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RESEARCH ARTICLE

Increasing Danger in Business After the Pandemic: Adaptation of the Quiet Quitting Scale to Turkish

Tayfun Arar[1] [ID], **Gülşen Yurdakul[2]** [ID]

Abstract

The awareness created by COVID-19 in people has caused a difference in their thoughts about work-life balance. People who experienced remote working with the idea that they understood the meaning and importance of life better began to resign in this process. Those who cannot resign and have to continue working in their current jobs have started to show quiet quitting behavior, which can pose a risk within the organization, especially in extraordinary situations such as crises. To prevent undesirable results, it is important to measure the level of employees' potential behavior to identify the problem first. This research consists of two main studies. In the first study, the quiet quitting scale developed by Anand et al. (2024) was adapted into Turkish. In this context, a survey was conducted on 414 employees. A one-dimensional scale consisting of six items was obtained by performing necessary reliability and validity analyses (CMIN/DF; 1.672, GFI; .979, AGFI; .944, CFI; .990, NFI; .975, TLI; .981, RMR; .051, RMSEA; 0.057). In the second study, the obtained scale was considered within the scope of the Conservation of Resources Theory, and its validity was tested in two separate models with 287 different employees in which organizational commitment and its subdimensions were the antecedents and job performance and its subdimensions were outcomes.

Keywords: Quiet quitting, scale adaptation, organizational commitment, job performance, conservation of resources theory.

Introduction

Although the concept of quiet quitting (QQ) was first used by economist Mark Boldger (Buscaglia, 2022) to describe Chinese workers moving away from jobs that cause mental health deterioration due to long working hours, the awareness of the phenomenon has increased by a social media video emphasizing the conscious that occurred in working life during the pandemic period (Khan, 2022). QQ generally involves setting limits to enhance work-life balance, restricting one's responsibilities within the job description to prevent working hours, or doing the bare minimum to complete the task at hand (Arar et al., 2023). This concept also

1 **Corresponding Author:** Tayfun Arar (Assoc. Prof. Dr.), Kırıkkale University, Faculty of Economics and Administrative Sciences-Business Administration, Kırıkkale, Türkiye. E-mail: tayfunarar@kku.edu.tr

2 Gülşen Yurdakul (Res. Asst. Dr.), Doğuş University, Faculty of Economics and Administrative Sciences-Management Information Systems, İstanbul, Türkiye. E-mail: gyurdakul@dogus.edu.tr

refers to the tendency to make the least possible effort and not to deliberately go beyond the basic requirements while fulfilling duties and responsibilities due to dissatisfaction arising from individual or organizational reasons (Formica & Sfodera, 2022). Accordingly, although it is emphasized that QQ behavior (QQB) is similar to "work slowdown" and "strike," which are used as union rights in the literature (Kang, et al., 2023), because QQ is individual or less collective (Delery et al., 2023) and is a passive-aggressive psychological reaction (Mahand & Caldwell, 2023), this phenomenon differs from these concepts. In addition, in the relevant literature, it is stated that QQ does not involve the intention to leave the job; there is no actual act of leaving the job within the scope of the phenomenon (Anand et al., 2024), and it does not include low performance because the employees only fulfill their task performance at an adequate level (Srivastava et al., 2023). Therefore, QQ is broadly defined as behaviors that occur when employees do the minimum amount of work to avoid firing, do not go beyond their defined roles in their duties and responsibilities, and emotionally disconnect from work (Anand et al., 2024).

When the basic ideas underlying the QQ tendency are examined, it seems that there are perspectives that evaluate it within the framework of individuals exhibiting negative workplace behaviors due to individual and organizational dissatisfaction (Arar et al., 2023; Srivastava et al., 2023) and/or the precautions individuals take to protect their psychological health against harsh working conditions (Mahand & Caldwell, 2023; Serenko, 2024; Zhang & Rodrigue, 2023). When these perspectives are detailed, several items can be listed, such as workplace dissatisfaction and different levels of perception between generations (Formica & Sfodera, 2022; Kang et al., 2023), disruption of work-life balance (Hamouche et al., 2023; Shah & Parekh, 2023), and heavy and negative working conditions (Anand et al., 2024). Studies in the relevant literature indicate that these substances, which are considered antecedents of QQB, affect people's commitment levels (Hamouche et al., 2023; Serenko, 2024; Shah & Parekh, 2023). Meyer and Allen (1991) stated that individuals' commitment levels may occur in different dimensions for various reasons. Accordingly, emotional closeness and identification with the organization are defined as "affective commitment" (AC). The type of commitment that expresses the financial costs associated with leaving the workplace is referred to as "continuance commitment" (CC), and the type of commitment that reflects the perception of an obligation to stay in the organization is referred to as "normative commitment" (NC). Based on this information, employees who exhibit QQB limit their commitment to the level included in their job descriptions rather than losing their commitment completely (Karrani et al., 2023). Therefore, employees who exhibit QQB consciously decide not to exceed the requirements specified in their official job descriptions while fulfilling assigned duties only to avoid being fired and to avoid making discretionary efforts or engaging in extra-role activities (Anand et al., 2024).

