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Perceived Organizational Support as a Mediator Between Shift Work and Quiet Quitting

Vardiyalı Çalışma ve Sessiz İstifa Arasındaki İlişkide Aracı Olarak Algılanan Örgütsel Destek



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Abstract

The aim of this study was to examine whether perceived organizational support mediates the relationship between work schedule type (shift versus non-shift) and quiet quitting among public-sector employees, within the frameworks of social exchange theory and psychological contract theory. A total of 332 employees (198 shift workers, 134 nonshift workers) completed the measures of perceived organizational support and quiet quitting tendencies. Hierarchical regression analyses controlling for gender and tenure showed that shift workers reported higher quiet quitting and lower perceived organizational support than nonshift workers. Perceived organizational support was negatively correlated with quiet quitting, and mediation analyses indicated that perceived organizational support served as a statistically significant mediator in the relationship between work schedule and quiet quitting. These findings demonstrate that structural work conditions, such as shift systems, influence quiet quitting largely through employees' perceptions of organizational support. This result indicates that enhancing organizational support, particularly in shift-based work environments, may be an effective strategy to reduce quiet quitting and promote sustainable employee engagement in the public sector.

Öz

Bu çalışmanın amacı, sosyal mübadele teorisi ve psikolojik sözleşme teorisi çerçevesinde, algılanan örgütsel desteğin, çalışma sistemi türü (vardiyalı ve vardiyasız) ile sessiz istifa arasındaki ilişkide aracılık rolü oynayıp oynamadığını incelemektir. Toplam 332 kamu çalışanı (198 vardiyalı, 134 vardiyasız) algılanan örgütsel destek ve sessiz istifa eğilimlerini değerlendiren ölçekleri doldürmüştür. Cinsiyet ve kıdem değişkenlerinin kontrol edildiği hiyerarşik regresyon analizleri, vardiyalı çalışanların vardiyasız çalışanlara kıyasla daha yüksek düzeyde sessiz istifa ve daha düşük algılanan örgütsel destek bildirdiklerini göstermiştir. Algılanan örgütsel destek ile sessiz istifa arasında negatif yönlü bir ilişki bulunmuş, aracılık analizleri, algılanan örgütsel desteğin çalışma sistemi ile sessiz istifa arasındaki ilişkide istatistiksel düzeyde anlamlı bir aracı değişken olduğunu ortaya koymuştur. Bulgular, vardiya sistemleri gibi yapısal çalışma koşullarının, sessiz istifayı büyük ölçüde çalışanların örgütsel desteği algılama düzeyleri üzerinden etkilediğini göstermektedir. Bu sonuç, özellikle vardiyalı çalışma ortamlarında örgütsel desteğin artırılmasının, kamu sektöründe sessiz istifayı azaltmada ve sürdürülebilir çalışan bağlılığını teşvik etmede etkili bir strateji olabileceğine işaret etmektedir.

Keywords

Quiet quitting · perceived organizational support · shift work · public sector

Anahtar Kelimeler

Sessiz istifa · algılanan örgütsel destek · vardiyalı çalışma · kamu sektörü



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Perceived Organizational Support as a Mediator Between Shift Work and Quiet Quitting

In today's dynamic labor landscape, organizations face evolving employee expectations, heightened demands for work–life balance, and growing risks of psychological disengagement (Chan et al., 2023). The COVID-19 pandemic amplified these challenges by disrupting conventional work patterns and reshaping employee–employer relations (Thomason & Williams, 2025). The blurring of professional and personal boundaries and frequent work interruptions have further complicated employees' ability to psychologically detach from work (Ayyıldız & Arslan, 2023). Within this context, quiet quitting, initially defined as employees restricting their efforts to the minimum required by formal job descriptions (Formica & Sfodera, 2022), has gained considerable attention due to its implications for employee well-being, organizational performance, and long-term sustainability. Identifying its underlying mechanisms has therefore become a growing concern.

In this context, the present study aims to gain a deeper understanding of the increasingly recognized yet empirically underexplored phenomenon of quiet quitting in both academic discourse and organizational practice by examining it in relation to the structural and organizational factors that are likely to shape this behavior. Specifically, the study investigates whether perceived organizational support mediates the relationship between work schedule (shift vs. non-shift) and quiet quitting, thereby addressing a relationship that has not yet been empirically tested. In doing so, the study examines work schedule as a structural factor and perceived organizational support as an organizational factor that may influence quiet quitting tendencies, thereby contributing to a more comprehensive understanding of this phenomenon.

This study is situated in the public sector of Türkiye, where rigid bureaucratic structures restrict employee participation, fixed salaries diminish motivation, and, most importantly, strong job security limits managerial authority to sanction or dismiss employees who withhold discretionary effort (Lee et al., 2024; Tong, 2025; Üstün & Tatlı, 2020), thereby creating conditions conducive to quiet quitting. Furthermore, research indicates that public sector employees often report lower perceptions of organizational justice compared to their private sector counterparts, largely due to procedural rigidity and limited opportunities for involvement (Karaca & Özmen, 2018; Yavuz, 2010). The public sector's emphasis on equity and service continuity, rather than performance, further constrains managerial flexibility and may heighten the risks of disengagement. These structural and organizational characteristics make the public sector a particularly important context for examining quiet quitting.

