

Unveiling the Hushed Rebellion! Exploring the Concept of Quiet Quitting in the Modern Workplace: Development and Validation of Quiet Quitting Scale¹

Sessiz İsyanı Ortaya Çıkarmak! Modern İşyerinde Sessiz İstifa Kavramının Araştırılması: Sessiz İstifa Ölçeğinin Geliştirilmesi ve Geçerliliği

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Abstract

Purpose: Like many aspects impacted by the COVID-19 pandemic, the landscape of working life has also undergone significant transformations, leading to a reevaluation of traditional norms and demanding change. One of these trends is the concept of quiet quitting, which started on TikTok and has resonated with many. This study aims to explore the concept of quiet quitting, an area that has received relatively limited research attention thus far. Given the absence of a widely accepted definition of quiet quitting and the limited number of measurement tools, the researchers carried out a scale development study based on the definition they put forth.

Design/Methodology: This study was created with a mixed design because it integrates qualitative and quantitative research techniques. Using qualitative research techniques, the existing literature was scanned and a definition of the concept of quiet quitting was created. The quiet quitting scale was developed using quantitative analysis techniques.

Findings: The researchers identified a comprehensive set of 48 items and 5 factors, which explained 61.5% of the total variability. Confirmatory factor analysis indicated acceptable fits (CMIN/df= 1.917; CFI= 0.900; IFI= 0.901; RMSEA= 0.064). Significant correlations were obtained between quiet quitting, organizational citizenship behavior, and organizational silence. The reliability coefficient (0.96) indicated satisfactory internal consistency. This investigation has resulted in the development of a valid and reliable measurement tool that can be utilized to measure the concept of quiet quitting.

Limitations: Limitation of this study is that the newly developed scale exclusively measures the levels of quiet quitting among individuals employed in the private sector.

Originality/Value: This study is significant in terms of examining this concept, making it measurable, and enabling employers to take measures against this problem.

Keywords: Commitment, quiet quitting, working hours, career, relation with the manager

Öz

Amaç: KOVİD-19 salgınından etkilenen pek çok unsur gibi, çalışma hayatının görünümü de önemli dönüşümler geçirerek geleneksel normların yeniden değerlendirilmesine ve değişim talep edilmesine yol açmıştır. Bu trendlerden biri de TikTok'ta başlayan ve birçok kişide yankı uyandıran sessiz istifa kavramıdır. Bu çalışma, şimdiye kadar nispeten sınırlı araştırma ilgisi gören bir alan olan sessiz istifa kavramını keşfetmeyi amaçlamaktadır. Bu kavrama ilişkin yaygın kabul gören bir tanımın bulunmaması ve sınırlı sayıda ölçüm aracının bulunması nedeniyle araştırmacılar, ortaya koydukları tanıma dayalı olarak bir ölçek geliştirme çalışması gerçekleştirmişlerdir.

Tasarım/Yöntem: Bu çalışma, nitel ve nicel araştırma tekniklerini bütünleşmesi nedeniyle karma desende oluşturulmuştur. Nitel araştırma teknikleri kullanılarak varolan literatür taranmış ve sessiz istifa kavramının tanımı oluşturulmuştur. Nicel analiz teknikleri ile ise sessiz istifa ölçeği geliştirilmiştir.

Bulgular: Araştırmacılar, toplam değişkenliğin %61,5'ini açıklayan 48 madde ve 5 faktörden oluşan kapsamlı bir ölçeğe ulaştırmışlardır. Doğrulayıcı faktör analizi kabul edilebilir uyum (CMIN/sd= 1,917; CFI= 0,900; IFI= 0,901; RMSEA= 0,064) göstermiştir. Sessiz istifa işten ayrılma, örgütsel vatandaşlık davranışı ve örgütsel sessizlik arasında anlamlı ilişkiler elde edilmiştir. Güvenilirlik katsayısı (0,96) tatmin edici bir iç tutarlılık göstermiştir. Bu araştırma, sessiz istifa kavramını ölçmek için kullanılabilecek geçerli ve güvenilir bir ölçüm aracının geliştirilmesiyle sonuçlanmıştır.

Sınırlılıklar: Bu çalışmanın sınırlılığı, yeni geliştirilen bu ölçeğin yalnızca özel sektörde çalışan bireylerin sessiz istifa düzeylerini ölçmesidir.

Özgünlük/Değer: Bu çalışma, bu kavramın incelenmesi, ölçülebilir hale getirilmesi ve işverenlerin bu soruna karşı önlem almalarını sağlaması açısından önemlidir.

Anahtar Kelimeler: Bağlılık, sessiz istifa, çalışma saatleri, kariyer, yönetici ile ilişki

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1. INTRODUCTION

Individuals who switched to remote work during the COVID-19 pandemic have experienced a disrupted work-life balance and a shift in their perspective on their careers. Many now realize the importance of allocating more time to their lives outside of work and may solely focus on tasks within their job descriptions. However, with the global shift towards innovation, businesses are increasingly expecting employees to work faster and more competitively and produce error-free products within a shorter timeframe. Unfortunately, individuals who strive to do better and complete more tasks may become perceived as workers who simply do what they're told and may no longer receive the recognition they deserve. This can lead to withdrawal and a feeling that their work has no meaning, resulting in some employees engaging in a “quiet quitting” process to protect themselves from burnout and exhaustion. According to Lee Chambers (2022, cited in Stokes & Cassell, 2022), quiet quitting can serve as coping mechanism to counter excessive workload and burnout, enabling individuals to establish safe boundaries and create opportunities for rest and development.

Furthermore, technological advancements, changes in work culture, and human resource developments have led companies to adopt new policies to increase work efficiency in today's business world. However, these policies often result in employees having heavier workloads and working longer hours, including outside of work hours (Akin et al., 2017). Many managers also expect employees to be available outside of work hours, which can interfere with their personal lives and reduce their time with family and themselves unless they have the “right to disconnect”⁸ (European Parliament, 2021). As a result, employees can experience burned out (Bakker et al., 2003; Bolat, 2011; Schaufeli & Bakker, 2004) from constantly meeting increasing work expectations, which can lead to psychological effects such as depression, anxiety (Hillhouse et al., 2000; Lindblom et al., 2006), and absenteeism, all of which can harm the organization (Ybema et al., 2010). When the management notices that these harmful actions become a regular occurrence, the employee is likely to be fired. However, individuals who refrain from exerting any additional effort beyond their assigned duties may persist in their employment without facing dismissal. This situation, frequently mentioned today, is called “quiet quitting.” This concept has become more prevalent due to the pandemic, globalization, increasing communication networks, and changing work cultures. Moreover, the concept of quiet quitting, expressed by TikTok user Zaiad Khan through the #workreform hashtag and the “quiet quitting” video in July 2022, has gained popularity across various social media platforms. Khan's message challenges the hustle culture that advocates for an all-consuming approach to work and instead argues that “work is not your life.” Millions of people have resonated with this perspective, sharing their own experiences in support of this manifesto (Scheyett, 2022). It can be stated that the concept of quiet quitting spread in this way.