Although QQB is not seen as a threat by organizations because it fulfills the basic job requirements determined within the framework of employees' job descriptions, this pheno-

menon can have harmful consequences for both organizations and employees (Delery et al., 2023). According to Zhang and Rodrigue (2023), QQB negatively affects employee psychology, performance, workplace environment, and corporate sustainability in the long term. It can be stated that these possible QQ results directly affect performance. Although the impact on performance cannot be simply observed, changes in performance level play a key role in QQ conceptualization. This feature causes QQB to pose a silent risk to organizations. Thus, QQ must be examined in detail due to these characteristics. Therefore, measuring QQB using valid and reliable tools is of great importance for understanding this phenomenon in depth. Measuring QQB is necessary to understand the conceptual findings and scope of QQ by presenting the concept with quantitative data, identifying the antecedents and consequences contributing to the concept, and evaluating the effectiveness of interventions applied to the relevant concept. (Anand et al., 2024; Karrani et al., 2023). Additionally, building a valid scale will enable empirical studies and quantitative evidence to support conceptual research findings. When the relevant literature was examined for these purposes, it was observed that various scales aimed at measuring QQB have been developed.

Literature Review

When the national literature was examined, the QQ scale (QQS) developed by Savaş and Turan (2023) was first encountered. However, this study preferred university students as the sample during the scale development phase. Considering the content and definition of the concept, which is related to people's attitudes toward their work, we believe that the sample chosen to create the scale is not "exactly" suitable. Another scale was developed by Avcı (2023). It can be seen that the relevant research was conducted with 153 higher education graduates working in local governments. There is concern that the study may be inadequate in terms of the representativeness of the concept due to the low number of participants and the fact that it was applied to the employees of a single institution. Karaşin and Öztırak (2023) developed the scale by conducting a survey on healthcare workers, and the study developed by Yücedağlar et al. (2024) aimed to measure QQB in teachers. Similarly, Yılmaz et al. (2024) developed the relative phenomenon scale for teachers. It was thought that since relevant studies dealt with QQB in a single business line and that it is affected by factors such as the nature, characteristics, and culture of the business, there may be problems in the generalizability of the phenomenon to all business lines. To overcome this issue, two studies were found in the literature. When the scale study developed by Boz et al. (2024) was examined, the psychometric measurement power and heterogeneous features of the sample were found to be good. However, the scale items consisted of 25 statements and 5 dimensions. Similarly, Bulut et al. (2024) developed a scale consisting of 48 items within 5 dimensions. These two studies advanced by obtaining favorable results for CFA and developing the relevant phenomenon scale in a heterogeneous sample. However, Smith et al. (2000) emphasized the advan-

tage of developing short-scale forms due to criteria such as the researcher's time constraint, the focus of attention of the participants not being distracted, and their tendencies regarding the relevant subject being accurately determined. Considering this warning, it is thought that there may be problems in obtaining reliable results, considering the scale length in the aforementioned studies. When the issues identified for the scales in the national literature are evaluated, the need to develop the QQS can be seen to continue.

When the international literature was examined, we encountered a scale development study in Greece (Galanis et al., 2023). Greek culture is somehow close to Turkish culture. However, there is more than one judgment in the items included in the scale study, and although at least three-factor loadings are needed for factor formation (Karaman et al., 2017), the presence of factors consisting of two items indicates that the developed scale may cause psychometric measurement errors. Another scale study is the one involving the QQS developed by Anand et al. (2024). The fact that the scale used in the study was applied to different professional groups ensures its high generalizability. When the content of the scale items was examined, it was determined that they comprised statements that comprehensively addressed the concept of QQB and that there was only one judgment in the items. Additionally, when the psychometric values of the scale study were examined, EFA and CFA were found to provide good results. Therefore, considering both the universality of the concept and of the knowledge, there are many scales in the relevant literature, as well as a qualified study in the literature with the understanding that it would be more appropriate to use a universal and common scale with high validity and reliability. It is believed that this scale should be translated into Turkish. In line with this purpose, we aimed to adapt the QQS developed by Anand et al., (2024) into Turkish. The sub-purpose of this research is to test the scale on two models. In the models created with the variables of organizational commitment, job performance, and their subdimensions, which are most related to the concept of QQB as we have witnessed (e.g. Mahand & Caldwell, 2023; Schwarz et al., 2020; Suhendar et al., 2023; Uraon & Gupta, 2021), this study examined these antecedents and consequences within the scope of the Conservation of Resources Theory (COR). In this study, the theoretical framework within the scope of the models in which the scale to be adapted is tested is first processed. Then, two separate studies are included within the scope of the method. In the first study, the process of adapting the QQS to Turkish is mentioned, and its findings are included. The second study includes the testing process and findings of the adapted scale within the scope of the antecedent and consequence. In the last section, the findings are discussed, and suggestions for future studies are provided.