The following sections clarify how quiet quitting has been conceptualized in the literature and outline the drivers that have been both conceptually proposed and empirically identified. Subsequently, the work schedule and perceived organizational support are introduced, with particular emphasis on their relevance to quiet quitting.

Quiet Quitting

The term “quiet quitting” attracted widespread attention in 2022 through social media platforms such as TikTok (Alban, 2025; Thapa, 2025). In the aftermath of the COVID-19 pandemic and shifting workforce dynamics, it quickly gained prominence in both scholarly and public debates. Quiet quitting has been defined as a pattern of withdrawal in which employees restrict contributions to the tasks specified in their formal job descriptions (Formica & Sfodera, 2022), withhold discretionary effort to preserve work–life balance and prevent burnout (Hamouche et al., 2023), and deliberately avoid extra-role behaviors by prioritizing personal well-being over organizational goals (Serenko, 2024). Unlike resignation, it does not involve leaving the organization but reflects declining motivation and weakened commitment while employees continue performing only their core duties (Xueyun et al., 2023).

Quiet quitting can be understood within organizational behavior frameworks that emphasize the role of employee–organization relations in shaping attitudes and behaviors. Social exchange theory (Blau, 1964; Cropanzano & Mitchell, 2005) conceptualizes these relations as reciprocal exchanges of resources, where employees' willingness to contribute depends on the perceived fairness between rewards and invested effort. When this balance is disrupted, such as when



the value of “extra effort” is seen as inadequately compensated, employees may restrict themselves to core tasks and withhold discretionary effort (Serenko, 2024).

Psychological contract theory (Rousseau, 1989) provides a complementary perspective by focusing on unwritten obligations between employees and organizations. Perceived breaches, including lack of recognition, unfair treatment, insufficient support, or unmet expectations of career advancement, reduce trust, engagement, and commitment (Atkinson, 2007; Lopez & Fuiks, 2021; Serenko, 2024). These responses became especially salient during the COVID-19 pandemic, when widespread stress, emotional exhaustion, and toxic workplace dynamics led many employees to deliberately limit their efforts to formally required duties while disengaging from extra-role behaviors (Hamouche et al., 2023; Lu et al., 2023; Nguyen, 2024).

Recent research highlights perceived organizational support as a critical factor in reducing quiet quitting. Esen (2023) shows that in public institutions, lack of recognition, weak motivation, and poor managerial practices drive employees toward quiet quitting. Xueyun et al. (2023) provided empirical evidence that perceived organizational support enhances well-being and reduces burnout, which in turn lowers quiet quitting intentions. Similarly, Gün et al. (2025) found that burnout mediates the relationship between perceived organizational support and quiet quitting, indicating that organizational support protects against quiet quitting partly by alleviating burnout.

Burnout itself has consistently emerged as a strong predictor, with emotionally exhausted employees being more likely to engage in quiet quitting (Anand et al., 2023; Galanis et al., 2024; Tsemach & Barth, 2023). Moreover, job dissatisfaction and reduced organizational commitment have been linked to higher quiet quitting tendencies (Formica & Sfodera, 2022; Hamouche et al., 2023; Karrani et al., 2024). Limited career opportunities and poor work–life balance have also been identified as important risk factors (Xueyun et al., 2023). Collectively, these findings suggest that perceived organizational support not only has a direct effect on quiet quitting but also operates through related outcomes such as job satisfaction and commitment.

Collectively, this evidence underscores that quiet quitting is not a temporary trend but a multifaceted phenomenon shaped by structural work conditions, organizational management practices, and employees’ psychological responses to these factors. Building on this perspective, the present study focuses on work schedule as a structural factor that reflects the challenging nature of working conditions and may therefore influence quiet quitting, and on perceived organizational support as an organizational factor that can affect quiet quitting within the work schedule context. Considering their interrelated roles may help reveal how structural and organizational factors together influence quiet quitting.

Shift and Non-Shift Work

Non-shift work refers to conventional daytime employment with fixed weekday hours. In contrast, shift work involves rotating or fixed evening, night, and weekend schedules to ensure continuous operations (International Labour Organization, 2025). Typical systems include fixed night shifts and rotating patterns such as 12/24 or 24/48. Although its origins can be traced back to ancient practices, shift work was institutionalized during the industrial era and has since become an indispensable feature of sectors such as healthcare, transportation, and public safety (Kazancı-Yabanova, 2016; Koç, 2017; Öztürk et al., 2023). Despite its necessity for organizational and societal functioning, shift work has been consistently associated with negative outcomes for employees’ health, motivation, and work–life balance.

A substantial body of research shows that shift work disrupts circadian rhythms and sleep, which contributes to fatigue, impaired alertness, and increased risks of cardiovascular, metabolic, and psychological disorders (Costa, 1997; Ferri et al., 2016; Ganesan et al., 2019; Wickwire et al., 2017). Beyond these effects, shift work also restricts social participation and strains family life, thereby intensifying work–life conflict and reducing overall well-being (Akgöl, 2010; Beutell, 2010; Öztürk et al., 2023).

