII. 5	DCCXXXIII. 4	DCCXXXIV. 4.2	DCCXXXV. 4.4
DCCXXXVI. 5	DCCXXXVII. 5	DCCXXXVIII. 5	DCCXXXIX. 4.6	DCCXL. 5
DCCXLI. 4	DCCXLII. 4	DCCXLIII. 5	DCCXLIV. 4.2	DCCXLV. 4
DCCXLVI. 5	DCCXLVII. 5	DCCXLVIII. 4	DCCXLIX. 4.2	DCCL. 4
DCCLI. 5	DCCLII. 5	DCCLIII. 4	DCCLIV. 4.4	DCCLV. 4.8
DCCLVI. 4	DCCLVII. 5	DCCLVIII. 5	DCCLIX. 4.4	DCCLX. 4.6
DCCLXI. 5	DCCLXII. 4	DCCLXIII. 4	DCCLXIV. 4	DCCLXV. 5
DCCLXVI. 5	DCCLXVII. 5	DCCLXVIII. 5	DCCLXIX. 4.8	DCCLXX. 5
DCCLXXI. 5	DCCLXXII. 5	DCCLXXIII. 4	DCCLXXIV. 4.2	DCCLXXV. 4.2
DCCLXXVI. 4	DCCLXXVII. 4	DCCLXXVIII. 5	DCCLXXIX. 4.4	DCCLXXX. 4.2
DCCLXXXI. 4	DCCLXXXII. 5	DCCLXXXIII. 5	DCCLXXXIV. 4.4	DCCLXXXV. 3.8
DCCLXXXVI. 4	DCCLXXXVII. 4	DCCLXXXVIII. 4	DCCLXXXIX. 4	DCCXC. 4.6
DCCXCI. 5	DCCXCII. 5	DCCXCIII. 4	DCCXCIV. 4.6	DCCXCV. 4.8
DCCXCVI. 5	DCCXCVII. 5	DCCXCVIII. 4	DCCXCIX. 4.2	DCCC. 4
DCCCI. 4	DCCCI. 5	DCCCI. 4	DCCCI. 4.4	DCCCV. 4.4
DCCCVI. 4	DCCCVII. 3	DCCCVIII. 4	DCCCVIX. 3.8	DCCCX. 4.4
DCCCXI. 5	DCCCXII. 3	DCCCXIII. 5	DCCCXIV. 4	DCCCXV. 4
DCCCXVI. 4	DCCCXVII. 5	DCCCXVIII. 4	DCCCXIX. 4.4	DCCCCX. 4.4
DCCCXI. 5	DCCCXII. 4	DCCCXIII. 4	DCCCXIV. 4	DCCCXV. 4.6
DCCCXVI. 5	DCCCXVII. 4	DCCCXVIII. 3	DCCCXIX. 3.8	DCCCCX. 4.6
DCCCXI. 5	DCCCXII. 4	DCCCXIII. 4	DCCCXIV. 4.2	DCCCCXV. 4.2
DCCCXVI. 5	DCCCXVII. 5	DCCCXVIII. 5	DCCCXIX. 4.8	DCCCCX. 4.6
DCCCXI. 4	DCCCXII. 4	DCCCXIII. 4	DCCCXIV. 4	DCCCCXV. 4.8
DCCCXVI. 4	DCCCXVII. 5	DCCCXVIII. 4	DCCCXIX. 4	DCCCL. 4.4
DCCCL. 5	DCCCL. 5	DCCCL. 5	DCCCL. 4.8	DCCCLV. 4.4
DCCCLVI. 3	DCCCLVII. 4	DCCCLVIII. 3	DCCCLIX. 3.8	DCCCLX. 4
DCCCLXI. 3	DCCCLXII. 3	DCCCLXIII. 5	DCCCLXIV. 3.8	DCCCLXV. 4.4
DCCCLXVI. 4	DCCCLXVII. 3	DCCCLXVIII. 5	DCCCLXIX. 4	DCCCLXX. 4
DCCCLXI. 5	DCCCLXII. 4	DCCCLXIII. 5	DCCCLXIV. 4.6	DCCCLXXV. 4.4
DCCCLXVI. 5	DCCCLXVII. 4	DCCCLXVIII. 4	DCCCLXIX. 4.2	DCCCLXXX. 4.2
DCCCLXXI. 5	DCCCLXXII. 5	DCCCLXXIII. 4	DCCCLXXIV. 4.2	DCCCLXXXV. 3.8
DCCCLXXVI. 5	DCCCLXXVII. 4	DCCCLXXVIII. 5	DCCCLXXIX. 4.4	DCCXC. 4.4
DCCXC. 5	DCCXC. 3	DCCXC. 4	DCCXC. 3.8	DCCXC. 4.4
DCCXC. 5	DCCXC. 5	DCCXC. 5	DCCXC. 4.8	CM. 4.6



