Toxic leadership and quiet quitting in muslim workplaces: The moderating role of monetary rewards

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Article Info	ABSTRACT

Quiet quitting presents a growing challenge in the healthcare sector, adversely affecting both employee performance and overall organizational outcomes. From an Islamic perspective, quiet quitting can be understood as a manifestation of the erosion of *niyyah* (intentionality) and *ikhlāṣ* (sincerity) in one's professional duties. This study examined the influence of toxic leadership on quiet quitting among muslim healthcare professionals, with a particular focus on the mediating role of monetary incentives. Data were collected from 104 full-time muslim staff members employed in hospitals and healthcare training institutions in Palembang City through a targeted online survey. The analysis was conducted using Partial Least Squares Structural Equation Modeling (PLS-SEM). The results indicated that toxic leadership has a significant negative effect on perceptions of monetary rewards ($\beta = -0.316$) and a positive effect on quiet quitting behavior ($\beta = 0.292$). Moreover, monetary rewards showed a strong relationship with quiet quitting outcomes ($\beta = 0.669$). The indirect effect of toxic leadership on quiet quitting through monetary rewards ($\beta = -0.212$) suggested that toxic leadership diminishes the motivational value of compensation, thereby increasing disengagement. Collectively, toxic leadership and monetary rewards explained 41% of the variance in quiet quitting. These findings highlighted the need for healthcare organizations to implement leadership development programs and establish transparent, fair reward systems. Integrating ethical principles particularly those rooted in Islamic values of justice ('*adl*), trust (*amānah*), and sincerity (*ikhlāṣ*) can help address leadership deficiencies and foster a workplace environment that promotes commitment, cooperation, and excellence.

INTRODUCTION

Quiet quitting has emerged as a growing concern in contemporary workplaces, drawing significant attention across media platforms and academic discourse (Hamouche & Papastathopoulos, 2023). The term refers to employees who limit their efforts strictly to the responsibilities outlined in their job descriptions, deliberately avoiding any discretionary effort or tasks beyond what is formally required (Hess, 2024; Zenger & Folkman, 2022). Fundamentally, quiet quitting reflects a form of psychological and emotional disengagement wherein employees remain physically present at work but are mentally and emotionally detached from their roles (Boy & Sürmeli, 2023). This phenomenon has become particularly prominent within healthcare institutions, where the demands of the COVID-19 pandemic have exacerbated existing workforce challenges (Galanis et al., 2024). In the post-pandemic period, mental and emotional pressures within healthcare settings have persisted without notable improvement (Mohr et al., 2025).

In the healthcare sector, quiet quitting carries significant implications for both patient safety and organizational performance. Emotional withdrawal among nurses and frontline healthcare professionals has been linked to decreased collaboration, reduced service quality, and increased turnover intentions (Gun et al., 2024; Tye, 2024). If left unaddressed, this disengagement can severely destabilize healthcare delivery systems (Zhang & Rodrigue, 2023; Galanis, 2023). One of the key contributing factors to this phenomenon is toxic leadership. Destructive leadership style that erodes morale, undermines trust, and disrupts team cohesion. In high-pressure environments like hospitals, toxic leadership often manifests through micromanagement, favoritism, and dismissiveness toward staff input, ultimately diminishing employee motivation and confidence (Gabriel & Goodluck, 2024; Skibińska & Karaszewski, 2024; Caldwell et al., 2023).

From an Islamic perspective, the phenomenon of quiet quitting may also be interpreted as an indication of the erosion of *niyyah* (intentionality) and *ikhlāṣ* (sincerity) in one's professional duties. This spiritual decline is frequently triggered by systemic injustices and leadership behaviors that compromise the spirit of ʿ*amal ṣāliḥ* (righteous deeds) in the workplace. Islam views work not merely as a means of earning a livelihood, but as a form of worship and service to the community. This principle is underscored in the Qur'an: *"And say, 'Do [righteous] work, for Allah will see your deeds, and [so will] His Messenger and the believers'"* (Qur'an, At-Tawbah 9:105). When the workplace environment fails to uphold justice and integrity, the moral and spiritual dimensions of work are undermined.