Another critical concern is the reduced opportunity for interaction with supervisors and colleagues, which fosters both informational and social isolation (Marshall et al., 2007). Such isolation weakens perceptions of recognition and support, which are essential for sustaining commitment and engagement. Because supervisors act as representatives of the organization, limited recognition, guidance, and access to resources weaken employees' sense of support, leaving them disconnected and undervalued (Marshall et al., 2007). Consistent with this, shift workers frequently report lower job satisfaction, weaker organizational attachment, stronger withdrawal intentions, and higher turnover intentions compared to those on standard daytime schedules (Blytt et al., 2022; Dall'Ora et al., 2015; Koç, 2017), outcomes that are closely tied to insufficient perceived organizational support.

However, no study was encountered during the literature review that directly examined the effect of shift work on perceived organizational support. As outlined in the previous section, low perceived organizational support has consistently been linked to reduced satisfaction, weaker performance, and stronger turnover intentions, while insufficient supervisory support, a core component of perceived organizational support, emerges as a critical source of dissatisfaction (Beutell, 2010; Eisenberger et al., 2002). Recent evidence further indicates that shift workers, compared to non-shift workers, are more likely to engage in quiet quitting (Galanis et al., 2024; Moisoglou et al., 2024). Accordingly, this study hypothesizes that shift-based work is associated with a higher tendency toward quiet quitting.

H1. Shift workers report higher levels of quiet quitting than nonshift workers.

H2. Shift workers report lower perceptions of organizational support than nonshift workers.

Perceived Organizational Support as a Mediator

Perceived organizational support refers to employees' general belief that their organization values their contributions and cares about their well-being (Eisenberger et al., 1986). Organizational practices such as fairness, recognition, and supportive supervision contribute strongly to these perceptions, fostering attachment and loyalty to the organization (Rhoades & Eisenberger, 2002). Perceived organizational support also fulfills the socio-emotional needs for belonging and respect, thereby enhancing trust and commitment (Aselage & Eisenberger, 2003).

Increased perceived organizational support has consistently been associated with a range of favorable employee and organizational outcomes. Specifically, high POS fosters stronger organizational commitment, job satisfaction, work engagement, and organizational citizenship behaviors (Eisenberger et al., 1986; Shore & Wayne, 1993), while simultaneously reducing turnover intentions (Dawley et al., 2010) and enhancing performance (Chen et al., 2009). Prior research further demonstrates that perceived organizational support is positively related not only to in-role performance but also to employees' willingness to engage in discretionary behaviors that extend beyond formal job requirements (Chen et al., 2009; Eisenberger & Armeli, 2001).

Conversely, low levels of perceived organizational support have been linked to withdrawal behaviors, turnover intentions, and broader indicators of disengagement (Dawley et al., 2010; Joy & Chiramel, 2016). Specifically, perceived organizational support reduces both job-related withdrawal behaviors, such as absenteeism and lateness, and work-related withdrawal behaviors, such as effort reduction and psychological disengagement (Joy & Chiramel, 2016). Moreover, perceived organizational support serves as a protective mechanism at the group level by buffering the contagion of withdrawal; employees with higher perceptions of support are less likely to imitate disengaged coworkers, thereby helping to sustain performance norms (Eder & Eisenberger, 2008).

Because quiet quitting reflects a deliberate reduction of discretionary effort and the normalization of minimal engagement, perceived organizational support provides a compelling explanatory framework. Employees who perceive their organization as supportive are more likely to reciprocate with commitment, job satisfaction, and extra-role behaviors, whereas low perceived organizational support increases the likelihood of quiet quitting. As noted in the previous section, empirical evidence supports this link, with studies showing that low POS is associated with higher quiet quitting tendencies (Esen, 2023; Gün et al., 2024; Xueyun et al., 2023). Furthermore, job satisfaction and organiza-

tional commitment, which are well-established outcomes of perceived organizational support, have been identified as antecedents of quiet quitting (Formica & Sfodera, 2022; Karrani et al., 2024; Tsemach & Barth, 2023). Taken together, these findings underscore the central role of perceived organizational support in shaping employees' work attitudes and highlight the importance of examining it as a potential mediating variable in the relationship between structural work conditions, such as work schedule, and quiet quitting.

In sum, these findings indicate that shift work represents a structural condition that undermines well-being and satisfaction and may weaken perceptions of organizational support, thereby increasing the risk of quiet quitting. Accordingly, perceived organizational support may function as a protective factor in this relationship. Building on this, the following hypotheses are proposed:

H3. Perceived organizational support is negatively associated with quiet quitting.

H4. Perceived organizational support mediates the relationship between work schedule and quiet quitting.

Method

Participants

G*Power 3.1 software was employed to perform an a priori power analysis aimed at identifying the minimum sample size for the proposed analyses (Faul et al., 2009). For a multiple linear regression analysis with two predictors, assuming a medium effect size ($f^2 = 0.15$), $\alpha = .05$, and power = .95, the required sample size was calculated as 107 participants. The study initially included 351 participants. Data from four individuals were excluded because of their employment in the private sector, and 15 additional cases were excluded based on outlier detection.

The final sample comprised 332 public sector employees (70.2% male; $M_{age} = 37.45$, $SD = 6.04$) currently employed in various public institutions across Türkiye. Of these participants, 59.6% ($n = 198$; 85.4% male; $M_{age} = 36.63$, $SD = 5.70$) were shift workers, and 40.4% ($n = 134$; 47.8% male; $M_{age} = 38.66$, $SD = 6.34$) were non-shift workers.

