

Quite Quitting: A Bibliometric review

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Abstract:

This Bibliometric review explores the emerging phenomenon of quiet quitting in the context of HR., which has gained prominence in the recent years, especially in the post COVID era. The paper aims to understand the quite quitting intentions and mind-set that has garnered substantial interest in global HR parlance due to its effects on employees, managers and policymakers. The study highlights the major contributors leading to this behavior, such as unfulfilled expectations, changing personal priorities and employee disengagement. The study stresses upon the need for organizations to address the growing instances of quiet quitting and employee disengagement. By analysing the literature, this study highlights the gaps in understanding and suggests strategies to minimise the instances of quiet quitting and to create a work environment which is engaging and motivating. By assimilating insights from studies done with different demographics, the study seeks to provide extensive insights into the mechanisms of employee engagement. Ultimately, this work aims at assisting in shaping future research and practical insights in managing employee well-being and productivity.

Introduction:

Although not a recent phenomenon, Quiet Quitting has gathered significant traction as a viral trend on Tiktok in July 2022. The impact of quiet quitting trends, as a result of the pandemic was observed in study by Hasan (2023). The study highlighted the need for improved employee engagement strategies. The study was conducted among 218 leaders from the domain of HR and communication and it was found that more than 50% participants linked digital communication plays a crucial role in employee retention. The study revealed that in today's times, the employees expect a smooth multichannel digital communication experience, incorporating social media tools like Whatsapp to augment their engagement and retention.

Lao and Pasco (2023) found out the key factors which could influence employee turnover. The authors stressed upon the importance of motivation, engagement and motivation in dealing with the issue of quiet quitting. The perception of respondents about quiet quitting was measured based on their demographic insights to deal with silent disengagement and to retain quality employees.

Ochis (2024) highlighted the linkage of disengagement from work among Generation Z with the phenomenon of Quiet Quitting. The study was conducted among 75 participants and indicated the lack of empirical data on the Generation Z disengagement. An alignment of was found among the findings on the study and Kahn's disengagement model. The authors also suggested a framework which is aimed at enhancing Generation Z's engagement within organizations. It was also revealed that the employee lifecycle of the Generation Z averages about one year.

The factors influencing quiet intentions among Generation Z were identified in a study conducted by Zhong et al. (2023) in China. Conducted among 683 respondents the study had a special reference to work-life balance and workplace stress and was done using structure equation modelling. The author found that factors like job security, supportive work conditions, perceived career development opportunities and organizational support impact the employee well-being positively. Whereas, factors like job-burnout greatly influenced quiet quitting. The study accentuates the necessity of addressing these factors to handle the issue of quiet quitting and also was aligned with the social exchange theory, indicating how the expectations and outcomes are shaped by employee-organization interactions.

A study by Anand et al. (2024) aimed at developing and validating a scale to measure the dark side of internal communication (IC). The study covered perceptions of manipulation, ineffectiveness and miscommunication from the perspective of the employees. The results of the study highlighted that the scale can be used to predict the employee outcomes like loyalty and quiet quitting.

Kang et al. (2023) conducted a study to understand quiet quitting among healthcare professionals using scoping review protocol and concept analysis. The study was aimed at highlighting the importance of employee engagement and commitment for organizational success and identified the factors influencing employee turnover. The study also addresses the issue of silent disengagement.

Szekeres and Zlatanoic (2024) examined quiet quitting from the perspective of labour law, emphasizing on legal frameworks in Hungary and Serbia. The study analysed the impact of legal interpretations and policies on employee behaviour and work relations related to quiet quitting. The study emphasized upon the need of addressing employee disengagement and to improve employee satisfaction through potential legislative movements.

Konolalova (2024) explored workplace deviance related to quiet quitting among employees of hospitality services, working in front-line roles. The data of 563 respondents was analysed using Structure Equation Modelling and found out that stress and deviance were induced by role ambiguity whereas self-protective behaviours were triggered by role conflicts. The study also highlighted that employees working with high perseverance are minimally impacted by conflicts whereas employees with high passion struggle more with ambiguity.

A study conducted by Dutta et al. (2024) examined the dynamics of Knowledge Hiding (KH) and Workplace Ostracism (WO) as precursors of quiet quitting in knowledge-centric organizations. The study conducted among 649 respondents highlighted that Knowledge Hiding (KH) and Quiet Quitting (QQ) were significantly increased by Workplace Ostracism (WO) where Knowledge Hiding (KH) acted partially as a mediating variable.

