

Organisations Surrounded by Silence: Evaluation of Tourism and Hospitality Literature within Employee Silence, Quiet Quitting, and Quiet Firing

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ABSTRACT

Three distinct workplace phenomena—employee silence, quiet quitting, and quiet firing—have received intense attention recently. While acknowledging their differences, a key similarity among them is the lubricant of silence in the workplace. Silence is a widely recognised phenomenon in the tourism and hospitality industries. This study aimed to evaluate employee silence, quiet quitting, and quiet firing. Accordingly, a systematic literature review was conducted. According to the findings obtained, the number of studies on employee silence increased in 2022 and 2023, within the period when quiet quitting and quiet firing were introduced. However, the number of studies on quiet quitting and quiet firing was limited. Employee silence studies were heavily constructed on a specific theoretical background, especially conservation of resources and social exchange theories, while quiet quitting and quiet firing were highly descriptive and urged for future studies. Most employee silence studies adopted quantitative research methods, whereas studies on quiet quitting and quiet firing were conducted in a qualitative manner, trying to describe the phenomena to form a basis for future studies.

Keywords: Employee Silence, Quiet Quitting, Quiet Firing, Silence at Work, Tourism, Hospitality

Introduction

“The deepest fears and the most intense emotions are wordless. In short, silence is the language of the strongest passions, such as love, anger, surprise and fear” (Bruneau 1973: 34).

It is time to talk about silence at work. A number of silent actions are taking place in workplaces (Robinson, 2022), which will ultimately alter the organisational climate eventually. Derived from voice in the organisational paradigm (Hirschman, 1970), silence has taken the spotlight in times of great resignation. Employee silence is defined as the act of withholding valuable information, such as suggestions for improvement, inquiries, and concerns, especially in challenging work situations (Duan et al., 2018). According to Zhang et al. (2018), over sixty percent of employees have chosen to keep quiet about information that they knew would raise management’s concerns at some point in their careers, which could be one of the reasons why the phenomenon has grown into a major concern for the tourism and hospitality industries.

The literature makes it abundantly evident that employee silence is a behavioural act with negative motives; it is not a sign of an absence of voice but rather of a conscious choice that could harm the workplace (Bani-Melhem et al., 2021). Furthermore, it is a significant workplace phenomenon that can cause substantial financial losses for organisations. Accordingly, it has emerged as a significant research topic in the organisation behaviour literature, and studies have generally begun to concentrate on when and how employees prefer to speak up and when they prefer to keep quiet (Donaghey et al., 2011). The majority of the studies have focused on identifying the organisational factors that lead to employee silence (Milliken et al., 2003; Aboramadan et al., 2021; Dehkharghani et al., 2023), but a number have found that proactive personality traits and power distance are also related to employee silence (Lam and Xu, 2019). When organisational factors were examined, it was discovered that leadership styles, particularly narcissistic (Aboramadan et al., 2021; Mousa et al., 2021), abusive (Xu et al., 2015; Lam & Xu, 2019; Sarfraz et al., 2021), and authoritarian (Duan et al., 2018), were related to employee silence. Employee silence is believed to be influenced by perceived managerial justice (Duan et al., 2010) and perceived organisational support (Tsai et al., 2015; Aldabbas et al., 2023).

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According to a number of studies, employees' tendencies to speak up or remain silent may be influenced by their attitudes towards their work environment or work-related conditions, such as the degree to which they feel empowered (Ju et al., 2019).

While the literature on employee silence is growing deeper, the pandemic has led to the emergence of new concepts related to workplace silence. Furthermore, the majority of core values and paradigms that once shaped the world have undergone substantial shifts, leading academicians to struggle to understand the intricate nature of the modern world since 2020 (Formica & Sfodera, 2022). The academic community is now trying to define new workplace phenomena as quiet quitting and quiet firing. In the great resignation era, which is the determiner of economic depression throughout the world, quiet quitting and quiet firing have gained popularity. Defined as an employee's refusal to go further than the call for assignment, quiet quitting is deliberate action. Employees do not make extra effort to be more productive and effective, which will cause a future crisis in the tourism and hospitality industries. Furthermore, quiet firing is a well-known phenomenon that has been defined and titled in a contemporary manner (Anand et al., 2023). Quiet firing can be described as management creating an unpleasant work atmosphere that forces employees to leave their jobs voluntarily (Ruvio & Morgeson, 2022).