CMI. 5	CMII. 3	CMIII. 5	CMIV. 3.8	CMV. 3.8
CMVI. 4	CMVII. 5	CMVIII. 5	CMIX. 4.5	CMX. 4.4
CMXI. 5	CMXII. 4	CMXIII. 5	CMXIV. 4.6	CMXV. 4.6
CMXVI. 5	CMXVII. 4	CMXVIII. 3	CMXIX. 3.8	CMXX. 4
CMXXI. 5	CMXXII. 5	CMXXIII. 3	CMXXIV. 4	CMXXV. 4.2
CMXXVI. 5	CMXXVII. 3	CMXXVIII. 4	CMXXIX. 3.8	CMXXX. 4
CMXXXI. 5	CMXXXII. 5	CMXXXIII. 5	CMXXXIV. 4.6	CMXXXV. 5
CMXXXVI. 5	CMXXXVII. 3	CMXXXVIII. 4	CMXXXIX. 3.8	CMXL. 4.4
CMXLI. 4	CMXLII. 5	CMXLIII. 4	CMXLIV. 4.4	CMXLV. 4.6
CMXLVI. 5	CMXLVII. 5	CMXLVIII. 4	CMXLIX. 4.4	CML. 4.6
CMLI. 3	CMLII. 3	CMLIII. 4	CMLIV. 3.4	CMLV. 4.2
CMLVI. 4	CMLVII. 5	CMLVIII. 5	CMLIX. 4.6	CMLX. 4.8
CMLXI. 4	CMLXII. 4	CMLXIII. 5	CMLXIV. 4.2	CMLXV. 4.4
CMLXVI. 5	CMLXVII. 4	CMLXVIII. 4	CMLXIX. 4	CMLXX. 4.2
CMLXXI. 3	CMLXXII. 4	CMLXXIII. 3	CMLXXIV. 3.6	CMLXXV. 4
CMLXXVI. 4	CMLXXVII. 3	CMLXXVIII. 4	CMLXXIX. 4	CMLXXX. 5
CMLXXXI. 4	CMLXXXII. 5	CMLXXXIII. 4	CMLXXXIV. 4.4	CMLXXXV. 4.6
CMLXXXVI. 5	CMLXXXVII. 3	CMLXXXVIII. 4	CMLXXXIX. 3.8	CMXC. 3.8
CMXCI. 4	CMXCII. 5	CMXCIII. 4	CMXCIV. 3.6	CMXCV. 4
CMXCVI. 4	CMXCVII. 5	CMXCVIII. 4	CMXCIX. 4.2	M. 4.8
MI. 5	MII. 5	MIII. 4	MIV. 4.6	MV. 4.4
MVI. 3	MVII. 2	MVIII. 5	MIX. 3.6	MX. 3.8
MXI. 5	MXII. 5	MXIII. 3	MXIV. 4	MXV. 4.4
MXVI. 3	MXVII. 3	MXVIII. 5	MXIX. 3.8	MXX. 4
MXXI. 4	MXXII. 4	MXXIII. 4	MXXIV. 3.8	MXXV. 5
MXXVI. 5	MXXVII. 3	MXXVIII. 4	MXXIX. 3.8	MXXX. 4.2
MXXXI. 4	MXXXII. 5	MXXXIII. 4	MXXXIV. 4.2	MXXXV. 4.2
MXXXVI. 5	MXXXVII. 5	MXXXVIII. 3	MXXXIX. 4.2	MXL. 4
MXLI. 5	MXLII. 5	MXLIII. 5	MXLIV. 5	MXLV. 4.8
MXLVI. 5	MXLVII. 3	MXLVIII. 4	MXLIX. 3.8	ML. 4.2
MLI. 5	MLII. 3	MLIII. 3	MLIV. 3.6	MLV. 4.2
MLVI. 5	MLVII. 4	MLVIII. 5	MLIX. 4.2	MLX. 4
MLXI. 5	MLXII. 5	MLXIII. 5	MLXIV. 4.6	MLXV. 4.8
MLXVI. 5	MLXVII. 3	MLXVIII. 5	MLXIX. 4	MLXX. 4.4