Theoretical Background

Researchers working on the theoretical background of QQB state that COR provides a theoretical basis to explain QQB (Anand et al., 2024; Arar et al., 2023; Hamouche et al.,

2023). COR, proposed by Hobfoll et al. (2018), is used to describe the process of resource interaction (physical, psychological, social, and personal characteristics) between individuals and the environment. According to COR, individuals feel uncomfortable when faced with a threat or loss of resources and display an attitude that attempts to minimize such threats or losses (Meng & Choi, 2021). According to theory, this attitude is a motivational state that is at the center of human behavioral genetics and can be explained based on the evolutionary need to acquire and protect resources for survival (Hobfoll et al., 2018). COR is built on the structure of resources and defines resources as everything that an individual perceives to help oneself achieve one's goals (Hobfoll et al., 2018). Studies in relevant literature have expanded the definition of resource and defined organizational commitment as an individual resource (Hobfoll et al., 2018; Wright & Hobfoll, 2004). In this context, when employees have factors that nourish their motivation with their organization, their organizational commitment is positively affected by acquiring resources (Mowday et al., 2013). However, when they encounter a threat or loss arising from individual or organizational reasons, their commitment levels toward the workplace decrease to protect their resources (Wright & Hobfoll, 2004).

Organizational commitment (OC) (Meyer & Allen, 1991) is a comprehensive phenomenon expressed in the literature with three sub-dimensions. As AC, NC, and CC, which are mentioned in detail earlier. In the relevant literature, it is stated that employees establish a psychological bond with organizations, especially through AC and NC (Cohen, 2007). This psychological bond is negatively affected in the case of employee dissatisfaction due to individual or organizational reasons, reducing employee desire and motivation. The occurrence of factors that harm employee psychological commitment leads them to tend to protect their resources within the scope of COR. On the other hand, CC differs from the other subdimensions within the scope of this study. According to Sungu et al. (2022), the concept of CC is based on cost, and those who are highly committed are constrained by the expenses that could arise from leaving the organization and from needing to maintain their existing membership. Thus, employees who feel CC exhibit QQB in negative situations.

As negative conditions continue to exist in the work environment, employees change their performance levels to protect their personal resources. The concept of performance has a comprehensive structure that needs to be examined in its subdimensions, similar to OC. Although it is generally defined as behavioral patterns aimed at achieving organizational goals (Schwarz et al., 2020), it is classified into two dimensions, task performance (TP) and contextual performance (CP) (Borman & Motowidlo, 1997). This classification, created in the field of applied psychology by considering the factors that are effective in differentiating individuals' performance levels in the causality dimension, also emphasizes motivation that plays a role in the emergence of performance behavior. In this context, the activities that an organization expects employees to perform within the framework of the job description are called "task performance" (Uraon & Gupta, 2021). Helpful and voluntary behaviors toward

the organization, which are not directly determined by the workplace and are known to be extra-role outside of the employees' job obligations, are referred to as 'contextual performance' (Borman & Motowidlo, 1997). Accordingly, TP has a procedural and instrumental structure, whereas CP has a psychological and social structure (Borman & Motowidlo, 1997). The attitudes and behaviors that individuals have on a psychological basis are more quickly affected by the motivational losses they experience (Sonnentag & Frese, 2002). Therefore, in a work environment where employees have to work despite being dissatisfied, they tend to protect their resources by avoiding extra-role performance while performing their duties. In this model, COR assumes that QQB aims to protect employees' resources based on organizational commitment in terms of its antecedents and performance in terms of its consequences. In this context, COR provides a theoretical basis to explain employees' OC, JP, and QQB.

Methodology

This research consists of two sub-studies. In study 1, QQS, which was developed by Anandt et al. (2024), was translated into Turkish. In study 2, QQB was analyzed with OC and JP, which are claimed to be the most patterned in the theoretical context of the literature. For both studies, to generalize the findings, a heterogeneous structure was obtained by including many types of private and public sector employees who had worked at their current workplace for at least 1 year and were actively working when filling out the survey within the scope of convenience sampling.

Study 1

Sample

In total, 414 collected data were randomly divided into two equal parts. First, the frequency distribution of the demographic information of the 207 participants who make up the first part was analyzed. The result showed that 52.2% of the participants were women (n=108), 54.1% were between the ages of 26-40 (n=112), 70% had a Bachelor's degree (n=145), 40.1% had a monthly income of ₺18001-₺25000, 64.7% of them worked in the private sector (n = 134), and 35.3% had worked in their current workplace for 1-5 years (n = 73).

In the second half of the participants of 207 people; 52.7% were male (n=109), 58.9% were between the ages of 26-40 (n=122), 68.6% had a Bachelor's degree (n=142), 43.5% had a monthly income of 32,001₺. or above (n=90), 65.2% worked in the private sector (n=135), and 61.8% worked in their current workplace for 1-5 years (n=128).

Participants in both parts differ in health, tourism, consulting, education, informatics, management, and so on.