According to Formica and Sfedora (2022), the Z and Y generations are the majority of those who engage in quiet quitting, highlighting a generational gap in work values and expectations. Formica and Sfedora (2022) identify several factors that may cause employees to engage in quiet quitting behavior, including unnoticed performance, feeling disrespected or unappreciated, toxic organizational culture, limited learning and growth opportunities, a lack of professional satisfaction, and feeling a sense of meaninglessness at work. Additionally, having a toxic manager (i.e., feeling undervalued and/or not appreciated by the manager; the manager being biased and/or engaging in inappropriate behavior) and communication breakdowns can negatively impact an individual's mental state and lead to quiet quitting (Polatçı et al., 2014; Zenger & Folkman, 2022). Klotz and Bolino (2022) state in an article published in Harvard Business that quiet quitting can impede job satisfaction,

⁸ The right to disconnect is defined in European Parliament Resolution Article 3 (2021, p. 20) as *1. Member States shall ensure that employers take the necessary measures to provide workers with the means to exercise their right to disconnect. 2. Member States shall ensure that employers set up an objective, reliable and accessible system enabling the duration of time worked each day by each worker to be measured, in accordance with workers' right to privacy and to the protection of their personal data. Workers shall have the possibility to request and obtain the record of their working times. 3. Member States shall ensure that employers implement the right to disconnect in a fair, lawful and transparent manner.*

energy, and interest in work. Furthermore, a lack of job satisfaction can also adversely affect life satisfaction and lead to burnout (Avşaroğlu et al., 2005).

1.1. Definition

Since scientific research on the topic of “quiet quitting” is scarce, it is predominantly found in online news articles, blog entries, and research firm publications. Although the term “quiet quitting” contains the word “quitting”, it does not necessarily mean that the person has quit their job (Hetler, 2022). It also does not necessarily involve the process of leaving the job, as in the case of quitting. For some employees who silently resign from their jobs, this behavior can be a form of rebellion, while for others, it is a term that describes a behavior they have been exhibiting for years (Bretous, 2022). The definitions obtained from the sources mentioned above are presented in Table 1.

Table 1 demonstrates the existence of diverse definitions of the concept of quiet quitting across various sources. As researchers, we offer a comprehensive and integrative definition of the concept of quiet quitting as follows:

Quiet quitting refers to the situation where an employee carries out only the tasks specified in their job description, without being terminated, due to reasons such as poor management, excessive workload, inadequate pay, job dissatisfaction, lack of recognition, imbalance of working hours, inability to maintain work-life balance, insufficient organizational communication, lack of organizational/work commitment, organizational-individual incompatibility, and career opportunities.

1.2. Theoretical Background

In the realm of business, individuals have diverse needs that must be met. When individuals are unable to quit their job or resign due to various reasons, such as financial constraints, they may utilize a coping mechanism known as “quiet quitting” to defend against unmet needs. The lack or scarcity of needs, as mentioned in Herzberg’s Two-Factor Theory (Herzberg, 1974) and Self-Determination Theory (Deci & Ryan, 1980), can trigger situations that lead to quiet quitting.

Quiet quitting can significantly impact an individual’s interest in work and desire to continue their business activities, which can diminish their motivation. Motivation is the driving force that activates individuals and provides the necessary effort to achieve their goals and attain success. Herzberg (1974) states that motivation and job satisfaction are interconnected through invisible bonds. According to Herzberg’s two-factor theory, factors related to the job itself and the environment in which the job is performed affect job satisfaction and motivation. Factors that feed motivation by positively affecting job satisfaction (i.e., appreciation of the employee’s performance, exciting and intriguing work, promotion, etc.), which are called motivators, are related to the content of the job (Herzberg, 2005; Herzberg et al., 2017). Motivational factors are seen as a direct driving force for motivation. In this context, motivational factors have been found to have longer-term positive effects on increasing work performance than hygiene factors (Gawel, 1997). On the other hand, inadequate provision of hygiene factors, such as managerial policies, colleague relationships, salary, and status, within the workplace environment can lead to job dissatisfaction (Herzberg, 2005; Herzberg et al., 2017). Hygiene factors are shown to generate a short-term change in work-related behavior and performance but ultimately regress to the previous state (Carlin, 1992; Gawel, 1997). Both hygiene factors and motivators are critical drivers of employee motivation, with the latter being related to the needs that support employee commitment to their job and the organization. Individuals whose needs are unfulfilled and who lack a suitable work environment are more likely to resign from their jobs. Individuals who cannot resign from their jobs due to various reasons, such as economic concerns and unemployment, develop a defense mechanism by using quiet quitting. Quiet quitting, which has a complex structure, is affected by multiple factors. These factors overlap with the motivators and hygiene in Herzberg’s two-factor theory.

According to self-determination theory, the critical point in an individual’s search for goals and achieving success is related to the extent to which they can meet their basic psychological needs. In this context, the concept of need determines the content of motivation and forms an important basis for directing action. More specifically, the innate or basic psychological need for competence, autonomy, and relatedness, the tendency to self-organize and be in an organized relationship with a

larger social structure, must be met. Social contexts that meet competence, autonomy, and relatedness needs are found to: (a) sustain or strengthen intrinsic motivation; (b) facilitate the internalization of extrinsic motivation which result in more autonomous motivational or regulatory orientations, and (c) promote or reinforce life goals that consistently ensure the satisfaction of basic needs (Deci and Ryan, 2000). Behavior is related to people's previously experienced thoughts, feelings, motivations, and attitudes. Therefore, when an experience makes a person feel more competent, the person becomes more intrinsically motivated. On the other hand, extrinsic motivation is based on primary drives and needs such as the need for money and status (Deci and Ryan, 1980).