Most participants held a bachelor's degree, including 79.8% ($n = 158$) of shift workers and 70.9% ($n = 95$) of nonshift workers. Shift workers had an average tenure of 10.43 years ($SD = 5.23$), whereas non-shift workers had an average tenure of 12.17 years ($SD = 6.07$). The average monthly income was comparable across groups, with shift workers earning approximately 68,852 TRY ($SD = 16,651.26$) and non-shift workers earning approximately 68,450 TRY ($SD = 15,272.87$).

Among the shift workers, 82.5% ($n = 160$) worked in a three-shift rotation system averaging 240 hours per month, 12.4% ($n = 24$) in a two-shift system averaging 360 hours, and 5.1% ($n = 10$) in a four-shift system averaging 168 hours. Four participants did not specify their shift system.

Measures

Demographic Information Form

The form, developed by the researchers, collected demographic and occupational information from participants, including age, gender, education level, duration of employment at their current institution, monthly income, and work schedule details.

Work Schedule

Information regarding the participants' work schedules was obtained through the Demographic Information Form. Participants indicated whether they worked on a shift or non-shift schedule and, if applicable, specified the type of shift system (e.g., two-shift, three-shift, or four-shift rotations) and reported their average monthly working hours. For statistical analyses, the work schedule was coded as 0 = *shift workers* and 1 = *nonshift workers*.

Quiet Quitting Scale

The Quiet Quitting Scale developed by Galanis et al. (2023) and adapted into Turkish by Karasioglu (2024) was used to assess participants' quiet quitting tendencies. The original Turkish version of the scale consists of eight items across three subdimensions: disengagement, lack of initiative, and lack of motivation. Sample items include "I do the basic or minimum amount of work and do not put in extra effort" and "I find sources of motivation in my work." Participants responded using a 5-point Likert scale ranging from 1 (*strongly disagree*) to 5 (*strongly agree*), with higher scores indicating greater levels of quiet quitting. In the original adaptation study, the total scale demonstrated a Cronbach's alpha coefficient of .83.

A confirmatory factor analysis was conducted to evaluate the factorial validity of the Quiet Quitting Scale. The initial three-factor model did not demonstrate an adequate fit. Inspection of the standardized loadings indicated that item 6 fell below the .50 threshold and was therefore removed from the model. In the subsequent analyses, Items 4 and 5 also displayed relatively low factor loadings. Comparative model testing revealed that excluding Item 4 resulted in a more acceptable solution with improved psychometric properties. The final two-factor model demonstrated an excellent fit to the data, $\chi^2_{(7)} = 11.00$, $p = .137$, CFI = .993, TLI = .985, SRMR = .031, RMSEA = .042, 90% CI [0.00, 0.086]. All remaining standardized loadings exceeded the recommended minimum value of .50, indicating adequate indicator reliability (Hair et al., 2019). Therefore, the revised two-factor structure was retained and employed in the subsequent analyses of this study.

Perceived Organizational Support Scale

Perceived organizational support was assessed using the eight-item short version of the scale initially developed by Eisenberger et al. (1986) and later adapted to Turkish by Tavlan Soydan et al. (2022). Sample items include, "My organization greatly considers my goals and values" and "When I have a problem, my organization is ready to help me." Participants responded on a 5-point Likert scale ranging from 1 (*strongly disagree*) to 5 (*strongly agree*), with higher scores indicating stronger perceptions of organizational support. The Turkish adaptation study reported a Cronbach's alpha of .94.

A confirmatory factor analysis was conducted to examine the factorial validity of the Perceived Organizational Support Scale. The single-factor model including all eight items demonstrated a satisfactory fit, $\chi^2_{(16)} = 45.8$, $p < .001$, CFI = .991, TLI = .984, SRMR = .014, RMSEA = .074, 90% CI [.049, .101]. The RMSEA value remained below the .08 threshold, which is widely recognized as indicating an acceptable model fit (Browne & Cudeck, 1993). All standardized factor loadings were significant and exceeded the recommended minimum of .50, ranging from .79 to .94, thereby providing evidence of adequate indicator reliability (Hair et al., 2019). The original single-factor structure of the POS scale was retained for subsequent analyses.

Procedure

The Ethical Board of a university in northwestern Türkiye approved the study protocol (No: 144678, Date: 10 December 2024). Individuals aged 18 and older who were employed in public institutions were invited to participate in the study. The researchers contacted participants through digital channels such as email, social media, and messaging platforms, and distributed the questionnaire via an online link to those who agreed to participate. All responses were collected anonymously, and participants provided informed consent before participation.

Data Analysis

Analyses were conducted using IBM SPSS Statistics 26. Normality assumptions were assessed via skewness and kurtosis values, with ± 2 considered acceptable given the sample size (George & Mallery, 2021). Descriptive statistics were computed for all variables. Group differences in demographics and work-related factors were examined with chi-square tests for categorical variables and independent samples t-tests for continuous variables, with Cramér's V and Cohen's

d reported as effect sizes. Confirmatory factor analyses were conducted to examine the construct validity of the scales, and internal consistency was evaluated using Cronbach's alpha.

