



Decoding the mechanisms of psychological withdrawal at work: Exploring the complexities of coping and isolation

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Abstract. In the context of the workplace, psychological withdrawal can refer to employee behaviors or experiences that are indicative of disengagement, dissatisfaction, or a lack of motivation. It is mainly the mental escape from the workplace while being physically present in the organization. *Purpose.* The aim of the study is to explore psychological withdrawal behavior that the organizations have been experiencing or witnessing. The research questions are as follows. 1. What are the antecedents (variables that describe possible causes) of psychological withdrawal in workplace? 2. How do employees psychologically distance themselves from their jobs? 3. What consequences do psychological withdrawals have? 4. What strategies might be used to minimize psychological withdrawal? *Research methodology.* For this study, inductive research methodology was used. This approach involves gathering sample data and using it to look for themes and patterns. An online survey that was left open-ended asked the participants about their views on psychological withdrawal behavior. This study used thematic analysis as its analytical approach. The procedures in thematic analysis include identifying patterns and themes in the data and categorizing them. For this research, 70 managers from various private firms served as the respondents. The participants in this study were chosen using purposeful sampling. *Finding.* The results of a field study identified four themes of psychological withdrawal behavior: reason or antecedents, methods, consequences and strategies to reduce such behavior. By gaining knowledge, empathy, and appropriate coping mechanisms, one can better manage and limit the harmful impacts of psychological withdrawal behavior at the individual and social levels. This would also improve people's general mental and emotional well-being while increasing productivity for the organization. *Value of results.* The importance of knowing the underlying mechanisms and triggers of withdrawal behavior is one major takeaway from this paper. Whether it's due to physical reliance, social anxiety, or a desire for digital detox, identifying the fundamental causes can help guide intervention tactics and support systems for people going through withdrawal.

Keywords: psychological withdrawal behavior, work withdrawal, qualitative analysis, NVivo, thematic analysis.

Introduction

Organizations, large and small, strive to develop productive and committed personnel (Wan, 2007; Navarro, Bass, 2006). However, there are occasions when employees disconnect themselves

from their work for a variety of reasons (Mobley, 1982). Employee withdrawal behaviors are the most typical type of work disengagement displayed by employees (Koslowsky, 2009). Withdrawal behavior is defined as an employee's departure from duties and obligations as a result of a gap between the employee and the company (Berry, Lelchhook, Clark, 2012). It can also be defined as a collection of behaviors used by an employee to remove oneself (mentally or physically) from the organization (Carmeli, 2005). In essence, withdrawal behavior might manifest itself in a variety of ways, ranging from arriving late or missing meetings to absenteeism and turnover (Rosse, 1988).

According to M. J. Spindolini, withdrawal behavior is a voluntary reaction to perceived off-putting conditions that increase the psychological and physical distance between the employee and the business (Spindolini, 1985). Numerous studies also make a distinction between physical withdrawal behaviors like tardiness, absenteeism, and abandoning your work and psychological withdrawals like being there but unproductive (Waters, Roach, 1971). Psychological withdrawal behavior has become a major issue in the digital age, as our lives are becoming increasingly entwined with screens and virtual interactions. Technology "promises to make easy things that, by their very nature, have to be hard," as psychologist Sherry Turkle famously put it. Previous studies have shed light on the emergence of "iGen" or "Generation Z," who are distinguished by their intense absorption in digital gadgets and, as a result, a growing propensity to psychological withdrawal behaviors. Majority of research has been conducted on employee physical withdrawal from the workplace (Harrison, Martocchio, 1998); however, psychological withdrawal has received much less attention (Sagie, Birati, Tziner, 2002). Nonetheless, psychological withdrawal costs the company as much as physical withdrawal because workers continue to be present in the workplace even though they are still not working for the organization.

In this article, we embark on an exploration of psychological withdrawal behavior, delving into its underlying causes, potential consequences on organizations and the ways to reduce this sort of behavior. By synthesizing insights from previous research and offering fresh perspectives on this evolving phenomenon, we aim to contribute to a deeper understanding of the challenges posed by our increasingly digital lives and the imperative for thoughtful reflection and intervention.