Interpretation

The responses show a high level of workplace conflict among employees. Office politics and personal

relationships appear to influence the work environment and workplace decisions, while good relationships with managers are seen as important for better opportunities.

11. I do only the work that is expected of me	11. I do only the work that is expected of me	11. I do only the work that is expected of me	11. I do only the work that is expected of me	11. I do only the work that is expected of me	11. I do only the work that is expected of me
2	3	4	2	2	2.6
3	2	2	4	3	2.8
5	4	4	3	4	4
4	4	3	4	4	3.8
4	4	4	4	4	4
3	3	3	3	3	3
3	3	3	3	3	3
4	3	3	4	4	3.6
5	4	4	4	5	4.4
5	4	4	4	5	4.4



4	4	2	4	4	3.6
5	5	5	5	5	5
5	5	4	4	5	4.6
5	5	5	4	3	4.4
4	2	4	2	4	3.2
3	5	4	5	4	4.2
5	5	5	4	5	4.8
4	4	4	4	4	4
4	4	3	2	3	3.2
2	4	4	5	5	4
1	4	5	2	1	2.6
1	2	3	4	5	3
4	4	5	4	4	4.2
3	5	3	4	4	3.8
1	2	3	4	5	3
3	4	4	5	5	4.2
1	2	3	4	5	3
1	1	2	2	2	1.6
2	1	2	2	1	1.6
2	2	2		3	2.25
4	4	4	3	3	3.6
3	5	5	4	5	4.4
5	4	5	5	4	4.6
5	5	5	4	4	4.6
4	3	4	4	4	3.8
4	5	5	4	5	4.6
3	4	4	5	5	4.2
5	2	5	3	4	3.8
5	5	4	4	5	4.6
4	2	4	2	2	2.8
5	5	4	5	3	4.4
3	2	3	2	3	2.6
5	3	3	1	5	3.4
4	3	3	3	3	3.2
3	4	4	4	2	3.4
3	2	2	2	2	2.2
5	4	5	4	5	4.6
5	4	4	3	4	4
4	5	3	4	5	4.2
4	5	4	5	5	4.6
4	3	4	5	5	4.2
4	4	5	4	4	4.2
4	4	4	3	4	3.8
5	3	5	4	5	4.4
3	4	5	4	5	4.2
4	3	5	4	5	4.2
4	4	5	5	4	4.4
4	3	4	3	4	3.6
5	5	4	4	4	4.4
5	5	4	5	3	4.4
5	3	5	4	4	4.2
4	4	5	4	5	4.4



