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The Concept of Identifying Factors of Quiet Quitting in Organizations: An Integrative Literature Review

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Abstract

Research Question (RQ): Which factors have a significant impact on the concept of quiet quitting in organizations?
Purpose: The purpose of the integrative literature review is to examine in more detail the concept of quiet quitting in organizations. The objective of the comprehensive review is to identify the dimensions of the concept and to identify the factors influencing it, based on the relevant literature.
Method: The primary research methodology is based on an integrative literature review. Data collection followed the guidelines dictated by the established formal procedure or standard PRISMA. The main tool for retrieving relevant literature for our study is the prepared matrix of research databases and the keywords used in the search. Literature was searched in SpringerLink, Scopus, ProQuest, ScienceDirect, Cobiss, dLib, Google Scholar, Emerald, and ResearchGate databases. We defined the timeframe of the search as 2019 to 2023. We excluded literature that is not directly relevant to our field of research and does not have open access. We analysed the collected data using the meta-synthesis method.
Results: Among the factors that have a significant impact on the concept of quiet quitting, we identified: poorly valued employees, lack of organizational commitment to employee career development, disengagement of employees, exclusion of employees in organizational decisions, lack of autonomy at work, and a decline in trust in the organization. It follows that identifying the needs of employees is a key concept on which to build strategies that lead to successful and effective management of quiet quitting.
Organization: Our research provides insights into the dimension of the concept and illustrates the influencing factors that enable organisations to identify the concept in their midst in a timely and successful manner.
Society: The potential reduction in the contribution of individuals to the economy has a negative impact on the economy and also on society as a whole.
Originality: The topic is under-researched and we consider that further in-depth research in this area is needed.
Limitations / further research: There is a perception that the topic is being studied, but at the same time, it is noted that this is not being followed up by scientific research. Original articles were included in the analysis and all non-open access literature was excluded. The integrative review prepared allows for further in-depth research in this area and forms the basis for the elaboration of a Ph.D. thesis.

Keywords: quiet quitting, employees, organization, employee retention, covid-19 pandemic, workplace, working environment, human resources management.

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1 INTRODUCTION

The business world is currently marked by three key moments. First, the breakthrough of Industry 4.0 and the related development of technologies and digitalization. Second, the Covid-19 pandemic, and third, the geopolitical crisis. All three key moments have a common denominator: a turbulent period with a significant impact not only on organizations, but also on employees.

Organizations represent an environment where people spend a large portion of their time. And there is a need for a tendency towards appropriate relationships and behaviours that do not create a negative or even hostile environment, which can adversely affect the personal experience of employees, the quality of work performed, and the organization's overall functioning.

Employees are a key factor in every organization and therefore an important source of competitive advantage if they are motivated and engaged in their work. Organizations that develop an organizational culture that promotes the creation of an environment where employees feel good have a significantly greater advantage in terms of engaged and committed employees.

Therefore, observing and researching employers' and employees' behaviors and taking timely and appropriate actions are crucial.

The purpose of the integrative literature review is to examine in detail the concept of quiet quitting from an organization. The main goal of the comprehensive review is to research the dimensions of the concept and to identify the key factors that contribute to quiet quitting, based on the relevant literature.

2 THEORETICAL FRAMEWORK

2.1 Employees' commitment and engagement

There is a growing need for organizations to treat employees as a source of added value, rather than as a cost. And it is this awareness that is a key element of well-functioning organizations. Shafiq and Aburub (2020, p. 2805) find that organizations are generally aware of the importance of a supportive work environment, opportunities for learning and growth, good supervision and good interpersonal relationships. However, they point to a gap between the knowledge of the factors and needs and the actual realization or effectiveness of the design and implementation of a talent attraction and retention plan.

Wilkinson (2022, p. 48) highlights the importance of understanding employee needs to promote engagement. He cites the high levels of employee disengagement following the Covid-19 pandemic and the consequences for both employees and employers. She attributes

this to individuals rethinking their own values and priorities in life. She sees the possibility of successfully managing disengagement in the design and implementation of an effective change model based on humanistic and person-centered methods. In this, she emphasizes clear and effective communication as a key tool for connecting employees and the organization through shared goals, vision, motivation and understanding.

Na-Nan et al. (2021) examined the impacts of self-efficacy, in terms of the degree of commitment, engagement and job satisfaction on the organization. The self-efficacy of employees defines confidence, determination and motivation for work. These qualities lead employees to energetic behaviour, commitment and active personal contribution. Researchers define three forms of commitment. Affective commitment defines an individual's sense of belonging to the organization and, therefore, their willingness to invest all their potential. Continuance commitment excludes an individual's tendency to change organizations because they believe that working in the organization is a matter of time investment, and they will receive higher payment for their work. Normative commitment is understood in terms of loyalty to the organization and refers to the degree of alignment of individual emotions with the organization's goals, values, culture and norms. They also find that self-efficacy leads to dedicated and committed work, resulting in job satisfaction, as employees understand their work as a challenge to develop their abilities. Job satisfaction subsequently encourages the expression of positive emotions and behaviours. (p. 13-14)

In his study, Rameshkumar (2020) identifies a link between commitment and engagement, where engagement is significantly associated with most work and organizational outcomes. Achieving engagement and consequently achieving goals is associated with working conditions and interpersonal cooperation within the organization. (p. 111)

Commitment to an organization is achieved by creating an environment where employees feel a sense of belonging and where their personal values align with the values of the organization. This strengthens job satisfaction among employees and encourages their effectiveness in this way.

