The Relationship between Work Family Conflict
and Quiet Quitting in Egypt Academia

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Abstract

Lately, the "quiet quitting" phenomenon has drawn much attention worldwide. Employees who put in the bare minimum in their work responsibilities are generally referred to as quiet quitters. Quiet quitting, a term describing the act of disengaging from work without formally resigning or quitting, has gained attention as a response to several workplace stressors, including the challenges of balancing personal and professional responsibilities. This study aims to understand the relationship between work-life conflict and the recently emerged quiet quitting phenomenon among faculty members and administrative staff in private universities in Egypt. Through adopting a deductive approach using a quantitative study with a survey, this study examines how work-family conflict contributes to increased quiet quitting behaviors. The findings of this study reveal significant correlations between high levels of work-family conflict and increased instances of quiet quitting. The theoretical and practical implications along with the recommendations for future research are discussed.

***Keywords**: Work-Family conflict, Work Interfere with Family, Family Interfere with Work, Quiet Quitting, Egypt.*

Introduction

In today's fast-paced environment, individuals sometimes find themselves finishing their educational path while pursuing work and starting families, finding themselves having multiple responsibilities and obligations, both at work and at home. The rising demands of our present-day lives, such as work goals, family duties, and personal commitments, can provide major challenges in juggling conflicting objectives. This is where the concept of work-family conflict rises. Work-family conflict refers to the difficulty of balancing both work and family obligations.

Work-family conflict significantly affects educators and teachers, as they often struggle to balance between the demands of their professional responsibilities and the needs of their personal lives (Erdamar & Demirel, 2013). Moreover, when speaking about the Egyptian educational industry nowadays (Elbadawy, 2015), educators sometimes endure demanding workloads that include lesson planning, grading, and administrative roles in addition to teaching. Due to this heavy workload, educators are unable to balance between their work and private lives, leading them to work-family conflict (Li et al., 2024).

Additionally, educators are frequently subjected to high levels of responsibility, with pressure to satisfy academic performance goals and standardized testing norms. This can lead to a difficult workplace atmosphere in which educators feel continually examined and critiqued (Liu & Hallinger, 2024).

Moreover, they regularly deal with emotionally difficult events, including regulating classroom behaviour, resolving students' concerns, and fulfilling various needs of youngsters. Teaching may be emotionally exhausting, particularly when dealing with tough learners or challenging family dynamics (Skaalvik & Skaalvik, 2017). Furthermore, in many educational institutions, particularly in depleted or brand-new universities, instructors may lack sufficient resources, such as instructional materials, technology, or classroom help (Maxwell, 2018). This shortage of financing in the Egyptian educational industry results in insufficient teaching materials and out-of-date technology which puts further strain on educators, who might feel that they are unable to give the level of education they seek (Elbadawy, 2015). This results in putting in more effort, time, and work from the educator's side to be able to fulfill the learning needs and job requirements of their work, causing them to experience work-family conflict.

Following the pandemic outbreak, a new workforce with different goals has evolved. The epidemic caused clear changes in the workforce, altering how individuals see both life and work. Some unhappy employees participate in two emerging phenomena: firstly the "Great Resignation" and later on another one called "Quiet Quitting" (Rossi, Beccia, Gualano, & Moscato, 2024).

When workers were invited to return to work in 2021, many of them declined, sparking the event known as "The Great Resignation," credited to Anthony Klotz, in which millions of people willingly resigned from their positions (Rossi, Beccia, Gualano, & Moscato, 2024). This is when the new topic of "Quiet Quitting" gained popularity (Formica & Sfodera, 2022). Quiet quitters consciously restrict their efforts at work, which most researchers believe may be justified by disengagement and also a loss of motivation, as well as a strategy used by employees to cope with burnout and work-life conflict (Mohd, Singh, & Hashim, 2018).

Quiet quitting refers to an employee's restricted commitment to accomplish the duties assigned to them and abandon any obligations that are not part of their job description (Bhatt, Tevatia, & Joshi, 2024). According to (Serenko, 2023), more than half of today's workforce decided to quietly quit and reduce their commitment to the duties and responsibilities of their job. Additionally, according to another poll, the "Gallup Report" by (Hrizons, LLC, 2023), there is a $7.8 trillion loss in worldwide productivity, 51% of HR leaders believe quiet quitting is problematic, and 50% of the US workforce are classified as quiet quitters (Harter, Is Quiet Quitting Real?, 2023).

The relationship between work-family conflict and quiet quitting behaviours has not been discussed by many researchers, although work-family conflict's effects on quiet quitting have been well covered in the current literature (Choi, 2024). The unique characteristics of this relationship within Egypt's educational sector are clarified in this study. This study aims to investigate the relationship between work-family conflict and quiet quitting. Therefore, by studying the relationship between these constructs, this research seeks to reveal the ways by which work-family conflict contributes to quiet quitting behaviours in private universities in Egypt.

Study Problem

The main problem of this study is that quiet quitting is a great phenomenon that has greatly impacted many organizations negatively, especially in the educational sector. Not only that, but it also impacts the possibility for growth and advancement for many organizations and some of its main cons include low commitment, low productivity, decreased employee motivation, and leads to higher turnover rates on the long run. Additionally, quality of work falls, and in today's competitive markets, this makes it extremely difficult for organizations to succeed. This study attempts to fill the gap in knowledge by investigating the relationship between work-family conflict and quiet quitting since only a small number of research have briefly examined this association.