4	4	5	4	5	4.4
4	4	5	4	5	4.4
5	3	4	3	5	4
4	4	4	3	5	4
4	4	4	3	4	3.8
5	5	5	5	5	5
5	3	4	5	5	4.4
4	3	4	3	5	3.8
4	3	4	4	5	4
4	3	4	4	5	4
4	3	4	4	5	4
3	2	3	2	2	2.4
4	4	5	5	5	4.6
4	5	5	4	3	4.2
5	5	5	4	5	4.8
4	5	5	5	5	4.8
5	5	5	5		5
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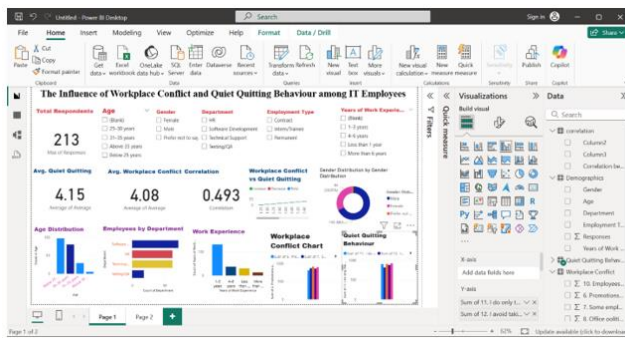
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Interpretation

The findings indicate that quiet quitting behaviour is relatively high among employees. Many employees prefer to complete their assigned duties and show limited interest in taking on additional responsibilities.



Explanation of the Dashboard

The Influence of Workplace Conflict and Quiet Quitting Behaviour among IT Employees

This Power BI dashboard presents the findings of a study on workplace conflict and quiet quitting behaviour among IT employees. The dashboard is based on responses collected from 213 employees. It provides an overall view of employees' quiet quitting behaviour, workplace conflict, demographic characteristics, work experience, and the relationship between workplace conflict and quiet quitting. The main purpose of the dashboard is to understand whether workplace conflict is related to the tendency of employees to limit their work involvement to only their assigned responsibilities.

Total Respondents

The dashboard shows a total of 213 respondents. These respondents represent IT employees from different age groups, genders, departments, employment types, and levels of work experience.

The information collected from these employees is used to understand their experiences with workplace conflict and their behaviour towards additional work responsibilities.

Average Quiet Quitting Behaviour

The average score for Quiet Quitting Behaviour is 4.15. This indicates that quiet quitting behaviour is relatively high among the employees included in the study.

A higher score suggests that employees are more likely to focus mainly on their assigned duties rather than voluntarily taking on additional responsibilities. This does not necessarily mean that employees are leaving their jobs. Instead, it indicates a tendency to maintain the required level of work without making extra effort beyond their formal responsibilities.

The dashboard therefore suggests that quiet quitting is an important employee behaviour that organizations may need to understand.

Average Workplace Conflict

The average score for Workplace Conflict is 4.08. This indicates a noticeable level of workplace conflict among the respondents.

Workplace conflict can include disagreements, communication problems, office politics, difficulties between employees and managers, and problems in workplace relationships. A higher workplace conflict score indicates that employees are experiencing more conflict-related issues in their work environment.

The score of 4.08 shows that workplace conflict is an important factor to consider when studying employee behaviour.

Correlation Between Workplace Conflict and Quiet Quitting

The dashboard reports a correlation value of 0.493 between workplace conflict and quiet quitting behaviour.

This shows a moderate positive relationship between the two variables. In simple terms, employees who report higher levels of workplace conflict also tend to report higher levels of quiet quitting behaviour.

The relationship is positive because both variables tend to increase together. However, correlation does not prove that workplace conflict directly causes quiet quitting. It only shows that the two variables are related in this dataset.

This finding suggests that organizations should pay attention to workplace conflict when trying to understand why some employees reduce their involvement beyond their assigned duties.

Gender Distribution

The gender distribution chart shows the number of male and female respondents.

There are approximately 145 male respondents, representing around 68%, while approximately 64 respondents, representing around 30%, are female. A small proportion selected the prefer not to say option.