The role of toxic leadership in fostering quiet quitting has been widely documented in empirical studies. Ineffective or abusive leadership practices contribute significantly to reduced employee engagement, heightened frustration, and emotional exhaustion (Formica & Sfodera, 2022; Mahand & Caldwell, 2023). Farghaly Abdelaliem and Abou Zeid (2023) found that toxic leadership accounted for 65% of the variance in nurses' quiet quitting behavior, underscoring the substantial influence of harmful leadership on employee withdrawal. Within healthcare settings, such leadership may involve public humiliation of staff, excessive control, exclusionary behavior, and the imposition of unreasonable workloads, often creating a psychologically unsafe environment (Al-Hassani, 2025; Wei et al., 2020; Ofei et al., 2023). These conditions erode staff morale and increase the likelihood of disengagement and detachment from organizational goals.

The detrimental effects of toxic leadership are further intensified by the structural complexities of healthcare institutions, including high-stress demands, rigid hierarchies, and chronic resource constraints (Ashley et al., 2023; Shah et al., 2021). Healthcare professionals frequently operate in life-or-death scenarios, carry the burden of emotional labor, and experience restricted clinical autonomy, all of which elevate stress levels and reduce psychological well-being (Alimoradi et al., 2022; Humphrey, 2021; O'Donovan et al., 2021). When these pressures are compounded by inadequate financial compensation especially when compared to other high-risk professions, the result is a marked decline in morale and an increased propensity for quiet quitting. Unlike corporate sectors, leadership failure in healthcare has immediate consequences for patient care and may result in moral distress among nurses and other frontline workers (Ahokas et al., 2025). This emotional and ethical tension further predisposes staff to disengagement, manifesting in reduced discretionary effort and diminished commitment (Türkmen Keskin & Özduyan Kiliç, 2024; Ofei et al., 2023).

In Islamic thought, leadership is viewed not merely as a managerial role but as a moral responsibility (*amanah*) entrusted by Allah (Abdalla & Al-Homayan, 2023). It must be executed with ʿ*adl* (justice), *raḥmah* (compassion), and accountability. As the Prophet Muhammad (peace be upon him) stated, *"Each of you is a shepherd, and each of you is responsible for his flock"* (Sahih al-

Bukhari 893; Sahih Muslim 1829). Therefore, leadership behaviors characterized by manipulation, favoritism, or neglect contradict the Islamic principles of *shūrā* (consultation), ethical governance, and communal responsibility. When these principles are violated, the spiritual integrity of work is compromised, and motivation rooted in sincerity and purpose deteriorates (Masdianah et al., 2023).

Toxic leadership can be mitigated when employees perceive their income as fair and aligned with expectations, as adequate compensation not only enhances motivation but also buffers against the negative effects of destructive leadership (Wang et al., 2025; Jo & Shin, 2025). While monetary rewards are generally effective in improving motivation and reducing turnover, their influence diminishes within toxic organizational cultures. In settings marked by abusive or indifferent leadership, financial incentives lose their impact when perceived as arbitrary, inequitable, or disconnected from actual contributions (Koç et al., 2023; Liu et al., 2023; Ghosh et al., 2023). Such perceptions exacerbate dissatisfaction and foster disengagement (De Clercq et al., 2023; Djan, 2023). Reinforcement and Expectancy Theories emphasize that rewards are effective only within a fair and supportive work climate (Farazmand, 2023; Nzeadibe & Akpa, 2021; Schermerhorn & Bachrach, 2024). Without an equitable and transparent leadership framework, even sophisticated compensation systems cannot sustain employee performance or commitment (Semedo et al., 2022; Liu et al., 2023). Thus, monetary incentives must be embedded in just and consistent leadership practices to achieve their intended outcomes.

Islamic teachings view work motivation as both spiritual and material. Alongside barakah and riḍa, wages are a fundamental employee right. The Prophet Muhammad SAW said, "Give the worker his wages before his sweat dries" (Ibn Mājah), underscoring justice and timeliness in pay. Fair compensation is therefore central to motivation, and neglecting it may foster disengagement such as quiet quitting (Febrianto & Muzakki,2021) Beyond material gain, Islamic teachings link motivation to spiritual fulfillment, where compensation also includes barakah, riḍā, and the hope for reward in the Hereafter for contributions that benefit the ummah (Utari et al., 2025). When leadership becomes oppressive (ẓulm), this intrinsic, spiritually grounded motivation is eroded (Syapira et al., 2025). As al-Ghazālī stressed, justice is the foundation of leadership legitimacy and organizational sustainability. Thus, just and ethical leadership is not only a professional imperative but also a moral and spiritual obligation (Raja, 2023).