Employee silence, quiet quitting, and quiet firing are concepts revolving around the "silence" in the workplace. Although each idea alludes to different unfavourable work environments, silence acts as a lubricant. Hamouche et al. (2023) mention that these concepts are interrelated and that the psychological aspect of quiet quitting can be best explained by examining employee silence. According to Yıkılmaz (2022), quiet quitting is a silent act that does not involve informing supervisors. Similarly, employee silence is an action that involves deliberately withholding opinions and concerns from supervisors and does not involve providing information. The current position of silence literature concerning employee silence, quiet quitting, and quiet firing may provide a more comprehensive approach than individual considerations of each phenomenon. Accordingly, the purpose of this study is to systematically collect existing research on employee silence, quiet quitting, and quiet firing to conduct a comprehensive review. Systematic literature reviews summarise and analyse previous research to provide comprehensive information about the field. Moreover, it provides up-to-date information to researchers and contributes to shaping future directions (Nightingale, 2009).

These studies are regarded as original research because they use strict methodological procedures (Rother, 2007). To the best of our knowledge, no previous study has attempted to conduct similar research. This study aims to fill this gap in the research literature in line with the research questions developed in the study.

1. Is there a recent increase in the number of papers on employee silence, quiet quitting, and quiet firing?
2. What theoretical backgrounds have been most adopted in the studies?
3. What methodologies have been most adopted in the studies?
4. What variables were most examined in the studies?
5. What are the bibliometric data of the studies?

Literature Review

Employee Silence

Employees, who are considered the most significant contributors to organisational success, contribute to organisational success by hastening organisational change through creative and innovative workplace performances (Beheshtifar et al., 2012). Increasing organisational productivity and success in a competitive market necessitates employees' willingness to openly express their opinions, ideas, and suggestions about work (Chamberlin et al., 2017). With the increase in job diversity in the modern business environment, communication and interaction are expected to increase. Employees must be actively involved in the process of solving business problems and developing work processes (Deniz et al., 2013). However, recent studies indicate that employees prefer to remain silent when expressing their ideas and opinions for various reasons (Hao et al., 2022; Morrison, 2023). This is regarded as an indication that "employee silence," which may have extremely dangerous consequences for businesses, has begun to emerge in the processes within the organisation.

The conceptual research conducted by Morrison and Milliken (2000) posits that employee silence, which was positioned as a separate structure for the first time in the organisational behaviour literature, is an extension of the concept of organisational silence. Employee silence, which theoretically emerged from Hirschman's (1970) earlier studies, was overlooked for a long time because it was dealt with by being overlapped with employee loyalty in early studies where the concept was not structurally positioned separately, and it signalled inaction and acceptance of the ongoing situation (Pinder & Harlos, 2001). Employee silence is defined as the refusal to express one's honest behavioural, cognitive, or emotional evaluations of one's organisational conditions to those perceived to have the power to bring about change or relief (Pinder & Harlos, 2001). Employee silence, in other words, is the deliberate suppression of ideas and opinions about organisational issues (Morrison, 2014). The definitions make it clear that employee silence is a specific type of individual behaviour. The notion that occasionally a group of workers will congregate

and engage in employee silence behaviour at the organisational level is one that can be categorised as an organisational behaviour type (Whiteside & Barclay, 2013). However, Choi and Hyun (2022) noted that the terms “organisational silence” and “employee silence” were used interchangeably in earlier studies and that this approach led to the dissection of the concept of “employee silence” being disregarded.

Employee silence is a conscious behaviour derived from underlying motives. Employees’ preference to remain silent may be due to a wide variety of reasons (Güçer et al., 2018). Furthermore, it is believed that the complexity of humans makes it difficult to explain even situations that can be declared and observed; therefore, explaining silence necessitates a more complex process (Eroğlu et al., 2011). When the existing literature is assessed, Morrison and Milliken’s (2000) first study focused on the organisational factors that trigger employee silence. Employee silence is an example of a deliberate act. However, determining the intrinsic motivation underlying employee preference to remain silent is extremely difficult. Because it is difficult to distinguish silence, it is necessary to evaluate this behaviour on the basis of dimensions (Choi & Hyun, 2022). Employee silence, according to Pinder and Harlos (2001), is related to organisational situations and events, as well as how employees accept organisational events and situations in the context of injustice. They classified employee silence as “quiescence silence” or “acquiescence silence” in this context. Quiescence is a type of silence that occurs when employees are worried about the consequences of expressing personal opinions and prefer to remain silent. Acquiescence silence means that the employee recognises that even if he or she expresses his or her views openly, nothing will change and thus prefers to remain silent.

