

Quiet Quitting in the Workplace: A Systematic Literature Review of Its Causes and Impacts

Anak Agung Diandra Ariviena

Universitas Surabaya, Indonesia

*Corresponding author. Email: s134125520@student.ubaya.ac.id

ABSTRACT

Quiet quitting is now widely discussed in workplace and human resource management studies because it reflects how employees respond to workload, well-being concerns, and work-life balance issues. The term does not mean that employees formally resign from their jobs. Instead, it describes a condition where employees remain in the organization but reduce their contribution to the minimum level required by their job description. This study aims to review previous research on quiet quitting in the workplace, particularly its antecedents, related concepts, and consequences for employees and organizations. This article uses a systematic literature review approach by analyzing selected articles from reputable academic sources, including Emerald, ScienceDirect or Elsevier, and other relevant peer-reviewed journal sources. The selected articles were published between 2022 and 2026. The review process follows the PRISMA approach through identification, screening, eligibility, and inclusion. Based on 20 selected articles, this review found that quiet quitting is mainly related to burnout, workload, work-life imbalance, job stress, abusive supervision, workplace silence, lack of managerial support, low job satisfaction, weak affective commitment, low psychological safety, and turnover intention. The literature also shows that quiet quitting should not be viewed only as an individual attitude problem. It can also be read as a signal of organizational problems, especially when employees feel unsupported, undervalued, or emotionally disconnected from their work. This study suggests that organizations need to manage quiet quitting by improving psychological safety, strengthening managerial support, managing workload fairly, and creating a healthier work environment.

Keywords: *Quiet Quitting, Employee Engagement, Burnout, Workload, Turnover Intention, Systematic Literature Review*

1. INTRODUCTION

Quiet quitting has become an important issue in contemporary workplace studies, especially after the COVID-19 pandemic changed how employees understand work, well-being, and personal life. Although the term sounds like resignation, quiet quitting does not mean that employees formally leave their jobs. It refers to a condition in which employees remain employed but limit their contribution to the minimum level required by their job description (Formica & Sfodera, 2022; Kim & Sohn, 2024). Employees who engage in quiet quitting still complete their main duties, but they tend to avoid extra tasks, reduce discretionary effort, and become emotionally detached from their work and organization (Hamouche et al., 2023; Uygungil-Erdogan et al., 2025).

The rise of quiet quitting shows that employee disengagement is no longer only expressed through absenteeism or resignation. In many cases, employees may stay in the organization while mentally withdrawing from their work. This condition is important for organizations because it can reduce productivity, weaken teamwork, lower work quality, and affect organizational culture (Prentice et al., 2025; Uygungil-Erdogan et al., 2025). Quiet quitting is also relevant for human resource management because it reflects a deeper problem in the employment relationship. Employees may reduce their effort when they feel that their work is not fairly rewarded, their workload is too heavy, their well-being is ignored, or their supervisors do not provide adequate support (Ramadhi et al., 2024; Hamouche et al., 2023).

Previous studies show that quiet quitting is closely connected with several workplace problems. Workload and job stress are often identified as important antecedents because excessive job demands can make employees feel overwhelmed, exhausted, and less motivated to contribute beyond their basic duties (Ramadhi et al., 2024). Burnout is also frequently discussed as a major factor behind quiet quitting. When employees experience emotional exhaustion and a decline in well-being, quiet quitting may become a coping mechanism to protect themselves from further psychological

strain (Prentice et al., 2025). In this sense, quiet quitting can be understood not only as a sign of low motivation, but also as a response to work conditions that employees perceive as unhealthy or unsustainable.

Another important factor is work-life balance. The pandemic encouraged many employees to reassess the role of work in their lives. As a result, some employees became more aware of the need to set boundaries between work and personal life (Formica & Sfodera, 2022; Hamouche et al., 2023). Quiet quitting may therefore reflect employees' attempt to regain control over their time, energy, and emotional resources. However, the literature also shows that work-life balance does not always directly predict quiet quitting in every context. Some studies suggest that workload, stress, leadership, and organizational culture may play a stronger role depending on the industry and employee characteristics (Ramadhi et al., 2024).