Purpose

The aim of the study is to explore psychological withdrawal behavior that the organizations have been experiencing or witnessing. The purpose of the survey with open-ended questions from employee managers is to gain knowledge about the different acts of psychological withdrawal articulated by the participants. The study aims to add knowledge about the form of psychological withdrawal in the workplace, and to suggest the organizations for reducing such withdrawal behaviors. Following a review of the relevant literature, the subsequent research topics were determined for our study:

Research questions

The answers to the following research questions were sought via thematic analysis.

1. What are the antecedents (variables that describe possible causes) of psychological withdrawal in workplace?
2. How do employees psychologically distance themselves from their jobs?
3. What consequences do psychological withdrawals have?
4. What strategies might be used to minimize psychological withdrawal?

Research methodology

Research philosophy

This study's philosophical foundation is interpretivism, a school of thought that emphasizes understanding people's subjective experiences in the context of their social environments (Antwi,

Hamza, 2015). The purpose of this study is to gain a better understanding of employee turnover from the perspective of managers working for private companies (Sullivan, 1999; Harman et al, 2007).

Research approach

For this study, inductive research methodology was used. This approach involves gathering sample data and using it to look for themes and patterns. The inductive method is appropriate for this study due to the exploratory character of the research issue and the requirement for a complete understanding of the elements that contribute to employee turnover.

Sample and sample size

For this research, 70 managers from various private firms served as the respondents. The participants in this study were chosen through the use of purposeful sampling. Purposive sampling is acceptable for qualitative investigations where the researcher seeks to get information from people who have the most understanding about the relevant research topic (Elo et al., 2014). Additionally, there is no standard sample size, since the ideal sample for qualitative investigations relies on the goal of the study, the research questions, and the depth of the data.

Data collection method

An online survey that was left open-ended asked the participants about their views on psychological withdrawal behavior. A question with an open-ended response format was used to gather data on psychological retreat in the workplace since it allowed respondents to express their opinions. A typical question is asked in following format: "What do you think about psychological withdrawal in workplace?"

Respondents were encouraged to quote some of the incidents that they have witnessed of withdrawal behavior at workplace even when employees were physically present in the workplace. There was no word limit for the answers.

The online survey link was sent to the target group via emails and messages. The weekly reminders were also used as the time progressed. The survey typically took 15 minutes to complete. Participants were pre-informed about the purpose of the study, so that they could share their stories wholeheartedly without holding anything back.

Analytical approach

This study used thematic analysis as its analytical approach. The procedures in thematic analysis include identifying patterns and themes in the data and categorizing them. The analytical procedure includes reading and rereading the transcripts to look for recurring themes and patterns. Following steps were performed during the analysis:

- data familiarization: the participant responses were read again to obtain a thorough understanding of the data (Antwi, Hamza, 2015).
- coding: the data was broken into smaller units known as codes, which correctly attribute the properties of the data.
- theme development: the theme reflected the more significant aspects of the data, whilst the code reflected the more minute aspects. Typically, a theme was created by a group of codes.
- data interpretation: data was interpreted based on themes, and conclusions were drawn.

Validity

To ensure the study's validity, the following actions were taken: (1) Authors gathered primary data to prevent biases in the data (Dul, Hak, 2007). (2) Participants were given free rein to voice their thoughts by using open-ended questions.

Ethical considerations

Participants were informed of the purpose of study before the interviews. Their consent was obtained after informing them that anonymity and confidentiality will be maintained; they were made aware of their right to withdraw from the study at any time.

Software used

Qualitative analysis was done on the data collected via the open-ended survey questionnaire. The researchers used the computer software program NVivo12 plus to conduct a thematic analysis. The responses were entered into the software which was then coded into themes by the NVivo12 plus and analyzed thereafter.