2.2 The influence of a turbulent period on the behavior of employees

The Covid-19 pandemic and the industry 4.0 (I4.0) era act as pivotal moments in the changing work patterns of service organizations. They note that the consequences of the COVID-19 pandemic have a direct impact on the performance of employees, particularly in terms of remote work. By simultaneously introducing I4.0 technology and virtual connectivity practices, and thereby changing work processes and routines, greater employee performance could be achieved. (Narayanamurthy & Tortorella, 2021, p. 7)

Ninaus et al. (2021, p. 664) found that Information and Communication Technologies (ICT) significantly impact employees. According to the Job Demands-Resources model (JD-R), perceiving ICT demands, defined as a reduced balance between work and private life,

increased levels of burnout directly and indirectly related to work-family balance and job satisfaction, have strongly negative effects. Meanwhile, perceiving ICT as a resource is mixed and less clear. They concluded that ICT mostly has a negative impact on burnout, work-life balance and job satisfaction. Therefore, leadership should take measures to help employees manage ICT demands. This way, employees would perceive ICT as an opportunity rather than perceiving it as stressful demand.

The Covid-19 pandemic has prompted companies to adopt new ways of working. Many employees need to work from home, supported by ICT. Andrulli & Gerards (2023, p. 7) found a relationship between new forms of work and well-being at work. They controlled for the effects of technostress, recovery needs, and work engagement. The results show that the higher the level of teleworking, the higher the level of employee well-being. This is indirectly related to lower levels of technostress and the need for recovery and higher levels of work engagement. Pronk (2022, p. 54) notes that the improvement of worker health and well-being can be achieved through a redesign of work, and employers should involve workers in this process from the beginning to enhance participation and success. A participatory approach will engage workers, build ownership in the solution, and lead to sustained participation.

Meanwhile Marsh et al. (2022) list five negative effects of technology on workers: stress, overwork, anxiety, distraction and diversion, addiction and overuse (p. 14). They list 6 cognitive and affective outcomes (tension, work-family conflict, burnout, job satisfaction, end-user well-being and satisfaction) and 4 behavioral outcomes (productivity, performance, organizational commitment, and turnover intention) (p. 15).

The Covid-19 pandemic and accompanying governmental and organizational measures have marked both personal and business areas. Limitations on everyday rituals have caused numerous psychological consequences. Most employees have been exposed to additional pressures in the workplace during this time, resulting in high levels of stress, burnout and an imbalance between their professional and personal lives. (Aydın & Azizoğlu, 2022, p. 285)

Meanwhile, Cao and Hamori (2022, p. 15) note that the pandemic raises questions of safety and health in the workplace for employees. They investigated the impact of Covid-19 on employees' career orientations using event systems theory and the literature on career orientations and career shocks. The study classifies career orientations into needs-based categories (safety, lifestyle and health) and talent- and values-based categories (job content) and uses a three-wave survey of Chinese employees to analyse their evolution during the pandemic. The study finds that needs-based career orientations were more important than talent- and values-based orientations during the crisis, and that the importance of needs-based orientations did not decrease as the strength of the event diminished. Personal exposure to the crisis had a positive effect on the importance of needs-based orientations, while the importance of needs-based orientations varied between employee groups. It was weaker

among more experienced and successful employees (those who were higher up in the management hierarchy and had received more salary increases in the past). (p. 1)

The success of any company depends on its healthy, skilled, and motivated employees. Thus, protecting workers from illness and injury through safety practices and preventive actions is crucial for the long-term success of a company. Even for employees working remotely, access to meaningful social interactions and safe working conditions is important. (Pronk 2022, p. 54)

2.3 Challenges for employers and organization in the turbulent period

Formica and Sfodera (2022, p. 1) observed that the academic community is attempting to make sense of the new world we live in after the Covid-19 pandemic, with many changes affecting organizations, including the workforce. Two shifts, the "great resignation" and "quiet quitting," are forcing hospitality managers to rethink their approaches to internal marketing and human resources. Meanwhile, Liu-Lastres et al. (2023, p. 1) argue that the key to creating a sustainable, resilient, and engaged workforce in the hospitality industry is to establish positive relationships with employees, both during regular operations and in times of crisis. Hospitality practitioners must make a commitment to prioritize the well-being and engagement of their workforce to achieve long-term success.

The Great Resignation is a term coined by Professor Anthony Klotz of Texas A&M University, predicting that many employees would leave their jobs as the Covid pandemic ends and life returns to normal. This trend is now happening, with employees re-evaluating their careers and leaving their jobs in record numbers. Companies are facing a high number of open positions, especially in the technology and healthcare industries, with mid-career employees being the most likely to resign. While the pandemic initially caused job market uncertainty and layoffs, privileged workers who can afford to leave are now doing so as the economy recovers. However, those in non-developed economies may still be facing duress and frustration from the pandemic's disruption but lack the luxury to resign due to the absence of social security and unemployment benefits. (Chugh, 2021)

The trend of quiet quitting is a new term to describe an increasingly common alternative to a great resignation where employees continue to do their job but refuse to engage in extra tasks or citizenship behaviors, can harm both employers and employees. While this may not be an issue for jobs with well-defined responsibilities, many companies rely on workers who are willing to go above and beyond. (Klotz & Bolino, 2022)

Economists and business leaders recognize the duration of the Covid-19 pandemic as exceptional in terms of increased productivity in the United States. However, data from the first half of the year 2022 show the opposite results (Telford, 2022). Meanwhile Schweyer (2022, p. 1) notes that the interpretation of these results is based on a change in employees' supposedly casual attitude towards work, called "quiet quitting". The authors attributed the

quiet quitting of employees to their lack of engagement, primarily due to the Gallup model of measuring engagement. (Harter, 2022) However, Schweyer disagrees with this and in his study finds different dimensions of this phenomenon.