Quiet Quitting

Quiet quitting was coined by economist Mark Boldger at an economic forum in 2009 (Buscaglia, 2022). This phenomenon has been known for a long time, but it was not until the outbreak of the pandemic that it received specific research attention. The term initially appeared on social media platforms during the COVID-19 pandemic and quickly gained popularity (Richardson, 2023). Quiet quitting is related to an employee’s restricted dedication to complete assigned tasks and renounce any additional responsibilities that are not part of the job description. In other words, it is used to describe employees’ lack of commitment to their jobs. According to Zenger and Folkman (2022), it is characterised by an employee’s lack of desire to go beyond the call of duty. Quiet quitting and resignation are not the same. There is an obvious distinction between them. Quiet quitting is a deliberate action in which employees reduce their work performance and productivity (Hamouche et al., 2023). Employees who exhibit reduced productivity and disengagement at work are commonly referred to as “quiet quitters” (Bérubé et al., 2022). Quiet quitters continue to perform their main duties but are less likely to indulge in what is known as citizenship behaviours. They may decrease their attendance at team meetings, discussions, and social gatherings. The philosophy guiding them is to do what the contract requires, nothing more. This can result in severe negative outcomes, such as a decrease in creativity and a lack of sharing ideas in teamwork (Xueyun et al., 2023). Their work contributions are reduced, and they may not volunteer for tasks or projects. They remain with the organisation, yet their productivity has declined. Quiet quitters often retreat emotionally and mentally from their work or social situations without expressing their concerns or discontentment. Quiet quitters frequently avoid conflicts or confrontations with co-workers or superiors. They frequently internalised their issues and distanced themselves from the situation rather than confronting issues head-on. It is comparable to the idea of employee silence in this regard.

Studies in the literature have asserted that quiet quitting is the result of a business’ failure to forge meaningful relationships with those who work for it (Çimen & Yılmaz, 2023; Güler, 2023; Mahand & Caldwell, 2023). The toxic culture in today’s business world manipulates relationships between employees and supervisors. According to Sull et al. (2022), toxic culture exhibits five features. These comprise a lack of courtesy and consideration (disrespectful), unequal treatment and nepotism (non-inclusive), unethical behaviour (unethical), backstabbing behaviour (cutthroat), and bullying and harassment (abusive) (cited in Ellera et al., 2023). The number of supervisors and managers who lack compassion and sympathy for others has increased at an alarming rate. In toxic workplaces, it has become common practise to disregard the suffering of employees and treat them as assets rather than as appreciated partners (Worline et al., 2017).

Quiet Firing

Quiet firing has recently become a research topic. It is an organisational phenomenon that has already been known with different labels, such as “constructive discharge” or “constructive termination” (Anand et al., 2023). Quiet firing is an employer-driven behaviour, whereas employee silence and quiet quitting are both employee-driven concepts. Quiet firing is not the same as quiet quitting. These terms are used in different scenarios. Both allude to circumstances in which workers disengage or quit without creating significant noise or drawing attention to themselves. Moreover, employees are managers of the process of quiet quitting, whereas managers are in charge of quiet firing. Quiet quitting and quiet firing have been on the agenda since the outbreak of COVID-19. It is not surprising that both concepts, with a negative orientation, emerged during the great resignation era. According

to Klotz (2022), the pandemic could lead to ideal conditions for employees to resign. To address the negative consequences of resigning/quiet quitting, organisations have started using quiet firing, which makes it popular today.

Quiet firing is a difficult process that eventually drives employees to quit their jobs. An employer creates arduous and disagreeable working conditions that impel employees to resign from their jobs. In the most severe situations, quiet firing occurs when employers permit employees to have damaging or miserable experience at work to get rid of them. This tactic constitutes a form of psychological manipulation (Wigert, 2022). Quiet firing is not a new concept; rather, quiet firing is a new term for long-known managerial practises used to avoid the economic, psychological, and legal costs of firing employees (Ruvio & Morgeson, 2022). Some of these practises may be inadvertent, but common techniques involve disregarding employees or restricting their access to management processes and opportunities for career advancement (Wigert, 2022). According to Martinuzzi (2022), quiet firing is a passive aggressive approach, and there are main indicators of this. One of these indicators is managers' deliberate termination of communications. Furthermore, the organisation stifles career advancement. Another indicator of quiet firing is exclusion from social events.