Measures

The QQS developed by Anandt et al. (2024) consists of 8 items and is measured on a 5-point Likert scale (1=*strongly disagree*, 5=*strongly agree*). No item in the scale was coded in reverse logic. Sample items include "*I often avoid working more hours if there is no additional pay*" and "*I feel there is a lack of interest in attending meetings*". The means of items differ from 1.42 to 2.44 with a standard deviation of 0.884–1.340. The items in the original scale were loaded above 0.65, and the reliability was found to be 0.876. These indicators are considered to have good internal consistency. Furthermore, to measure the demographic features of the participants, we developed a scale consisting of items related to their age, gender, educational level, income level, workplace experience, and sector type.

Procedure

In this study, we conducted an adaptation process by following ITC (International Test Commission) steps (ITC, 2018). Therefore, on 04.11.2023, we contacted Amitabh Anand, the corresponding author of the study, to translate the QQS items developed in Anandt et al.'s (2024) study into Turkish, and his written permission was received via e-mail. Then, an application was submitted to the Kırıkkale University Social and Human Sciences Research Ethics Committee on 15.11.2023. The decision taken by the Ethics Committee at the 11th meeting of 20.11.2023 was presented to the authors on 12.12.2023. Between 18.12.2023 and 20.12.2023, relevant scale items were sent to two experts in the field of management and organization and three experts in the field of English translation and interpreting with a request for translation into Turkish. The incoming translations were checked and finalized by the authors, and three experts in the field of English translation and interpreting were requested to translate the relevant Turkish items back into English, provided they were independent of their previous translations. When the authors re-examined the translations, they observed that the translations were very close to the original scale, and it was decided that the final version of the Turkish form of the scale should be as in Appendix 1. Subsequently, the relevant scale form was sent to the 30 participants for the pre-test. The results showed high reliability (Cronbach's alpha = .899) and deleting any item did not increase reliability. We also performed EFA on this sample. We obtained a one-dimensional scale structure. The cumulative variance was 58.85%. Although the items were loaded above .70; only the first item had .583. However, since it was found to be above .40, and to retain the original structure, we decided not to remove this item. Therefore, the survey process was initiated. The data were collected using an online survey technique via Google Forms between 25.12.2023 and 08.01.2024. As a condition for participating in the study, it is mandatory to be between the ages of 18 and 65 and to have worked actively for at least one (1) year in the relevant institution, and no restrictions have been imposed on a sectoral or business line basis. In addition, participants were provided with informed consent to voluntarily participate in our study, with the awareness that their data would not be shared with third parties. We did not set any limits to the extent of our surveys. Instead, we tried to include as many people who met our criteria as possible.

Results

For the first part of the 207 participants, a normality test was conducted. Although the significance level of the Kolmogorov-Smirnov test was .000 (p<0.05), because the skewness value was -1.113 and the kurtosis value was .566, the data distribution was accepted as normal (Gravetter & Wallnau, 2014). Next, a reliability analysis was conducted on the scale. Cronbach's alpha was calculated as .886. Finally, via IBM SPSS 22.0, exploratory factor analysis (EFA) was performed on the data. Kaiser-Meyer-Olkin (KMO) coefficient was. 881, and the significance level of Bartlett's sphericity test [$x^2(28) = 815.324$, p = .000] indicated that the data size was suitable for factor analysis. The 8 items that make up the QQS were gathered into a single dimension, and the explained variance was calculated as 56.254%. Factor loadings and item-total correlations are presented in Table 1. In addition, within the scope of the answers given by the participants in the first part, the QQ level of the participants was found to be at a medium level (M = 2.7585, SD = 1.1).

Table 1

Factor Loadings and Total Item Correlations for the Quiet Quitting Scale

Items	Factor 1	Component	Initial Eigenvalues			Item-Total Correlations
			Total	variance %	% Cumulative	
QQ1	.680	1	4,500	56,254	56,254	.699**
QQ2	.815	2	,892	11,153	67,407	.807**
QQ3	.796	3	,700	8,745	76,152	.804**
QQ4	.644	4	,618	7,728	83,880	.647**
QQ5	.770	5	,383	4,790	88,670	.770**
QQ6	.680	6	,357	4,465	93,135	.681**
QQ7	.858	7	,294	3,670	96,805	.843**
QQ8	.731	8	,256	3,195	100,000	.722**

p<0.01**

For the second part, which consisted of 207 participants, a normality test was first carried out. Although the significance level of the Kolmogorov-Smirnov test was .000 (p<0.05), because the skewness value was .383 and the kurtosis value was -.748, the data distribution was accepted as normal (Gravetter & Wallnau, 2014). Within the scope of the answers given by the participants in the second part, it was found that the QQ level of the participants was higher than that of the first group (M = 3.7037, SD = .86). Next, a reliability analysis of the scale was conducted. Cronbach's alpha was calculated as. 860. Then, via AMOS 21.0, confirmatory factor analysis (CFA) was performed on the dataset. It is understood that the 1st and 3rd statements did not have sufficient factor loading and were removed from the revised structure. When the items were re-examined, item 1 was found to be not related to the essence of QQ and was more related to counterproductive work behavior. When the definition of QQ is examined, it is determined that the focus is on "working only enough to fulfill the requirements of the job", but if the employee fulfills the relevant requirement, they will move away from fulfilling these requirements. It is also noted that the relevant item was removed