Leadership and organizational support are also central in explaining quiet quitting. Studies indicate that poor managerial support, abusive supervision, workplace silence, and low psychological safety can increase employee withdrawal (Kim & Sohn, 2024; Leong & Sadiq, 2026; Šimáček et al., 2025). Employees are more likely to disengage when they feel unsafe to speak up, unsupported by their supervisors, or treated unfairly. On the other hand, psychological safety and supportive leadership can reduce the negative effects of quiet quitting by helping employees maintain job satisfaction, affective commitment, and a sense of belonging in the organization (Kim & Sohn, 2024; Pawłowska & Michałowicz, 2026).

Quiet quitting also has important consequences for employees and organizations. Several studies connect quiet quitting with low job satisfaction, weak affective commitment, and turnover intention (Galanis et al., 2024; Kim & Sohn, 2024; Uygungil-Erdogan et al., 2025). Although quiet quitting is different from actual resignation, it may become an early stage of a longer withdrawal process. Employees who quietly quit may later develop a stronger intention to leave the organization if the underlying problems are not addressed. However, the relationship between quiet quitting and turnover intention is not always direct. Some studies suggest that this relationship may depend on mediating factors such as job satisfaction, affective commitment, burnout, and work alienation (Gün et al., 2025; Kim & Sohn, 2024; Leong & Sadiq, 2026).

Despite the growing number of studies on quiet quitting, the literature remains fragmented. Existing studies examine quiet quitting from different perspectives, such as burnout, work-life imbalance, psychological safety, abusive supervision, workplace silence, artificial intelligence anxiety, and turnover intention. These studies also use different contexts, including hospitality, healthcare, banking, academia, service industries, and general employees. Therefore, a systematic review is needed to organize the current findings and provide a clearer understanding of what causes quiet quitting and what impacts it creates in the workplace. Recent studies have also examined quiet quitting from different perspectives, including qualitative employee narratives (Nimmi et al., 2024), workplace silence and quiet firing (Atiku et al., 2025), healthcare settings (Kang et al., 2023), banking employees in Indonesia (Sitorus & Rachmawati, 2024), and Gen Z employees in emerging economies (Xueyun et al., 2023). Other studies have developed measurement tools and theoretical explanations to clarify quiet quitting as a distinct workplace phenomenon (Patel et al., 2025).

Based on this background, this study aims to systematically review previous research on quiet quitting in the workplace. The review focuses on three main aspects: the antecedents of quiet quitting, the related concepts used to explain quiet quitting, and the impacts of quiet quitting on employees and organizations. By reviewing studies published between 2022 and 2026, this article is expected to provide a structured understanding of quiet quitting as an emerging workplace phenomenon. This study also aims to support future research and provide practical insights for organizations in managing employee disengagement, strengthening managerial support, improving psychological safety, and creating healthier work environments. This study is guided by the following research questions:

1. What are the main antecedents of quiet quitting in the workplace?
2. What concepts are closely related to quiet quitting in previous studies?
3. What are the impacts of quiet quitting on employees and organizations?

2. RESEARCH METHOD

This study used a systematic literature review method to examine previous studies on quiet quitting in the workplace. A systematic literature review was chosen because it allows researchers to identify, evaluate, and synthesize existing studies in a structured way. The review process followed the PRISMA approach, which consists of identification, screening, eligibility, and inclusion stages.

The articles were collected from Emerald, ScienceDirect or Elsevier, and other relevant peer-reviewed journal sources. The other sources included journals from MDPI, Taylor & Francis, PLOS ONE, Scientific Reports, Wiley, BMJ Open, and Indonesian peer-reviewed journals. These sources were selected because they provide studies related to human resource management, organizational behavior, employee well-being, workplace stress, engagement, and turnover intention. The keywords used in the search process included “quiet quitting,” “quiet quitting and burnout,” “quiet quitting and workload,” “quiet quitting and turnover intention,” “quiet quitting and psychological safety,” “quiet quitting and work-life balance,” and “quiet quitting and employee engagement.”

The inclusion criteria were: (1) articles discussing quiet quitting in the workplace, (2) articles published between 2022 and 2026, (3) articles written in English or Indonesian, (4) empirical studies, review articles, or conceptual papers from peer-reviewed sources, and (5) articles that explain the causes, related concepts, or impacts of quiet quitting. The exclusion criteria were: (1) articles that only mention quiet quitting briefly without discussing it as the main topic, (2) articles that are not related to workplace or human resource management, (3) non-academic articles, opinion blogs, or news articles, and (4) duplicated articles.