The shortage of talent and issues around motivating employees are challenges that organizations face in the post-pandemic period. Some leaders see this as a transitional phase, while others expect that the predicted recession in the year 2023 will change the current state of the job market, affecting employees' attitudes toward work. (Schweyer, 2022, p. 1)

Rock and Dixit (2023) note that Quiet quitting is a new term for an old phenomenon, where employees disengage from work, withdraw from their team, and become passive when they feel they have no control over their work. This behaviour is a classic indicator of low motivation and engagement. Known as “learned helplessness,” the response to persistent, inescapable stressors is to give up. Studies suggest that passivity is our default hardwired response to prolonged adversity. The antidote to learned helplessness is to offer employees direct experiences of autonomy, allowing them to feel in control of their life and choices. This can be done by giving employees more autonomy and encouraging them to exercise the autonomy they already have, in order to develop an internal locus of control. The more freedom employees have, the less likely they are to quietly quit.

Hickok (2022, p. 65) argues that employee surveillance is not a solution for creating equitable work conditions or increasing performance while respecting the needs of employees. The term "Quiet Quitting" has emerged on social media, as employees reevaluate their expectations and attitudes toward work. This change has raised concerns among business leaders, who are looking for solutions to address this shift. One proposed solution is using AI-based employee surveillance systems, which were initially implemented to monitor remote workers during the pandemic. However, these systems are not a viable solution to workers' demands trying to maintain their physical and mental well-being, as they infringe upon fundamental rights such as privacy, autonomy, and dignity.

The Covid-19 pandemic has created a new normal that requires organizations and employers to be more resilient and agile. Researchers and scholars need to find innovative human resource management practices that can engage employees in new work forms, motivate distributed workers, and allow for greater worker voice and empowerment. Employees will need to reskill or upskill for new economy jobs, engage in continuous learning, and become comfortable with new technology to improve their employability. Employers should monitor megatrends such as pandemic disruptions, automation acceleration, reducing ICT costs, and shifting skills requirements to prepare themselves and their workers for an unpredictable future of work. (Ng & Stanton, 2023, p. 405)

The purpose of an integrative review aims to provide a comprehensive synthesis of the available literature on the topic of quiet quitting in an organization and to identify gaps in the

current knowledge base. The main objective is to identify the factors that are significantly related to the concept of quiet quitting.

Based on the relevant literature we formulated the following research question :

RQ: Which factors have a significant impact on the concept of quiet quitting in organizations?

3 METHOD

The primary research methodology is based on an integrative literature review. Data collection followed the guidelines dictated by the established formal procedure or standard PRISMA. The main tool for retrieving relevant literature for our study is the prepared matrix of research databases and the keywords used in this research. Literature was searched on the basis of the identified keywords as well as different combinations between them, based on key themes (Table 1) in multiple databases: SpringerLink, Scopus, ProQuest, ScienceDirect, Cobiss, dLib, Google Scholar, Emerald, and ResearchGate. We defined the timeframe of the search as 2019 to 2023. We excluded literature that is not directly relevant to our field of research and does not have open access.

Table 1. Keywords

Keywords:
»quiet quitting«
»quiet quitting + employee«
»quiet quitting + organization«
»quiet quitting + career development«
»quiet quitting + work engagement«
»quiet quitting + employee support«
»quiet quitting + work-life balance«
»quiet quitting + stress«
»quiet quitting + burnout«
»quiet quitting + employee retention«
»quiet quitting + covid 19«
»quiet quitting + pandemic«
»quiet quitting + great resignation«
»quiet quitting + post-pandemic«
»quiet quitting + human resources«
»quiet quitting + transformational changes«
»quiet quitting + organizational culture«
»quiet quitting + workplace well-being«

We have included in the matrix all the contributions in which we detected the concept of quiet quitting (n=23). Each article was screened (abstract + results). This filtering method ensured that the articles were relevant to our study. We excluded all articles that did not relate to the concept of quiet quitting and removed duplicates. We included 17 articles for further

consideration and reviewed the full text. We excluded articles that did not provide a precise definition of the dimensions of quiet quitting and the influencing factors. 15 articles were eligible for a comprehensive review.

Figure 1 shows the research model.