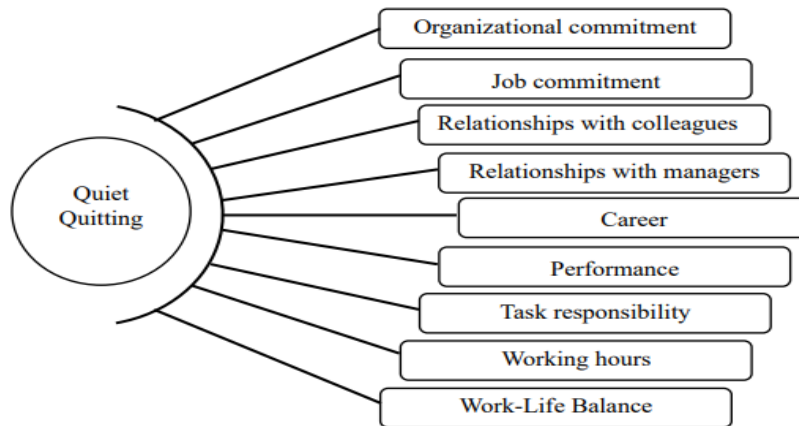
Table 1: Definitions Of “Quiet Quitting

Source	Definition
Youthall Report, 2022	The employees choose to perform only the work defined for them within the defined hours and prefer not to make any sacrifices for more.
Scheyett, 2022	<p>a. Quiet quitting can be conceptualized as a safer means for an employee to express dissatisfaction when the bond between the employee and their job weakens, and the employee only fulfills the minimum requirements of the job.</p> <p>b. Quiet quitting can also be seen as a form of small revenge against employers who do not offer opportunities to reward or support their employees' development.</p>
Fresh Headline, 2022	The habit of employees declining to put in more effort than is necessary for the job.
Kilpatrick, 2022	Establishing a work-life balance, doing the job well, but not taking on unpaid extra assignments.
Pearce, 2022	<p>a. Employees do not resign from their job, but instead fulfill the basic duties of their position without exceeding expectations.</p> <p>b. An indication that employees have not been able to connect with their jobs or managers.</p> <p>c. Employees distance themselves from the ladder-climbing mentality or slow their career ambition to focus more on other aspects of life.</p>
Espada, 2022	An alternative for those who cannot afford to leave their jobs.
Bunting, 2005 cited in Scheyett, 2022	A healthy response to a work culture that values always doing more
Klotz & Bolino, 2022	<p>a. withdrawal of the employee from outside of the duties assigned to them, psychologically less invested in their work.</p> <p>b. continued fulfillment of primary responsibilities but less willingness to engage in organizational citizenship behaviors; not arriving early or absent from work, or not attending non-essential meetings.</p>
Granger, 2022	A coping mechanism used in dealing with burnout and chronic overwork problems.

Yıkılmaz, 2022	The new generation of employee withdrawal is characterized by low work engagement and dissatisfaction with workplace issues (stress, anxiety, workload, lack of support, anger, etc.), which reduces well-being, causes work-family conflict and burnout, and contributes to social, economic, and psychological issues associated with unemployment.
Hetler, 2022	<ol style="list-style-type: none">a. Avoiding working outside of work hours.b. Limiting their duties within the specified job description.c. Performing their duties but expending minimal energy during the completion of the job.d. When they leave the workplace, they leave their jobs behind and focus on their own lives.e. Setting clear boundaries to improve work-life balance.
Formica & Sfedora, 2022	<ol style="list-style-type: none">a. Employees' limited commitment to perform the tasks that have been allocated to them and to renounce any responsibilities that are not part of their job description.b. Little effort is put into labor tasks.

Failure to meet these needs invariably leads to negative functional consequences in terms of mental health and often ongoing stability and performance. Accordingly, needs provide a connection between the social world and desires (Deci and Ryan, 2000). This study established the theoretical basis of quiet quitting, as illustrated in Figure 1.

Figure 1: Expected Conceptual Model



Factors were created by considering the conditions and experiences of the individual in their working life. At the same time, the environmental and motivational factors stated in Herzberg's two-factor theory and self-determination theory have been guiding. The process leading to quiet quitting has a complex structure encompassing both protective and risk factors (see Figure 1). While the presence of some factors in the work environment has a protective effect, their absence can create a risk. Employees' high levels of interest and value towards their job and organization (i.e., organizational/job commitment), coupled with achieving success and a position in their profession (career), having significant task responsibilities and performance, respectful and courteous relationships with colleagues and managers, and consideration and appreciation of employees' views and worth, can serve as a protective barrier against quiet quitting. Conversely, these factors' lack, or insufficient presence can expedite the progression towards quiet quitting. In the event that work hours exceed appropriate levels and work activities dominate an individual's life events, it may become a risk factor by disrupting the individual's life balance.

1.3. Present Study

Although it is challenging to prove the complementarity and originality of the term "quiet quitting", since it is a new concept, the concept has been described in detail through an extensive literature review. There are many established concepts in the literature to describe working life and employee behavior. While the concept of organizational citizenship, which is among these established concepts, explains optional behaviors that increase the efficiency of the organization but do not provide any reward as a result (Organ et al., 2006), the concept of quiet quitting differs in that the employee consciously chooses to work at a certain level. In quiet quitting, there are neither harmful and intentional behaviors that would sabotage the functioning of the organization, nor behaviors that are voluntary and for the benefit of the organization that do not result in any reward. The employee chooses to do only the work in the job description and work hard enough to not to be fired. They do not take any action for the benefit of both the organization and their job but try to escape from the workload to an imperceptible level. Although it is like the concept of task performance (Borman & Motowidlo, 1993 cited in Borman & Motowidlo, 1997), which describes the employee's performance of activities that contribute to the development of the workplace by performing necessary and defined tasks, this situation is actually an employee's reaction to the hustle culture. The employee fulfills the duties in their job description, but they do this to avoid being fired, and they try to spend the least amount of performance while doing their job in a way that they find possible and think that will not be

noticed. They do not enjoy their job and get bored. The employee who is no longer committed to their job and feels that they are not valued and supported at work also realizes that work takes up a large part of their life. An employee who thinks that business life has taken over their private life, takes the action of quiet quitting because they cannot leave their job due to economic or other reasons. The employee who does not want to lose their job, works at a minimum level in a “discreet” way. Therefore, quiet quitting is a planned and conscious process.

As mentioned above, quiet quitting is a fairly new concept, and although it was initially thought to be similar to other established concepts found in the literature, it differs from them. It is almost impossible to observe and warn an employee who is in the process of quiet quitting because it does not show itself clearly like other concepts found in the literature (e.g., organizational silence, organizational citizenship, organizational cynicism, task performance, etc.). An employee is aware that if they show quiet quitting behaviors, they will “stand out” and risk losing their job. However, by continuing the act of quiet quitting, the individual can perhaps preserve their job and position at work for years. Although this action is described as “silent”, the employee’s mind is not that “silent”. The employee not only does their job reluctantly and without pleasure but is on the alert to lighten their workload without being noticed and to work slowly during work hours. Although the damage this situation causes to the employee is not yet known, it is thought that it may wear the employee out psychologically. In terms of the employee’s workplace, this situation may hinder progress, different and innovative ideas, and development. Therefore, it is very important to measure this “silent” situation of the employee by developing a suitable measurement tool and taking the necessary precautions.