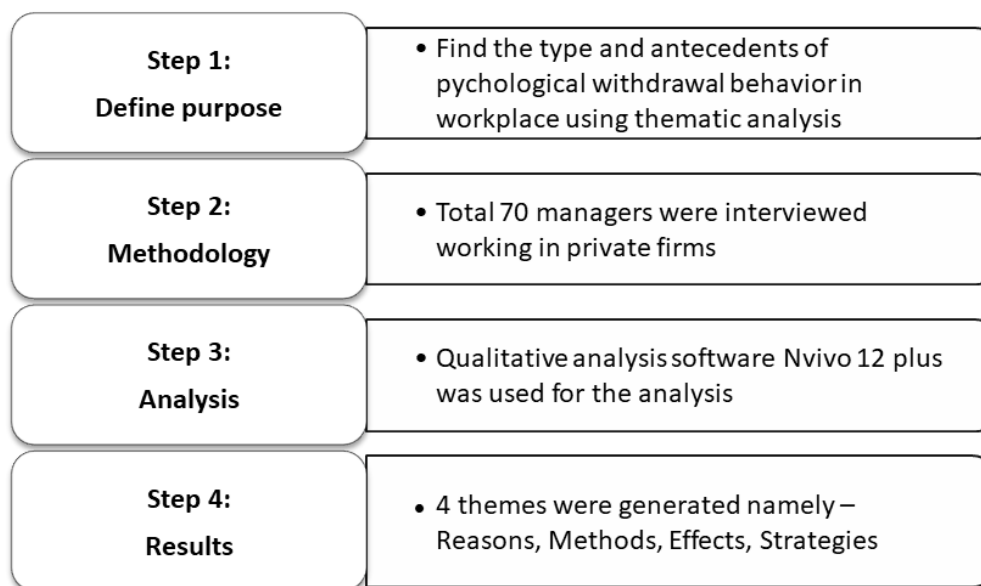


Figure 1. Thematic procedure

Thematic analysis

This section investigates the main manifestations and causes of psychological withdrawal behavior. Four themes emerged from the examination of the responses. These topics included the various methods by which workers psychologically distance themselves from their jobs, the causes and repercussions of such behavior, and strategies for minimizing it. These topics are further developed below.

Theme 1. Antecedents of psychological withdrawal behavior

The participants' responses indicate that there are a variety of reasons why employees psychologically withdraw from their jobs (Johns, 2001). Most participants expressed "Workload and Stress" in first place (Jex, 1998; Xanthopoulou, 2007). Most of the time, excessive workload, unrealistic expectations, and high levels of stress can lead to psychological withdrawal. Employees feel overwhelmed and unable to cope with the demands of their job. One of the participant quoted *"employee feel like they are drowning in tasks and thus they try to avoid things by involving in cyber loafing etc."*

Some other relevant quotes:

"One of the reasons is boredom and monotony. Boredom and disengagement can result from repetitive and unchallenging work. As a result, employees perceive a lack of variety and stimulation in their work and become mentally detached."

“Job unhappiness is a major source of psychological retreat. Employees who are dissatisfied with their duties, responsibilities, or the workplace atmosphere are more likely to leave.”

“Employees lose interest in their jobs when they perceive their efforts are being overlooked or undervalued. Disenchantment arises as a result of not being recognized for their achievements.”

“When an employee’s own values and views do not coincide with the organization’s principles or mission, he or she may feel disconnected and withdraw.”

“Bias, discrimination, or unjust treatment based on gender, color, or age can all contribute to disengagement and retreat.”

“Employees who struggle to balance their work and personal lives experience psychological withdrawal because of emotions of tiredness and exhaustion.”

“Employees find it difficult to remain interested and motivated if they do not perceive a clear purpose or significance in their work and thus they get involved in things like doing time pass.”

Theme 2. Methods of psychological withdrawal

The possibility of employees psychologically separating themselves from their jobs emerged as another issue. Cyber-loafing is a particular form of psychological estrangement from the job that involves participating in online activities unrelated to work whilst at work. It’s a common issue in the digital age and can significantly affect productivity and effectiveness at work. Employees spend too much time browsing social networking sites like Facebook, Twitter, Instagram, or TikTok rather than performing their duties, according to a respondent. Some people engage in e-commerce activities making personal purchases, travel plans, or doing other things while at work.

Some other relevant quotes:

“Employees start keeping a close eye on their personal email accounts and using them for non-work-related contact, reading news blogs, forums, or websites.”

“One of my juniors routinely uses messaging services like Slack, WhatsApp, or Messenger for socializing or private talks. Additionally, he participates in message boards, forums, and groups online that have nothing to do with his area of work.”

“Almost all of the employees, or at least the majority of them, are constantly checking their phones for notifications, personal messages, or app usage.”

“Some employees may utilize the strategy of appearing busy while actually accomplishing nothing of value. To appear to be working when they are not, they may shuffle papers, compose emails or documents, attend meetings, or perform other evident chores that are not required.”