from the original study after EFA was conducted. Similarly, item 3 was also re-examined. Although the relevant item constitutes the essence of QQ, it seems that it is not discussed at a common point in terms of understanding by the participants. A total of 114 of the participants answered, "strongly disagree" with the relevant item, while 90 of them answered, "I agree". It is believed that this item, for which the standard deviation is high, was not understood correctly. It was determined that the relevant item was removed from the structure after CFA in the original scale. However, as a result of creating covariance between the e4 and e7 error coefficients within the scope of modification indices, the fit index values of the model are; 1.672 for CMIN/DF; .979 for GFI; .944 for AGFI; .990 for CFI; .975 for NFI; .981 for TLI, while It was found to be .051 for RMR and .057 for RMSEA value. Among these values, the CMIN/DF, GFI, AGFI, CFI, NFI, and TLI values were within ideal fit limits, and the RMSEA and RMR values, it is seen that they are within acceptable limits. Because of these findings, the unidimensional structure of QQS adapted into Turkish confirmed.

Table 2
Factor Loadings afterwards CFA, AVE, and CR and CR Values

Items	Factor Loadings	SFL	SMC	CR	AVE
QQ2	0.53	0.2809	0.7191		
QQ4	0.75	0.5625	0.4375		
QQ5	0.81	0.6561	0.3439	0.873424	0.53875
QQ6	0.75	0.5625	0.4375		
QQ7	0.76	0.5776	0.4224		
QQ8	0.77	0.5929	0.4071		

SFL: Standardized Factor Loading, SMC: Squared Multiple Correlation; CR: Composite Reliability; AVE: Average Variance Extracted

Additionally, as shown in Table 2, the AVE value calculated based on factor loadings was found to be 0.53875, and the CR value was 0.873424. The fact that the AVE value is greater than 0.50 and the CR value is greater than 0.70 indicates that the defined factor structure has sufficient reliability and convergent validity (Yaşlıoğlu, 2017). Therefore, the original scale, which consists of a single dimension with 8 items, was adapted to Turkish as a one-dimensional QQS consisting of 6 items, by performing validity and reliability analyses for the reasons stated above.

Study 2

Sample
When the demographic characteristics of the participants (n=287) from whom the data collected within the scope of the second study were examined, 50.2% of the participants were women (n=144), 64.8% were in the 26-40 age group (n=186), and 64.1% were university graduates. graduate (n=184), 28.9% of them had an income between ₺25,000-₺33,000, and 63.8% were private sector employees. Similar to Study 1, the professions of the participants weary in a range.

Measures

In addition to the demographic information about the participants, the survey consists of four sections, namely, QQB, OC, and JP. While the QQS, consisting of six items and a single dimension obtained within the scope of Study 1, was used for QQB, for OC, the Organizational Commitment Scale (OCS), which was created by Meyer and Allen (1991) and adapted into Turkish by Dağlı et al. (2018), consisting of 18 items and three sub-dimensions, was used. For JP, in addition to the nine items to measure TP compiled by Goodman and Syvantek (1999), the CP scale created by Jawahar and Carr (2007) and its Turkish adaptation made by Bağcı (2014) comprises a total of 17 items. In all the scales, a 5-point Likert-type scale (1=*strongly disagree*, 5=*strongly agree*) was used.

Procedure

Along with ethical permission and the completion of the data collection process in Study 1, data collection began from a different sample group for Study 2. The data collection process started on 10.01.2024 and ended on 30.01.2024. Valid responses were received from 287 participants using the convenience sampling technique. As a condition for participation in Study 2, the participation rules were the same as those in Study 1.

Results

First, a normality test of the JP scale was conducted. Although the significance level of the Kolmogorov-Smirnov test was .000 (p<0.05), because the skewness value was .785 and the kurtosis value was 1.616, the data distribution was accepted as normal (Gravetter & Wallnau, 2014). Subsequently, a normality test of the OC scale was conducted. Similarly, although the significance level of the Kolmogorov-Smirnov test was .000 (p<0.05) since the skewness value was .587 and the kurtosis value was -.090, the data distribution was accepted as normal to. Finally, a normality test was conducted for QQS within the scope of the relevant sample. Since skewness value -.598; and kurtosis value was. 888, QQS was determined to be normally distributed.

Following the normality test, a reliability analysis of the JP scale was conducted. Cronbach's alpha was calculated as .951. Confirmatory factor analysis (CFA) was performed on the dataset for validity. The AMOS 21.0 program was used for this. It is understood that the 1st and 2nd statements of the second sub-dimension (CP items) did not have sufficient factor loads and were therefore removed from the structure. However, as a result of creating covariance between the error coefficients e3 and e5, e5-e6, e10-e11, and e12-e13 within the scope of modification indices, the fit index values of the model were; 2,769 for CMIN/DF; .908 for GFI; .870 for AGFI; .941 for CFI; .961 for NFI; .961 for TLI; It was found to be .10 for RMR and .079 for RMSEA value. These values are within the ideal fit limits for NFI and

TLI values, whereas other values are within acceptable compliance limits (Doğan & Özdamar, 2017).