Study Objectives

The study objectives are:

- To understand the relationship between work-family conflict and its dimensions (work-to-family conflict and family-to-work conflict) on quiet quitting.

- To understand the impact of work-family conflict on quiet quitting.

Study Hypothesis

H1	Work-Family Conflict has a positive impact on Quiet Quitting.	Supported
H1a	There is a positive relationship between work-to-family conflict and quiet quitting.	Supported
H1b	There is a positive relationship between work-to-family conflict and quiet quitting.	Supported

Literature Review

Work-family Conflict

For many individuals, work and family are the most important aspects of life, and therefore organizational research has made work-family conflict (WFC) research the focus of attention nowadays. Furthermore, work-family conflicts are empirically linked to negative workplace behaviours such as absenteeism, tardiness, leaving the workplace early, and intention to leave and quit the job, making this concept a very important area of study for many researchers (Obrenovic, Jianguo, Khudaykulov, & Khan, 2020). The phrase "work-family conflict" developed in the 19th century as an outcome of a long-running labor debate over excessive manufacturing working hours. Moving on, in 1989, an American sociologist Arlie Hochschild was the first to present the concept and idea of "Work-family Conflict" in her book: "The Second Shift". In her investigation of the challenges faced by working parents, particularly women, in balancing the demands of work and family life, Hochschild created the phrase "second shift" to refer to the unpaid household work and care that follows a day of paid labor (Zhou, Da, Guo & Zhang, 2018).

Research on work-family conflict grew in scope and coverage between 2000 and 2010, owing to growing diversity in workplaces and families, methodological improvements, and the establishment of scholar communities concentrating on the work-family conflict (Ianchi & Milkie, 2010). Work and family are two essential domains in an adult's social life. In 1985, Greenhaus and Beutell were the first to explain the concept of work-family conflict as a type of inter-role conflict in which job requirements clash with family demands. This phenomenon is commonly regarded to as a bidirectional construct: Work-family conflict can happen when work interferes with family "work-family conflict", or when family interferes with work "family-work conflict" (Handelzalts, Kalfon-Hakhmigari, & Garthus-Niegel, 2024).

According to (Huang, Liu & Zhao, 2024), work-family conflict reflects the overall goodness-of-fit between employment and personal life, and has been considered a significant source of stress that can influence an individual's well-being. Work-family conflict occurs when an individual's obligations to their family are compromised by the demands of their job which include long working hours, rigid schedules, and unsupportive workplace cultures (Khalid, 2021).

Regarding how employees feel about their jobs and the workplace, work-family conflict has become a significant topic of interest for both domestic and foreign academics. The detrimental effects of work-family conflict on behaviour, emotions, and health are frequently neglected. Having to satisfy many responsibilities for an individual results in exhaustion, increased stress, decreased performance, job dissatisfaction, and decreased organisational commitment due to time and resource constraints. The largest issue facing an adult nowadays is balancing work and family obligations due to the challenges of managing various duties (Khalid, 2021).

The theoretical roots for work-family conflict can be found in the *role theory*, which was founded by Ralph Linton, an American sociologist, and anthropologist, where he established the concepts of

"status" and "role," establishing the foundation for role theory. According to Linton, "role" refers to the actions required of a person in a particular place in society, while "status" refers to that position. This theory was later expanded and developed by scholars such as George Herbert Mead and Talcott Parsons where they integrated the "Role" and "status" concepts into psychology and sociology to display how people perform different roles in different contexts (Pradhanawati, Muharam, Sardjono, Kusuma & Ardyan, 2024). The theory states that if employees take on numerous responsibilities at once, they will eventually become less competent at handling each function, which might result in inter-role conflict. According to the role theory, work-family conflict will harm employees when they find it harder and harder to finish each task, either because of a lack of resources (such as time and energy) or an incompatibility of roles (such as those of an employee and a family member) (Bakar & Salleh, 2015).

Moreover, when individuals face this inter-role conflict between professional and personal life, this will lead them to either compromise one domain over the other or set boundaries to both domains to balance both out, and this is where the boundary and border theory was reflected. The *boundary theory,* which was developed in 2000 by **Sue Campbell Clark,** focuses on how workers establish, maintain, and modify borders to categorize and simplify the environment they live in (Ashforth, Fugate & Kreiner, 2000). In 1996, Nippert-Eng, a sociology scholar, outlined how individuals try to create and attribute significance and meaning to both work and home domains to facilitate the transition between the two. According to boundary theory, there are psychological, physical, and behavioural barriers that separate both private and professional domains of an individual's life (Ihrig, 2021).