In light of these dynamics, the present study aimed to critically analyze the multifactorial causes of quiet quitting within the healthcare sector, with a particular focus on the role of toxic leadership. It also investigates how monetary rewards interact with leadership behavior to influence employee engagement. By integrating contemporary organizational behavior theory with Islamic ethical principles, the study seeks to contribute to a more holistic understanding of workplace disengagement and offer faith-informed strategies for enhancing leadership integrity and employee motivation.

Development of Hypotesis

Based on Reinforcement Theory and Expectancy Theory, we hypothesise that monetary , rewards can diminish employees' tendency to quit quietly and weaken the negative influence of toxic leadership. Reinforcement Theory suggests that behaviour is shaped by its consequences; thus, when organisations provide monetary rewards as positive reinforcement, employees are more likely to sustain effort and engagement despite unfavourable leadership conditions. Similarly, Expectancy Theory argues that motivation arises when employees believe that their effort leads to performance, performance leads to rewards, and rewards are valuable to them. In this context, precise and

meaningful monetary incentives increase employees' perception that their work remains worthwhile even under toxic leadership, motivating them to stay committed rather than disengaging. Therefore, monetary rewards serve as a moderating mechanism that reduces the detrimental effects of toxic leadership and lowers the likelihood of quiet quitting. From here, operationally, we declare the hypotheses are as follows:

H1: There is a statistically significant relationship between toxic leadership and healthcare workers' perceptions of monetary rewards.

H2: There is a statistically significant relationship between toxic leadership and the incidence of quiet quitting behaviour among healthcare workers.

H3: There is a statistically significant relationship between healthcare workers' perceptions of monetary rewards and their engagement in quiet quitting behaviour.

H4: Healthcare workers' perceptions of monetary rewards moderate the relationship between toxic leadership and quiet quitting behaviour.

METHODS

This study employed a quantitative survey design analyzed using SmartPLS 4, a structural equation modeling (SEM) tool suitable for both exploratory and confirmatory analysis (Hair et al., 2021). SEM was chosen because it allows testing of complex models with multiple latent constructs and remains robust with small-to-medium sample sizes.

A purposive sampling technique was applied to recruit full-time Muslim healthcare employees in Palembang City, Indonesia, who had at least one year of professional experience and direct exposure to leadership practices in their institutions. Palembang, as a city with a predominantly Muslim population, provides a relevant sociocultural context where Islamic values influence professional conduct. A total of 135 healthcare workers from hospitals and healthcare training centers were invited to participate through an online survey distributed via Google Forms. After a three-week collection period, 104 valid responses were obtained. Participants were contacted directly through institutional networks, and modest incentives in the form of e-vouchers were provided to encourage participation.

Three primary constructs were measured in this study. Toxic leadership was assessed using seven indicators such as micromanagement, narcissism, favoritism, and manipulation (Gaston, 2023; Schmid et al., 2019; Singh, 2025), drawing on destructive leadership theory (Einarsen et al., 2007). The scale demonstrated strong internal consistency (Cronbach's α = 0.916). Monetary rewards were measured with three items focusing on pay satisfaction, motivation, and reward performance, reflecting employees' responses to financial compensation and grounded in Expectancy Theory (Vroom, 1964). Reliability for this construct was good (Cronbach's α = 0.834; Ren et al., 2017). Quiet quitting was evaluated through six items measuring task commitment, enthusiasm, and effort (Yu & Kao, 2023), informed by the Job Demands–Resources model (Bakker & Demerouti, 2007), with excellent reliability (Cronbach's α = 0.936). All items were administered in Bahasa Indonesia and scored on a five-point Likert scale ranging from 1 (strongly disagree) to 5 (strongly agree).