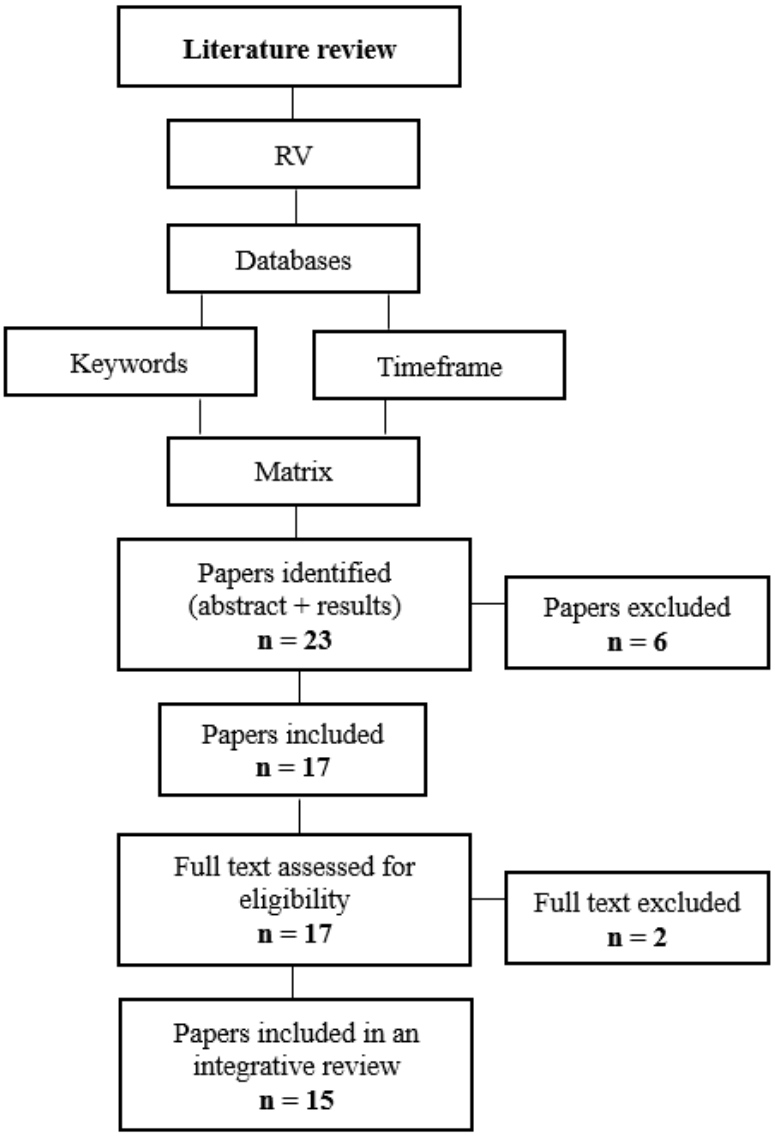


Figure 1. Research model

In the theoretical framework, we have defined the impacts of the turbulent period in the business world on employees and organizations that we have witnessed in recent times. In our research, we have limited ourselves to reviewed scientific articles, dissertations and theses related to the concept of quiet quitting. The study considers the results of individual authors' research. We excluded subjective conclusions from the analysis, thereby ensuring the validity of the study. We verified the reliability of the results with a reproducibility step within a 10-day time frame. There were no differences in the estimates within the specified time frame.

We analysed the collected data using the meta-synthesis method.

4 RESULTS

4.1 A review of the literature related to the concept of quiet quitting

Table 2 presents the key findings of 8 authors related to the concept of quiet quitting from the organization, which are relevant to the research question.

Table 2. The key findings of the concept of quiet quitting in organizations

Authors	**Findings**
Luchs (2023)	The author discusses three major workforce trends that are affecting various industries, including educational technology and instructional design. These trends are recognized as the "Great Resignation," "Quiet Quitting," and employee protests **over workloads, required overtime, and working conditions.**
Patel & Rietveld (2022)	The COVID-19 pandemic has caused changes in work preferences, with some **workers seeking more flexibility and reduced work demands**. These changes could increase preferences for collective bargaining, despite the potential conflicting forces. As a result, labor market institutions may face increased pressure in the coming years, which could particularly affect smaller and younger firms.
Hofschulte-Beck (2022)	**The impact of remote working** on communication, including brainstorming, problem-solving, knowledge sharing, camaraderie, socialization, mentoring, and **quiet quitting**, continues to be a concern. With workers scattered, communication barriers are becoming more challenging, and while tools like Zoom, Skype, Microsoft Teams, and Google Hangouts can assist remote workers in the same time zones, they may not work as effectively for those spread further apart globally.
Engelmann (2022)	The author focuses on the impact of the COVID-19 pandemic on manager and employee behavior. It discusses how the pandemic led to anxiety, insecurity, and self-oriented thinking and acting. As a result, the dissertation addresses **the need for improved leadership skills, particularly humble leadership, to manage the impact of the pandemic**. This is relevant to **the concept of quiet quitting,** which has emerged as a trend during the pandemic, where employees leave their jobs quietly without much communication with their employers. **The humble leadership approach** can help to address this trend by **fostering better communication and promoting teamwork, creating a better organizational culture, and empowering employees and managers with additional leadership skills.**

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Ali (2017)	The research on middle management during COVID-19 found that they experienced a lack of structure and were expected **to be available at all times, leading to difficulties in balancing work and home life.** Participants underwent personality changes, and management styles also changed, with many prioritizing survivals over productivity. The study found that participants found it **difficult to balance work and home life without making any changes**. Successful stress mediators were those who found social support, changed their personalities and management style, and put themselves before their roles. Those who reported no social support, no management style changes, or personality changes reported depression and other health concerns. **This highlights the concept of quiet quitting,** where employees disengage from their work gradually. without overtly resigning.
Wilkinson (2022)	Successful businesses **must adapt to change and maintain their workforce.** The COVID-19 pandemic has highlighted **the need for proactive approaches to address change, and organizations must understand the current and future drivers of organizational vigor.** Employee disengagement is high, and businesses must adopt **human-centered approaches to engage their workforce.** Antiquated models of hierarchical operations are no longer suitable, and organizations must **recognize their employees as individuals with unique circumstances, needs, talents, and expectations.** Effective change models and methods must integrate these human elements, and **communication** is critical to engagement. By bringing employees and organizations together through **shared visions, goals, motivations, conversations, and understandings, adaptive capacity will be strengthened in sustainable ways.** Engaged organizations and employees will better navigate changes and be more agile and responsive, **resulting in innovation and productivity.**
Harvey (2023)	The article discusses the importance of employee satisfaction for a successful organization. **Employees must feel valued, appreciated, rewarded, and compensated to have job satisfaction**. Lack of collaboration between management and employees can impact managing workload effectively, resulting in increased stress. Collaboration among team members can help manage the workload, and management can delegate decisions and fill positions to manage workload. Employees need **a work-life balance to perform their jobs effectively, and flexible work schedules and time away from work can improve employee job satisfaction.**
Cieniewicz (2023)	The study found that providing **flexible work schedules is crucial for enhancing employee commitment.** Almost every participant mentioned that flexibility contributed to their continuance commitment. The study also suggests that **Human Resources departments should offer more opportunities for professional development and leadership training, especially for supervisors of teleworking employees.** The HR should also help supervisors recognize and address employee disengagement and burnout. **Additionally, organizations should invest in helping employees find meaningful work to maintain effective commitment.**