Second, a reliability analysis was conducted for the OC scale. Cronbach's alpha was calculated as.828. Then, confirmatory factor analysis (CFA) was performed on the dataset. In order to obtain acceptable values, we needed to remove some items (AC1-2-6; CC6; NC1-2) while keeping the original three sub-dimensions structure. In addition, we had to draw covariances among the error coefficients (NC3-5; NC5-6; CC1-4). Because of the CFA, the values were 3.840 for CMIN/DF; .912 for GFI; .857 for AGFI; .916 for CFI, and 0.10 for the RMSEA value. These values appear to be within acceptable limits (Doğan & Özdamar, 2017).

Although validity and reliability analyses were conducted in Study 1, the QQS was subjected to the same analysis again within the scope of the sample in Study 2. In this context, Cronbach's alpha was calculated as.896. Additionally, as a result of the CFA, the values were 1.475 for CMIN/DF; .987 for GFI; .966 for AGFI; .996 for CFI; .988 for NFI; .996 for IFI; It was found to be .030 for RMR and .041 for RMSEA value. These values appear to be ideal.

When the descriptive statistical information of the scales was examined, QQ was found to be above average (Mean = 3.33, SD = 1.06), and JP was similarly above average (M = 3.5677, SD = .80). However, OC was found to be on average (M= 2.999, SD=.66).

Later, in the first model shown in Figure 1, correlation analysis was conducted to determine the direction and strength of the relationship between OC and its subdimensions and QQ, based on the theory that OC is one of the basic antecedents of QQB.
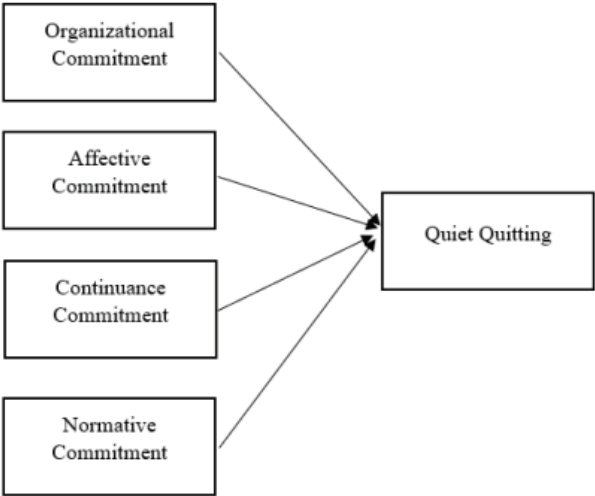

Figure 1. Model 1

Table 3 presents the results of the correlation analysis.

Table 3
Correlation Analysis Results-1

	1	2	3	4	5
QQ (1)	1				
OC (2)	-.423**	1			
AC (3)	-.758**	.540**	1		
CC (4)	.139*	.681**	-.144*	1	
NC (5)	-.355**	.893**	.390**	.497**	1

*p<0.05   **p<0.01

As seen in Table 4, a negative relationship was found between OC and QQ, both based on the main dimension and the subdimensions except for continuance commitment. The strength of the relationship was high between QQ and AC (r=-.758, p<0.01), medium with OC and the NC (r=-.423, p<0.01; r=-.355, p<0.01), and a low level of correlation with CC (r=.139, p<0.05). Regression analysis was performed to determine and measure the impact level, and the results are presented in Table 4.

Table 4
Regression Analysis Results-1

	DV: QQ				
IV	**b**	**R^2**	**Adj. R^2**	**F**	**p**
OC	-.680	.179	.176	61.950	.000
CC	.183	.139	.019	.016	.019
AC	-.710	.758	.574	.573	.000
NC	-.403	.355	.126	.123	.000

**p<0.01   *p<0.05
IV: Independent Variable   DV: Dependent Variable

Table 5 shows that OC negatively affects QQ (b=-.680, p=.000) and predicts it significantly (R^2=.179, p<.01); similarly, AC negatively affects QQ (b=-.710, p=.000) and predicts it significantly (R^2=.758, p<.01). NC negatively affects QQ (b=-.403, p=.000) and predicts it significantly (R^2=.3555, p<.01), and finally, it is seen that CC positively affects QQ (b=.183, p=.019) and predicts it significantly (R^2=.139, p<.05).