This shows that the respondents in the study are predominantly male. Therefore, the overall results are influenced more heavily by the experiences of male employees in this particular sample.

The gender filter in the dashboard also allows the data to be viewed separately based on gender.

Age Distribution

The age distribution chart divides employees into different age groups, including:

- Below 25 years



- 25–30 years
- 31–35 years
- Above 35 years

The chart shows that employees below 25 years form the largest age group, followed by employees between 25 and 30 years.

Employees aged 31–35 years form a smaller group, while employees above 35 years represent the smallest group.

This indicates that the study mainly represents younger IT employees. Since younger employees make up a large part of the sample, their workplace experiences and attitudes have a significant influence on the overall findings.

Employees by Department

The department chart presents employees from different areas such as:

- Software Development
- HR
- Technical Support
- Testing/QA

The chart shows that Software Development has the highest number of respondents, followed closely by HR and Technical Support. Testing/QA has comparatively fewer respondents.

This means the findings mainly reflect the experiences of employees working in these departments, particularly Software Development.

Different departments can have different workloads, management styles, deadlines, and team structures. Therefore, departmental differences can also be useful when understanding workplace conflict and quiet quitting behaviour.

Work Experience Distribution

The work experience chart divides employees into different experience levels:

- Less than 1 year
- 1–3 years
- 4–6 years
- More than 6 years

The dashboard shows that employees with 1–3 years of experience form the largest group.

Employees with 4–6 years of experience and those with less than 1 year represent smaller groups, while employees with more than 6 years of experience form the smallest group.

This suggests that the study contains a large proportion of employees who are in the early stages of their careers. Their experiences with workplace relationships, management, workload, and career expectations may therefore have an important influence on the findings.

Workplace Conflict Chart

The workplace conflict chart provides a visual comparison of responses to different workplace-conflict-related statements.

The chart helps identify how employees responded to different aspects of workplace conflict. The responses are displayed using multiple bars, making it possible to compare the level of agreement or response across the different statements.

The purpose of this chart is to show that workplace conflict is not represented by a single issue. It can involve several workplace factors, including employee relationships, management-related issues, communication, office politics, and other workplace experiences.

From the overall results, workplace conflict has a meaningful presence among the employees surveyed.

Quiet Quitting Behaviour Chart

The quiet quitting behaviour chart presents employee responses to statements related to their work behaviour.

Two visible statements include:

- “I prefer to complete only my assigned duties.”
- “I avoid taking on extra responsibilities.”

The responses indicate that employees show a tendency to focus on their formally assigned work rather than continuously accepting additional responsibilities.

This is consistent with the overall quiet quitting mean of

The result suggests that limiting work to assigned responsibilities is an important part of the quiet quitting behaviour observed in the sample.

Relationship Between Workplace Conflict and Quiet Quitting

The most important finding of the dashboard is the relationship between workplace conflict and quiet quitting behaviour.

The correlation value of 0.493 indicates a moderate positive relationship. This means that as workplace conflict increases, quiet quitting behaviour also tends to increase among the employees surveyed.



Overall Interpretation

Overall, the dashboard shows that quiet quitting behaviour is relatively high among the 213 IT employees surveyed, with an average score of 4.15. The average workplace conflict score of 4.08 also indicates a noticeable level of conflict-related experiences.

The correlation value of 0.493 suggests that workplace conflict and quiet quitting behaviour have a moderate positive relationship. In other words, employees reporting more workplace conflict also tend to show greater quiet quitting behaviour.

The demographic analysis shows that the sample consists mainly of younger employees, male employees, and employees with 1–3 years of work experience, with Software Development being the largest department represented.

The findings highlight the importance of creating a fair, supportive, and communicative workplace environment. Organizations can use such findings to understand employee concerns, improve communication between managers and employees, address workplace conflicts, recognize employee contributions, and create an environment where employees feel more willing to participate beyond their basic job responsibilities.