RESULTS AND DISCUSSION

The study sample consisted of 104 muslim healthcare workers who had been employed for at least one year in hospitals and healthcare training centers in the Palembang region. Questionnaires were distributed, yielding a response rate of 32%. Demographic analysis showed that 80.8% of

respondents were female, 44.2% were between the ages of 36 and 40, 55.8% held a bachelor's degree, and 75% had more than 10 years of work experience. Additionally, all respondents identified as adherents of the Islamic faith as shown in Table 1.

These demographic characteristics carry important implications for the study's findings. The predominance of female respondents may reflect gender-related dynamics within the healthcare sector, where women often comprise the majority of the workforce. This gender distribution may influence how leadership is perceived, how workplace culture is experienced, and how motivational factors such as monetary rewards are evaluated. Furthermore, the high proportion of respondents with more than a decade of work experience indicates that the sample largely consists of seasoned professionals with considerable exposure to diverse leadership styles and organizational contexts. As a result, their insights regarding toxic leadership and its relationship to quiet quitting are likely to be more informed and nuanced, thereby enhancing the depth and reliability of the collected data. In addition, the fact that all participants identified as Muslims adds a unique dimension to the study. Islamic values such as *amānah* (trust), *ʿadl* (justice), *iḥsān* (excellence), and *ikhlāṣ* (sincerity) may shape respondents' expectations of leadership behavior, their perceptions of fairness, and their attitudes toward work and disengagement. This shared religious framework provides a valuable cultural context for interpreting how toxic leadership is experienced and how monetary rewards are evaluated, particularly when aligned or misaligned with ethical principles rooted in Islamic teachings.

Table 1

Respondent Characteristic

Category	Subcategory	Frequency	Percentage (%)	Cumulative per cent
Gender	Male	20	19.2	19.2
	Female	84	80.8	100
Age	< 30	2	1.9	1.9
	31-35	18	17.3	19.2
	36-40	46	44.2	63.5
	>40	38	36.5	100
Education	High School	6	5.8	5.8
	Diploma	17	16.3	22.1
	Bachelor	58	55.8	77.9
	Magister	23	22.1	100
Length of Work (year)	1-3	2	1.9	1.9
	4-6	18	17.3	19.2
	7-9	6	5.8	25.0
	>10	78	75.0	100
Religion (Muslim)	Male	20	19.2	19.2
	Female	84	80.8	100

Source: SPSS Version 21

The measurement model's reliability and validity are based on key criteria in PLS-SEM, such as factor loadings, Cronbach's Alpha, Composite Reliability (CR), and Average Variance Extracted (AVE). Each item's factor loadings were above 0.70, its robust indicator reliability, and evidence that

the observed variables adequately represent their respective latent constructs are shown. Notably, the factor loadings spanned from 0.729 to 0.964 across all items, further reinforcing the thoroughness of our assessment.

All constructs' Cronbach's Alpha values were above the acceptable threshold of 0.70, with toxic leadership at 0.916, monetary reward at 0.834, and quiet quitting at 0.936. These results suggested high internal consistency, indicating that the items within each construct reliably measure the same underlying dimension. The Composite Reliability values surpassed the minimum criterion of 0.70. The CR were 0.933 for toxic leadership, 0.840 for monetary reward, and 0.960 for quiet quitting, confirming the reliability of the constructs and providing a secure foundation for research outcomes.

AVE was measured to evaluate convergent validity. An AVE value above 0.50 signifies that the construct explains more than half of the variance in its indicators. In this study, the AVE values for toxic leadership (0.662), monetary reward (0.751), and quiet quitting (0.759) all exceeded the required threshold, indicating that the constructs demonstrate adequate convergent validity. The AVE measurement showed that the model is reliable and valid for further analysis.