This study aims to develop a valid and reliable measurement tool for measuring quiet quitting among individuals working at private sector organizations. The purpose of this scale is to guide employers and employees by determining the quiet quitting levels. The significant association of quiet quitting with a range of organizational behaviors (e.g., organizational commitment, job satisfaction, burnout, organizational cynicism, organizational silence; see Formica & Sfedora, 2022; Scheyett, 2022) makes it crucial to determine its level for economies of both companies and countries. Additionally, the negative consequences of quiet quitting behavior (i.e., decreased performance and commitment for both employees and managers, economic losses, and workplace conflict) (Formica & Sfedora, 2022; Scheyett, 2022) necessitate thorough investigation and evaluation of this phenomenon.

Literature review showed limited number of measurement tools (see Boz et al., 2023; Karaşin & Öztrak, 2023; Savaş & Turan, 2023) for assessing the concept of quiet quitting, which has gained significant domestic and international attention through social media posts. Therefore, this study aims to fill this gap in the field. The existing scales were aimed to measure quiet quitting among teachers (Yılmaz et al., 2024; Yücedağlar et al., 2024), university students (Savaş, & Turan, 2023) and healthcare professionals (Karaşin, & Öztrak, 2023). The lack of a comprehensive and multidimensional scale for private sector employees in the field is notable. For this reason, it was aimed to develop a comprehensive quiet quitting scale that considers all aspects of the working lives of private sector employees. Furthermore, developing a quiet quitting scale is expected to identify employees who exhibit this behavior, and necessary interventions can be taken to move companies forward. Providing support and intervention that make employees feel valued and noticed by the organization is likely to increase employee loyalty, and managers who recognize their own mistakes are more likely to change their behavior for the benefit of the organizations/employees. However, although the quiet quitting process may provide a buffer that protects individuals from the challenges of the situation (Lee Chambers, 2022 cited in Stokes& Cassell, 2022), it can eventually lead to burnout. Therefore, it is important to measure the quiet quitting process to identify employees who are in this situation and provide early interventions. At the same time, it is believed that the employee’s lack of contribution during this process may hinder the organization in the competitive business world.

Gallup’s survey of 15,091 full-time and part-time employees aged 18 and above in the United States in June 2022 revealed that approximately half of the US workforce experiences quiet quitting (Harter, 2022). Although there is no comprehensive study on quiet quitting in Türkiye, a study conducted by Youthall’s survey of 1,002 individuals aged 18 and above in September 2022 revealed that 24% of the participants were in the process of quiet quitting, while 46.6% felt inclined to engage

in quiet quitting (Youthall, 2022). All these findings indicate the necessity of a valid and reliable measurement tool for assessing the concept of quiet quitting, and the development of such a tool is expected to fill a significant gap in the field.

Shortly, this study aimed to develop a valid and reliable scale to measure quiet quitting.

2. METHODS

In this study, the data were collected over two different periods. In the first period, the newly developed quiet quitting scale's factor structure and reliability levels were determined using the quiet quitting scale item pool and demographic information form. In the second period, the factor structure of the developed scale was confirmed, its relationship with valid and reliable measurement tools was examined, and reliability analyses were performed.

2.1. Participants

Data were collected among private sector employees using convenience and snowball sampling methods, one of the non-random sampling methods, via Google Forms. All the researchers disseminated the scales via different channels such as social media, personal contacts, and e-mail.

2.1.1. First period: Participants consisted of employees from different professions and sectors in the private sector. A total of 371 ($n_{\text{female}}=190$; $n_{\text{male}}=176$ and 5 did not specify their gender) employees between the ages of 18 and 66 ($M_{\text{age}}=30.99$; $S_{\text{age}}=7.87$) participated voluntarily in the study. Most participants (74.1%) had a higher education degree. Other demographic information can be found in Table 2.

Table 2: Demographic Information

Variables	1.Period		2.Period		
	n	%	n	%	
Income	0-8.500 TL	141	38	62	27.8
	8.501-17.000 TL	176	47.4	118	52.9
	17.001-25.500 TL	37	10	27	12.1
	25.501 and above	17	4.6	16	7.2
Collar Type	White collar	238	64.15	142	63.39
	Blue collar	120	32.35	75	33.48
	Unknown	13	3.5	7	3.13
Weekly working hours	40 hours and below	114	30.7	88	39.5
	41-45 hours	188	50.6	91	40.8
	46-60 hours	50	13.5	29	13
	61-84 hours	9	2.5	10	4.5
	Not specified	10	2.7	5	2.2
Workplace	Home	8	2.16	4	2.02

	Organization	60	16.17	10	5.05
	Hybrid (both home and organization)	303	81.67	184	92.93
Working days per week	4 days and below	13	3.59	29	18.83
	5 days	209	57.73	20	12.99
	6 days	128	35.36	104	67.53
	7 days	12	3.32	1	0.65

2.1.2. Second period: In a total of 223 ($n_{\text{female}}=124$; $n_{\text{male}}=98$ and 1 did not specify their gender) employees from different professions and sectors in the private sector participated voluntarily in the study. The mean age of the participants was 30.80 ($s=7.75$, and the age range was between 18 and 59). Most of the participants (78.9%) had a higher education degree. Other demographic information can be found in Table 2.

2.2. Measures

2.2.1. First period: Quiet quitting scale item pool and demographic information form were used to collect the data.

2.2.1.1. The demographic information form: It includes sociodemographic questions such as gender, age, education level, salary, collar type, weekly work hours, type of work, number of days worked per week, and sector information.

2.2.1.2. The quiet quitting scale trial form: It was developed by the researchers to measure quiet quitting. It consisted of 71 items and was evaluated on a 5-point Likert-type scale. Each item was scored as follows: “1: strongly disagree, 2: disagree, 3: neither agree nor disagree, 4: agree, and 5: strongly agree”. Cronbach’s alpha internal consistency coefficients and McDonald’s omega coefficients were as follows: (organizational commitment) .95/.95, (relations with the manager) .96/.96, (job commitment) .91/.91, (working hours) .75/.76, and (career) .88/.88. More information about the development of this scale was presented under the “procedure” section.

2.2.2. Second Period: Quiet quitting scale, organizational citizenship behavior scale, organizational silence scale, and demographic information form were used to collect the data.

2.2.2.1. The demographic information form: It was the same as used in the first period.

2.2.2.2. The quiet quitting scale: It was developed by the researchers to measure quiet quitting. It consisted of 48 items and five factors (organizational commitment-18 items, relations with the manager-10 items, job commitment-12 items, working hours-4 items, and career-4 items). The scale was evaluated on a 5-point Likert-type rating. Each item was scored as follows: “1: strongly disagree, 2: disagree, 3: neither agree nor disagree, 4: agree and 5: strongly agree”. A sample item is: “*I look forward to the end of my working hours.*” The highest score was 240, and the lowest score was 48. A higher score indicates higher quiet quitting. Cronbach’s alpha internal consistency coefficients and McDonald’s omega coefficients were as follows: (organizational commitment) .95/.95, (relations with the manager) .97/.97, (job commitment) .93/.93, (working hours) .75/.76, and (career) .88/.88.