The identification stage found 15,232 records from Emerald and ScienceDirect or Elsevier. In addition, 12 relevant articles were identified from other peer-reviewed journal sources. After applying the publication year filter from 2022 to 2026, 12,124 records were removed, leaving 3,120 studies for title and abstract screening. During the screening stage, 3,094 studies were excluded because they were not sufficiently relevant to the focus of this study. A total of 26 studies were then sought for retrieval, and all of them were successfully retrieved. These 26 full-text studies were assessed for eligibility. After the eligibility review, 6 studies were excluded because they did not meet the inclusion criteria. Finally, 20 studies were included in the systematic literature review. The article selection process is presented in Figure 1.

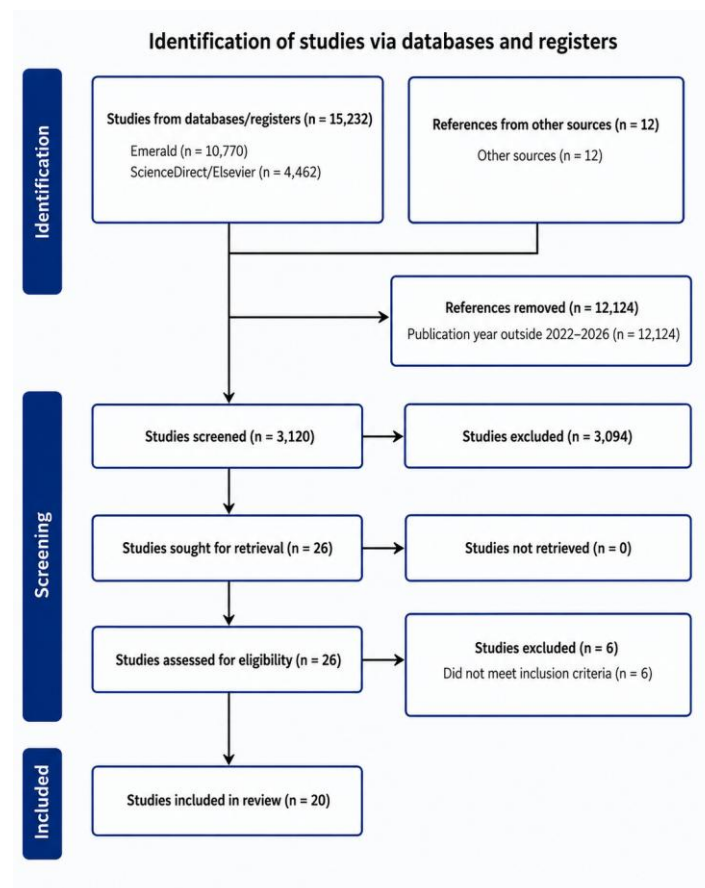


Figure 1. PRISMA framework of study selection process

The selected articles were analyzed using thematic analysis. The analysis focused on three main themes: antecedents of quiet quitting, related concepts used to explain quiet quitting, and consequences of quiet quitting for employees and organizations. The findings were then grouped based on repeated patterns found across the reviewed studies.

3. RESULT AND DISCUSSIONS

The review of 20 selected articles shows that quiet quitting is not a single-cause phenomenon. It is influenced by several workplace factors, such as workload, burnout, job stress, poor leadership, low psychological safety, weak organizational support, and work-life imbalance. The reviewed studies also show that quiet quitting is closely related to employee disengagement, work withdrawal, employee silence, job satisfaction, affective commitment, and turnover intention. In addition, quiet quitting has been discussed as a multidimensional construct that requires a clearer measurement scale and stronger conceptual boundaries (Patel et al., 2025). These findings indicate that quiet quitting should be understood as both an individual response and an organizational signal.