Pearson correlation analysis was used to assess the relationships among the variables. To test the effects of the work schedule (shift vs. nonshift work) on quiet quitting and perceived organizational support, hierarchical OLS regressions were performed. The mediating role of perceived organizational support in the relationship between work schedule and quiet quitting was tested using the PROCESS macro (Model 4; Hayes, 2022), with 5,000 bootstrap resamples. Indirect effects were considered significant if the 95% confidence interval excluded zero, and the magnitude of mediation was evaluated with partially standardized coefficients (Preacher & Kelley, 2011).

Results

Descriptive statistics and correlations

Descriptive statistics and correlations among the demographic and study variables are presented in [Table 1](#). Gender was negatively correlated with quiet quitting, $r = -.21, p < .001$, and positively correlated with perceived organizational support, $r = .35, p < .001$. Tenure was negatively associated with perceived organizational support ($r = -.11, p < .05$), but was not related to quiet quitting. Work schedule was negatively correlated with quiet quitting, $r = -.26, p < .001$, and positively correlated with age ($r = .17, p < .001$), gender ($r = .40, p < .001$), tenure ($r = -.11, p < .05$), and perceived organizational support ($r = .39, p < .001$). Perceived organizational support was also negatively correlated with quiet quitting, ($r = -.41, p < .001$). No other correlations were significant.

Table 1*Descriptive Statistics and Pearson Correlations Among Study Variables by Study Group*

Variables	Min.	Max.	M	SD	Skewness	Kurtosis	1	2	3	4	5	6	7	8	9
1. Age	23	62	37.45	6.04	0.51	1.41	-	-.09	.07	.29**	.86**	.18**	.17**	.04	-.06
2. Gender	0	1	0.30	0.46	0.89	-1.22	-	.00	-12*	-.09	-.07	.40**	-.21**	.35**	
3. Education Level	1	4	3.18	0.47	0.18	2.49	-	.05	.06	.19**	.04	-.02	-.06		
4. Marital Status	0	1	0.80	0.40	-1.49	0.23	-	.30**	.07	.02	.01	-.09			
5. Tenure	1	34	11.13	5.64	0.42	1.08	-			.11*	.15*	.01	-.11*		
6. Monthly Income	35000	150000	68689.61	16086.77	1.73	5.67	-				-.01	-.01	-.06		
7. Work Schedule	0	1	0.40	0.49	0.39	-1.86	-						-.26**	.39**	
8. Qqs	6	30	14.93	5.25	0.54	0.16	-							-.41**	
9. Poss	8	40	14.31	8.02	1.48	1.50	-								

Predictive Statistics

Because gender, age, and tenure were significantly related to the study variables, it was necessary to control for these factors to rule out their potential contributions. However, due to the strong correlation between age and tenure ($r = .86, p < .001$), including both would have introduced multicollinearity. Therefore, tenure was retained over age, as it more directly reflects work-related experience. Two separate hierarchical OLS regression analyses were conducted: one examining the effect of work schedule on quiet quitting and the other on perceived organizational support, both controlling for tenure and gender. In each analysis, gender and tenure were entered at Step 1, followed by the work schedule at Step 2.

For quiet quitting, the Step 1 model was significant, $R^2 = .05, F_{(2, 329)} = 7.91, p < .001$. Gender was a significant predictor ($B = -2.46, p < .001$), with women reporting lower levels of quiet quitting than men, whereas tenure was not significant ($B = -0.004, p = .942$). In Step 2, the addition of the work schedule significantly improved the model fit, $\Delta R^2 = .04, F \text{ change}_{(1, 328)} = 14.13, p < .001$. Work schedule was a significant predictor ($B = -2.37, p < .001$), indicating that shift workers reported higher quiet quitting than non-shift workers, even after controlling for gender and tenure. Hypothesis 1 was supported. Gender also remained significant ($B = -1.39, p = .049$), while tenure was not ($B = 0.04, p = .485$).

For perceived organizational support, the Step 1 model was significant, $R^2 = .13, F_{(2, 329)} = 25.09, p < .001$. Gender was a significant positive predictor ($B = 6.107, p < .001$), with women reporting higher perceived organizational support than men, whereas tenure was not significant ($B = -0.12, p = .103$). In Step 2, the inclusion of the work schedule significantly improved the model, $\Delta R^2 = .08, F \text{ change}_{(1, 328)} = 37.62, p < .001$. Work schedule was a significant predictor ($B = 5.45, p < .001$), with non-shift workers reporting higher perceived organizational support than shift workers, controlling for gender and tenure. Hypothesis 2 was supported. Gender also remained significant ($B = 3.62, p < .001$), and tenure emerged as a significant negative predictor ($B = -0.21, p = .003$), indicating that employees with longer tenure reported lower perceived organizational support.