2.2.2.3. The organizational citizenship behavior (OCB) scale: The scale was developed by Vey, & Campbell 2004; Williams, & Shiaw, 1999 and adapted to the Turkish language by Basım, & Şeşen (2006). It was developed to measure employees’ organizational citizenship behavior and consisted of 19 items and 5 factors (altruism-5 items, conscientiousness-3 items, courtesy-3 items, sportsmanship-4 items, civic virtue-4 items). A 6-point Likert-type ratings were used as follows: “Never (1)”, “Rarely (2)”, “Occasionally (3)”, “Frequently (4)”, “Mostly (5)”, “Always (6)”. A sample item is: “*I do the work of an employee who takes a day off.*” The highest score was 114, and the lowest score was 19. Basım, & Şeşen (2006) reported Cronbach’s alpha as follows: altruism (.86);

conscientiousness (.77); courtesy (.87); sportsmanship (.82) and civic virtue (.86). Cronbach's alpha internal consistency coefficients and McDonald's omega coefficients for the present study were as follows: (altruism) .86/.85, (conscientiousness) .72/.74, (courtesy) .90/.90, (sportsmanship) .85/.85, and (civic virtue) .91/.91.

2.2.2.4. The organizational silence scale (OSS): The scale was developed by Knoll, & Dick (2012) and adapted to the Turkish language by avuřođlu, & Kse (2019). It was developed to measure employees' organizational silence level. The scale included 15 items and three factors (acquiescent and quiescent silence-10 items, opportunistic silence-3 items, and prosocial silence-2 items). In the evaluation of the scale items, 5-point Likert-type ratings were used as follows: "Strongly Disagree (1)", "Disagree (2)", "Neither Disagree nor Agree (3)", "Partially Agree (4)", "Strongly Agree (5)". A sample item is: "*I remained silent at work because my superiors did not deserve my participation.*" The highest score was 100, and the lowest score was 20. avuřođlu, & Kse (2019) reported Cronbach's alphas as follows: acquiescent and quiescent silence (.91), opportunistic silence (.79) and prosocial silence (.71). Cronbach's alpha internal consistency coefficients and McDonald's omega coefficients for the present study were as follows: (acquiescent and quiescent silence) .93/.93, (opportunistic silence) .85/.85, and (prosocial silence) .87/cannot be calculated due to the number of items (2 items).

2.3. Procedure

Ethics committee permission was obtained from a university's social and human sciences ethics committee with decision number 335, dated 14.12.2022. The ten scale development steps of Carpenter (2018) were followed to thoroughly search scientific articles, blog posts, news articles, and audio-visual sources in the field. These steps included researching the intended meaning and breadth of the theoretical concept, determining the sampling procedure, examining data quality, verifying the factorability of the data, conducting factor analysis, selecting factor extraction method, determining the number of factors, rotating factors, evaluating items based on a priori criteria, and presenting results.

The research team conducted a systematic literature review, which involved a detailed examination of various sources to identify the most relevant and reliable information. The search was conducted using various databases and search engines to ensure that all relevant sources were identified. Using search engines such as Google, Yandex, and Yahoo, the research team searched with the keyword "quiet quitting" in the first stage. In the literature review, the authors, who also used databases such as Google Scholar, LinkedIn, and DergiPark, found 2 articles (Formica and Sfedora 2022; Scheyett, 2022) and a conference presentation (Yıkılmaz, 2022) from these databases. Since the concept researched is quite new, it has been determined that most of the definitions and other information in these documents were taken from news and blog posts. The authors, who also took help from social media (X, Instagram, Facebook, TikTok) while scanning the literature, used the keyword "quiet quitting" and came across a survey study conducted in Turkey (Youthall, 2022) regarding the concept. The team contacted the survey company and obtained the report, which also included survey questions aimed at determining the quiet quitting level of employees. The research team completed the rest and most of the literature review with the news and blog posts they found by searching Google with the keyword "quiet quitting". In addition, the authors carried out comprehensive research to obtain precise and accurate information about the origin of the concept. The team, which conducted a literature review on quiet quitting, then conducted a search using established structures (organizational commitment, organizational citizenship, organizational silence, work commitment, organizational behavior, task performance, etc.) both to use for criterion validity and to determine the possible relationships of quiet quitting with other concepts. In addition, as a result of their research, the authors stated that the reasons for quiet quitting could be due to work-life balance, the right to disconnect, hustle culture, working hours, employee wages, relations with colleagues, relations with the manager, employee satisfaction, workplace environment, burnout in the workplace, work life, etc. They searched many concepts such as on-site communication and task performance as keywords in the search engines and databases mentioned above.

As a result of all this research, each team member proceeded to the article writing phase completely independently of each other. During the article writing phase, each team member separately conducted the literature review mentioned and described above and consulted the opinions of many employees regarding the concept. They also considered the employee opinions they encountered while scanning the literature on their social media accounts. The research team also analyzed the information gathered to identify key themes, patterns, and trends in the literature. This process helped to ensure that the scale developed was comprehensive, reliable, and valid. While creating the item pool, the researchers grouped the items under the estimated/expected factors before the analysis considering the definitions of quiet quitting, and the factor structure formed after the analysis was in parallel with the pre-analysis prediction. Based on the review, 195 potential items were prepared, and each research team member contributed to the item pool, ensuring diversity in perspectives. After careful analysis and evaluation, 122 unique items were selected, and any similar items were removed to ensure that the study was both comprehensive and rigorous. The selection of these items ensured that the study would provide valuable insights into the research questions.

The item pool was sent to 40 field experts for content validity. Among the experts, 28 were selected from the department of psychology (7-*Industrial and Organizational Psychology*, 3-*Social Psychology*, and 2-*Applied Psychology*) and 12 from the department of business administration (11-*Organizational Behavior*, and 1-*Human Resource Management*). The field experts were asked to indicate the relevance and validity of items on a form by using the following options: “Item is relevant”, “Item is not relevant”, “Item is neither relevant nor irrelevant”, and “Comment”.

After being assessed by field experts, the researchers collected and reviewed all answers. The final item pool, consisting of 71 items, was created, with 51 items omitted due to their lack of relevance to quiet quitting or containing multiple meanings. The final item pool was then sent to Turkish language experts to check linguistics. In this phase, four Turkish language experts assessed the pool, and the researchers made minor corrections based on their feedback.

After the analyzes were completed, the items collected under the same factor were examined. According to this analysis, problems or encounters in working life that the items may be related to were turned into short headings. In this context, organizational behavior studies in working life and literature were used. Finally, these headings were named to reflect the items included in the factors.