3.1 *Antecedents of Quiet Quitting*

The first major antecedent of quiet quitting is workload and job stress. Employees who experience high workload tend to feel emotionally and physically exhausted, which may reduce their willingness to contribute beyond their formal job duties. Ramadhi et al. (2024) found that workload significantly affects work stress and quiet quitting among Generation Z employees. This finding suggests that excessive workload can push employees to limit their effort as a way to protect their energy and well-being. The importance of job-related pressure is also supported by Xueyun et al. (2023), who found that organizational conditions, job burnout, and employee well-being are important factors in explaining quiet quitting intention among Gen Z employees. Burnout is another important antecedent. In hospitality and healthcare settings, burnout appears as a strong predictor of quiet quitting. Prentice et al. (2025) found that role conflict increases burnout and reduces employee well-being, which then leads to quiet quitting among hospitality employees. Similarly, Gün et al. (2025) found that job burnout has a positive effect on quiet quitting among nurses. These findings show that quiet quitting can be a coping response when employees feel exhausted and unable to continue giving extra effort at work. Work-life imbalance also appears frequently in the literature. The growth of quiet quitting after the COVID-19 pandemic shows that many employees began to reassess the boundaries between work and personal life. Formica & Sfodera (2022) explain that quiet quitting reflects a shift in how employees define work, well-being, and personal priorities. When employees feel that work takes too much of their time and emotional resources, they may reduce their involvement in non-mandatory work activities. Leadership and organizational support are also central factors. Poor managerial support, abusive supervision, negative workplace gossip, and workplace silence can increase the tendency to quietly quit. Pawłowska & Michałowicz (2026) found that employees who experience low managerial support are more likely to show quiet quitting symptoms. Leong & Sadiq (2026) also showed that abusive supervision can influence work alienation and quiet quitting. In addition, Šimáček et al. (2025) found that negative workplace gossip from supervisors reduces psychological safety and increases quiet quitting through employee silence. Abusive supervision and work-leisure imbalance are also relevant antecedents because they can increase psychological reactance and encourage employees to reduce their work contribution (Bhawna et al., 2025). In a similar way, Saxena et al. (2026) showed that abusive supervision can lead to quiet quitting through employee cynicism and acquiescent silence. Atiku et al. (2025) also found that workplace silence, quiet quitting, and quiet firing are connected with employee turnover in the service industry. This finding shows that quiet quitting can emerge in work environments where employees do not feel safe or encouraged to express their concerns. These findings suggest that quiet quitting may emerge when employees feel unsafe, unheard, or unsupported by their supervisors.

3.2 *Concepts Related to Quiet Quitting*

The reviewed studies show that quiet quitting is closely related to several concepts in organizational behavior, especially employee disengagement, job satisfaction, affective commitment, and psychological safety. Employees who quietly quit are still present at work, but they are mentally and emotionally detached from their tasks. Hamouche et al. (2023) explain that quiet quitting is connected with work withdrawal, employee cynicism, silence, and reduced discretionary effort. This means that quiet quitting can be understood as a hidden form of disengagement. A qualitative study by Nimmi et al. (2024) also shows that quiet quitting can be seen through employees' personal reasons, organizational politics, and people dynamics. This supports the view that quiet quitting is not only a performance issue, but also a response to workplace experiences and relationships.

Quiet quitting is also strongly related to job satisfaction and affective commitment. Kim & Sohn (2024) found that quiet quitting reduces job satisfaction and affective commitment, which later increases turnover intention. This finding shows that quiet quitting does not only reflect low performance behavior, but also emotional disconnection from the organization. When employees lose satisfaction and emotional attachment, they may no longer feel motivated to contribute beyond the minimum level. In the Indonesian banking context, Sitorus & Rachmawati (2024) found that work engagement and job satisfaction are important mediating factors in the quiet quitting phenomenon. This finding supports the argument that quiet quitting is strongly related to employees' psychological connection with their work.

Psychological safety is another important concept in understanding quiet quitting. Psychological safety refers to employees' perception that they can speak up without fear of negative consequences. Kim & Sohn (2024) found that psychological safety can reduce the negative effects of quiet quitting. Šimáček et al. (2025) also showed that low psychological safety can increase employee silence and quiet quitting. Therefore, organizations with low psychological safety may create conditions where employees choose silence and withdrawal instead of open communication.

3.3 Impacts of Quiet Quitting

Quiet quitting has several impacts on employees and organizations. For employees, quiet quitting is associated with lower job satisfaction, lower affective commitment, burnout, work alienation, and turnover intention. Galanis et al. (2024) found that quiet quitting among nurses increases turnover intention. Gün et al. (2025) also found that turnover intention mediates the relationship between burnout and quiet quitting. These findings indicate that quiet quitting may become an early stage of a longer withdrawal process. Kang et al. (2023) also emphasized that quiet quitting among healthcare professionals can affect organizational culture, patient safety, and service quality. This indicates that the impact of quiet quitting may be more serious in sectors that depend heavily on employee commitment and service performance.