Table 2

Convergent Validity and Reliability

Variable	Items	Indicator	Factor Loading	Cronbach Alpha	Composite Reliability	AVE
	TL1	Leaders focus on small things	0.793			
	TL3	Leaders criticize in public	0.841			
Toxic Leadership	TL4	Leaders focus on problems rather than achievements	0.849	0.916	0.933	0.662
	TL5	Leaders throw the blame on others	0.832			
	TL7	Special treatment for certain people	0.742			
	TL8	Leader's attitude is rude and indifferent	0.845			
	TL9	Leaders exclude certain people	0.789			
	MR1	Remuneration motivates us to do our best	0.856			
Monetary Reward	MR2	Remuneration encourages to exceed work targets	0.915	0.834	0.840	0.751
	MR5	Remuneration affects commitment	0.827			
	QQ1	Low task commitment	0.729			
	QQ3	Lack of motivation to contribute	0.872			
Quiet Quitting	QQ4	Less initiative	0.816	0.936	0.960	0.759
	QQ5	Decreased performance	0.912			
	QQ6	Pride in work	0.913			
	QQ7	Not making an effort to complete tasks	0.964			

Source: SmartPLS V4

Table 2 presents the assessment of toxic leadership through seven validated items, demonstrating robust reliability and validity in the measurement approach. Among these, TL4, which describes a leader's focus on mistakes over achievements, strongly reflects toxic leadership traits, consistent with characteristics of micromanagement (Ryan & Cross, 2024). Similarly, monetary

reward was assessed with three items, demonstrating robust reliability and validity. One item emphasized that remuneration motivates employees to exceed performance targets, aligning with findings by Abdullah et al. (2024). The measurement of six quiet quitting indicators showed strong reliability and validity, with the highest loading item reflecting employees who do not complete daily tasks well. This aligns with Richardson (2023), who noted that quiet quitting is characterized by minimal effort, avoiding overtime, and reduced engagement at work.

Discriminant validity was assessed using the Fornell-Larcker criterion, which is commonly employed to determine whether each construct in the model is empirically distinct from the others. This method involves comparing the square root of the Average Variance Extracted (AVE) for each construct with the correlations between that construct and all other constructs in the model. As shown in Table 3, the square roots of the AVE for Monetary Reward (0.867), Quiet Quitting (0.871) and Toxic Leadership (0.814) were higher than the corresponding inter-construct correlations. The square root of AVE for Monetary Reward (0.867) exceeded its correlation with Quiet Quitting (0.577) and Toxic Leadership (-0.316). Similarly, the square root of AVE for Quiet Quitting (0.871) was higher than its correlations with Monetary Reward (0.577) and Toxic Leadership (0.080). Lastly, the square root of AVE for Toxic Leadership (0.814) surpassed its correlations with Monetary Reward (-0.316) and Quiet Quitting (0.080). The result confirmed that the constructs exhibit robust discriminant validity.

Tabel 3

Discriminant Validity Analysis (Fornell-Larker Creter Creterion)

	MR	QQ	TL
MR	0.867		
QQ	0.577	0.871	
TL	-0.316	0.080	0.814

Source: SmartPLS V4

Table 4 shows that toxic leadership significantly and negatively affected monetary rewards, with a path coefficient of -0.316 and a p-value of 0.007. This suggests that in environments where toxic leadership behaviors are present, such as micromanagement, public criticism, and favoritism, workers perceive monetary rewards as less motivating and less fair. Additionally, toxic leadership had a significant positive effect on quiet quitting, with a coefficient of 0.292 (p = 0.005), indicating that toxic leadership contributes to increased disengagement and emotional withdrawal in the workplace. Monetary reward, on the other hand, positively influenced quiet quitting (coefficient = 0.669, p = 0.000); given that the quiet quitting construct is measured in terms of reduced commitment and performance, this result implied that higher perceived monetary rewards are associated with decreased levels of quiet quitting, as monetary rewards can enhance motivation and commitment. The indirect effect of toxic leadership on quiet quitting, moderated by monetary reward, is also significant with a coefficient of -0.212 (p = 0.016). This value is derived by multiplying the direct effects of toxic leadership on monetary reward and monetary reward on quiet quitting. The negative coefficient indicates that toxic leadership reduces the effectiveness of monetary rewards, which in turn contributes to increase quiet quitting.