2.4. Data Analysis

To ensure the accuracy of conducted factor analysis, the adequacy of the sample was examined, taking into consideration the number of participants, their demographic characteristics, and their representativeness of the target population. The necessary sample size for factor analysis was achieved, and the sample group was deemed sufficient (Kyriazos & Stalikas, 2018). Data collection for the first period was stopped after reaching 382 participants (a minimum of 355 participants were needed, as recommended in the literature, see Child, 2006). Outliers were analyzed and removed according to standard z values. The scale’s distinctiveness was determined through item analysis using lower and upper group mean differences. This indicates if an item discriminated against high and low scorers on the test. Jensen (1928 cited in Kelley, 1939) states that 27% from each end must be chosen to construct the upper and lower groupings. The lower and upper 27% are divided into lower ($n = 56$) and higher ($n = 56$) groups, and the statistical significance of the lower and higher group averages was calculated. The independent samples t-test results showed that the mean difference between the higher and lower groups was significant on organizational commitment ($t = -29.99$, $p = .00$); relations with the manager ($t = -13.93$, $p = .00$); job commitment ($t = -6.33$, $p = .00$); working hours ($t = -4.60$, $p = .00$) and career ($t = -14.97$, $p = .00$). To determine the construct validity of the Quiet Quitting Scale, Exploratory Factor Analysis (EFA) was performed using “Principal Axis Factoring” and “Promax” rotation. The analysis determined factor loadings as at least 0.32 (Comrey & Lee, 1992). Accordingly, in-group and inter-group correlation values were examined, and some items in the scale were excluded from the study. The Cronbach Alpha and McDonald’s Omega coefficients were calculated. EFA and reliability analysis were applied to the data obtained in the first period. Confirmatory Factor Analysis (CFA), reliability analysis, and correlation analysis were applied to the data obtained in the second period. For realizing criterion validity analyses, the researchers determined two different scales, namely,

Organizational Citizenship Behavior Scale and Organizational Silence Scale. SPSS 25 and AMOS 23 were used for these analyses.

3. RESULTS

The findings of the study were presented under three headings.

3.1. First Period

Before proceeding to the EFA, the items were reverse coded, and outliers and item-total correlations were examined. Although data were collected from a total of 382 participants, some data were not included in the study for certain reasons (5 participants who did not meet the private sector requirement of the study, 1 participant who did not meet the requirement to be at least 18 years old, and 5 participants who were considered as outliers). Thus, the analyzes were carried out on 371 participants.

Furthermore, items with item-total correlations below .200 (item 10 [I would consider leaving my organization.] = -.109; item 12 [I don't want to be in a work environment.] = .070; item 24 [My organization supports creative ideas.] = .127; item 63 [I establish positive relationships with my colleagues.] = .158 and item 70 [I'm not happy with my manager.] = .027) were not included in the analysis. Thus, five items from the 71-item pool were excluded from the analysis, and EFA was performed on the remaining 66 items.

The results of the EFA showed a scale with nine factors explaining 62.86% of the variance. Since seven items in this scale were overlapping, rotation was performed. In this way, the items that did not work after the rotation was removed from the scale one by one.

Table 3: Pattern Matrix

Items	<i>N</i>	<i>M</i>	<i>S</i>	Item-Total Correlation	Factors				
					Organizational commitment	Relations with the manager	Job commitment	Working hours	Career
Item1	371	1.80	1.14	.679	.813				
Item4	371	2.39	1.27	.527	.803				
Item5	371	2.52	1.32	.749	.550				
Item6	371	2.37	1.31	.779	.502				
Item9	371	2.42	1.26	.594	.807				
Item18	371	2.14	1.16	.597	.937				
Item19	371	2.93	1.39	.582	.497				
Item21	371	1.95	1.12	.647	.893				
Item22	371	4.34	1.05	.592	.817				
Item23	371	2.02	1.22	.775	.750				
Item25	371	2.09	1.22	.590	.751				
Item26	371	1.91	1.12	.627	.939				
Item35	371	2.11	1.25	.774	.758				
Item49	371	1.89	1.16	.705	.797				
Item50	371	2.26	1.35	.758	.457				
Item53	371	2.46	1.43	.629	.396				
Item56	371	1.93	1.15	.704	.684				
Item64	371	2.69	1.46	.311	.620				
Item37	371	2.32	1.35	.710		.821			
Item38	371	2.20	1.28	.694		.633			
Item39	371	2.35	1.36	.740		.779			
Item40	371	2.18	1.27	.678		.672			
Item42	371	2.36	1.29	.732		.831			
Item43	371	2.52	1.36	.724		.950			
Item44	371	2.61	1.37	.707		.955			
Item45	371	2.61	1.41	.705		.830			
Item46	371	2.76	1.40	.675		.854			
Item47	371	2.79	1.39	.704		.778			

Item8	371	2.04	1.26	.370	.481				
Item15	371	2.05	1.22	.445	.471				
Item28	371	1.54	.94	.481	.760				
Item29	371	1.75	1.07	.452	.750				
Item30	371	1.61	1.04	.517	.823				
Item31	371	1.51	.93	.525	.962				
Item32	371	1.37	.84	.466	.816				
Item65	371	2.33	1.35	.305	.590			.351	
Item68	371	1.91	1.27	.441	.597			.392	
Item69	371	2.05	1.30	.429	.597				
Item71	371	1.90	1.15	.465	.746				
Item58	371	1.81	1.13	.461	.531				
Item59	371	1.44	.87	.311	.717				
Item60	371	1.26	.64	.362	.653				
Item61	371	1.50	.91	.294	.654				
Item33	371	1.51	.95	.325	.492				-
									.345
Item57	371	1.53	.98	.200	.362				
Item3	371	3.25	1.40	.565	.592				
Item7	371	3.15	1.39	.684	.724				
Item16	371	2.92	1.41	.640	.548				
Item17	371	2.69	1.36	.707	.511				
Kaiser-Meyer-Olkin Measure (KMO)					.951				
Bartlett's Test					$\chi^2= 15366.59; df= 1176; p=.000$				
Eigenvalues				18.707	6.183	3.570	1.835	1.458	1.063
									1.023
Explained Variance				37.55%	11.79%	6.64%	3.00%	2.23%	1.36%
									1.18%
Total Explained Variance									63.75%
Cronbach's Alpha				.95	.96	.91	.75	.88	-
Total Cronbach's Alpha						.96			-
McDonald's Omega				.95	.96	.91	.76	.88	-
Total McDonald's Omega						.96			-

As can be seen in Table 3, a structure with 7 factors was obtained according to the eigenvalues. However, since no items were loaded in the 6th and 7th factors, the EFA was performed again by forcing five factors, and the results were given in Table 4.