Table 2*Hierarchical OLS Regression Predicting Quiet Quitting and Perceived Organizational Support*

Outcome	Predictor	B	SE B	β	t	P	R ²	ΔR^2 / F change
Quiet Quitting	Step 1						.05	$F_{(2, 329)} = 7.91, p < .001$
	Gender	-2.46	0.62	-.21	-3.97	<.001		
	Tenure	0.00	0.05	.00	-0.07	.942		
	Step 2						.09	$\Delta R^2 = .04, F_{(1, 328)} = 14.13, p < .001$
	Gender	-1.39	0.67	-.12	-2.08	.039		
	Tenure	0.04	0.05	.04	0.70	.485		
Perceived Organizational Support	Step 1						.13	$F_{(2, 329)} = 25.08, p < .001$
	Gender	6.09	0.90	.35	6.72	<.001		
	Tenure	-0.12	0.07	-.08	-1.63	.103		
	Step 2						.22	$\Delta R^2 = .09, F_{(1, 328)} = 37.62, p < .001$
	Gender	3.62	0.95	.21	3.83	<.001		
	Tenure	-0.21	0.07	-.15	-2.95	.003		
	Work Schedule	5.45	0.89	.33	6.13	<.001		

Note. Work schedule coded as 0 = shift workers, 1 = non-shift workers. Gender coded as 0 = Man, 1 = Woman.

To examine the mediating role of perceived organizational support in the relationship between work schedule (shift vs. non-shift work) and quiet quitting, a mediation analysis was conducted using the PROCESS macro (Model 4; Hayes, 2022). The results are summarized in Table 3 and illustrated in Figure 1.

Table 3

Mediation Analysis Results Testing the Mediating Role of Perceived Organizational Support in the Relationship Between Work Schedule and Quiet Quitting

Effects	b	SE	T	p	CI		R ²	F
					LL	UL		
Path a WS (X) → POS (M)	6.44	0.83	7.80	.000	4.82	8.07	.16	60.84
Path b POS (M) → QQ (Y)	-0.24	0.04	-6.62	.000	-0.31	-0.17	.18	35.99
Path c' Direct Effect WS (X) → QQ (Y)	-1.31	0.58	-2.26	.024	-2.46	-0.17	.07	24.90
Path c Total Effect WS (X) → QQ (Y)	-2.83	0.57	-4.99	.000	-3.95	-1.71	-	-
Indirect Effect (a x b)	-1.52	0.31	-	-	-2.19	-0.98	-	-

Note. $N = 332$. b = unstandardized regression coefficient; WS = Work Schedule (0 = shift workers, 1 = non-shift workers); QQS = Quiet Quitting Scale; POSS = Perceived Organizational Support Scale; CI = Confidence Interval; LL = Lower Limit; UL = Upper Limit. For the indirect effect, 5,000 bootstrap samples were used, and 95% confidence intervals were reported.

First, the effect of the work schedule (X) on perceived organizational support (M) was examined (path a). The regression model was significant, $F_{(1, 330)} = 60.84, p < .001$, explaining 16% of the variance in perceived organizational support ($R^2 = .16$). Non-shift work was found to have a significant positive effect on perceived organizational support ($b = 6.44, SE = 0.83, 95\% CI [4.82, 8.07], t_{(330)} = 7.80, p < .001$). Hypothesis 2 was supported.

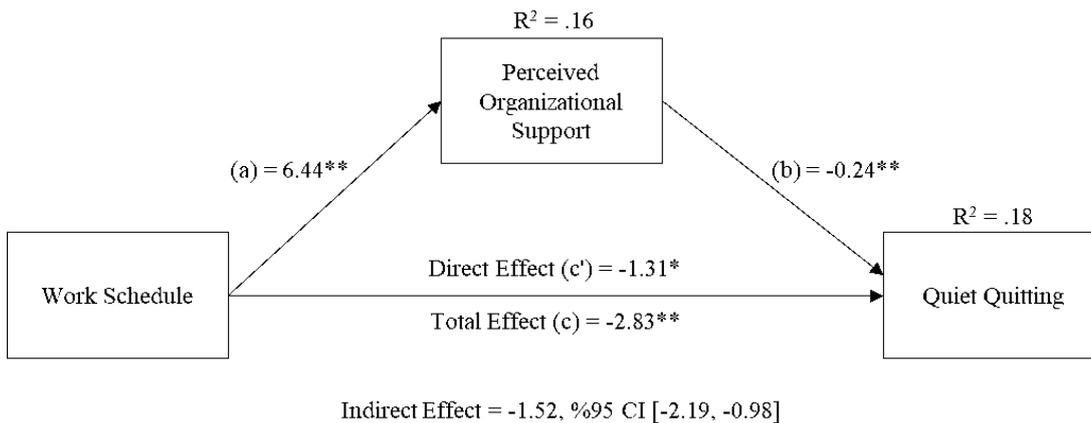
Second, the combined effects of perceived organizational support (M) and work schedule (X) on quiet quitting (Y) were examined (paths b and c'). The model was significant, $F_{(2, 329)} = 35.99, p < .001$, and accounted for 18% of the variance in the quiet quitting scores ($R^2 = .18$). Perceived organizational support was a significant negative predictor of quiet quitting ($b = -0.24, SE = 0.04, 95\% CI [-0.31, -0.17], t_{(329)} = -6.62, p < .001$). Hypothesis 3 was supported. Additionally, work

schedule had a significant direct effect on quiet quitting when controlling for perceived support ($b = -1.31$, $SE = 0.58$, 95% CI $[-2.46, -0.17]$, $t_{(329)} = -2.26$, $p = .024$).