“Workers may become obsessed with trivial or personal issues. Workers’ minds wander as they stare into space, out the window, or have distant expressions on their faces.”

“Some employees spend an inordinate amount of time at work engaged in casual talks with coworkers. They also take longer than required lunch breaks to socialize. Social bonds are beneficial to team cohesion, but spending too much time talking about things unrelated to work might reduce productivity.”

“Employees frequently visit the desks or workspaces of their colleagues to chat or gossip.”

Theme 3. Effects of psychological withdrawal

The effects of psychological withdrawal behavior emerged as the third factor. According to managers, psychological disengagement at work leads to reduced production as well as a higher rate of physical disengagement, such as tardiness, absenteeism, and turnover. Employees that are psychologically disengaged may not offer their utmost effort, resulting in poorer output, according to one participant. When performing tasks, they may work slowly or pay less attention to details. On occasion, it may result in an increase in absenteeism as employees look for reasons not to come to

work. As a result, fewer hours were worked each week overall, and more work was distributed to other team members.

Some other relevant quotes:

“Psychologically isolated workers are more likely to seek alternative employment opportunities, increasing the company’s turnover rates. In terms of lost institutional knowledge, training, and recruitment, high turnover can be costly.”

“A significant portion of the workforce’s psychological withdrawal may contribute to a toxic organizational culture.” This has an effect on team dynamics, communication, and morale.”

“Disengaged employees are less likely to offer new perspectives or novel solutions to problems.” This makes the company’s ability to expand and adapt more difficult. Employee disengagement also raises the possibility of producing lower-quality work, which can undermine the company’s reputation and customer satisfaction.”

“Interpersonal conflicts among team members can arise as a result of psychological withdrawal.” Employees who are disengaged are less willing to collaborate or communicate effectively, which leads to workplace friction.”

“Prolonged psychological withdrawal causes stress, anxiety, and even physical health problems in employees.” As a result, corporations must face increasing medical costs for their personnel.”

Theme 4. Strategies to reduce psychological withdrawal

Maintaining a productive and healthy work environment requires reducing psychological withdrawal habits, and communication is the key to doing this (Norman et al, 2010; Wang, Liu, Zhu, 2018). In addition to speaking up more, managers and supervisors must pay attention to the problems of their staff (Qian, Zhang, Jiang, 2020). One of the respondents quoted *“To prevent psychological withdrawal, establish clear standards and provide specific job descriptions to employees. When employees understand what is expected of them, they are more likely to stay focused on their work. Provide regular performance evaluations and comments. Employees who get constructive criticism may better understand their own strengths and areas for development, which may motivate them to stay engaged rather than participate in withdrawal behaviors.”*

Some other relevant quotes:

“Businesses must foster a work environment that respects, values, and cares for its employees. Workers are less likely to withdraw when they feel valued and appreciated.”

“Involve employees in decision-making processes when appropriate. Employees who have a role in how their jobs are carried out are more likely to feel committed in their employment and are less likely to quit.”

“Employees’ contributions should be recognized and rewarded. This can be accomplished through official recognition programs or through simple gestures of gratitude. Being praised can assist to alleviate withdrawal symptoms.”

“Promote work-life balance by offering flexible work schedules or emphasizing time management skills. A healthy work-life balance minimizes the chances of employee burnout and withdrawal.”

“Authorities should schedule one-on-one meetings with employees on a regular basis to discuss their goals, concerns, and progress. This shows that you care about their development and well-being while also keeping a watch on them.”

“Employees should be provided with mental health resources and support. Stress and anxiety-related withdrawal symptoms may be reduced by resolving mental health concerns. Wellness programs that address both mental and physical well-being could be introduced.”

“I believe that clearly explaining to employees the various career options available within the company could be effective. The prospect of advancement in one’s career can inspire people to stay engaged and engage in fewer psychological disengagement behaviors.”

To summarize, withdrawal behavior can take various forms and is a natural response to a wide range of stimuli and conditions. By developing awareness, empathy, and appropriate coping mechanisms at the individual and social levels, one can better address and minimize the negative effects of withdrawal behavior while also promoting general mental and emotional well-being. One's understanding of human behavior will undoubtedly improve as a result of greater research and evaluation of the present subject.