Table 4

Hypothesis Test Result

Hypothesis	Path Coefficient	95% Confidence Interval		Sig	VIF	F Square/ Upsilon V	R Square	Q Square (SRMR)
		Lower	Upper					
Direct effect								
TL→ MR	-0.316	-0.489	-0.001	0.007	1.000	0.111	0.100	
TL→QQ	0.292	0.293	0.060	0.005	1.111	0.130	0.410	
MR → QQ	0.669	0.551	0.794	0.000	1.111	0.683		0.100
Indirect effect								
TL→MR→QQ	-0.212	-0.368	-1.001	0.016	-	0.547		

Source: SmartPLS V4

Furthermore, the model diagnostics indicate strong statistical robustness. The Variance Inflation Factor (VIF) values were all below 5, with the highest at 1.111, suggesting that multicollinearity is not an issue. The effect size (F^2) for toxic leadership on monetary reward was 0.111, showing a small to moderate effect, while the effect of monetary reward on quiet quitting was substantial ($F^2 = 0.683$), highlighting its importance in influencing quiet quitting. The R^2 value for monetary reward was 0.100, indicating that toxic leadership explains 10% of its variance. Meanwhile, the R^2 for quiet quitting was 0.410, suggesting that 41% of its variance is explained by toxic leadership and monetary reward combined. Predictive relevance was confirmed through Q^2 values above zero for both monetary reward and quiet quitting (0.100), implying that the model has acceptable predictive power. Lastly, the Standardized Root Mean Square Residual (SRMR) value of 0.100, although slightly above the ideal threshold of 0.08, still suggested an acceptable model fit, albeit with some room for improvement.

Based on the results of hypothesis testing, the first through fourth hypotheses were accepted, with p-values less than 0.05, indicating statistically significant relationships. The empirical evidence gathered supported the notion that toxic leadership detrimentally affects perceptions of monetary rewards. Specifically, the findings revealed an inverse relationship: as the influence of toxic leadership increases, satisfaction with monetary rewards decreases. These findings illustrated the dynamics between leadership and employee motivation. Rewards play a role in encouraging employees to excel and concretely reward performance and contribution (Noorazem et al, 2021). However, when the leadership conditions are toxic, the effectiveness of financial rewards as a motivational tool is weakened. This decline is caused by the destructive behaviors associated with toxic leadership, which undermine core motivational theories such as reinforcement and expectancy. As a result, employees may withdraw, only meeting basic expectations to avoid conflict or negative consequences, rather than striving for excellence (Alves & Lourenço, 2023).

The findings of this study are supported by several previous studies, which show that monetary rewards can serve as a reason to persist in the face of negative experiences at work. Employees can tolerate detrimental leadership behaviors if available and perceived as sufficient (Dartey-Baah et al., 2023). Furthermore, the finding supports the view that monetary rewards can mitigate the impact of toxic leadership by shifting ethical or relational concerns to personal gain (Wang et al., 2024).

Toxic leadership contributes to quiet quitting by creating a bad work environment where employees feel unappreciated, unsupported, and unmotivated. Leaders who exhibit abusive,

manipulative, or self-serving behavior foster feelings of fear and alienation, which encourage employees to withdraw emotionally and reduce their efforts to a minimum. Studies by Oliveira and Najnudel (2023), Wolor et al. (2022), and Osei et al. (2022) confirmed that toxic leadership undermines employee engagement, encourages employee withdrawal, and contributes to turnover intentions. This indifference reflects the essence of quiet quitting, where employees remain in roles but psychologically disengage and limit contributions.

The impact of monetary rewards on tacit self-compensation is closely related to employees' perceptions of fairness and equality in the workplace. When workers feel their income does not match their contribution, dissatisfaction and disengagement often occur. This perceived injustice impacts decreasing organizational commitment, leading to a quiet quitting mindset of only doing the minimum work required. In line with this, Nisar et al. (2021) stated that the perceived injustice impacts on quiet quitting behavior. Likewise, Corbin and Flenady (2024) explained that monetary rewards are a form of workplace performance recognition. Lack of fair rewards impacts motivation and increased organizational commitment; quiet quitting strengthens the self.

Ramirez, J., & Singh, K. (2023) suggested that perceived differences in compensation are strongly associated with increased quiet quitting behavior. These findings suggested that employees who receive fair and equal pay report higher job satisfaction and engagement. Conversely, those who achieve it tend to reduce discretionary effort, engaging only as needed. Similarly, Ghosh et al. (2023) found that employees with higher compensation were less likely to quit quietly, suggesting a role for monetary stability in maintaining motivation. Furthermore, Wrzesniewski and Dutton (2022) suggested that when individuals perceive being rewarded as supporting their job creation efforts, they are more likely to remain engaged in organizational activities. The findings are supported by previous research that compensation gaps are related to employee disengagement, and compensation needs to be increased to prevent and inhibit silent resignation and maintain commitment to work.