Silence in Tourism and Hospitality

The tourism and hospitality industries are fragile and are easily affected by the crisis, and they face critical problems that have yet to be resolved. COVID-19 has triggered a major crisis in the tourism and hospitality industries. Enterprise shutdowns and lockdowns have a significant negative impact on the economy and financial markets. These problems have been mitigated in part by government emergency assistance and other forms of economic intervention and support, such as stimulus payments (Formica & Sfodera, 2022). Nonetheless, the industry was forced to confront its shortcomings in crisis management. This has also increased research on crisis management. However, starting with the great resignation era, new forms of silence, such as quiet quitting and firing, emerged, revealing the current position of the industry.

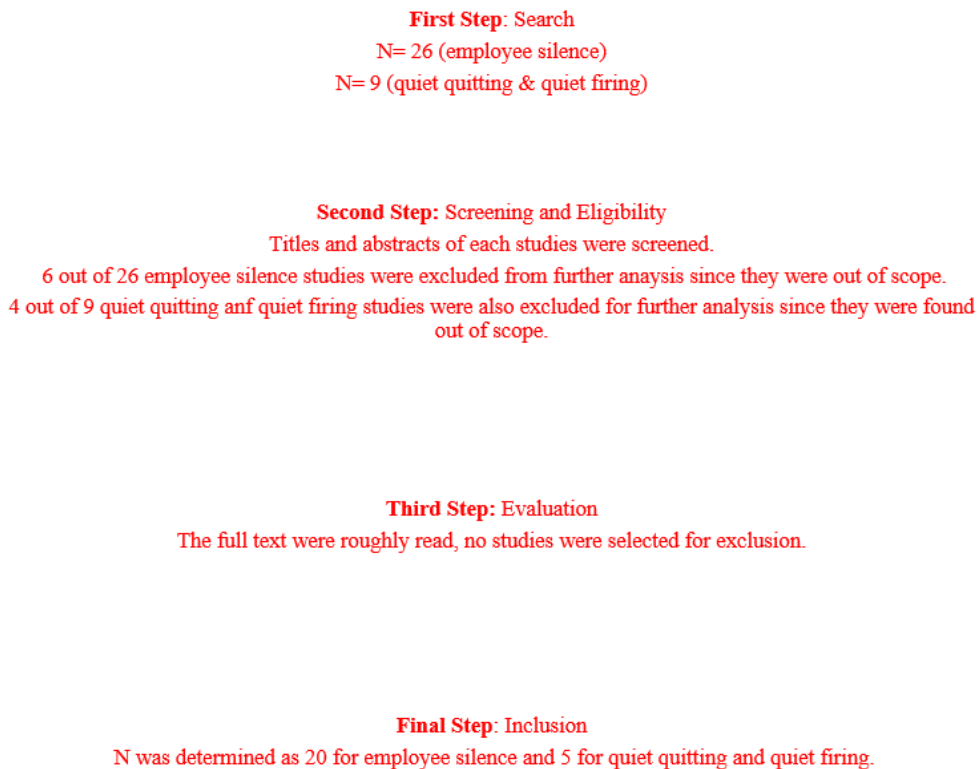
Tourism, particularly hospitality, is in desperate need of employees who can meet customer needs while going above and beyond them (Liu-Lastres et al., 2023). Creativity, innovation, and problem-solving abilities carry significant importance in service settings. Employees, on the other hand, require encouragement and motivation to voice their opinions and contribute to organisational improvement (Jolly & Lee, 2021). Thus, personnel empowerment and talent management are particularly significant in organisations that provide services, including tourism and hospitality. Nevertheless, silence is gaining popularity. Furthermore, new phenomena such as quiet quitting and quiet firing are welcomed by tourism and hospitality. This can be mainly due to job insecurity. In general, job security and stability cannot be overstated as the driving factors that influence one's career choice in developing countries. In general, job security and stability can only be provided by government employment in such countries. There are obstacles for individuals who are willing to work in the private sector, especially in hospitality and tourism. Striving for employment can hinder employees' ability to concentrate on the development of the workplace. In developing countries, reciprocity norms are mainly turned into giving to survive (Mousa & Arslan, 2023). Employees who do not feel safe at work are less likely to express themselves freely, which can lead to deep silence in enterprises, stifling organisational development.