These authors focus on various aspects of workforce trends, labour market institutions, employee behaviour, and the impact of Covid-19 on the workplace. While all authors touch on the concept of quiet quitting, some focus more on its effects, while others discuss potential solutions. Luchs (2023, p. 4) discusses three significant workforce trends: Great Resignation, Quiet Quitting, and employee protests over workloads, required overtime, and working conditions. Patel and Rietveld (2022, p. 13) address the changes in work preferences caused by the Covid-19 pandemic, which could increase preferences for collective bargaining, despite the potential conflicting forces. Hofschulte-Beck (2022, p. 26) focuses on the impact of remote working on communication and its potential barriers, while Engelmann (2022, p. 60) addresses the need for improved leadership skills, particularly humble leadership, to manage the impact of the pandemic. Ali (2017, p. 86) examines the effects of Covid-19 on middle management, highlighting the concept of quiet quitting. Wilkinson (2022, p. 48) discusses the need for human-centred approaches to engage the workforce and adapt to change, while Harvey (2023, p. 110) emphasizes the importance of employee satisfaction and collaboration in managing workload effectively. Cieniewicz (2023, p. 189) stresses the significance of providing flexible work schedules and offering professional development and leadership training for supervisors of teleworking employees.

4.2 The key factors with a significant impact on the concept of quiet quitting in organizations

Table 3 shows the key factors influencing the concept of quiet quitting in organizations. The findings of 7 authors are presented and are relevant to the research question.

Table 3. Key factors with a significant impact on the concept of quiet quitting in organizations

Authors	Findings
Ratnatunga (2023)	The author discusses the concept of quiet quitting where employees disengage from work without explicitly resigning. The pandemic covid-19 has resulted in **burnout, job creep, and longer working hours, leading employees to prioritize their personal life over their work.** However, this approach sacrifices integrity and self-worth and does not serve anyone, including the employee. Organizations need to take responsibility for **creating an inspired, dedicated, and supportive environment where people can thrive both at work and in their personal lives.** By doing so, organizations can support employee retention and help employees feel more connected to their work and colleagues.
Serenko (2023)	The author discusses the concept of quiet quitting, where employees limit their work activities to their job description and prioritize their well-being over organizational goals. The practice is often driven by **poor motivation, burnout, or grudges against managers or organizations.** While quiet quitting **helps workers avoid burnout,** it may also put **careers at risk**. The author also notes that the concept is not new, but the term itself is relatively recent.

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Mahand & Caldwell (2023)	The authors cite the main reasons for quiet quitting as a **decline in organizational trust, importance of employee autonomy, increasing employee disconnection, lack of commitment to career development, failure to value employees, failure to deliver on promises, inability to prioritize workplace culture, lack of focus on employee well-being, failing to address diversity and inclusion, failing to create meaningful work opportunities.**
Bell & Kennebrew (2023)	The author concludes that positive employer-employee relationships are a cornerstone principle of successful organizations and that **neglecting social and psychological contracts can lead to quiet quitting.** Managers can eliminate the problem of quiet quitting by **understanding employees' perceptions of the social contract.**
Formica & Sfodera (2022)	The authors argue how the coronavirus pandemic has changed the way people view work and life and has deepened underlying problems in industries such as dissatisfaction with work conditions, pay, management, and leadership. The pandemic has accelerated the pace of change and brake down the relationship of work-life balance. Managers and executives are making changes to adjust to the new paradigms, but these changes should **prioritize considering employees as whole beings who seek meaning and purpose in their work.** To do this, **their needs must be met, their values aligned with those of the organization, and they must search for a common purpose that enhances their satisfaction and well-being.** The authors hope that the paradigm shift will compel the hospitality industry to prioritize human capital in their strategy.
Boy & Sürmeli (2023)	The authors discuss **the rising trend of quiet quitting** among healthcare workers, particularly young employees, which could negatively impact the quality of healthcare by creating a toxic organizational culture. The COVID-19 pandemic has led to **sudden decisions on social isolation rules and lockdowns, significantly disrupting labor in all sectors and industries.** As a result, companies and employees rapidly adopted **remote working models.** However, **job and wage inequities, increased workload, and role conflicts have emerged, resulting in burnout, turnover intention, and disengagement.** The authors emphasize the need to understand the causes of employee resignations and take preventive measures. Policymakers must take measures to improve healthcare quality while **considering gender, family, occupational, and age differences**. **Factors that reduce organizational commitment, job satisfaction, productivity, and motivation must also be considered.**
Morrison-Beedly (2022)	The author discusses **the concept of quiet quitting, which refers to an employee's slow and insidious disengagement from their work, reducing their effort and enthusiasm.** This phenomenon has become more prevalent in academic settings and healthcare centers, particularly during the pandemic, as **workers prioritize their mental health over work**. One-third of students reported putting little to no effort into their studies, with many prioritizing mental health above academic achievement. The author emphasizes the need for evidence-based interventions to reduce workplace and school stress and build healthy academic communities. **The implementation of positive, preventive, health-focused interventions is crucial to improving resiliency, coping, and engagement in all persons connected to academic settings.**