This is also where the *border theory* originated by (Clark, 2000), where she developed the idea of the "work/life" border which holds that people regulate and negotiate their work and non-work domains in a way that allows for the achievement of a balance between them. Although "work" and "non-work" are different independent domains, they are still interconnected, and accordingly, there is a line that connects the two domains, ranging from segmentation to integration (Ihrig, 2021). At the pole of segmentation, the two domains are opposite one another, while at the pole of integration, they may be thought of as being the same (Voydanoff, 2005). By assessing the permeability and flexibility of the borders between both domains, the relationship of segmentation and integration is further examined. Based on permeability and flexibility, (Clark, 2000) states that boundaries can range from strong (impermeable and inflexible) to weak (flexible and blended), implying that people can be classified as either "border crossers" or "border keepers" by their boundaries. People are typically perceived as boundary-crossers who navigate and manage the spheres of work and family.

Two of the main models that also explain the work-family conflict is the *source attribution model* and the *cross-domain model*. The cross-domain model proposes that interference from a single obligation (e.g., employment) might hinder an individual's ability to fulfill other duties (e.g., family responsibilities). As a result, the individual has increased discomfort in the role that gets the interference. Additionally, according to the source attribution model, an individual identifies the source of role conflict to the role that they feel created the interference whether family or work role, and accordingly, individuals may grow unhappy (Zhang, Griffeth & Fried, 2012).

Work-family conflict is now seen as a two-dimensional construct in which both spheres of work and family are in conflict. Firstly, is the "work-to-family conflict", where work obligations are at conflict with family responsibilities. Secondly, the "family-to-work conflict" is where family conflicts with work requirements. (Badawy, 2017) suggests that these two dimensions of the work-family conflict variable indirectly and reciprocally impact one another through role overload and distress. Both "Work-to-family" and "Family-to-work conflict" were found to have distinct antecedents and outcomes. For instance, family-to-work conflict is caused by family-related stressors and descriptions and predicts work-related outcomes, whereas work-to-family conflict is primarily caused by work-related stressors and characteristics and predicts family-related affective and behavioural outcomes.

The basic idea is that it becomes more challenging to fulfill the needs of one domain when there is significant interference from the second domain to the other (Badawy, 2017). For example, MacEwen and Barling discovered a positive relationship between work-to-family conflict and family withdrawal as well as a positive relationship between work-to-family conflict and work withdrawal (Hammer, Bauer & Grandey, 2003).

When speaking of educators, (Allen, Bruck , Herst, & Sutton , 2000) displayed a work-family analysis on educators in which results revealed that due to the demands of lesson planning, grading, student support, and many other job requirements, educators frequently work past their usual job hours, which can lead to role overload making it difficult for them to complete their family duties and responsibilities, which later on leads them to exhaustion and burnout.

However, according to another work-family analysis on Chinese workers, results reveal that when work conflicts with family life, many Chinese families are less willing to blame employment because work is a crucial instrument utilised to improve the family as a whole. Families often support individuals who prioritise their job because they see it as self-sacrifice for the good of the family, rather than selfish professional growth (Xin, Zheng & Xin, 2020).

Quiet Quitting

In 2009, Mark Boldger developed the phrase "quiet quitting" during the "Texas A&M Economics Symposium." However, it gained popularity in 2022 after Zaid Khan made a brief 17-second video on the TikTok application that got over 3.5 million views. In his short video, where he explains the phenomenon of quiet quitting. Shortly after Khan uploaded his short video, the phenomenon of "Quiet Quitting" gained enormous popularity and sparked a heated discussion among many HR managers around the globe. The phenomenon known as "Quiet Quitting" initially arose when individuals debated between opposing employees' rights to limit their obligations to official job descriptions against claims that the younger and lazier workforce is ignoring organizational goals (Serenko, 2023).

Quiet quitting is becoming one of the main concepts that researchers are still trying to study nowadays. Young people in China are reacting negatively to the rigid workplace atmosphere. The idea of "quiet quitting" is similar to the "lay flat" or "tang ping" trend that gained popularity in China in 2021. The Guangming Daily, a publication owned by the CC Prun newspaper, published an editorial against the movement because of its overwhelming popularity. The tendency infuriated the governing party so much that President Xi Jinping specifically issued a warning to the youth (Atalay & Umut, 2023).

According to (Arar, Çetiner & Yurdakul, 2023), quiet quitting refers to setting limits and keeping one's responsibilities within the job description to prevent working long hours or doing the bare minimum, to enhance work-life balance, and nowadays the concept of "working to live" has replaced the earlier idea of "living to work". Despite the fact that the name combines the terms "quiet" and "quitting", workers in this context do not resign from their positions; rather, they fulfill the requirements outlined in their job descriptions only and do not go beyond that. It's a big rejection of the hustling culture and treating work casually. Additionally, (Atalay & Umut, 2023) state that when employees make sacrifices and do not receive back both money and moral benefits from their organizations, they begin the process of quietly quitting their jobs. Moreover, (Prentice et al., 2024) states that quiet quitting often referred to as "quiet disengagement", is a mindset in which workers choose to consciously focus solely on completing the bare minimum of their job responsibilities.

Moreover, quiet quitters avoid unnecessary responsibilities and refrain from going "above and beyond" by concentrating exclusively on things that are directly relevant to their jobs. They also refuse to put in extra effort, such as staying late or arriving early for work, or attending meetings that are not required of them, since they just put out the bare minimum to do their tasks. They are also more likely to exhibit lower output, forget deadlines, and avoid social interactions in the workplace (Prentice, et al., 2024). Research has also demonstrated that workers use quiet quitting as a means of creating a psychological barrier between themselves and their employers, as well as to enhance their own mental and physical health.