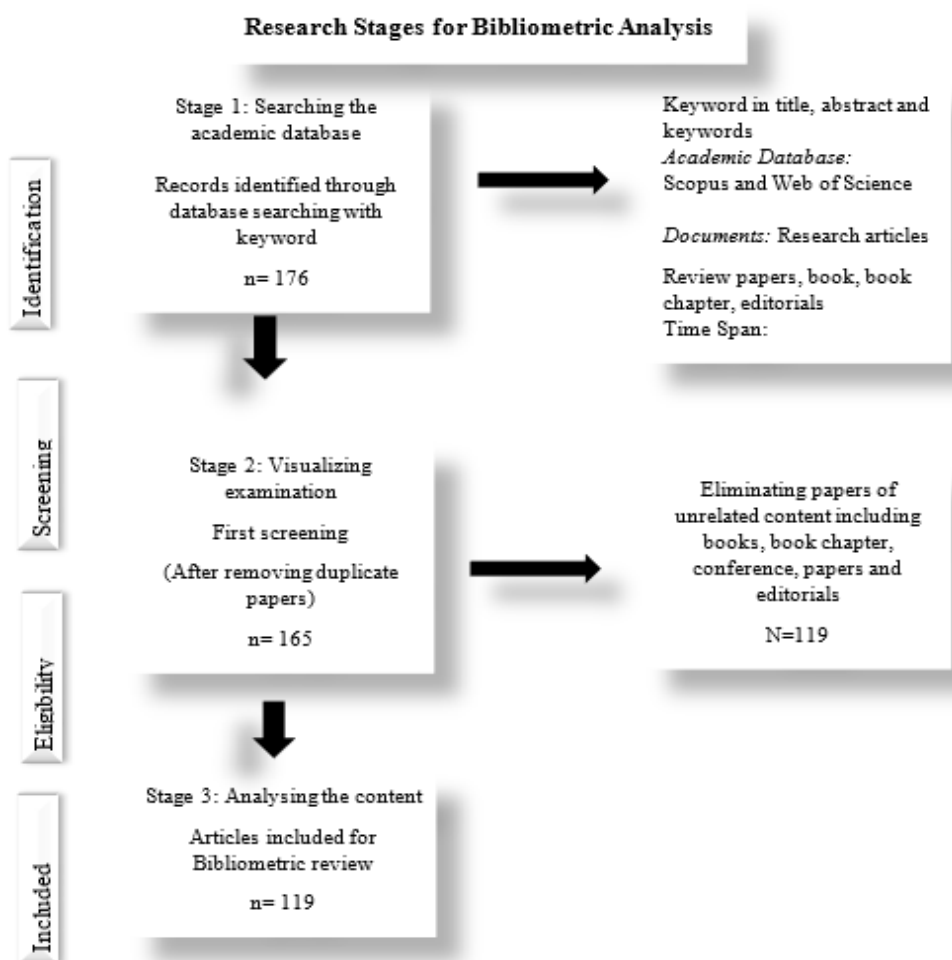


Figure 1: Research Stages for Bibliometric Analysis (Compiled by authors)

Research Stages:

Stage1: Searching for academic databases:

To address the research questions of the study, relevant literature on quiet quitting was identified using the Scopus and Web of Science databases, accessed through the university library system. These two databases, known for their extensive and interdisciplinary coverage, were chosen for extracting pertinent documents. The initial search was conducted with the keyword "quiet quitting," without any restrictions on publication year or language. In total, approximately 172 documents, including articles, books, editorials, book chapters, review papers, and conference papers, were gathered. The duplicate documents and the documents which were not available in English language were excluded from the review.

Table 1: Document Type Distribution (Compiled by authors)

Document Type	Count
Article	141
Preprint	23
Chapter	8
Proceeding	2
Edited Book	1
Monograph	1
Total	