2. Findings

- Quiet quitting behaviour has a relatively high average score of 4.15, showing that employees tend to focus mainly on their assigned duties.
- Workplace conflict has an average score of 4.08, indicating a noticeable level of conflict among the IT employees surveyed.
- The correlation value of 0.493 shows a moderate positive relationship between workplace conflict and quiet quitting behaviour.
- Employees below 25 years and those with 1–3 years of work experience form the largest groups among the respondents.
- Software Development has the highest number of respondents, and the sample contains more male employees than female employees.

Discussion

The findings of the study show that workplace conflict and quiet quitting behaviour are important concerns among the 213 IT employees surveyed. The average quiet quitting score of 4.15 indicates that employees have a tendency to focus mainly on their assigned duties rather than taking additional responsibilities. The average workplace conflict score of 4.08 also shows that employees experience a noticeable level of conflict in their workplace. The correlation value of 0.493 indicates a moderate positive relationship between workplace conflict and quiet quitting behaviour, meaning that employees experiencing higher

workplace conflict also tend to show higher quiet quitting behaviour. This may be related to issues such as poor communication, office politics, disagreements, and difficult relationships at work. Therefore, maintaining fair treatment, better communication, employee recognition, and supportive workplace relationships can help organizations improve employee engagement and create a more positive work environment.

3. Managerial Implications

The findings of the study provide useful implications for managers and organizations. Since workplace conflict has a moderate positive relationship with quiet quitting behaviour, managers should focus on creating a supportive and positive work environment. Regular communication between managers and employees can help identify workplace problems at an early stage. Managers should also ensure fair treatment, proper recognition, and clear communication of responsibilities. Providing employees with opportunities to share their concerns and giving appropriate appreciation for their contributions can improve their involvement at work. Organizations should also address issues such as office politics, misunderstandings, and manager-employee conflicts through effective grievance-handling and conflict-resolution practices. These measures can help improve employee engagement, teamwork, productivity, and retention.

V. CONCLUSION AND RECOMMENDATIONS

1. Conclusion

The present study was conducted to examine the relationship between workplace conflict and quiet quitting behaviour among IT employees. The study focused on understanding how workplace conflict affects employees' willingness to contribute beyond their regular job responsibilities. Data were collected from 213 IT employees, and the responses were analysed using descriptive statistics and correlation analysis.

The findings show that quiet quitting behaviour has an average score of 4.15, which indicates a relatively high level of quiet quitting behaviour among the respondents. This suggests that many employees prefer to concentrate on completing their assigned duties rather than taking on additional responsibilities. Quiet quitting does not necessarily mean that employees want to leave the organization; rather, it reflects a tendency to maintain the required level of work without making additional efforts beyond their formal responsibilities.

The study also found that the average score for workplace conflict is 4.08. This indicates that employees experience a noticeable level of conflict in their workplace. Workplace conflict may arise from communication problems,



disagreements between employees, office politics, differences in opinions, workload-related issues, and difficulties in manager-employee relationships. Such experiences can influence how employees feel about their workplace and their willingness to become more involved in organizational activities.

An important finding of the study is the correlation value of 0.493 between workplace conflict and quiet quitting behaviour. This indicates a moderate positive relationship between the two variables. In simple terms, employees who reported higher levels of workplace conflict also tended to report higher levels of quiet quitting behaviour. This suggests that workplace conflict is associated with employees becoming less willing to take additional responsibilities or contribute beyond their assigned duties. However, the correlation represents a relationship between the variables and does not by itself prove that workplace conflict directly causes quiet quitting.

The demographic findings also provide useful information about the respondents. The study includes employees from different age groups, genders, departments, and levels of work experience. Employees below 25 years and employees with 1–3 years of work experience form a major portion of the respondents. Software Development has the highest representation among the departments. These characteristics indicate that the findings largely reflect the experiences of younger employees and employees in the early stages of their careers.