Quiet quitting might not seem significant at first, but considering the term carefully, remaining in a job only for financial gain might result in a drop in job engagement. Quiet quitters can be referred to as "actively disengaged workers" (Harter, Is Quiet Quitting Real?, 2023). Given that the majority of people's active hours are spent at work, it eliminates any potential effective investment a worker may make from their employment, which is a highly discouraging and sad condition (Tong, 2022). Additionally, it may lead to a lack of motivation and drive, a lack of competence, a lack of adaptability and flexibility, and an incapacity to collaborate in an inclusive environment.

Moreover, (Arar, Çetiner & Yurdakul, 2023) explain that the question of whether employees' expectations are satisfied in exchange for the resources they utilize is covered by the *social exchange theory*, which encompasses "expectation" and "reciprocity" theories, based on the quiet quitting behaviors of the employees. This conceptual paradigm is highly powerful in understanding organizational behaviour (Cropanzano & Mitchell, 2005). The foundation of the Social Exchange theory is the idea that the relationship between both employees and organizations could go beyond a straight-forward labor and wage exchange agreement and into a social exchange relationship based on gains. Here, workers try to generate advantages outside of job requirements since they rely on the exchange connection and organisational support (Ma & Qu , 2011). Expectancy and reciprocity are the two components of the Social Exchange Theory, which is used to encourage people's actions. These components make up the Social Exchange theory guidelines, and the extent to which these requirements are satisfied and can affect how individuals behave in their organisations. Since expectation and reciprocity are parts of the Social Exchange Theory, they are also crucial to understanding the causality of quiet quitting behaviour.

According to (Cropanzano & Mitchell, 2005), the *concept of reciprocity* is the most crucial guideline for social exchange. Goulder (1960) asserts that it occurs in a reciprocal manner wherein both parties benefit from one another. Giving benefits in exchange for receiving benefits is how it is characterized (Emerson, 1972). Given the disturbance in the reciprocity flow, quiet quitting behavior in this context might be defined as the employees' effort to maintain balance by completing just their assigned duties. Employees only complete "the requirements of the job" in the modern setting, reversing the "striving for benefits beyond the requirements of the job" (Ye, Zhang, Zhou, Wang & Tian, 2022).

Moreover, the *expectation concept*, which makes up the second component of the social exchange theory, is predicated on the idea that people will get something in return, ensuring that the exchange's flow is continuous. According to this theory, the expectation process involves individuals rationally assessing probabilities, where they evaluate the likelihood that a specific effort will lead to a tangible benefit (Behling & Starke, 1973). As a result, expectancy theory (Vroom, 1994), a motivational tool, describes the process of selecting behavioural options based on whether or not the anticipated benefit is realized as a result of the effort. Consequently, it is projected that there would be a motivating loss when people's expectations are not satisfied leading to a decrease in their level of performance (Cropanzano & Mitchell, 2005).

According to the *equity theory*, workers contrast their own input/output ratios with those of their peers. They so display behaviors that lessen the stress caused by an inequity. Employees who experience perceived inequality may respond by reducing their productivity at work, completing tasks with less ease and care, sharing fewer suggestions, making fewer decisions, giving up on career advancement, and abstaining from organisational citizenship activities. These behaviours are consistent with the idea of "quiet quitting," when workers quietly leave the workplace to lessen the discomfort caused by perceived inequalities (Atalay & Umut, 2023).

Relationship between Work-family Conflict and Quiet Quitting

When the demands of work and family are mutually incompatible, work-family conflict arises, which causes stress and lowers job satisfaction. When this conflict gets more intense, workers may become overwhelmed and begin to quietly withdraw from their jobs. This is a behaviour that is frequently linked to quiet

quitting, in which workers only carry out the bare minimum of their jobs without actively looking for advancement or more responsibilities (Allen, French, Dumani & Shockley, 2020). Also, according to research by (Prentice, et al., 2024), it was revealed that due to burnout, a lack of motivation, conflict with bosses, or a desire for a better work-life balance, employees quietly quit their jobs.

According to (Shatakshi, 2022), some people work twelve hours a day at a job till they exhaust themselves. However, some people think that the best way to resolve "work-family conflict" is to quietly quit the job. Workers quietly quit their employment because they don't find the work intellectually stimulating or fascinating. This study's findings indicate that work-life conflict has a major role in the phenomenon of quiet quitting.

However, according to another study on the relationship between quiet quitting and work-family conflict, it was stated that work-life and work-leisure conflicts have an indirect impact on quiet quitting, which is linked to employee well-being and burnout, and workers who encounter these inter-role conflicts may suffer from poor mental and physical health (Prentice, et al., 2024).

Moreover, according to research by (Netemeyer, Boles, & McMurrian, 1996), it was stated that one coping mechanism for workers who encounter work-family conflict is quietly quitting or stepping away from non-essential job responsibilities. Work-family conflict has also been linked to decreased job satisfaction, increased intent to leave the company, and employee disengagement as a preliminary to leaving the company completely. Employees who experience physical or emotional exhaustion are more prone to become mentally disconnected from their work, which might lead to silently withdrawing from one's job, (Badawy, 2017).