Table 4: Pattern Matrix

Items	KMO	Bartlett's Test	Eigen values	Explained Variance	Factor naming	1	2	3	4	5				
Item1	.951	$\chi^2= 15153.28;$ df= 1128; p=.000	18.612	38.09%	Organizational commitment	.859								
Item4						.758								
Item5						.580								
Item6						.502								
Item9						.772								
Item18						.887								
Item19						.453								
Item21						.900								
Item22						.873								
Item23						.742								
Item25						.669								
Item26						.873								
Item35						.704								
Item49						.774								
Item50					.465									
Item53					.384									
Item56					.702									
Item64					.609									
Item37							5.98	11.56%	Relations with the manager	.855				
Item38							8			.652				
Item39						.800								
Item40						.700								
Item42						.855								
Item43						.949								
Item44						.945								
Item45						.812								
Item46						.871								

Item				
Item47				.761
Item8	3.56	6.72%	Job	.586
Item15	0		commitment	.531
Item28				.771
Item29				.728
Item30				.785
Item31				.888
Item32				.725
Item58				.549
Item65				.647
Item68				.650
Item69				.537
Item71				.816
Item57	1.793	2.93%	Working hours	.443
Item59				.595
Item60				.612
Item61				.637
Item3	1.457	2.20%	Career	.511
Item7				.569
Item16				.538
Item17				.405

To obtain a 5-factor structure as in Table 5, item 33 was not included in the analysis. The total explained variance was 61.50%.

3.2. Second Period

Goodness-of-fit indexes were given in Table 5.

Table 5.

Model fit indexes.

<i>CMIN/df</i>	<i>CFI</i>	<i>IFI</i>	<i>RMSEA</i>
1.917	0.900	0.901	0.064

As can be seen from Table 5, all the fit indexes were within acceptable limits. According to the factors obtained as a result of EFA, the observed model was given in Figure 2.

Figure 2: Observed Model

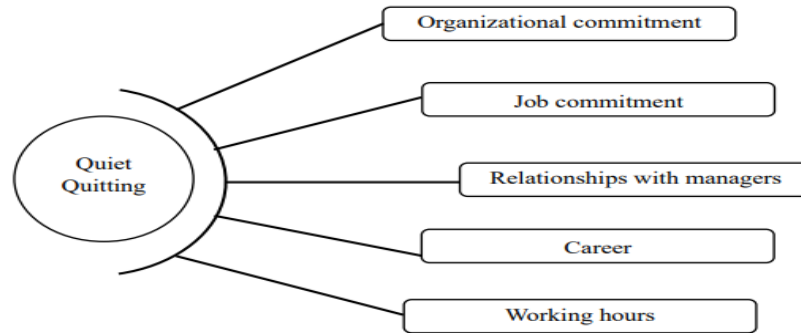


Figure 2 demonstrates that quiet quitting consists of 5 factors.

To test criterion validity, the relationship between the Quiet Quitting Scale, the Organizational Citizenship Behavior Scale, and the Organizational Silence Scale were examined (see Table 6).

Table 6: Relationships Between the Variables

*p<.05

Variables		<i>M</i>	<i>S</i>	<i>N</i>	1	2	3	4	5	6	7	8	9	10	11	12	13	
Quiet quitting	1.Organizational commitment	2.28	.85	223	-	.71*	.51*	.42*	.64*	-	-	-	-	-	.21*	.22*	-	
	2.Relations with the manager	2.45	1.12	223		-	.40*	.26*	.72*	.57*	.50*	.50*	.53*	.66*		.25*	.19*	-
	3.Job commitment	2.03	.92	223			-	.66*	.41*	.41*	.41*	.38*	.42*	.50*	.61*	.49*	.26*	
										.15*	.20*	.03	.26*	.33*				

	4.Working hours	1.69	.79	223	-	.21*	-	-	-	-	-	.45*	.41*	.21*
	5.Career	3.01	1.11	223			.28*	.30*	.18*	.23*	.28*			
												.21*	.17*	.02
							.35*	.37*	.28*	.37*	.52*			
Organizational citizenship behavior	6.Altruism	4.44	1.11	223					.72*		.62*	-.02	-.04	.23*
	7.Conscientiousness	4.07	1.17	223				.60*	.61*	.63*	.59*	-.05	-.03	.16*
	8.Courtesy	5.16	1.10	223						.69*	.67*	.01	-.05	.23*
	9.Sportmanship	4.14	1.22	223							.66*		-.12	.10
	10.Civic virtue	4.45	1.25	223								.16*		
											.22*	.21*	.08	
Organizational silence	11.Acquiescent and quiescent silence	2.36	1.07	223									.74*	.59*
	12.Opportunistic silence	2.04	1.13	223										.42*
	13.Prosocial silence	2.64	1.30	223										

Table 6 shows that there are significant correlations between quiet quitting, organizational citizenship behavior, and organizational silence.

4. DISCUSSION

This study aimed to develop a valid and reliable measurement tool for measuring the quiet quitting levels of individuals working in the private sector. Overall, the results supported validity and reliability of the quiet quitting scale.

Before applying EFA, the suitability of the data for factor analysis was examined by Kaiser-Meyer-Olkin (KMO) value and Bartlett's sphericity test. KMO value ranges from 0 to 1, and a minimum value of 0.60 is expected, and Bartlett's test is expected to be significant ($p < .05$) (Tabachnick et al., 2018). For this scale, the KMO value was calculated as .951, and Bartlett's sphericity test was significant ($p < .05$, $df=1128$). Therefore, the data set was suitable for factor analysis.

To determine the factor structure of the scale, factors with eigenvalues of 1 or higher were considered (Pallant, 2007). An EFA yielded a 5-factor structure, accounting for 61.50% of the total variance. Scherer and others (1988) suggest a 40-60% variance is sufficient. When examining the factor loadings, the lowest value was .384, and the highest was .949. Generally, a factor loading value above .300 is recommended for inclusion in a scale (Costello & Osborne, 2005; Martin & Newell, 2004; Schriesheim & Eisenbach, 1995). Based on this criterion, a 48-item scale was obtained by including items with factor loadings above .300.

The Cronbach's alpha coefficients and McDonald's omega coefficients were as follows: (organizational commitment) .95/.95, (relations with the manager) .96/.96, (job commitment) .91/.91, (working hours) .75/.76, and (career) .88/.88. Cronbach's alpha values of 0.90 or higher are considered to be excellent, values above 0.80 are considered to be good, and values below 0.50 are considered to be unacceptable (George & Mallery, 2010; Kline, 2015). Therefore, Cronbach's alpha results for the factors, except for the working hours, which had a value of 0.75, seem sufficient. McDonald's omega (ω) coefficient is normally equal to or greater than Cronbach's alpha (α) coefficient in all measurements (Bacon et al., 1995). Indeed, ω was equal to or greater than α for all factors. The ω coefficient for all factors was sufficient (McDonald, 1985).