Research findings and discussion

The intention of the study was to gain an understanding of the phenomenon of psychological withdrawal behaviors at the workplace, which is an important component of organizational behavior that has a big impact on productivity, worker satisfaction, and overall performance of the company. Psychological withdrawal includes a range of behaviors related to disengaging from work, such as daydreaming, cyberloafing, and exerting less effort. These behaviors can be caused by a variety of circumstances, such as stress, job dissatisfaction and a lack of support from the organization.

Reasons of psychological withdrawal

The respondents' varied explanations for psychological disengagement among employees may be mostly linked to the following factors:

An excessive workload would have a detrimental effect on workers' mental and physical health as well as cause burnout, cynicism, and decreased productivity. Additionally, this would be detrimental to the chemistry of the team and ultimately result in employees' psychological disengagement.

Stress at work can cause a variety of problems for employees' physical and mental health. Anxiety and despair may cause employees to miss work more frequently. Conversely, it can also result in presenteeism, which is when workers show up for work when ill or under stress, which decreases productivity and increases mistake rates.

Job dissatisfaction and psychological disengagement are strongly related, impacting and strengthening one another. For example, Employees who are dissatisfied with their jobs have a tendency to psychologically disconnect, which makes them less interested in their work and the objectives of the company. Their discontent may worsen as a result of this disengagement, starting a vicious cycle. Employees who are dissatisfied and disengaged are more likely to miss work more frequently and for longer periods of time.

When workers feel their efforts are not appreciated, their mental and emotional commitment to their jobs tends to decrease. Acknowledgment is a strong motivator and its lack can make one feel underappreciated. Employees may believe their hard work is in vain if they feel their efforts are not recognized. This stress can lead to emotional tiredness and burnout as workers retreat inward to shield themselves from the damaging impacts of their workplace and are less likely to feel devoted and committed to their company. The morale and dynamics of a team can also suffer when there is a lack of recognition. All of these elements eventually result in psychological disengagement, which is the state in which workers lose motivation to make significant contributions to their positions.

Employees' emotional and mental involvement with their work tends to decrease when they are assigned monotonous and uninteresting duties. Feelings of exhaustion and irritation may result from the jobs' repetitious nature. Work that is repetitious is susceptible to becoming monotonous and uninteresting. Because they are not engaged or motivated by their work, employees who are not receiving enough intellectual stimulation see a decline in motivation and interest. Workers who undertake repetitive duties could feel that their abilities are not fully utilized, which could make them unhappy in their positions. This may result in a reduction in collaboration and cooperation among employees as they become less communicative and cooperative with their coworkers.

Such employees are less inclined to look for learning chances, pick up new abilities, or take on difficult assignments when they are not mentally engaged. This stasis can impede their ability to grow personally and professionally, which feeds the cycle of disengagement. Such employees may eventually experience psychological withdrawal from their work.

Job happiness is highly dependent on having a sense of purpose. A major contributing factor to psychological withdrawal of employees is lack of purpose in their work. Employee motivation to complete tasks efficiently is likely to decline when they fail to see the significance or worth of their labor. Stress and burnout may also result from not having a defined purpose. It can be mentally draining for workers to feel aimless or lost. Workplace culture can also be adversely affected by a lack of purpose. When employees experience a loss of intrinsic desire, they may psychologically check out and put in less effort in their work.

One essential element of work satisfaction is fairness. Workers who feel they are being treated unfairly are likely to be extremely dissatisfied with their jobs. Staff trust is undermined by unfair treatment, which includes discrimination, partiality, and unequal workloads. Stress and unpleasant feelings like rage, irritation, and resentment are caused by unfair treatment. Workers become less devoted to the company when they perceive that they are receiving unfair treatment. Employees may experience psychological disengagement as a result of this lack of trust and loyalty as they disconnect to shield themselves from additional injustice.

Workers who feel that there is disconnect between their work and their moral principles frequently exhibit low motivation and low engagement. Job satisfaction declines when workers believe their employment compromises ethics or goes against their personal values. Significant stress and moral discomfort can result from a misalignment with ethical norms. It can thus erode trust and morale among staff members by fostering a sense of skepticism and disappointment. Employees are less likely to be passionate or committed to their work when they believe that it goes against their own principles. This might result in psychological retreat as they try to avoid doing work that they find morally unpleasant.