Accordingly, the following hypothesis will be established:

- H1: Work-Femily Conflict has a positive impact on Quiet Quitting.

- H1a: There is a positive relationship between work-to-family conflict and quiet quitting.

- H1b: There is a poistive relationship between family-to-work conflict and quiet quitting.
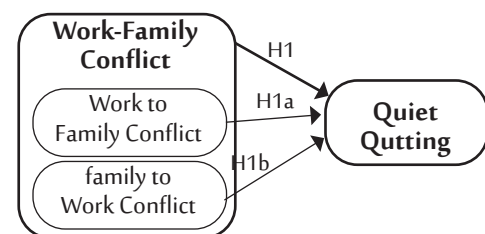
Research Framework

Figure (1) Proposed Research Framework

Operational Definitions of Variables Tested by the Survey within the Framework Suggested

Work-Family Conflict:

A type of inter-role conflict when there is conflict between the responsibilities of one's employment and in their personal life (Dodanwala & Shrestha, 2021), and is made up of two dimensions: work to family conflict, which are work problems and conflicts that affect the family and secondly, family-to-work which includes family conflicts and issues that affect an individual's work (MareikeReimann, Schulz, K.Marx, & Lükemann, 2022).

Quiet Quitting:

When employees deliberately limit their work to what is called for in their job description, meet but do not exceed pre-established benchmarks, never volunteer for additional work, and do all of this in order to preserve their current employment status while prioritizing their own well-being over the goals of the organisation (Serenko, 2023)

Study Design: Methodology, Study Community and Sampling (Population, Instruments, and Time Horizon)

This research adopts a positivist philosophical stance, as it is grounded in the principles of objectivity, measurement, and rational inquiry. It posits that knowledge is derived from observable, quantifiable phenomena, with a focus on empirical data obtained through neutral observation of actions and reactions of

both academics and administratives. This study will employ a quantitative, deductive research methodology. The study was conducted in 2024 via an online questionnaire (19 questions) that was administered to 388 academics and administratives around different available private universities in Egypt. This research also uses a cross-sectional time horizon.

The population is made up of academic staff and administrative staff working in Egyptian private universities. The sampling technique that was used is a non-probability convenience sample. Since the total population size is unknown, the sample size was set at 384 respondents based on (Sekaran & Bougie, 2003).

The questionnaire is made up of 2 sections (19 questions):

- 10 questions for the independent variable of Work-Family Conflict (5 questions for the first dimension "Family to Work Conflict" and 5 questions for the second dimension "Work to Family Conflict). The scale is adapted from the Work and Family Conflict Scale (WAFCS) developed by (Haslam, Filus, Morawska, R Sanders, & Fletcher, 2015).
- 9 Questions for the dependent variable of Quiet Quitting. The scale is adapted from the "Quiet Quitting" Scale (QQS) developed by (Galanis, et al., 2023).

Each utilized a 5-point Likert scale, offering respondents five response options for each statement or question. This scale enabled participants to indicate their level of agreement or opinion, ranging from strongly disagree to strongly agree.

Data Analysis, Findings, and Discussion

Respondents were asked to complete the survey based on their intentions and behaviours towards quiet quitting and the level of dealing with work-family conflict. The following will display the data analysis stage.
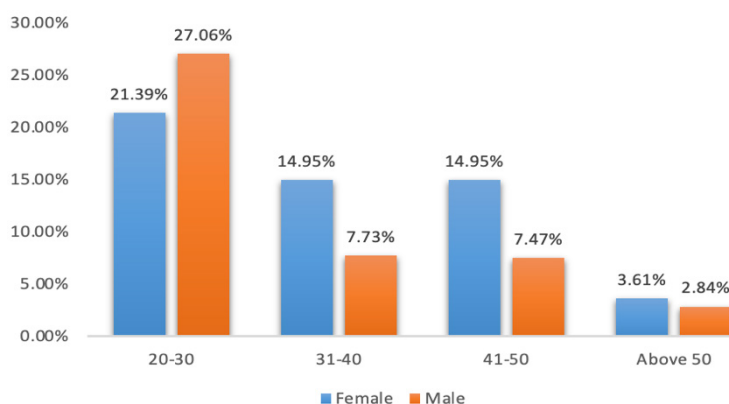
Demographic Statistics for the Sample

The following part will tackle the research sample socio-demographic characteristics, Table 1 displays an overview of these demographics.

From Table 1, it is evident that the majority of respondents fall within the age range of 20-30, accounting for about 48.45% of the total sample. Conversely, the smallest group of respondents is aged over 50, representing 6.45%. Furthermore, regarding gender distribution, males are predominant only in the 20-30 age group but, females are significantly higher in the 31-40 and 41-50 age groups.

- Respondents between the ages of 20 and 30 make up about 48.45% of the sample. Also, there are more male respondents than female respondents in this predominant age group. This gender distribution reflects the makeup of younger academic posts or entry-level jobs at the universities under investigation.

- Those that answered, ages 31—40 and 41—50, the proportion of female respondents is around 15% more than that of male respondents. According to this data, there has been a noticeable gender change in the older age categories, which implies that women are more prevalent or have worked in these institutions for longer in the medium to senior age groups.