For organizations, quiet quitting can reduce productivity, weaken teamwork, and lower organizational effectiveness. Employees who quietly quit may still complete their core duties, but they are less willing to take initiative, support colleagues, or participate in extra-role activities. This can affect service quality, team performance, and organizational culture. Uygungil-Erdogan et al. (2025) found that quiet quitting can mediate the relationship between artificial intelligence anxiety and turnover intention. This finding suggests that quiet quitting can become a pathway through which workplace uncertainty affects employee retention. From an internal communication perspective, Uysal & Kim (2025) found that dialogic communication, employee resilience, and sense of community can help reduce quiet quitting behaviors. This suggests that organizations need not only formal human resource policies, but also stronger communication practices and workplace relationships.

The literature also shows that quiet quitting should not be understood only as laziness or lack of motivation. In many cases, it is a response to organizational problems. Employees may quietly quit because they feel overworked, undervalued, unsupported, or emotionally exhausted. Therefore, quiet quitting can be seen as a warning sign that organizations need to improve their work environment, leadership practices, workload management, and employee support systems.

Table 1. Main themes from the reviewed studies

Theme	Main Findings	Supporting Studies
Workload and job stress	High workload and job stress are associated with quiet quitting, either directly or through job satisfaction and affective commitment.	Ramadhi et al. (2024); Putra & Palupi (2025)
Burnout and well-being	Burnout reduces well-being and encourages employees to limit their work contribution	Gün et al. (2025); Prentice et al. (2025)
Work-life imbalance	Employees may quietly quit to protect personal time and maintain work-life balance	Formica & Sfodera (2022); Hamouche et al. (2023)
Leadership and support	Lack of managerial support, abusive supervision, and negative communication increase quiet quitting	Leong & Sadiq (2026); Pawłowska & Michałowicz (2026); Šimáček et al. (2025)
Psychological safety	Low psychological safety increases silence and withdrawal behavior	Kim & Sohn (2024); Šimáček et al. (2025)
Turnover intention	Quiet quitting is related to lower commitment and higher turnover intention	Galanis et al. (2024); Kim & Sohn (2024); Uygungil-Erdogan et al. (2025)

Prevention strategies are also discussed in recent studies. Stefańska (2026) found that inclusion practices and organizational trust can reduce quiet quitting among Generation X employees. This finding highlights the importance of trust, belonging, and employee inclusion in preventing psychological withdrawal at work. Overall, the reviewed studies suggest that quiet quitting is a complex workplace phenomenon. It is caused by the interaction between job demands, leadership quality, employee well-being, and organizational support. Its impacts are also important because quiet quitting may reduce employee engagement and become an early signal of turnover intention. Therefore, organizations need to respond to quiet quitting by creating fair workloads, improving psychological safety, strengthening managerial support, and building a work environment that supports employee well-being.

4. CONCLUSION

This systematic literature review shows that quiet quitting is an important workplace phenomenon that reflects employees' psychological withdrawal from work. Quiet quitting does not mean formal resignation. Instead, it refers to a condition in which employees remain in the organization but limit their effort to the minimum level required by their job description. Based on the review of 20 selected articles, quiet quitting is mainly caused by workload, job stress, burnout, work-life imbalance, poor managerial support, abusive supervision, workplace silence, low psychological safety, low job satisfaction, and weak affective commitment.

The findings also show that quiet quitting is closely related to several organizational behavior concepts, including employee disengagement, work withdrawal, employee silence, burnout, job satisfaction, affective commitment, and turnover intention. These relationships indicate that quiet quitting should not be viewed only as an individual attitude problem. It can also be understood as a signal of organizational problems, especially when employees feel unsupported, undervalued, emotionally exhausted, or unsafe to express their concerns.

Quiet quitting can create negative impacts for both employees and organizations. For employees, it is associated with lower satisfaction, weaker commitment, burnout, and higher turnover intention. For organizations, it can reduce productivity, weaken teamwork, decrease service quality, and create challenges in employee retention. Therefore, organizations need to address quiet quitting by improving psychological safety, strengthening managerial support, managing workload fairly, and creating a healthier work environment.

This study has limitations. The review only focused on selected articles published between 2022 and 2026, so future studies may expand the scope by including more databases, longer publication periods, or specific industry contexts. Future research may also examine quiet quitting using empirical methods to better understand how it develops in different workplace settings.

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