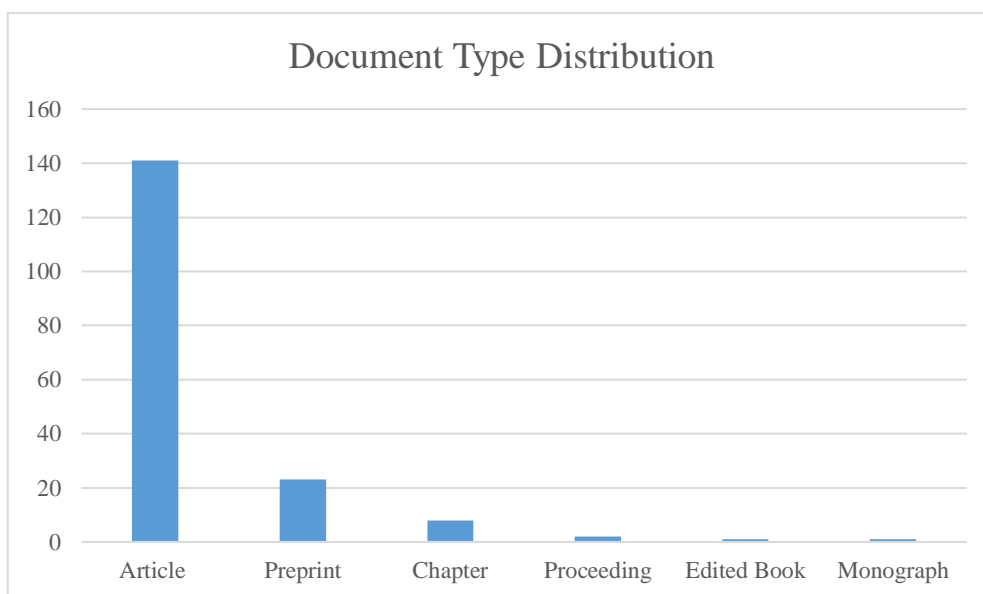


Figure 2: Document type distribution

Stage II: Visualizing examination:

The next stage was identifying the articles that were relevant to the study's subject and eliminating those that weren't. The following inclusion criteria was followed for the articles to be included in our study and our Bibliometric analysis-

- a. The articles must be in English language.
- b. The abstract of the article must be available and should be covering the term quiet quitting.

Articles which did not the above criteria were excluded from the review. Finally 119 articles meeting the inclusion criteria selected and were published between the years 2022-2024.

Stage III: Analyzing the content

The Bibliometric analysis of the relevant research was done in conjunction with the content of the significant articles in the last phase. In order to gain a better understanding of the current developments in the field of quiet quitting, many analyses are conducted, including trend analysis, geography-wise distribution of publications, article-wise citation analysis, year-wise count of citations, and keyword analysis.

3. Analysis and Results

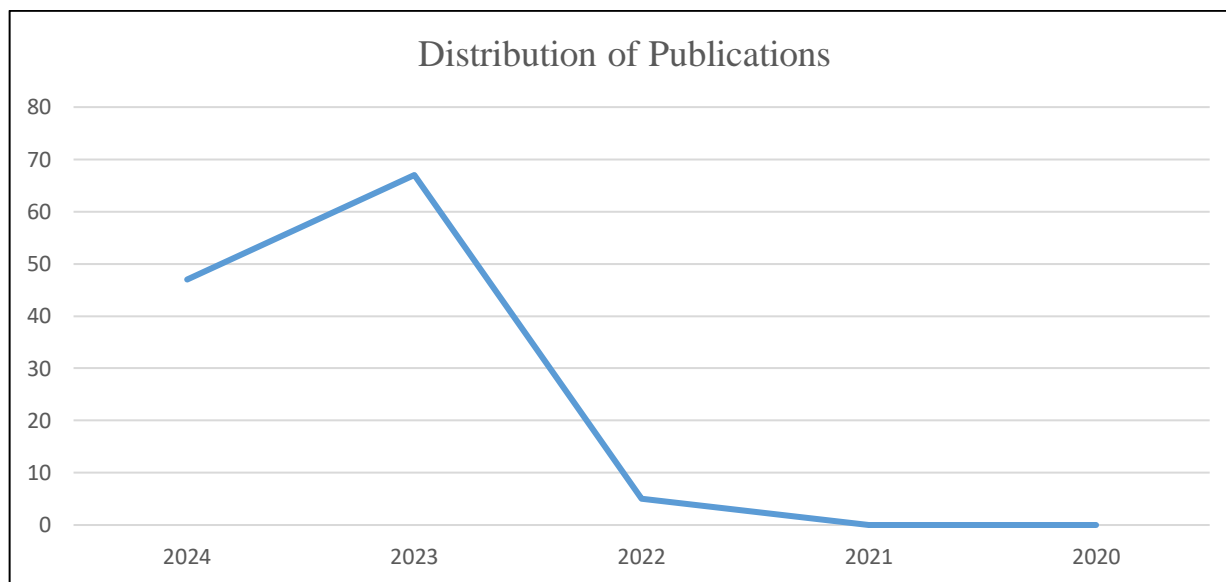
This section included an analysis of peer-reviewed published works that were relevant to the research topic. The results were given based on publication trends, including year of publication, distribution of publications by region, citation style, and keywords.