Table (1) Demographic Statistics for the sample

- Respondents fifty years of age and older make up about 6.45% of the sample total, which represents a minority in the research.

Descriptive Statistics for the Sample

From Table 2, the descriptive statistics indicate the following:

Table (2) Descriptive Statistics for the sample

Variable	Mean	SD	CV	Minimum	Maximum
Y_QQ	3.04	0.37	12.26	2.11	1.78
X_WFC	3.49	0.80	23.07	1.00	5.00
FTWC	3.34	0.96	28.63	1.00	5.00
WTFC	3.64	0.81	22.33	1.00	5.00

- Quiet Quitting is the most consistent main variable in the study, with the lowest coefficient of variation at 12.26%.
- In contrast, Work-Family Conflict is the most varied, showing a coefficient of variation of 23.07%.
- The highest mean for the main variables of study is for Work-Family Conflict with a value of 3.49 and the values deviate around it with a standard deviation of 0.80 on average.
- For the dimensions of Work-Family conflict, the most homogenous responses are for work-to-family conflict with a *coefficient of variation* of 22.33%, and on the other hand, the most heterogeneous is family-to-work conflict with *coefficient of variation* of 28.63%.

According to the results, individuals are mainly experiencing moderate levels of WFC (M=3.49/SD=0.80), FTWC (M=3.34, SD= 0.96), WTFC (M=3.64, SD= 0.81), and QQ (M=3.04, SD= 0.37). The moderate levels of WTFC and FTWC can be approved to role segmentation which is an essential component of eastern cultures (French, Dumani, Allen, & Shockley, 2015).

Reliability and Validity Analysis

To assess both reliability and validity, Cronbach's alpha and the average inter-item correlation were analyzed, and results indicated that:

- The Cronbach's alpha reliability coefficients for the dimensions of the dependent and independent variables in the study are all above the acceptable threshold of 0.70.

Table (3) Reliability and Validity Analysis

Variable	Number of Statements	Reliability	Validity
Dependent Variable-Quiet Quitting-QQ			
Quiet Quitting - QQ	9	0.845	0.711
Independent Variable- Work Family Conflict- WFC			
Work to Family Conflict-WTFC	5	0.896	0.729
Family to Work Conflict-FTWC	5	0.930	0.786
Work Family Conflict-Overall	10	0.931	---

- The average inter-item correlation coefficients for all constructs exceed the acceptable value of 0.60 meaning that the items within each dimension are valid representations of that dimension.

Correlation Analysis

From Table 4, the correlation analysis between the main variables and the different dimensions of work family conflict and Quiet Quitting indicates the following:

- The correlation coefficient between Quiet Quitting (QQ) and Work-Family Conflict (WFC) is 0.381, indicating a weak positive (direct) relationship. (Statistically significant at the 1% significance level).
- The correlation coefficient between Quiet Quitting (QQ) and Work-to-Family Conflict (WTFC) is 0.369, indicating a weak positive (direct) relationship. (Statistically significant at the 1% level)
- The correlation coefficient between Quiet Quitting (QQ) and Family-to-Work Conflict (FTWC) is 0.327, also reflecting a weak positive (direct) relationship. (Statistically significant at the 1% level)

Table (4) Correlation Analysis for the variables of the sample

	Quiet Quitting-QQ	Work to Family Conflict-WTFC	Family to Work Conflict-FTWC
Quiet Quitting-QQ	1		
Work Family Conflict-WFC	0.369* (0.000)		
Work to Family Conflict-WTFC	0.381* (0.000)	1	
Family to Work Conflict-FTWC	0.327* (0.000)	0.655* (0.000)	1

*, **, *** refer to 1%, 5% and 10% level of significance respectively. P-values in ()

Testing Research Hypothesis through Regression Analysis

Table 5 and 6 indicate that when Work-Family Conflict (WFC) increases by one-unit, Quiet Quitting (QQ) is expected to rise by an average of 0.381. With a p-value of 0.000, which is below the 1% significance level, this coefficient is statistically significant, confirming that WFC has a genuine positive impact on QQ. The R-squared value of 0.145 suggests that Work-Family Conflict (WFC) accounts for 14.5% of the variation in Quiet Quitting (QQ), with the remaining variation attributed to other factors. Given that the p-value for the F-statistic is 0.000, which is below the 1% significance threshold, the null hypothesis is rejected, indicating that the overall model is statistically significant. Thus, confirming that *H1 is supported*.

Table (5) Regression Analysis

Model	Coeff.	P-Value	99% Confidence Interval		R-Square d	P-Value (F-Statstic)
			Lower bound	Upper bound		
1 WFC-X→QQ-Y	0.381*	0.000	0.12	0.433	0.145	0.000

*, **, *** refer to 1%, 5% and 10% level of significance respectively.

Table (6) SEM of the proposed Model

Model	Estimate	S.E.	P-Value
Y_QQ ←FTWC	0.201	0.042	***
Y_QQ←WTFC	0.610	0.031	***

All the study hypotheses are accepted and confirmed. Among the dimensions of Work-Family Conflict (WFC) affecting Quiet Quitting (QQ), Work-to-Family Conflict (WTFC) has a stronger impact (0.610) compared to Family-to-Work Conflict (FTWC), which has a smaller effect (0.201).