Third, the total effect of the work schedule on quiet quitting (path c) was examined without including the mediator. The model was significant, $F_{(1,330)} = 24.90$, $p < .001$, explaining 7% of the variance in quiet quitting ($R^2 = .07$). The total effect was also statistically significant and negative ($b = -2.83$, $SE = 0.57$, 95% CI $[-3.95, -1.71]$, $t_{(330)} = -4.99$, $p < .001$). Hypothesis 1 was supported.

Figure 1

Mediating Role of Perceived Organizational Support in the Relationship Between Work Schedule and Quiet Quitting



Note: $N = 332$. The work schedule was coded as 0 = shift workers and 1 = non-shift workers. * $p < .05$; ** $p < .001$

Finally, the indirect effect of the work schedule on quiet quitting through perceived organizational support (path $a \times b$) was tested. Bootstrapped mediation (5,000 resamples) showed a significant indirect association of work schedule with quiet quitting via perceived organizational support ($B = -1.52$, $BootSE = 0.31$, 95% CI $[-2.19, -0.98]$). The direct association remained significant ($B = -1.31$, $p = .024$), indicating mediation with residual direct association. Because the confidence interval excluded zero, the mediation was deemed statistically significant. The partially standardized indirect effect was $-.29$, which, according to the classification by Preacher and Kelley (2011), represents a large indirect effect (small $\approx .01$, medium $\approx .09$, large $\approx .25$). Hypothesis 4 was supported.

Discussion

This study examined the relationship between work schedules (shift versus non-shift) and quiet quitting in the public sector, with a specific focus on the mediating role of perceived organizational support. The findings supported all hypotheses, demonstrating that shift workers report higher levels of quiet quitting and lower perceptions of organizational support, that perceived organizational support is negatively related to quiet quitting, and that perceived organizational support serves as a mediator in the relationship between work schedule and quiet quitting. These results provide both theoretical and practical insights into how structural work arrangements shape employee outcomes.

The study's primary contribution lies in identifying perceived organizational support as a key explanatory mechanism through which structural conditions translate into employee behaviors. While previous research has documented the negative health and social consequences of shift work (Akgöl, 2010; Beutell, 2010; Costa, 1997; Ferri et al., 2016; Ganesan et al., 2019; Öztürk et al., 2023; Wickwire et al., 2017) and linked it to turnover, job dissatisfaction, and disengagement (Blytt et al., 2022; Dall'Ora et al., 2015; Koç, 2017), as well as to quiet quitting (Galanis et al., 2024; Moisoglou et al., 2024), this study extends prior work by demonstrating that structural arrangements also weaken employees' perceptions of organizational support. In turn, lower perceived organizational support significantly increased the likelihood of quiet quitting. This highlights the importance of considering perceived organizational support not only as an outcome

of managerial practices but also as a mechanism through which structural conditions influence employee withdrawal behaviors.

H1, which proposed that shift workers would report higher levels of quiet quitting than non-shift workers, was supported, with analyses indicating that shift work was associated with greater quiet quitting tendencies. This finding confirms that work schedule predicts quiet quitting and is consistent with prior evidence suggesting that irregular and demanding schedules foster employees' tendencies toward quiet quitting (Galanis et al., 2024; Moisoglou et al., 2024). The persistence of this effect after controlling for demographic variables highlights the work schedule as a robust structural determinant of quiet quitting.

H2, which expected that shift workers would report lower levels of perceived organizational support than non-shift workers, was supported, as shift work was found to be associated with reduced perceptions of organizational support. This finding indicates that the work schedule is a significant predictor of perceived organizational support and represents a novel contribution to the literature. Whereas earlier studies have primarily emphasized fairness, recognition, and supervisory communication as antecedents of perceived organizational support (Koç, 2017; Marschall et al., 2007), the present study extends this line of research by demonstrating that structural factors such as work schedule also play a critical role. The present results indicate that structural conditions themselves, such as limited access to supervisors and fewer opportunities for recognition in shift-based arrangements, may also be significant determinants of support perceptions.

H3, which proposed a negative relationship between perceived organizational support and quiet quitting, was supported, with results indicating that higher perceived support was associated with lower quiet quitting. This finding aligns with recent research showing that employees who feel valued and cared for are less inclined to quiet quit (Esen, 2023; Gün et al., 2025; Xueyun et al., 2023). It also converges with extensive evidence linking perceived organizational support to higher job satisfaction, organizational commitment, and citizenship behaviors, as well as to lower turnover intentions (Chen et al., 2009; Dawley et al., 2010; Eisenberger & Armeli, 2001).

H4, which proposed that perceived organizational support would mediate the relationship between work schedule and quiet quitting, was supported. The findings indicated that shift workers who reported lower levels of organizational support were also more likely to engage in quiet quitting, demonstrating that perceived organizational support helps to account for this association. These results highlight the mediating role of perceived organizational support and underscore the need to consider both theoretical and practical implications, as well as the limitations of the study and directions for future research.