There are organisational factors as well. According to Aboramadan et al. (2021), an increase in the aversion to toxic leadership styles is one of the reasons for silence in the workplace. Hight et al. (2019) also mention toxic leaders as having negative leadership, more authoritarian management, ineffective and poor management skills, and weakness in decision-making. Toxic leadership has negative consequences for both employees and the organisation (Smith & Fredricks-Lowman, 2019). In their study entitled "Hell is empty and all the devils are here," Koo et al. (2022) argued that toxic leaders emotionally harm their employees. However, an urgent need is employee empowerment and talent management.

Methodology

In this study, a systematic literature review was conducted. The PRISMA process for systematic review (Liberati et al., 2009) was followed. Web of Science (WOS) was selected for data collection because it is the first wide-scope international database, which serves as a significant source for its extensive coverage of the most influential journals and research articles (Pranckutė, 2021). In line with the research questions developed, in the search step, keywords "organizational silence, organisational silence, employee silence" were inserted into the search category in WOS. With the addition of a row, the studies were restricted to "tourism" or "hospitality". Twenty six studies were included in total. The studies were filtered for eligibility, and six were determined to be out of scope. Studies screened by title, abstract, and full text 20 studies were selected for further analysis. Then, the same procedure for "quiet quitting" and "quiet firing" was repeated. Because the concepts of "quiet quitting" and "quiet firing" are relatively new, no interchangeable terms were added to the search button. Only 9 studies were identified (18.04.2024). Four of 9 articles were deemed out of scope and were removed from further analysis. The studies were classified using parameters such as publication year,

methodology, theoretical background, and the most investigated variables in the selected studies. Figure 1 provides the visualised process of PRISMA applied in this study.



Source: Adapted from Liberati et al. (2009)

Figure 1. PRISMA Systematic Review Process

Findings

The obtained data were categorised according to their core topic—employee silence, quiet quitting, or quiet firing. The analysis results are presented separately for each category.

Findings on Employee Silence

According to the results, the initial publication in the WOS database dates back to 2008. Before 2019, only few studies were conducted. However, in 2023, the number of publications reached a peak of 7, indicating a recent increase in research interest. Table 1 provides information on the publication years of studies on employee silence.

Taking the theoretical background of the research into account, most studies were conducted centred on the conservation of resources theory. Furthermore, it can be stated that different theoretical frameworks, such as social exchange, social identity, appraisal theories of emotions, spillover, and social cognitive theories, were used. It can be concluded that existing models and theories provide a good understanding of employee silence, providing a basis for further investigation. Table 2 provides the full record of the theories that were mostly used in the selected studies.

Considering the research methodologies of employee silence studies, most of these studies used quantitative research methods. Only one of the 20 studies was conducted using qualitative research methods. The mixed method was not preferred in the selected studies. Employee silence existed as a research theme for a while. However, it was also noted in the study that some researchers regard it as a non-behavioural, passive state. As a result, it is recommended that more qualitative research be conducted to gain a better understanding of the phenomenon. Many selected studies investigated different variables that could be classified