3.1: Trend analysis

Table 2: Year-wise distribution of publications

Year	Distribution of Publications
2024	47
2023	67
2022	5
2021	0
2020	0
Total	119

Figure 3: Year-wise distribution of publications (Compiled by authors)



It can be observed from Figure 3 that the term “Quit Quitting” is relatively new and the momentum on the research on this topic has gained recently. Especially after the COVID 19 pandemic, the term has gained attention of the researchers.

3.2: Geographic distribution of publications

To gain an understanding of the contributions made by researchers worldwide, the number of publications by country is presented below-

Figure 4: Country-wise distribution of publications

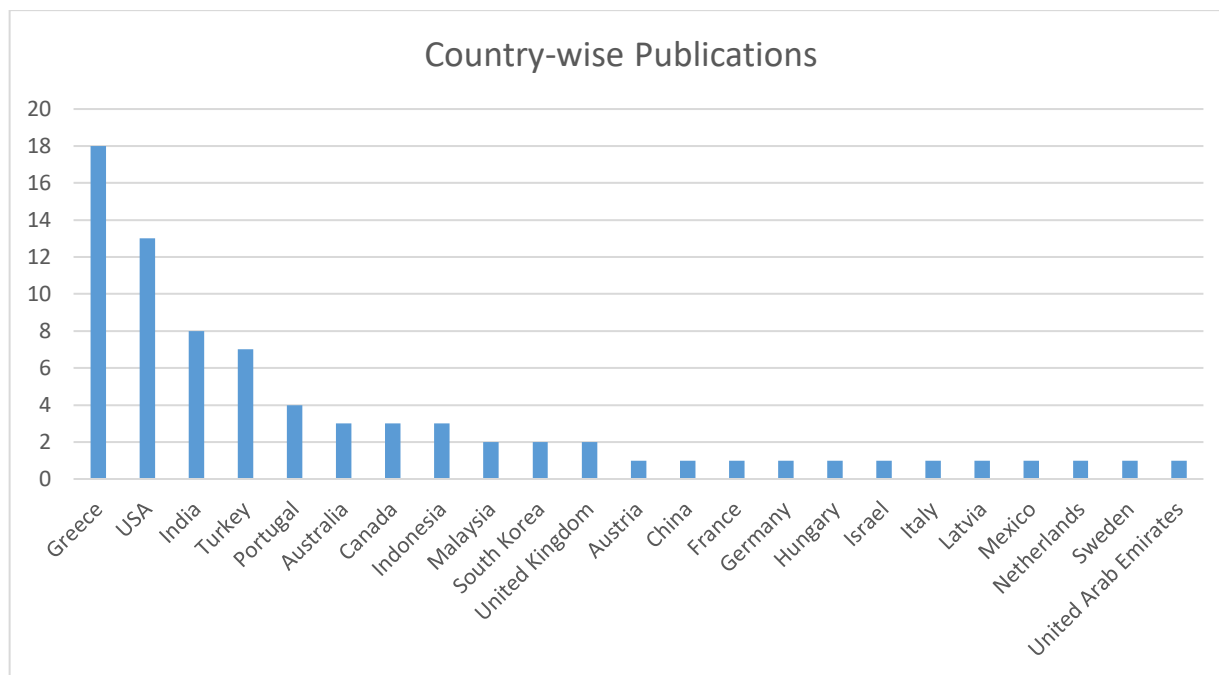


Figure 4 presents the country-wise distribution of the publications on quite quitting. It can be clearly observed that the maximum contribution in this area of research is coming from the researchers from Greece (18) followed by the ones from USA (13), India (8) Turkey (7) and Portugal (4).

3.3 Citation Analysis

Table 3 mentions the top cited articles, year of publications and their titles.