Poor work-life balance frequently causes burnout and chronic stress. Job satisfaction generally decreases when work routinely interferes with personal time. Workers may lose motivation and productivity at work if they are required to labor nonstop and are unable to take breaks or engage in personal interests. Insufficient time allocated for relaxation, leisure, and individual pursuits may result in health problems like insomnia, nervousness, and despondency. Workers who perceive an inadequate work-life balance are more likely to experience job dissatisfaction. Employees may get emotionally and physically exhausted if they are unable to manage the demands of their personal lives with those of their jobs. Because of the enormous demands placed on them, employees may psychologically withdraw due to this high degree of stress.

Methods of psychological withdrawal

The following elements may have a crucial role in the different ways that individuals disengage psychologically from their jobs:

Looking busy can be a method of psychological withdrawal, where employees engage in behaviors that give the appearance of productivity while mentally and emotionally disengaging from their work. Psychologically detached workers could focus on unimportant or surface-level work that doesn't demand a lot of mental energy or attention. Employees can lessen the chance of drawing notice or scrutiny from managers by projecting a sense of busyness. If a worker appears busy, supervisors might be less inclined to give them more work or to inquire about their productivity, which would allow the worker to keep a low profile and avoid generating additional demands. Psychologically reclusive workers can rather work alone, shunning cooperation and teamwork. They can indicate to others that they are unavailable for conversations or group projects by seeming preoccupied.

Another popular technique for psychological disengagement is daydreaming, in which workers allow their thoughts to stray into other ideas or imaginations in order to psychologically disconnect from their current work environment. Employees can psychologically escape the tension, boredom, or discontent of their workplace by daydreaming. It gives them a brief escape from chores they find tedious, difficult, or overwhelming, allowing them to withdraw into their own minds and deal with the matter at hand. Workers who indulge in fantasies or imagine happier situations can decompress and find respite from the demands of their jobs. Also, when workers feel helpless or trapped in their existing employment, daydreaming can help them regain control. Daydreaming enables workers to take a mental vacation, allowing their minds to relax and heal.

Using social media to mentally and emotionally detach from job activities is a prevalent kind of psychological detachment among employees. Social media is made to be interactive, with likes, comments, and shares offering rapid satisfaction. Employees can take a brief break from their work surroundings and current responsibilities by browsing through social media feeds, viewing movies, or engaging with posts. Employees might minimize social involvement in the workplace by seeming preoccupied with their phones or computers, which signals that they are not available for talks or collaboration. Thus, they risk additional psychological disengagement from their work by putting off and delaying fulfilling their work obligations by focusing on social media.

When employees indulge in online shopping, it might act as a means of psychological retreat from work, causing them to emotionally and mentally detach from their job. Online shopping might provide a short-term emotional lift and rapid satisfaction. Through product browsing, price comparison, and purchase, workers can momentarily remove themselves from the pressures, routines, and unhappiness of their workplace. Online purchasing may become a habit among employees as a way to escape tedious, challenging, or stressful tasks. Online purchasing can also be used as a means of minimizing interactions with superiors and coworkers while at work.

A method to cut down on encounters with coworkers and superiors is to use personal email. When employees focus on personal email during work hours, it might act as a psychological withdrawal strategy, causing them to emotionally and mentally detach from their professional duties. On the positive side, employees can stay in touch with their personal lives by responding to personal communications, which can be consoling and encouraging. A quick mental respite from the responsibilities and strains of work is offered by checking and responding to personal communications. However, employees can also put off handling work-related tasks by focusing on personal contact, which can cause them to become even more psychologically detached from their jobs. Staff members who frequently use their personal email may be depressed, unmotivated, or unhappy with their workplace. This conduct suggests that underlying issues pertaining to job satisfaction and engagement need to be addressed.

Chatting and messaging applications can be used by employees as a psychological withdrawal strategy, when they participate in personal chats to emotionally and mentally detach themselves from their work tasks. This may be especially alluring to workers who find their jobs demanding, repetitive, or unsatisfying. Engaging in conversation with loved ones can provide emotional fulfillment and social support, making conversations with them comforting. They can postpone handling work-related tasks by focusing on personal talks, which adds to their psychological disengagement from their jobs. Use of messaging and chat applications during working hours on a regular basis may indicate more serious problems with job satisfaction and engagement.