Model Fit Indices

Table 7 displays that all fit indices indicate that the model is statistically significant and that the results are reliable.

Table (7) Model Fit Indices

Index	Obtained Value	Accepted Value	Citation
Chi-Square/df	0.221	<3	Bentler (1990)
Incremental fit index (IFI)	0.925	>= 0.90	Bollen (1989)
Goodness-of-fit index (GFI)	0.933	>= 0.90	Hair et al., (2006)
Root mean Square error of approximation (RMSEA)	0.002	=< 0.08	Diamantopoulos and Siguaw
Root mean square residual (RMR)	0.022	=< 0.08	Hu and Bentler (1999)
Comparative fit index (CFI)	0.952	>= 0.90	Hu and Bentler (1999)

Discussion of Study Results and Conclusion

Quiet quitting among employees has emerged as a significant concern in the workplace. The conflict between work and personal life, coupled with demanding job expectations, leads to employees quietly quitting from their jobs instead of resigning (Pradhanawati, Muharam, Sardjono, Kusuma, & Ardyan, 2024). In this discussion, we aim to provide valuable insights for both academics and practitioners, enhancing the understanding of how work-family conflict and its dimensions can impact quiet quitting behaviors in the academic sector.

Within the framework of private universities in Egypt, this study has investigated the intricate links among work-family conflict (WFC) and quiet leaving (QQ). Significant relationships are found, with greater levels of quiet leaving being highly correlated with more work-family conflict. These findings highlight how important it is for organisations to deal with these problems in order to preserve worker productivity and engagement. The following table displays the hypothesis results.

Table (8) Hypothesis Results

H1	Work-Family Conflict has a positive impact on Quiet Quitting.	Supported
H1a	There is a positive relationship between work-to-family conflict and quiet quitting.	Supported
H1b	There is a positive relationship between work-to-family conflict and quiet quitting.	Supported

For the first hypothesis H1, it was supported that work-family conflict has a positive impact on quiet quitting. Findings show that there is a significant relationship between Work-Family Conflict (WFC) and Quiet Quitting (QQ). Specifically, for every one-unit increase in WFC, QQ is expected to increase by an average of 0.381. This positive association suggests that as employees experience higher levels of conflict between their work and family roles, they are more likely to engage in quiet quitting behaviors. As it was

also supported by (Prentice et al., 2024), in which it was stated that WFC negatively affects employees' well-being leading to tension, anxiety, fatigue, decreased family contentment, and emotional exhaustion which causes them to quietly quit their jobs, and that employees use quiet quitting as a defense mechanism to improve their well-being and prevent them from facing conflicts between their work and family domains. These later lead employees to reduced work standards, more frequent absences, a loss of enthusiasm for the job, weakened commitment to work, and a detrimental effect on team spirit (Anand, Doll & Ray, 2024).

When pressures from the workplace get in the way of carrying out family obligations, work-to-family conflict results. This can have a cascading effect on the quality of family life. The results imply that among university staff, greater WFC levels are linked to a higher chance of quiet quitting. This is explained by the physical and mental weariness brought on by extended job stress, which eventually lowers employees' motivation and engagement at work (Safitri & Saputra, 2023).

Theoretical frameworks, such as the Role theory, support this explanation by suggesting that when demands in one role interfere with another-such as work responsibilities clashing with family needs-this creates a role conflict, often leading to stress, dissatisfaction, and a diminished capacity to fulfill all roles effectively (Bakar & Salleh, 2015). For employees experiencing work-family conflict, this pressure can lead to disengagement as a coping mechanism, which aligns with the concept of quiet quitting. By mentally distancing themselves from the most demanding aspects of their work roles, individuals might attempt to preserve energy and time for family responsibilities, resulting in a quiet withdrawal from any tasks that go beyond minimum job expectations. This disengagement, explained by role strain and conflict, aligns with role theory's assertion that unresolved inter-role conflicts reduce role performance, ultimately pushing employees toward behavior that prioritizes work-life balance, even if it means reducing their engagement at work (Safitri & Saputra, 2023).

Moreover, for the second and third hypotheses H1a and H1b were also supported, confirming the significant relationship between Work-Family Conflict (WFC) dimensions and Quiet Quitting (QQ). Notably, the impact of Work-to-Family Conflict (WTFC) on Quiet Quitting is more pronounced than that of Family-to-Work Conflict (FTWC). The higher coefficient for WTFC (0.610) suggests that when work responsibilities overlap with family life, employees are more likely to engage in quiet quitting behaviors. This finding underscores the considerable strain that work demands can place on personal life, prompting employees to disengage as a coping mechanism. As it was also supported by the work of (Netemeyer, Boles, & McMurrian, 1996), it was stated that one coping mechanism for workers who encounter work-family conflict is quietly quitting or stepping away from non-essential job responsibilities. In contrast, the weaker effect of FTWC (0.201) implies that while family obligations interfering with work can also lead to quiet quitting, its influence is not as strong as the impact of work demands on family life. This could be because work roles often have more rigid expectations and time demands, making it harder for employees to reconcile these with family responsibilities, thus leading to higher disengagement when work pressures spill over into personal life (Shatakshi, 2022).