Table 3: Top Cited Articles (compiled by authors)

Year	Title	Times cited
2022	Nurses quietly quit their job more often than other healthcare workers: An alarming issue for healthcare services	102
2023	Impact of Workplace Bullying on Quiet Quitting in Nurses: The Mediating Effect of Coping Strategies	42
2023	The Silence Is Deafening: Are Certified Registered Nurse Anesthetists Quiet Quitting?	41
2023	Quiet Quitting among Nurses Increases Their Turnover Intention: Evidence from Greece in the Post-COVID-19 Era	28
2023	Quiet Quitting reason and behavior scale design and development process.	25
2023	Emotional intelligence protects nurses against quiet quitting, turnover intention, and job burnout	21
2023	Moral Resilience Reduces Levels of Quiet Quitting, Job Burnout, and Turnover Intention among Nurses: Evidence in the Post COVID-19 Era	20
2023	Quiet quitting: Obedience a minima as a form of nursing resistance	18
2024	Quiet quitting among healthcare professionals in hospital environments: a concept analysis and scoping review protocol	16
2023	Modelling the significance of organizational conditions on quiet quitting intention among Gen Z workforce in an emerging economy	16
2023	The quiet quitting scale: Development and initial validation	15

2023	A Movement to Redefine our Relationship With Work	15
2023	Treating People Fairly: The Feeling that Underlies the Trends	15
2023	On the mushrooming reports of quiet quitting: Employee lifetime psilocybin use predicts their overtime hours worked	13
2023	Quiet quitting in science: share your views	13
2023	Fed up and burnt out: Quiet quitting hits academia	12
2023	Meaningful Work, Well-Being, and Health: Enacting a Eudemonic Vision	12

Figure 5: The figure 5 below indicates the year-wise citation count. The upward trend in the citations shows the growing interest of the researchers on Quiet Quitting.

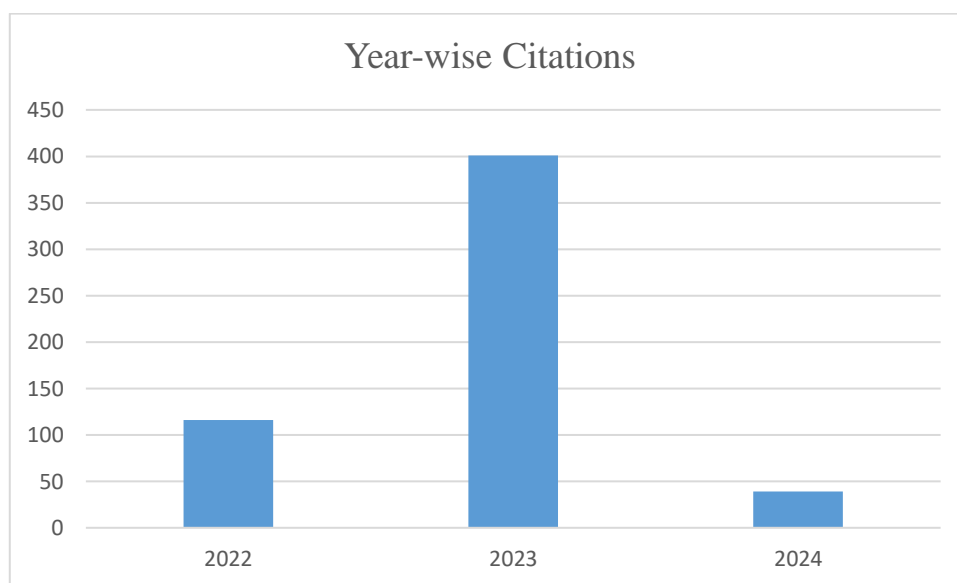
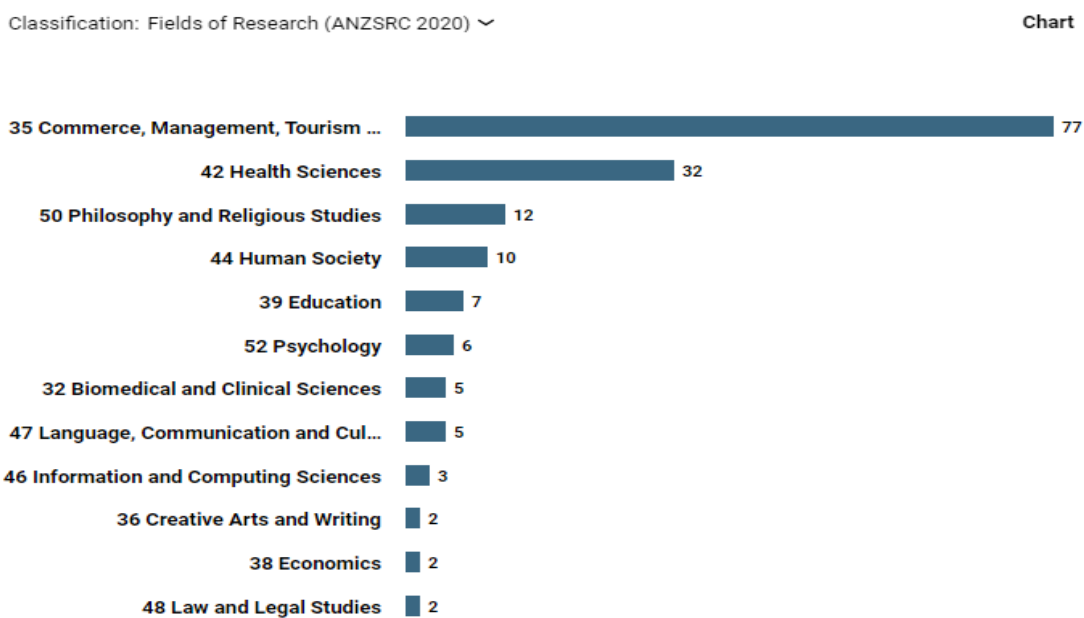