Gender and tenure emerged as important demographic factors in the present study that warrant attention when interpreting the relationships among perceived organizational support, quiet quitting, and work schedule. Women reported higher perceived organizational support than men, consistent with findings from Turkish and Chinese public-sector samples (Büyükgöze & Kavak, 2017; Li et al., 2023), but contrasting with U.S. research showing the opposite pattern (Radey & Schelbe, 2020). These inconsistencies show that gender differences in perceived support may be context-dependent and shaped by occupational roles, cultural norms, and policy frameworks. The results also indicated that women reported lower levels of quiet quitting than men. Future research should investigate whether such differences are influenced by job characteristics, supervisory dynamics, or broader cultural and policy contexts.

Importantly, these findings must be interpreted with caution, as gender distribution differed significantly between the shift and non-shift groups: men were overrepresented among the shift workers, whereas women were more commonly employed in non-shift roles. This pattern reflects broader labor-market tendencies, with men more often employed in physically demanding occupations requiring shift schedules and women more typically concentrated in standard daytime positions (Åkerstedt et al., 2020; Saksvik-Lehouillier & Sørengaard, 2023). Consequently, the observed gender differences in both perceived organizational support and quiet quitting may partly reflect occupational role distributions rather than gender per se. Future research should disentangle gender from occupational roles by ensuring

balanced sampling across shift and non-shift groups and examining whether these differences persist when job type, supervisory dynamics, and cultural or policy contexts are taken into account.

Tenure, in contrast, predicted lower perceived organizational support but was unrelated to quiet quitting. One interpretation is that long-serving employees develop heightened expectations for recognition that remain unmet, leading to declining support perceptions. Yet, in the public sector, strong norms of duty and public service motivation (Gan et al., 2020; Tang et al., 2024) may buffer against withdrawal, explaining why tenure did not predict quiet quitting. Future research should examine whether these dynamics reflect generational differences in work values, as expectations of organizational support may vary across age or tenure groups. It should also explore the relationship between public service motivation and quiet quitting in public institutions to clarify whether intrinsic motives help reduce it.

To better interpret the mediation effect of POS, an important observation is that no significant income difference was found between shift and nonshift workers. Nevertheless, shift workers in our study reported equal or longer monthly hours under more demanding conditions without receiving a higher income. This imbalance may heighten perceptions of inequity and may help to explain why lower organizational support emerged as a mediator in the relationship between work schedule and quiet quitting. From the perspective of the social exchange theory (Blau, 1964), such conditions indicate a violation of reciprocity, as employees perceive their additional effort as insufficiently rewarded, weakening their sense of organizational support. Similarly, the psychological contract theory (Rousseau, 1989) emphasizes that unmet expectations and perceived breaches of fairness can erode trust, foster cynicism, and reduce commitment.

Prior research indicates that when employees feel undervalued or inadequately recognized, they are less inclined to extend discretionary effort and more likely to confine themselves to core responsibilities (Cropanzano & Mitchell, 2005; Serenko, 2024). From this perspective, the structural features of work should not be viewed merely as contextual background factors but as central determinants of employee attitudes and behaviors. Taken together, the present findings suggest that psychosocial and economic inequities may jointly underpin quiet quitting in the Turkish public sector, highlighting the importance of organizational interventions that promote fairness in workload, recognition, and compensation practices.

In practical terms, strategies should address both the structural and psychosocial dimensions of work. Enhancing supervisory availability across shifts, implementing structured recognition systems, and ensuring transparent communication can strengthen perceptions of support, adequate rest periods, and fair compensation may alleviate strain and inequity. These interventions are particularly critical in public sector contexts, where strong job security and rigid organizational structures may otherwise intensify the risk of quiet quitting.

Despite these contributions, several limitations should be acknowledged. First, the sample consisted exclusively of public-sector employees from various institutions in Türkiye but did not allow for direct comparisons across sectors such as healthcare, transportation, or public safety. Future research should examine these contexts to uncover the institution-specific dynamics of quiet quitting and should also include private-sector employees to capture broader patterns. Second, the absence of stratified sampling by the shift system limited the ability to assess potential differences across distinct scheduling patterns, an issue that future studies should address. Finally, generational differences in work values, which may shape expectations of organizational support and engagement, were not considered in the present study and warrant closer examination in future research.

In conclusion, this study demonstrates that the work schedule is a significant predictor of both perceived organizational support and quiet quitting and that perceived organizational support partially mediates this relationship. By empirically showing that structural conditions weaken perceptions of support and that support, in turn, protects against quiet quitting, this study makes a novel contribution to the literature. Strengthening organizational support, particularly among shift workers, has emerged as a promising strategy for mitigating quiet quitting and promoting sustainable workforce engagement in the public sector.

**Ethics Committee Approval
Informed Consent**

The Ethical Board of Kırklareli University protocol (No: 144678, Date: 10 December 2024). Individuals aged 18 and older who were employed in public institutions were invited to participate in the study. The researchers contacted participants through digital channels such as email, social media, and messaging platforms, and distributed the questionnaire via an online link to those who agreed to participate. All responses were collected anonymously, and participants provided informed consent before participation. from all participants for the study.

**Peer Review
Author Contributions**

Externally peer-reviewed.
Conception/Design of Study- E.C.A., S.K.; Data Acquisition- E.C.A., S.K.; Data Analysis/Interpretation- E.C.A., S.K.; Drafting Manuscript- E.C.A., S.K.; Critical Revision of Manuscript- E.C.A., S.K.; Final Approval and Accountability- E.C.A., S.K.

**Conflict of Interest
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