Table 3. Bibliometric Data on Employee Silence Studies

Year	Title	Countries	NA	IF	QR	Citation (WOS)
2024	Effects of job stress factors on mental health and service sabotage: Focusing on flight attendants in foreign airlines	South Korea	3	6	Q1-SSCI	-
2023	The effect of favouritism on employee competencies in the hotel industry: mediating role of employee silence	Türkiye	2	0.6	Q4-ESCI	-
2023	Investigating employee silence in service organizations: a moderation analysis	Pakistan	6	4	Q2-SSCI	-
2023	The relationship between organizational culture, organizational silence and job performance in hotels: the case of Kusadasi	Türkiye	4	3.9	Q2-ESCI	7
2023	Workplace incivility to predict employee silence: Mediating and moderating roles of job embeddedness and power distance	Indonesia	4	3	Q3-ESCI	1
2023	Linking perceived overqualification to work withdrawal, employee silence, and pro-job unethical behavior in a Chinese context: the mediating roles of shame and anger	China	4	5.5	Q1-SSCI	2
2023	Does remaining silent help in coping with workplace incivility among hotel employees? Role of personality	India	3	8.3	Q1-SSCI	9
2023	Social capital-can it weaken the influence of abusive supervision on employee behavior?	China	3	3.9	Q2-SSCI	2
2022	Development of employee silence scale in travel agencies	South Korea	2	8.2	Q1-SSCI	2
2022	Effect of perceived job risk on organizational conflict in tourism organizations: Examining the roles of employee responsible behavior and employee silence	China	3	8.3	Q1-SSCI	2
2022	Leadership styles and their effect on employees: a comparative study of two Mediterranean tourism destinations	Türkiye & Italy	2	2.2	Q3-ESCI	3
2021	Narcissistic leadership and behavioral cynicism in the hotel industry: the role of employee silence and negative workplace gossiping	Italy	4	11.1	Q1-SSCI	48
2021	International differences in employee silence motives: Scale validation, prevalence, and relationships with culture characteristics across 33 countries	International	46	6.8	Q2-SSCI	27
2021	Bullying in Korean hotel restaurant kitchens: why is everybody always picking on me?	South Korea	4	3.4	Q2-SSCI	6
2020	Customer value co-creation and employee silence: Emotional intelligence as explanatory mechanism	Ghana	5	11.7	Q1-SSCI	13
2020	Abusive supervision and frontline employees' attitudinal outcomes The multilevel effects of customer orientation	UAE	3	11.1	Q1-SSCI	39
2020	Impact of workplace ostracism on knowledge hoarding: Mediating role of defensive silence and moderating role of experiential avoidance	Pakistan	3	3.4	Q2-ESCI	8
2019	How family support influences work cynicism and employee silence: The moderating role of gender	China	4	3.5	Q3-SSCI	18
2014	Voicing their complaints? The silence of students working in retail and hospitality and sexual harassment from customers	Australia	2	1.4	Q2-ESCI	13
2008	Organizational silence: A survey on employees working in a chain hotel	Türkiye	2	1.3	Q3-ESCI	9

NA: Number of authors; QR: Q Rankings; IF Impact Factor

According to Table 3, Türkiye (N=4) and China (N=4) were the countries where employee silence studies were mostly conducted. They were followed by South Korea (N=3), Pakistan (N=2), and Italy (N=2). The number of authors ranged between 2 and 46. The journal impact factors ranged from 0.6 to 11.7. Looking at the Q ranking of the journals that published employee silence studies, the majority (N=8) were published in Q1, followed by Q2 (N=7).

Quiet Quitting and Quiet Firing

According to the results obtained, five studies investigated quiet quitting and firing. Regarding relatively new concepts, these studies were recently published. In 2022, one study was included in the WOS. In 2023, the number increased to three. In 2024, only one study was carried out, as listed in Table 4.

Considering the theoretical background of the studies, two studies were conducted within theoretical support, which is given below. Human need theory (N=1), neutralization theory (N=1), affective events theory (N=1), and resilience theory (N=1). One study used only human need theory as its theoretical foundation, whereas the other used a variety of theories, including neutralization, affective events, and resilience theories, to comprehensively frame quiet quitting and gain a better understanding of the phenomenon. This can be interpreted as an extra research effort in terms of establishing a concrete theoretical foundation for identifying the underlying mechanism of this phenomenon.

The majority of the studies used qualitative research methods (N=3), with two out five studies being quantitative. This could be explained by the studies being in an evolutionary stage. Because the core topics were quite novel, studies focused primarily on explaining the phenomena using qualitative research methods. More research is clearly needed to gain a better understanding of quiet quitting and firing.

Considering the variables investigated in the studies, only quiet quitting was used as 4; the frequency of the other variables was 1. Accordingly, a word cloud was generated (WordArt.com) with the variables examined in the quiet quitting and quiet firing studies. The generated word cloud is shown in Figure 3.