Figure 6: Figure 6 below indicates the fields of research on the topic. The largest number of publication are in the area of commerce and management, followed by health sciences

Figure 6: Fields of research



Discussion and Managerial Implications

The Bibliometric analysis of quiet quitting has highlighted the increasing interest of research on the issue of disengagement of employees from their job roles, especially among Generation Z and millennials. The study has underlined the impact of leadership styles, workplace culture, and the mental health of the employee in steering this behaviour. Various studies have suggested that the disconnect between the work-life balance and organizational expectations is a significant factor in triggering the quiet quitting behaviour. The growing practice of work from home or hybrid working has also contributed in increasing this behaviour. A consensus was also found across the studies that the quiet quitting behaviour is not just a result of poor performance but it is an indication of employees prioritizing their emotional well-being, values and looking for a flexible work environment. The literature also suggests the need for the organizations to address this pressing issue with an empathetic and proactive approach, recognizing quiet quitting as a symptom of a systemic issue and not as an individual fault.

The managers should ensure a supportive work environment and should prioritize mental well-being, open communication and flexibility in job-roles to mitigate the risk of employee disengagement. The organizations must also pay attention to the signs of overwork and burnout so that they can reduce the potential risk of quiet quitting by fostering and engaging and motivating work culture.

Conclusion and research limitations:

Conclusion:

The Bibliometric review has given crucial findings related to the rising occurrences of quiet quitting with special references to the evolving landscape of employee engagement in contemporary work environments. The literature review highlighted major contributors of quiet quitting, such as work environment and culture, work-life balance and mental health. Studies revealed that quiet quitting is not just a passive act of disengagement, instead, a response to unfulfilled expectations and shifting personal priorities, especially within younger demographics. The challenges of sustaining employee motivation and connections have grown multifold due to hybrid and remote working models. The literature review revealed the need of taking proactive and empathetic measures by organizations to minimize the challenges posed by quiet quitting and disengagement.

Research Limitations:

Although the study has given valuable insights, some limitations must be acknowledged. The recent recognition of the phenomenon of quiet quitting has confined the scope of the study to the research work done in the last decade, especially the post COVID era, which has been a major reason behind the growing culture of remote working or work from home jobs. This research work must not have covered other contemporary research work in this field considering its recent popularity among the researchers.

Furthermore, as the study focused on Bibliometric analysis, the insights from individual experiences could have overshadowed qualitative insights. Geographical biases of the studies can also not be overlooked as most of the studies are focused on a Western Context and could have disregarded cultural nuances.

Lastly, another limitation is the geographical bias, as most studies reviewed are concentrated in Western contexts, potentially overlooking cultural nuances in other regions. Finally, the brief period, during which the quiet quitting has gathered attention, is not sufficient for longitudinal studies hindering a comprehensive understanding of the impact of this phenomenon on employees and organizations. Future research should address these gaps, by integrating diverse viewpoint and methodologies to facilitate a broader understanding of quiet quitting.

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