All of the authors agree on the concept of quiet quitting, which involves employees disengaging from work without explicitly resigning. However, there are some differences in their perspectives on the key impacts of quiet quitting. All of the authors discuss the concept of quiet quitting, where employees disengage from work without explicitly resigning, as a growing phenomenon that can negatively impact organizational outcomes. Ratnatunga (2023, p. 7); Formica and Sfodera (2022, p. 8) suggest that the pandemic has accelerated the trend of quiet quitting due to burnout, job creep, longer working hours, and an increased desire for work-life balance. Thus, Shafiq and Aburub (2020) argue that organizations need to realize the importance of a supportive work environment, opportunities for learning and growth, good supervision, and good interpersonal relationships to retain their talented employees. If organizations fail to provide such an environment, it can result in employees becoming disengaged and ultimately, quietly quitting.

Ratnatunga (2022, p. 7) emphasizes the need for organizations to create an inspired, dedicated, and supportive environment where people can thrive both at work and in their personal lives, while Formica and Sfodera (2022, p. 8) argue that organizations need prioritize considering employees as whole beings who seek meaning and purpose in their work. Meanwhile, Na-Nan et al. (2021, p. 13-14) also highlights the importance of job satisfaction in preventing disengagement and potential quiet quitting. They find that self-efficacy and commitment lead to dedicated and committed work, resulting in job satisfaction, which subsequently encourages positive emotions and behaviors. Serenko (2023, p. 14); Mahand and Caldwell (2023, p. 13-14) identify factors that contribute to quiet quitting. Serenko (2023, p. 14) notes that the practice is often driven by poor motivation, burnout, or grudges against managers or organizations. While quiet quitting helps workers avoid burnout, it may also put careers at risk. Mahand & Caldwell (2023, p. 13-14) cite the main reasons for quiet quitting as a decline in organizational trust, increasing employee disconnection, lack of commitment to career development, failure to value employees, and other factors. Bell & Kennebrew (2023, p. 8) highlight the importance of positive employer-employee relationships and the need to understand employees' perceptions of the social contract to eliminate the problem of quiet quitting. Finally, Boy and Sürmeli (2023, p. 3); Morrison-Beedly (2022, p. 1) emphasize the negative impacts of quiet quitting, particularly in healthcare and academic settings. Boy & Sürmeli (2023, p. 3) note that quiet quitting among healthcare workers, particularly young employees, could negatively impact the quality of healthcare by creating a toxic organizational culture. Morrison-Beedly (2022, p. 1) notes that the phenomenon has become more prevalent in academic settings and healthcare centers, particularly during the pandemic, as workers prioritize their mental health over work. Both authors emphasize the need for evidence-based interventions to reduce workplace and school stress and build healthy academic and healthcare communities.

5 DISCUSSION

The concept of quiet quitting refers to the situation where employees disengage from their work and become less committed to their jobs without actually resigning. The findings discussed in these sources can be linked to this concept in several ways.

The Great Resignation trend highlighted by Luchs (2023, p. 4) suggests that many employees are choosing to leave their jobs outright, rather than quietly quitting. However, Patel and Rietveld (2022, p. 13) suggest that some employees may still prefer to stay in their jobs but negotiate for better working conditions and collective bargaining. This may be a form of quiet quitting, where employees express their dissatisfaction with their work situation without resigning. Hofschulte-Beck (2022, p. 26) highlights the potential communication barriers that can arise with remote working. If employees feel disconnected from their colleagues and supervisors, they may become less engaged in their work and quietly quit. To prevent this, leaders need to ensure that communication channels are open and that remote employees feel included in team activities. Engelmann (2022, p. 60) stresses the importance of humble leadership in managing the impact of the pandemic. This type of leadership can help prevent quiet quitting by creating a positive work environment where employees feel valued and supported. Similarly, Wilkinson (2022, p. 48) emphasizes the need for human-centred approaches to engage the workforce and adapt to change, which can also help prevent quiet quitting. Finally, Ali (2017, p. 86) examines the effects of Covid-19 on middle management and highlights the concept of quiet quitting. Middle managers may be particularly vulnerable to quiet quitting as they may feel disconnected from senior leadership and overburdened with responsibilities. Providing professional development and leadership training for supervisors, as suggested by Cieniewicz (2023, p. 189), can help prevent quiet quitting by ensuring that middle managers have the skills and support they need to lead their teams effectively.

Overall, these findings suggest that quiet quitting can be a significant issue in the modern workforce, particularly in the context of the Covid-19 pandemic. To prevent quiet quitting, leaders need to create a positive work environment, ensure open communication channels, and provide support and development opportunities for employees and middle managers.