Overuse of smartphone at work can be a major contributing factor to psychological detachment, a condition in which workers emotionally and mentally disengage from their jobs. Employees can readily divert themselves from their work environment by using social media, games, news, or other apps, providing a brief mental respite from stress, boredom, or discontent. Overuse of smartphone

facilitates psychological disengagement by delivering a short-term diversion and escape, quick gratification, the ability to avoid work-related obligations, a decrease in interactions with coworkers, and a hint of more serious problems with job satisfaction and engagement.

It is well established that positive work environments, more teamwork, and higher morale can all be facilitated by healthy social connections. Socializing with others offers a respite from work-related responsibilities and a momentary diversion from boredom, stress, or discontent. Nevertheless, overindulgence in socializing may be a sign of job disengagement. Overindulging in socializing can impair concentration and output. Workers who participate in social activities on a regular basis may be demotivated, uninterested in their work, or unhappy with their position. Thus, socializing may occasionally be used as a psychological diversion, especially if it entails frequent or intense encounters that divert attention from work-related tasks.

Effects of psychological withdrawal

Psychological disengagement at work can have a lot of negative effects on both employees and businesses. It causes an overall decrease in the efficacy and performance of the organization. Individually speaking, it weakens job stability, damages professional reputation, discourages initiative, and has a detrimental effect on interpersonal relationships both at work and at home. Work-life balance would suffer as a result. Reduced ability to adjust to workplace requirements and a lower sense of accomplishments or contentment from work are the results. Anxiety and despair might impair one's capacity to make decisions. Reduced morale, a weakened sense of belonging at work, and a loss of trust between staff and management would all occur. Opportunities for professional growth would be lost, and there would be a higher chance of disputes with co-workers. Routine chores would no longer be as motivating, and productivity would be seriously undermined. There would be a decline in teamwork and communication as well as a rise in stress and burnout, which would increase the risk of absenteeism and ultimately increase turnover rates.

Strategies to reduce psychological withdrawal

The following are some of the different tactics used by respondents (managers) to lessen psychological disengagement in workers: Management must first acknowledge that it is aware of the issue of psychological withdrawal as a phenomenon. The manager must show its dedication towards lowering psychological disengagement among its employees. The manager should assist workers in drawing clear boundaries between their personal and professional lives. Staff members should be encouraged to actively seek out new information and abilities by fostering a culture of continuous learning. The value of taking pauses and taking care of oneself must be passed on to employees by experienced managers or by arranging external experts. Management must honor and value the work and accomplishments of its staff. A clear path for career advancement within the company must be provided to staff. The workplace must be friendly and inclusive for all staff members. The management must assist staff members in discovering significance and direction in their job. Management must uphold impartiality, mentorship, open communication, and an environment that fosters innovation and creativity. Management needs to encourage an environment of gratitude, respect, and candid dialogue. It must assist staff members in managing their personal and professional obligations. Workshops, training, and chances for professional development of staff members must be arranged. Management must reward and recognize staff members for their achievements and contributions. Team-building exercises and networking opportunities must be provided to all the staff members by management. A competent manager would never hesitate to ask for and implement employee feedback. Resources and initiatives to promote both physical and mental well-being of staff members must be provided by management. Managers must be able to quickly and amicably settle disputes. Management must make sure that staff members have the

resources and assistance they require to do their duties well. Employees should feel in charge of their job and choices. Management must promote cooperation and cultivate a positive team atmosphere for staff members in the office setup.

By putting these tactics into practice, employers may lessen the detrimental consequences of psychological disengagement at work and foster a more engaged, contented, and productive staff.

Following are the key findings of the research (Table 1).

Table 1. The consequences of psychological disengagement at work

Reasons of psychological withdrawal	
Workload and stress	Job dissatisfaction
Lack of recognition	Boredom and monotony
Lack of alignment with values	Inadequate work-life balance
Lack of purpose	Unfair treatment and discrimination
Methods of psychological withdrawal	
Looking busy	Day dreaming
Browsing social media	Online shopping
Personal email	Chatting and messaging apps
Excessive smartphone use	Socializing
Effects of psychological withdrawal	
Reduced productivity	Decreased innovation and creativity
Increased absenteeism	Increased conflict
Higher turnover rates	Lower quality of work
Negative organizational culture	Health issues
Strategies to reduce psychological withdrawal	
Clear career paths	Regular check-ins
Recognition and rewards	Work-life balance
Create a positive work environment	Employee involvement
Clear expectations	Regular feedback

Limitations and future research directions

Although this study offers insightful information about psychological withdrawal behaviors, it must be acknowledged that it has some limitations. The reliance on self-reported data may introduce bias, as employees might underreport withdrawal behaviors due to social desirability concerns. To gain a deeper understanding of the causal links between organizational characteristics and psychological withdrawal, longitudinal designs should be considered in future study.