Studies suggest that monetary rewards can moderate the effects of toxic leadership and quiet quitting. Fair and appropriate compensation reduces the risk of adverse outcomes from toxic leadership, which can motivate and improve employees' commitment. Some studies aligned with this finding and explained that fair compensation improves morale and commitment (Chen et al., 2022), reduces employee turnover (Kim & Kim, 2023), and increases loyalty and performance (Khan et al., 2020). Additionally, rewards that meet employees' various needs (Thireskumar & Jayathilake, 2019) and offer financial balance (Hamouche & Papastathopoulos, 2023) help reduce quiet quitting. In short, fair compensation is essential for sustaining and maintaining engagement, even in a toxic environment.

In Islamic teachings, toxic leadership is regarded as a form of *ẓulm* (oppression), which is strictly prohibited. Leaders who publicly humiliate subordinates, demonstrate favoritism, and disregard consultative processes violate the fundamental principles of *al-ʿadl* (justice) and *iḥsān* (excellence) in leadership and management. The Qur'an emphasizes this ethical foundation in the verse: *"Indeed, Allah commands justice and excellence"* (Qur'an, An-Naḥl 16:90). Accordingly, an Islamic model of leadership must promote *ʾamān* (a sense of security), *taʿāwun* (collaboration), and *mawaddah* (compassion and mutual care) within the organizational environment.

Despite the valuable insights offered, this study has certain limitations. Its cross-sectional design does not allow for causal inference over time. Future research should adopt longitudinal approaches to better understand the causal relationships among the variables. Additionally, further investigation into how personality traits and coping mechanisms influence employees' responses to

toxic leadership would deepen understanding and enhance the practical relevance of the findings (Elbers et al., 2023; Khan et al., 2024).

CONCLUSION

This study applies reinforcement theory and expectancy theory to examine the influence of toxic leadership and monetary rewards on quiet quitting among healthcare workers. According to reinforcement theory, the negative consequences of toxic behaviors such as punitive, neglectful, or abusive leadership function as deterrents that diminish motivation and foster disengagement. From the expectancy theory perspective, motivation is enhanced when effort leads to outcomes that meet an individual's expectations. In this regard, fair and sufficient financial compensation acts as a catalyst for motivation and strengthens organizational commitment.

The findings demonstrated that both toxic leadership and monetary rewards significantly affect quiet quitting, accounting for 41% of the variance observed. This result underscores the critical role of leadership style and compensation systems in shaping employee engagement. Monetary rewards also function as a moderating factor; when employees perceive compensation as fair and aligned with their contributions, it can buffer the detrimental impact of toxic leadership. Conversely, when financial rewards fall short of expectations, the negative influence of destructive leadership intensifies, leading to greater disengagement. These insights highlight that leadership behavior and reward systems are key determinants of employee commitment and performance.

The study contributes to the literature on organizational behavior by illustrating the complex interplay between toxic leadership, reward perception, and quiet quitting, particularly in the healthcare sector. It revealed that toxic leadership not only directly influences employee withdrawal but also undermines the motivational value of monetary rewards. As such, models of employee turnover should incorporate both leadership behavior and compensation perceptions to capture these dynamics more accurately. From a practical standpoint, the study offers healthcare organizations actionable insights for addressing toxic leadership through the cultivation of supportive and communicative leadership practices.

Furthermore, the findings emphasized the importance of integrating Islamic values into leadership and human resource management, especially within morally demanding sectors like healthcare. A leadership model grounded in *amānah* (trust), supported by equitable reward systems, and embedded within a workplace culture that fosters *ikhlāṣ* (sincerity), *taʿāwun* (cooperation), and *iḥsān* (excellence), offers a comprehensive framework for mitigating quiet quitting. Such an approach aligns with the Islamic ethical vision of the workplace as a source of *raḥmatan lil-ʿālamīn* a mercy for all creation.

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