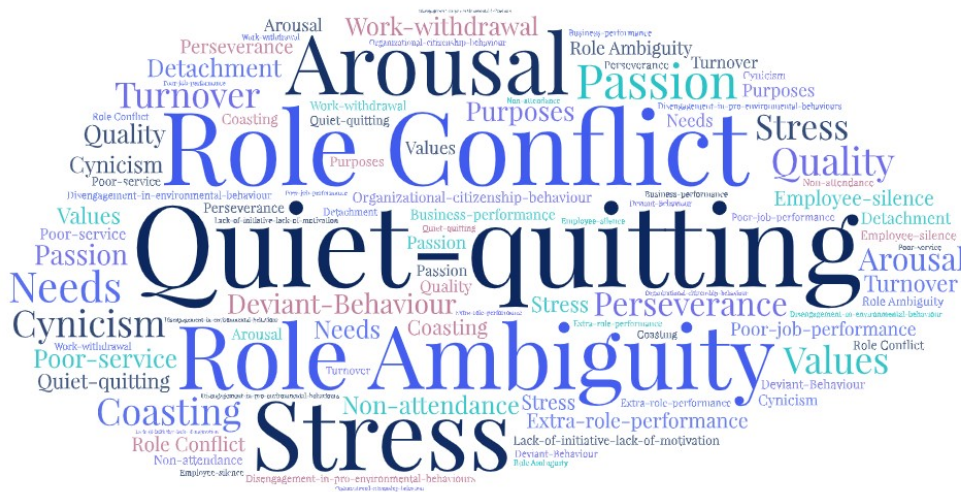


Figure 3. Visual cloud of variables examined in quiet quitting and quiet firing studies.

Table 4. Bibliometric Data on Employee Silence Studies

Year	Title	Countries	NA	IF	QR	Citation (WOS)
2024	Rationalizing quiet quitting? Deciphering the internal mechanism of front-line hospitality employees' workplace deviance	USA	2	11.7	Q1-SSCI	-
2023	Quiet quitting: relationship with other concepts and implications for tourism and hospitality	UAE Greece	3	11.1	Q1-SSCI	16
2023	Combating quiet quitting: implications for future research and practices for talent management	Türkiye	3	11.1	Q1-SSCI	-
2023	The quiet quitting scale: Development and initial validation	Greece	8	3.3	Q3-ESCI	4
2022	The Great Resignation and Quiet Quitting paradigm shifts: An overview of current situation and future research directions	Italy	2	12.5	Q1-SSCI	40

NA: Number of authors, QR: Q Rankings; IF Impact Factor

As shown in Table 4, quiet quitting and firing are current research topics in the tourism and hospitality literature. Two of the studies were carried out in Greece. The United States, Türkiye, the United Arab Emirates, and Italy all contributed to the literature with one study each. The impact factor of the journals ranged between 3.3 and 11.7. Four studies appeared in Q1 journals.

Discussion and Conclusion

The objective of this research is to evaluate employee silence, quiet quitting, and quiet firing in tourism and hospitality literature. As a result, a systematic literature review was conducted. According to the findings, employee silence has been on the agenda for quite some time. However, the number of studies showed that it did not receive adequate research attention until recently. Employee silence is a well-known phenomenon; however, it has been overshadowed by employee voice literature (Jha et al., 2019; Lam & Xu, 2019). Silence has been evaluated in the literature as a passive behaviour (Dyne et al., 2003; Chou & Chang, 2020); thus, the concept may be unintentionally ignored by academic circles. It can also be a result of the dominance of voice behaviour which contributes to positive organisational outcomes rather than surpassing negative ones by identifying the antecedents of silence behaviour. Considering the quiet quitting and firing literature, it is important to make a clear evaluation of the current literature. Existing studies on quiet quitting and firing have mainly focused on deeply understanding these phenomena. However, it is anticipated that this will be a trending topic that will garner significant research attention in the near future.

Employee silence studies were conducted within a theoretical framework. The studies were mainly based on the conservation of resources theory. According to the conservation of resources, individuals construct, defend, and nurture their resources to guard themselves and their social networks. To prevent resource loss and acquire new resources, appropriate behaviours are essential (Hobfoll, 2011). When considering the fundamental ideas of conservation of resources, this theory can be deemed suitable for exploring new ground regarding employee silence. Furthermore, social exchange theory has been widely applied in the context of employee silence. Building research on theoretical framework aids in the discovery of buried constructs, which is beneficial for both theories and concepts. Considering the quiet quitting and quiet firing literature, the studies are evolving, necessitating additional research on these concepts. Recent studies have concentrated on describing these phenomena and attempting to lay the theoretical groundwork for future research. To reveal the antecedents and organisational outcomes of quiet quitting and firing, more research with a concrete theoretical background is required, with an emphasis on applying existing theories or grounded theory applications.