Furthermore, the study's focus was on white-collar workers at large organizations. It is recommended that future research investigate similar behaviors in a variety of settings, such as smaller businesses and blue-collar employment, in order to ascertain whether the results apply to a wider range of work conditions. Future research should delve deeper into the intersectionality of various demographic factors, such as age, gender, and cultural background, to understand how these influence psychological withdrawal behaviors. Additionally, considering how technology affects psychological withdrawal makes sense in the digital workplace of today, future researchers can also study the impact of digital communication technologies, virtual collaboration, and remote work on withdrawal behavior.

Conclusion

The present work is a complex and intricate investigation into withdrawal patterns that reveals useful insights into human behavior and well-being. We discovered the similar threads that underpin

these behaviors by examining numerous forms of psychological withdrawal behavior. In addition, the study reveals the unique circumstances that contribute to their genesis. The importance of knowing the underlying mechanisms and triggers of withdrawal behavior is one major takeaway from this paper. Whether it's due to physical reliance, social anxiety, or a desire for digital detox, identifying the fundamental causes can help guide intervention tactics and support systems for people going through withdrawal. The study of withdrawal behavior also emphasizes the importance of balance and moderation in modern living. To prevent establishing unhealthy withdrawal patterns, it is critical to be mindful of how we interact with substances, technology, and social environments as we navigate an increasingly intricate and interconnected world.

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Расшифровка механизмов психологического отказа на рабочем месте: сложности совладания и изоляции

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Аннотация. В контексте рабочего места психологический отказ (*psychological withdrawal*) может относиться к поведению или переживаниям сотрудников, свидетельствующим об отчуждённости, неудовлетворённости или отсутствии мотивации. По сути это мысленное бегство с рабочего места при физическом присутствии в организации. *Цель.* Целью исследования является изучение проявлений психологического отказа, с которыми сталкиваются организации. Исследовательские вопросы таковы. 1. Каковы antecedенты (переменные, описывающие возможные причины) психологического отказа на рабочем месте? 2. Как сотрудники психологически дистанцируются от своей работы? 3. Какие последствия имеет психологическая абстиненция? 4. Какие стратегии можно использовать для минимизации психологического отказа? *Методология исследования.* Для этого исследования использовалась индуктивная методология. Этот подход включает сбор выборочных данных и использование их для поиска тем и закономерностей. В интнет-опросе участникам задавались вопросы открытого типа об их взглядах на поведение, характерное для психологического отказа. В качестве аналитического подхода использовался тематический анализ. Процедуры тематического анализа включают выявление закономерностей и тем в лингвистических данных и их категоризацию. В качестве респондентов выступили 70 менеджеров из различных частных фирм. Участники были отобраны с помощью целенаправленного отбора. *Результаты.* Результаты полевого исследования выявили четыре темы в описании психологического отказа: причины или предпосылки; методы реализации; последствия; стратегии преодоления такого состояния или поведения. Приобретая знания, развивая эмпатию и соответствующие механизмы преодоления трудностей, можно эффективнее контролировать и ограничивать пагубные последствия психологического отказа на индивидуальном и социальном уровнях. Это также улучшит общее психическое и эмоциональное благополучие людей, одновременно повышая производительность труда в организации. *Ценность результатов.* Важность понимания глубинных механизмов и ключевых стимулов психологического отказа — один из основных выводов данной статьи. Независимо от того, вызвано ли это физической зависимостью, социальной тревожностью или стремлением к цифровой детоксикации, выявление фундаментальных причин может помочь в разработке тактики вмешательства и систем поддержки для людей, переживающих психологический отказ.

Ключевые слова: психологический отказ, психологический отказ на работе, качественный анализ, NVivo, тематический анализ.