Consistent with previous research, the results support the claim that WFC plays a significant role in employee disengagement. Employees may exhibit traits linked with quiet quitting, such as withdrawing from voluntary work activities when they feel that their personal lives are being disrupted by high levels of work-related stress according to research done in a variety of organisational contexts. However, the context of Egyptian universities may present unique cultural considerations. Given the collectivist culture prevalent in Egypt, where family obligations are highly prioritized, the impact of WFC may be more pronounced, leading employees to choose disengagement at work over comprising family responsibilities (Karim, Carlos, Blenkinsopp , & Afrahi, 2022).

Family-to-work conflict, on the other hand, occurs when family responsibilities hinder the ability to meet work demands. The study found that family-to-work conflict also plays a significant role in predicting quiet quitting behavior, although its impact was comparatively less pronounced than work-to-family

conflict. This suggests that while FWC contributes to work disengagement, its influence may be moderated by factors such as organizational support and individual coping strategies (Khalid, 2021).

The weaker association between family-to-work conflict and quiet quitting can be interpreted through the lens of boundary theory, which emphasizes the strategies individuals employ to segment or integrate work and family roles (Ashforth, Fugate, & Kreiner, 2000). Employees who experience family-to-work conflict may seek to preserve their professional identity by compartmentalizing work and family roles. While this strategy may mitigate the immediate negative impact on work engagement, it may not fully eliminate the tendency to reduce discretionary efforts, especially in cases where family demands are particularly high. The ability to manage this conflict effectively often depends on the availability of organizational resources, such as flexible work arrangements, which may be limited in some university settings (Clark, 2000).

Moreover, cultural expectations in Egypt, which emphasize strong family ties, may compel employees to prioritize family demands over work. In such a cultural environment, when FWC arises, employees might feel less inclined to exert effort beyond their core job responsibilities. The notion of quiet quitting may therefore manifest not as a conscious withdrawal from work, but rather as a reprioritization that aligns with cultural norms and values (Badawy, 2017).

VII. Study Recommendations: Managerial Implications

This paper provided a framework for understanding the expected changes in quiet quitting behaviours in employees due to work-family conflict. The results of this study underline how important it is for private institutions in Egypt to put in place thorough work-family balance measures, deal with quiet quitting proactively, and fund strong employee engagement programs to reduce the number of quietly quitting employees.

Flexible work arrangements, such as reduced workdays, flexible hours, and remote work choices, should be implemented by organizations. These agreements enable workers to efficiently balance their personal and professional obligations, which can greatly minimize work-family conflict. According to studies, flexible work arrangements increase employee engagement and decrease work-family conflict, which may lessen the possibility of quiet quitting (Allen, Johnson , Kiburz , & Shockley, 2013).

Establishing a supportive culture is also very crucial to assisting staff members in resolving work-family conflicts. Managers must encourage candid communication and offer tools that enable staff members to voice their demands for a work-life balance. Employee involvement and commitment may be increased in a supportive work environment, which lowers the likelihood of quiet quitting (Kossek, Pichler, Bodner, & Hammer, 2011). Workers who perceive that their managers are behind them are more inclined to stick with their work and are less likely to give up.

Firms should consider providing Employee Assistance Programs (EAPs) to help staff members who are struggling with personal or family matters. EAPs can provide training tools and counseling to lower work-family conflict and raise general job satisfaction. According to research, having access to EAPs can reduce stress and boost employee engagement, which can also assist in preventing employees quiet quitting (Long & Cooke, 2023).

X. Study Limitations and Directions for Future Research

However, this research is limited by the fact that it relies on cross-sectional data which captures a single point in time and also the fact that it relies on non-probability sampling which limits the generalization of the study. This also limits the ability to establish causal relationships. To evaluate the long-term effects of work-family conflict on quiet quitting and to determine the directionality of the association, longitudinal studies are required. Moreover, the current frameworks may not adequately represent the cultural dynamics

of Egypt, particularly the societal norms surrounding work and family. This may restrict the generalizability of results from research conducted in various cultural contexts. To fully comprehend these distinct impacts, more local research is required. Also, variables like quiet quitting are inherently subjective, as they rely on self-reported data. Participants may overestimate or underestimate their experiences.

Adittionally, the impact of work-family conflict on quiet quitting may be the main focus of the current research, ignoring other relevant organizational behavior aspects like individual characteristics (e.g., personality traits, coping strategies) or organizational culture which should be investigated in the future.

Examining multiple universities in different regions across Egypt can yield a more thorough understanding of the ways in which work-family conflict and quiet quitting appear in distinct academic contexts. This may be used to find recurring patterns and particular difficulties. Future research efforts should investigate how the Egyptian cultural norms and values influence the relationship between work-family conflict and quiet quitting. This might entail looking at societal pressure related to academic duties and expectations around family roles. Further studies should also concentrate on how certain university policies such as those that promote work-life balance and provide mental health resources affect work-family conflict and its consequences for quiet quitting. Assessing the efficacy of those regulations can provide administrators at universities with useful information.

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