Overall, the study indicates that workplace conflict and quiet quitting behaviour are important areas of concern in the IT sector. A workplace where employees experience communication problems, unfair treatment, lack of recognition, or relationship difficulties may create conditions in which employees become less willing to go beyond their basic responsibilities. Therefore, organizations need to understand employee concerns and take suitable steps to create a healthier work environment.

Managers can play an important role by maintaining open communication, fair treatment, employee recognition, supportive leadership, and effective conflict-resolution practices. Providing employees with opportunities to express their concerns and ensuring that workplace issues are handled fairly can contribute to better employee relationships and engagement.

In conclusion, the study establishes that workplace conflict has a moderate positive relationship with quiet quitting behaviour among the surveyed IT employees. The findings highlight the importance of maintaining a supportive and respectful workplace environment. By addressing workplace conflicts and improving employee-management relationships, organizations can create better conditions for

employee engagement, teamwork, productivity, and long-term retention.

2. Recommendations and Implementation Plan

Recommendations

- **Improve Communication:** Organizations should encourage open communication between employees and managers through regular meetings and feedback sessions.
- **Ensure Fair Treatment:** Employees should receive fair treatment in terms of workload, recognition, promotions, responsibilities, and career opportunities.
- **Strengthen Manager–Employee Relationships:** Managers should listen to employee concerns, provide guidance, and maintain supportive and respectful relationships.
- **Recognize and Motivate Employees:** Organizations should appreciate employee contributions through recognition, rewards, and opportunities for growth to encourage greater involvement.
- **Provide Effective Conflict Resolution:** HR should establish a clear and confidential system for reporting and resolving workplace conflicts quickly and fairly.

Implementation Plan

- **Conduct Regular Meetings and Feedback:** Managers can conduct monthly team meetings and individual feedback sessions to identify employee concerns and communication problems.
- **Introduce Conflict-Resolution Mechanisms:** HR can establish a simple process for employees to report workplace conflicts and ensure that complaints are handled fairly and confidentially.
- **Implement Employee Recognition Programs:** Organizations can introduce monthly or quarterly appreciation programs to recognize employees for their performance and additional contributions.
- **Organize Employee Engagement Activities:** Team-building activities, employee discussions, and participation in decision-making can be conducted regularly to improve teamwork and involvement.
- **Monitor and Review Progress:** HR can conduct periodic employee surveys to measure workplace conflict and engagement, review the results, and make improvements based on employee feedback.

3. Limitations and Future Scope

Limitations of the Study

- **Limited Sample Size:** The study was conducted with only 213 IT employees, so the findings may not represent all IT employees.
- **Limited Study Area:** The study focuses mainly on IT employees, so the findings may not be directly applicable to employees in other industries.



- Time Limitation: The study was conducted within a limited period, which restricted the amount of data that could be collected and analysed.
- Self-Reported Responses: The study depends on employees' own responses. Some respondents may have provided answers based on their personal experiences or perceptions.
- Limited Variables: The study mainly focuses on workplace conflict and quiet quitting behaviour. Other factors such as workload, salary, job satisfaction, work-life balance, leadership style, and career growth were not examined in detail.

Future Scope of the Study

- Larger Sample Size: Future studies can include a larger number of employees from different organizations to obtain more comprehensive results.
- Different Industries: Similar research can be conducted in sectors such as banking, healthcare, education, retail, and manufacturing to compare workplace conflict and quiet quitting across industries.
- More Variables: Future research can include factors such as job satisfaction, workload, salary, work-life balance, leadership style, career growth, and employee recognition.
- Comparative Studies: Future studies can compare quiet quitting behaviour based on age, gender, experience, department, job position, or work arrangement such as remote, hybrid, and office work.
- Long-Term Study: Future researchers can conduct a long-term study to observe how workplace conflict and quiet quitting behaviour change over time and whether organizational interventions improve employee engagement.

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