In the second model shown in Figure 2, correlation analysis was conducted to determine the direction and strength of the relationship between QQ and JP and its subdimensions based on the theory that JP is one of the main consequences of QQ.
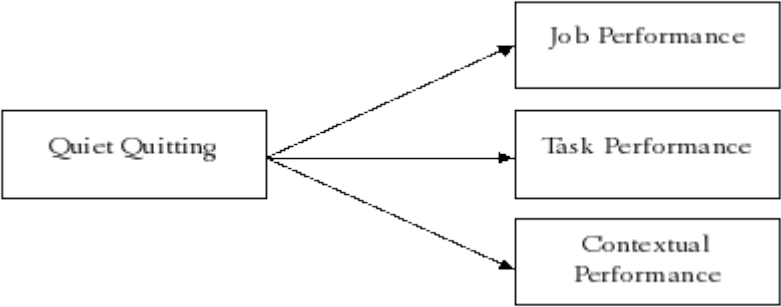
Figure 2. Model 2

Table 5 presents the results of the correlation analysis.

Table 5
Correlation Analysis Results-2

	1	2	3	4
(QQ (1	1	-.191**	.112*	-.465**
(JP (2		1	.889**	.876**
(TP (3			1	.557**
(CP (4				1
	*p<0.05		**p<0.01	

As shown in Table 5, negative relationships (r=-.191, p<0.01; r=-.465, p<0.01) were found between JP and CP with QQ. In terms of relationship strength, a low level of relationship strength was found between QQ and JP, and a medium level of relationship strength was found between QQ and CP. However, a low-level positive relationship (r=.112, p<0.05) was found between QQ and TP. Regression analysis was performed to determine and measure the impact level, and the results are presented in Table 6.

Table 6
Regression Analysis Results-2

	IV: QQ				
DV	**b**	**R2**	**Adj. R^2**	**F**	**p**
JP	-.144**	.037	.033	10.830	.001
TP	.082	.013	.009	3.636	.058
CP	-.483**	.217	.214	78.760	.000

**p<0.01
IV: Independent Variable; DV: Dependent Variable

Table 6 shows that QQ negatively affects JP (b=-.144, p=.001) and predicts it significantly (R^2=.033, p<.01). However, it was observed that the effect of QQ on TP was not statistically significant (p>0.05); It was determined that its effect on CP was negative, similar to the basic dimension (b=-483, p=0.000) and predicted it significantly (R^2=.214, p<.01).

Discussion

This study was conducted to explain in detail the concept of QQ, which is more visible in business life, especially after the COVID-19 pandemic, and to obtain empirical findings. In QQB, the emotional detachment experienced by employees toward work and the organization despite fulfilling their duties emphasizes the psychological feature of the phenomenon (Hamouche et al., 2023). In the discussions, there are views that the philosophy of QQB of 'only fulfilling specified tasks" causes one of the parties to fail to fulfill their unwritten obligations, which results in a psychological violation (Karrani et al., 2023). In line with these views, it is important to examine the psychological structure of the phenomenon, develop a measurement tool to obtain empirical evidence, and consider its antecedents and consequences.

The main purpose of this research was to adapt a valid and reliable scale. In this context, a study was conducted to adapt the QQS, developed by Anand et al., (2024), to Turkish. Although 8 items were gathered in a single dimension in the original scale structure, in the final structure, one item was removed and completed as 7 items in a single dimension. However, when we contacted the corresponding author of the original scale, he stated that the original scale consisted of 8 items, but the first item was removed from the data of their study, but he suggested that we use all 8 items. Similar to the original study, the first item was removed from the scale, and an additional item (third item) was removed and adapted to Turkish as 6 items and a single dimension. It can be concluded that the scale structure obtained because of this adaptation has an ideal structure. The final adapted version of the scale was evaluated by two experts in the fields of management and organizations, and it was determined to be sufficient to measure the relevant phenomenon.

With the scale adapted in line with the sub-objective of the research, the concept of OC as an antecedent and JP was considered within the scope of the consequence and tested in two models. In this context, within the framework of the first model, a negative and moderate relationship was found between OC and its subdimensions and QQ, except for CC. This result provides empirical evidence for studies in the relevant literature that address the issue of QQ within the scope of OC (Arar et al., 2023; Galanis et al., 2023; Hamouche et al., 2023; Mahand & Caldwell, 2023). Because of the regression analysis, it was observed that OC and its subdimensions negatively affected QQB but not CC. It can be stated that the results obtained are consistent with Smith's (2022) study, which reported that 50% of today's employees prefer to limit their commitment to their jobs. Subsequently, QQB has become more prominent.

Negative and moderate relationships were found between AC and QQB. In the regression analysis, it was observed that the AC negatively affected the QQB, and the explanation level of the model was determined to be 57.4%. The result responds to the call in the literature that the emotional aspect of QQB should be focused on (Karrani et al., 2023) and provides empiri-

cal support for the definition of QQB as loss of AC or emotional detachment in the workplace (Hamouche et al., 2023; Serenko, 2024).