Studies on employee silence have widely used quantitative research methods. Few studies have been conducted using qualitative methodology. In tourism and hospitality literature, quantitative research methods dominate qualitative and mixed methods. This can be directly linked to the current position of the inquiry (Pelit & Katircioglu, 2022). The desire to obtain more general models and findings can also affect the use of quantitative methods over other methods. Qualitative research methods can be used to learn more about silence. Digging deeper into passive behaviour such as silence, can provide more understanding. As a result, more qualitative research is required. Furthermore, quiet quitting and firing were constructed using qualitative research methods. Because it is necessary to reveal the hidden constructs in the concepts, more research is required.

Employee silence was thoroughly investigated in theoretically formed models that included other workplace variables. Negative workplace variables were chosen to investigate employee silence. Examples include leadership, workplace incivility, abusive supervision, workplace ostracism, and power distance. When supervision and leadership studies are combined, it is possible to conclude that research focuses primarily on the impact of leadership or management on employee silence. This is consistent with the argument that employee silence can be triggered by management. Moreover, leadership style can be an important driver of increasing silence behaviour in organisations (Duan et al., 2018; Lam & Xu, 2019; Aboramadan et al., 2021). Based on the bibliometric data, it is possible to conclude that Türkiye and China are the most productive countries. The studies were mostly conducted by two or three authors. Furthermore, employee silence studies were mainly published in Q1 or Q2 journals, indicating that they have received attention from the highest-ranking journals. Considering the results on quiet quitting and firing, it can be stated that these studies piqued the interest of top-tier journals because they were mainly published in Q1 rankings. This could also be supported by the citation numbers of the studies.

Theoretical Contributions

This study makes some theoretical contributions that need to be discussed. First, this study collects studies on silence in the hospitality and tourism research fields by using various silence-oriented variables, such as employee silence, quiet quitting, and quiet firing, to reveal the inquiry's current position. As a result, it will be easier to determine current trends and early research topics to be addressed in the future. Second, the findings indicate that conservation of resources and social exchange theories were the most commonly used to frame employee silence. However, it is worth noting that these theories are frequently used to explain the relationship between employees and co-workers, and between employees and supervisors. Figuring out the antecedents

of such behaviours may necessitate exploiting different models and theories, which is also underlined in this study. Third, it was highlighted in the study that employee silence studies focused on its relationship with other organisational variables such as workplace incivility, workplace ostracism, and power distance, which may be inferred as an active state that emerges in challenging workplace situations. Finally, research on quiet quitting and quiet firing in tourism and hospitality literature is in its early stages. However, it is anticipated that these phenomena will receive significant research attention in the near future. Silence may require much time to raise attention because it can easily be confused with a non-deliberate passive state rather than a behaviour.

Practical Contributions

Silence behaviours such as employee silence, quiet quitting, and quiet firing can be categorised as important managerial problems. It can be said that silence does not constitute approval of management and its practises. The examined studies indicate that challenging work situations lead to increased silent actions in tourism enterprises. Some studies have highlighted that leadership styles play a critical role (Al-Hawari et al., 2020; Aboramadan et al., 2021; Cheng et al., 2023) in employee silence. Accordingly, it can be stated that it is important to understand the harmful effects of negative leadership styles, such as abusive or narcissistic on employees. This could lead to changes in ineffective management practises (Cheng et al., 2023). Adopting supportive leadership styles may benefit organisations. Furthermore, being aware of these actions in the organisations would make it easier to implement preventive measures. In today's work environment, which requires creativity and innovation, tourism and hospitality enterprises must empower their employees by encouraging them to freely express their opinions. This may also prevent actions like quiet quitting. Working in a more open and supportive environment may lead to a more trusting relationship.

Limitations and Research Agenda

This study has some limitations that need to be addressed. First, WOS was the only selected database to obtain data. Only articles and early-access articles were chosen for further analysis. In the future, studies can use other databases to access more data. Second, only studies on employee silence, quiet quitting, and quiet firing were considered in line with the research topic. Future studies can adopt a more holistic approach and acquire a deeper understanding of silence literature by incorporating other silent actions, such as silent resistance or collaboration among employees. Third, the collected data were reviewed systematically using certain parameters. Studies were analysed according to the mostly used methodologies, theoretical backgrounds, and variables examined. In the future, researchers could add other criteria, such as study sample, research design, study aims, and findings.

Peer-review: Externally peer-reviewed.

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