All of the authors, including Ratnatunga, Formica and Sfodera, Serenko, Mahand and Caldwell, Bell & Kennebrew, Boy and Sürmeli, and Morrison-Beedly, discuss the concept of quiet quitting, where employees disengage from work without explicitly resigning. They agree that it is a growing phenomenon that can negatively impact organizational outcomes. The pandemic has accelerated this trend due to burnout, job creep, longer working hours, and an increased desire for work-life balance. As, Marsh et al. (2022, p. 14) lists several negative effects of technology on workers, including stress and burnout, which can contribute to disengagement and potential quiet quitting, Ninaus et al. (2021, p. 664) warn of the negative impacts of ICT on employees, particularly in terms of burnout and work-life balance. If employers fail to take measures to help employees manage ICT demands, it can result in

employees becoming disengaged and quietly quitting. Thus, Andrulli and Gerards (2023, p. 7); Pronk (2022, p. 54) suggests that employers should involve workers in the redesign of work processes to enhance participation and success. A participatory approach can engage workers, build ownership in the solution, and ultimately prevent quiet quitting from occurring.

Ratnatunga (2023, p. 7) emphasizes the need for organizations to create an inspired, dedicated, and supportive environment where people can thrive both at work and in their personal lives. Formica and Sfodera (2022, p. 8) argue that organizations need to prioritize considering employees as whole beings who seek meaning and purpose in their work. Serenko (2023, p. 14) notes that the practice of quiet quitting is often driven by poor motivation, burnout, or grudges against managers or organizations, and it may put careers at risk. Mahand and Caldwell (2023, p. 13-14) cite the main reasons for quiet quitting as a decline in organizational trust, increasing employee disconnection, lack of commitment to career development, failure to value employees, and other factors. Bell & Kennebrew (2023, p. 8) highlight the importance of positive employer-employee relationships and the need to understand employees' perceptions of the social contract to eliminate the problem of quiet quitting. Boy and Sürmeli (2023, p. 3) note that quiet quitting among healthcare workers, particularly young employees, could negatively impact the quality of healthcare by creating a toxic organizational culture. Morrison-Beedly (2022, p. 1) notes that the phenomenon has become more prevalent in academic settings and healthcare centers, particularly during the pandemic, as workers prioritize their mental health over work. Both authors emphasize the need for evidence-based interventions to reduce workplace and school stress and build healthy academic and healthcare communities. Overall, the authors suggest that organizations need to prioritize the well-being of their employees and create supportive environments to reduce the incidence of quiet quitting and its negative impacts on organizational outcomes.

Figure 2 shows the factors with significant impact on the concept of the quiet quitting in organizations.

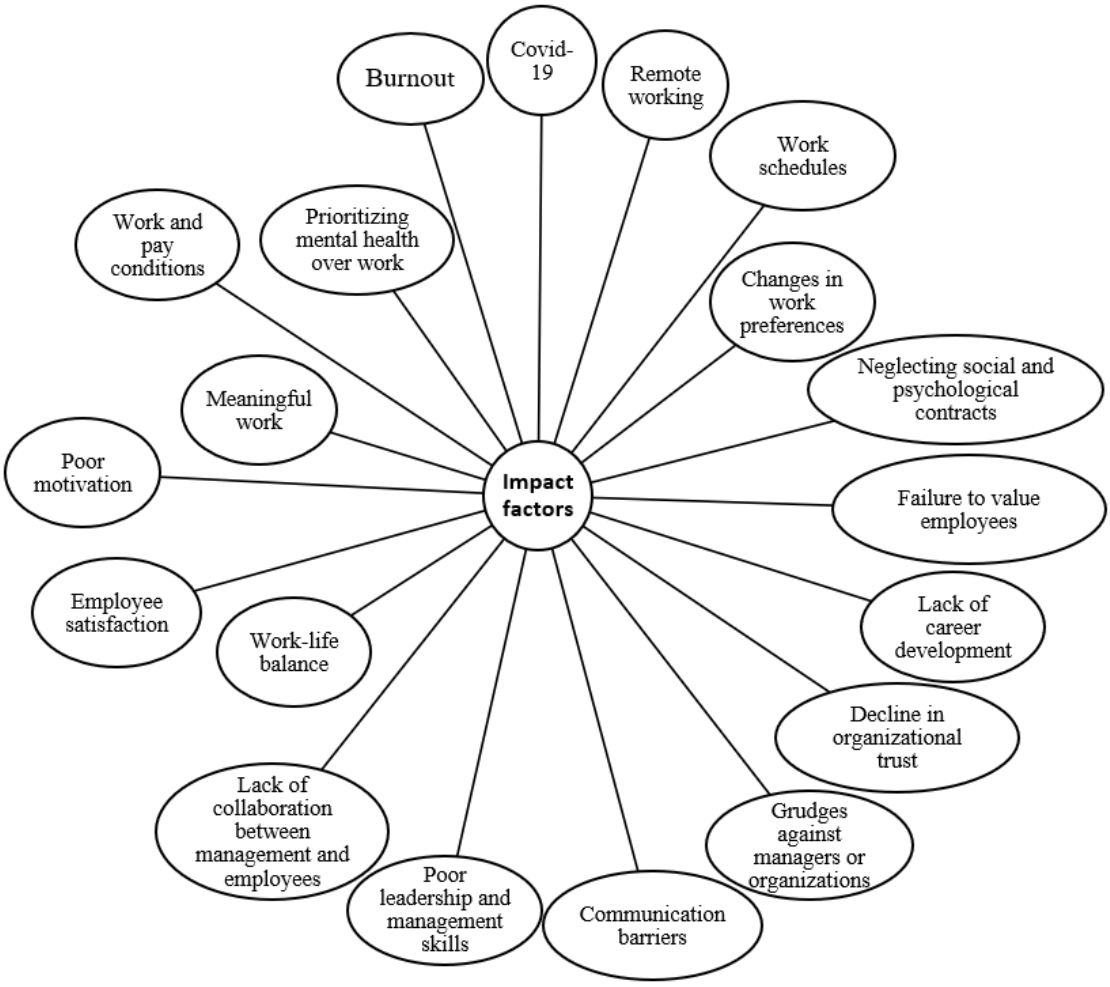


Figure 2. Factors with significant impact
on the concept of the quiet quitting in organizations

The concept of quiet quitting has recently become an important topic in organizational behaviour research, as it can have detrimental effects on the organization and the employees.