Negative and low-level relationships were found between NC and QQB. In addition, NC was found to negatively affect QQB, and the explanation level of the model is low. Aligned with the fact that even employees express their commitment to the workplace within the scope of their moral and ethical consciousness levels (Meyer & Allen, 1991), different views exist on the ethical and moral nature of such a concept. While Zenger and Folkman's (2022) statements 'QQ is not about bad employees, but about bad management' emphasize that the relevant concept does not indicate any ethical or moral deficiency. There are also studies stating that the phenomenon is a complete ethical violation (Meriac et al. 2023; Scheyett, 2023). The contradictory views in the literature may explain the low representation power of QQB at the antecedent level by NC.

Finally, a weak but positive relationship is found between continuance commitment (CC) and QQB. In addition, CC positively affects QQB, and the explanation level of the model is low. This positive relationship is natural because CC expresses the obligatory situations (such as the cost of leaving) that require individuals to work at their jobs; thus, individuals may exhibit QQB against the negative situations they experience at workplace.

In the second model, the structure between QQBs and JPs is discussed. There are two reasons why JP is preferred in the model: First, JP is considered the most important variable that QQB can affect; the second is to observe the differentiation in the performance levels that QQ affects by its nature. In other words, individuals who display QQB deliberately demonstrate TP by fulfilling minimum job requirements (Delery et al., 2023) but also avoid performing CP because they are deliberately reluctant to perform outside of their role (Zenger & Folkman, 2022). The possibility that QQB exerts different effects in different types of performance was evaluated. In this context, a negative and low-level relationship was detected between QQB and JP. In addition, it was determined that the model was statistically significant and that QQB negatively affected JP. The results obtained are important in terms of providing empirical evidence for both the theoretical content of QQB and studies in the literature that address the negative impact of the relevant phenomenon on performance. (Arar et al., 2023; Hamouche et al., 2023; Zenger & Folkman, 2022; Zhang & Rodrigue, 2023).

Positive and low-level relationships were found between QQB and TP. This result obtained by Delery et al. (2023) supports the finding that individuals exhibiting QQB continue their work within the scope of their duties and prefer to remain silent to avoid situations that may lead to management detection and negative performance evaluation or dismissal. However, the model that examined the effect of QQB on TP was found to be statistically insignificant. Considering different perspectives, QQB cannot be considered poor performance (Srivastava et al., 2023), despite its evaluation within the scope of counterproductive behavior (Mahand

& Caldwell, 2023; Shah & Parekh, 2023; Srivastava et al., 2023). Thus, the impact level on TP may have a more complex structure.

Considering the other dimension of performance in the model, a negative and moderate relationship was found between QQB and CP. It can be concluded that the obtained result is compatible with the nature and theoretical background of the QQ. Although individuals exhibiting QQB continue to work, they avoid CP, which explains the level of negative relationships achieved. In addition, QQB has a negative effect on CP, and the explanation level of the relevant model is 21%. When the results obtained within the scope of the second model of the research were examined, the unique structure of the concept of QQ on the basis of performance was met at the empirical level.

Conclusion

This study, which centers on QQB, focused on scale adaptation and testing because it was thought that the relevant phenomenon needs to be developed. For this reason, the model discussed in this study was chosen to be suitable for comparing the theoretical framework of the concept with its empirical results. The study will provide authors to measure QQB as a new concept in Turkish culture with other managerial and organizational issues using a scale that we adapted with a heterogeneous sample with one factor of six items.

This study has some limitations. First, in study 2, which analyzes the antecedents and consequences of QQB within the scope of cause and effect, we conduct a cross-sectional study. Although the general acceptance of the concept of QQ is that the phenomenon started to occur after the COVID-19 pandemic, the concept head existed beforehand. For this reason, longitudinal studies can be conducted in future research to obtain findings that are free from the pandemic effect and to determine changes after the pandemic. In addition, we only analyzed the causes and effects of organizational commitment and job performance. Therefore, it is important for the development of literature that studies on QQB consider the relevant concept as a dependent, independent, and mediating variable in further research. Other related factors, such as subjective well-being, job satisfaction, bore-out syndrome, etc. should be better analyzed using the QQB. Additionally, apart from the COR theory, which we preferred to use, models that can be created within the scope of other theories should be examined to contribute to the literature. It is also recommended to develop the concept of QQ through studies at different institutions and business lines and to examine the possible effects and consequences of the relevant phenomenon.

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Appendix 1

Turkish Adaptation of QQS*

Madde Kodu	Madde
QQ1	İşe sıklıkla geç gelip erken ayrılırım.
QQ2	Eğer ek ücret almayacaksam fazla mesai yapmaktan çoğunlukla kaçınırım.
QQ3	İşten atılmayacak şekilde minimum düzeyde iş yaparım.
QQ4	Çalıştığım kurumda öğrenme ve gelişme olanaklarının eksik olduğunu hissediyorum.
QQ5	Çalıştığım iş bana anlamlı gelmiyor.
QQ6	Toplantılara katılmaya ilgi duymuyorum.
QQ7	Elimden gelenin fazlasını yapacak heves ve isteği kendimde bulamıyorum
QQ8	İşverenimin beni önemsemediğini hissediyorum.

*The final version of the scale comprises items QQ2, QQ4, QQ5, QQ6, QQ7, and QQ8