The goodness-of-fit values obtained from the CFA were within acceptable limits (Tabachnick & Fidell, 2001; Thompson, 2004). First, the Chi-square (χ^2) to Degrees of Freedom Ratio (CMIN/df) was evaluated. The Chi-square test, one of the fit indices, has a highly sensitive structure if the sample size is larger than 200. To evaluate the χ^2 test, the ratio of the model to the degrees of freedom (df) should be examined (Joreskog & Sorbom, 1993). A low χ^2 value according to the degrees of freedom indicates a very good fit. A χ^2 / df ratio of 3 or less indicates that the model fit is quite good (Kline, 1998). Our study model showed a perfect fit with $\chi^2 / df= 1.91$. CFI (Comparative Fit Index) is one of the fit indices researchers often use because it is one of the criteria that is least affected by sample size (Fan et al., 1999). While CFI values of .95 and above indicate perfect fit (Hu & Bentler, 1999), values of .90 and above indicate acceptable fit (Little, 2013). The CFI value (.90) in our study model had an acceptable degree of fit. For another fit index, IFI (Incremental fit indices), values of .90 and above indicate a good fit. In contrast, values of .80 and above, although sometimes applicable, often lead to inappropriate decisions (Hu & Bentler, 1999). In our model, IFI had an appropriate fit index with a value of 0.901. Although there are various opinions about the RMSEA (Root Mean-Square Error Approximation) index, MacCallum and others (1996) and Browne and Cudeck (1992) state that RMSAE values of 0.05 and lower closely fit the model. They also state that values between 0.05 and 0.08 correspond to a moderate fit, and values greater than 0.10 correspond to a poor fit. It can be stated that the RMSAE value we obtained (0.064) corresponds to a moderate fit.

Furthermore, significant negative relationship between quiet quitting and organizational citizenship behavior, and significant positive relationship between quiet quitting and organizational silence show criterion validity of the newly developed quiet quitting scale.

It is not possible to cover all aspects of the concept of quiet quitting, which has a wide range of different aspects, with the items created within the scope of a scale development study. For this reason, the items in the study were limited based on Herzberg's (1974) Two Factor Theory and Self-Determination Theory (Deci and Ryan, 1980) as workplace elements (such as working hours, the support the workplace provides for career development). In other words, while making the operational

definition of the concept of quiet quitting and creating the items, care was taken to limit the content of these two theories to include workplace elements. When the final set of 48 items obtained was examined, it was seen that, as intended, it covered all aspects that could be related to the job itself and the environment in which the job was done, and that this scope was limited to workplace elements. In addition, items regarding basic psychological needs (such as appreciation and encouragement) that must be met in the workplace are also included in the item set.

Based on the findings obtained, it is demonstrated that the developed scale is a valid and reliable tool that can be used to measure quiet quitting behavior. One of the strengths of this study is the conceptual examination of quiet quitting, which has yet to be researched much. Since there was no common definition and measurement tool for the concept, the researchers carried out a scale development study based on the definition they put forth. This study provides a well-organized definition and fills an important gap in the literature. This study is important in terms of examining this concept, making it measurable, and enabling employers to take measures against this problem.

In addition to its strengths, the study also has some limitations. Firstly, people might have answered the scale in various environments because the data were gathered using “Google Forms”, and participants’ responses might have been impacted by ambient factors. Furthermore, the scale exclusively measures the levels of quiet quitting among individuals employed in the private sector. Therefore, the levels of quiet quitting among employees in other sectors have yet to be measured and are unknown. Lastly, a large percentage of the sample was in a hybrid arrangement. This situation is thought to have a significant impact on the findings of the study.

The present study offers significant implications for both industry and academia. From an industry perspective, companies can use the scale to evaluate whether their staff members are quietly quitting the company, which could directly or indirectly impact both the individual and the business. Companies can identify these problems and take the appropriate actions by using the scale periodically, which will ultimately result in a more favorable and effective work environment. The literature has noted how quiet quitting affects both employers and employees. High rates of quiet quitting can have an impact on the company's profit margin, brand value, and favorability, as well as the central tenet of capitalism: continual expansion. Moreover, from a humanitarian standpoint, employees’ psychological and physical health are important determinants of quitting quietly. To benefit all parties, the workplace, work hours and days, job descriptions, and communication techniques should be set up. Using this scale should be as a chance to build a better work environment, not as a threat to the employees as performance criteria.

As another suggestion, the literature review has revealed a need for academic research addressing the phenomenon of quiet quitting. As a result, this study offers a place to start for subsequent research. Additional investigation can shed light on the connections between quiet quitting and other relevant ideas, help us comprehend potential mediators and motivators, and develop prevention and intervention studies. Significantly, data were gathered without sector consideration, thereby opening the door for future study employing the scale across various academic fields that might offer fresh perspectives and insights on quiet quitting. A more complex understanding of the phenomenon can be achieved by exploring factors related to quiet quitting.

5. CONCLUSION

Based on all these considerations, the quiet quitting scale will be significantly benefited by both industry and academia. Besides ensuring both companies and employees can gain a greater understanding of this significant issue, it is also essential to keep investigating and exploring the subject of quiet quitting academically. In summary, this study has developed a valid and reliable means of measuring the concept of quiet quitting. We anticipate that this scale will fill a substantial gap in the existing literature while also serving as a valuable complement to future research. In conclusion, this work explores the concept of quiet quitting and develops a scale to measure it in an effort to significantly advance the science of employee behavior during and after COVID-19.

Etik Beyan: Bu çalışmada kullanılan anket yöntemi için Atatürk Üniversitesi Etik Kurulundan 14/12/2022 tarihli ve 23 nolu toplantısında 335 sıra sayılı kararı ile izin alınmıştır. Aksi bir durumun tespiti halinde AKAD Dergisinin hiçbir sorumluluğu olmayıp, tüm sorumluluk çalışmanın yazar (lar) ına aittir.

Yazar Katkı Beyanı:1. Yazarın katkı oranı %25, 2. Yazarın katkı oranı %.20, 3. Yazarın katkı oranı %15, 4. Yazarın katkı oranı %15, 5. Yazarın katkı oranı %15 ve 6. Yazarın katkı oranı %10'dur.

Çıkar Beyanı: Yazarlar arasında çıkar çatışması yoktur.

Ethics Statement: Permission for this study was obtained from the Ethics Committee of Atatürk University with the decision number 23 at the meeting dated 14/12/2022 and numbered 335 of the relevant board. In case of detection of a contrary situation, AKAD Journal has no responsibility and all responsibility belongs to the author (s) of the study.

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Conflict of Interest: There is no conflict of interest among the authors.

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