While there are many different approaches to understanding and preventing quiet quitting, it is clear that it is a complex and multifaceted phenomenon that requires a comprehensive approach. It is important that organizations develop and implement strategies based on a positive working environment, proactive communication between supervisors and employees, and career development opportunities to prevent quiet quitting and ensure employee engagement and commitment and organizational productivity.

The rise of paradigm shifts across various human domains presents significant challenges for humanity. These shifts are marked by unpredictability, individualism, shifting values and

principles, declining empathy, and the prioritization of the individual. Successfully navigating these changes requires a high degree of tolerance, competence, and knowledge.

6 CONCLUSION

The results show that quiet quitting is a common concept in organizations around the world. Various studies have shown that quiet quitting is linked to a variety of factors such as job dissatisfaction, poor communication with colleagues and supervisors, lack of promotion opportunities, poor organizational culture and inadequate rewards. In addition, they found that quiet quitting can lead to a number of negative effects, such as reduced productivity, increased employee turnover and poor quality of work.

The topic is under-researched and we believe that further in-depth research is needed in this area. There is a perception that the topic is being studied, but at the same time, it is noted that this is not being followed up by scientific research. Original articles were included in the analysis and all non-open access literature was excluded. The integrative review prepared allows for further in-depth research in this area and forms the basis for the elaboration of a Ph.D. thesis.

The potential reduction in the contribution of individuals to the economy has a negative impact on the economy itself and on society as a whole. Our research provides insights into the dimension of the concept and illustrates the influencing factors that enable organisations to identify the concept in their midst in a timely and successful manner.

Further research is needed to understand the factors that contribute to quiet quitting and to develop effective strategies to prevent it.

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Povzetek:
Koncept prepoznavanja dejavnikov tihe odpovedi v organizacijah: Integrativni pregled literature

Raziskovalno vprašanje (RV): Kateri dejavniki pomembno vplivajo na koncept tihe odpovedi v organizacijah?
Namen: Namen integrativnega pregleda literature je podrobneje preučiti koncept tihe odpovedi v organizacijah. Cilj izčrpnega pregleda je na podlagi relevantne literature identificirati dimenzije koncepta in prepoznati dejavnike, ki nanj vplivajo.
Metoda: Primarna raziskovalna metodologija temelji na integrativnem pregledu literature. Zbiranje podatkov je potekalo v skladu s smernicami, ki jih narekuje uveljavljen formalen postopek oziroma standard PRISMA. Osnovno orodje za pridobivanje relevantne in za našo raziskavo ustrezne literature predstavlja pripravljena matrika raziskovalnih baz in uporabljenih ključnih besed iskanja. Literatura je bila iskana v podatkovnih bazah SpringerLink, Scopus, ProQuest, ScienceDirect, Cobiss, dLib, Google Učenjak, Emerald in ResearchGate. Časovni okvir iskanja smo opredelili od leta 2019 do leta 2023. Izločili smo literaturo, ki se neposredno ne nanaša na naše področje raziskovanja in nima odprtega dostopa. Zbrane podatke smo analizirali z metodo metasinteze.
Rezultati: Med dejavnike, ki pomembno vplivajo na koncept tihe odpovedi smo identificirali: slabo cenjeni zaposleni, pomanjkanje zavezanosti organizacij h kariernemu razvoju zaposlenih, neupoštevanje zaposlenih, izključenost zaposlenih pri organizacijskih odločitvah, nezadostna avtonomija pri delu in upad zaupanja v organizacijo. Iz tega sledi, da je prepoznavanje potreb zaposlenih ključni koncept na katerih je potrebno graditi strategije, ki vodijo v uspešno in učinkovito upravljanje tihe odpovedi.
Organizacija: Naša raziskava ponuja vpogled v razsežnost koncepta in prikazuje dejavnike vpliva, ki organizacijam omogočajo pravočasno in uspešno prepoznavanje koncepta v svojih sredinah.
Družba: Potencialno zmanjševanje prispevka posameznikov v gospodarstvu, v negativnem smislu vpliva tako na samo gospodarstvo, kot tudi na celotno družbo.
Originalnost: Tema je podraziskana, zato ocenjujemo, da je potrebno nadaljnje poglobljeno raziskovanje navedenega področja.
Omejitve/nadaljnje raziskovanje: Preučevanje teme je zaznano, istočasno pa opaženo, da temu ne sledijo znanstvene raziskave. V analizo so bili uvrščeni izvirni članki, izločena pa je bila vsa literatura brez odprtega dostopa. Pripravljen integrativni pregled omogoča nadaljnje poglobljeno raziskovanje tega področja in predstavlja podlago za izdelavo doktorske disertacije.

Ključne besede: tiha odpoved dela, zaposleni, organizacija, zadržanje zaposlenih, pandemija covid-19, delovno mesto, delovno okolje, ravnanje z ljudmi.

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