



THE PSYCHOLOGICAL EFFECT OF QUIET QUITTING ON ORGANIZATIONAL COMMITMENT AND IDENTITY OF THE EMPLOYEES

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Abstract

Quiet quitting is a growing challenge posed by employees deliberately limiting their work to the formal job duties, thus posing a major concern on the effectiveness of an organization. The research paper investigated the psychological effect of quiet quitting on employee identity and organizational commitment among 450 workers representing various industries in Pakistan such as the banking industry, education, technology and in the government. The survey design that was used was cross-sectional and the survey involved the individuals who were requested to fill out validated self-report measures of quiet quitting, employee identity, organizational commitment, work engagement, and perceived organizational support. The findings showed that quiet quitting was also a significant predictor of reduced employee identity ($-0.43, t(448) = -9.99, p < .001, R^2 = .19$) and reduced organizational commitment ($-0.40, t(448) = -9.05, p < .001, R^2 = .16$). The mediation analysis found that employee identity partially mediated the relationship between quiet quitting and organizational commitment (indirect effect = $-0.28, 95\% CI [-0.37, -0.19]$) and moderation analyses showed that work engagement ($0.16, t(446) = 3.24, p < .01$) and perceived organizational support ($0.14, t(446) = 2.88, p < .01$) buffered the negative impact of quiet quitting. The implications of these findings are that role-based identity and favorable organizational conditions play a key role in ensuring employee commitment in cases where disengagement behaviours exist. The research has a practical consequence to managers in Pakistani institutions, which are focusing on the approaches to manage the level of engagement, strengthen the identification of the employees, and supportive work environments.

Keywords: Quiet quitting, Employee identity, organizational commitment, work engagement, perceived organizational support, Pakistan.

1. Introduction

Quiet quitting has become a relevant concept of employee disengagement in modern organizations whereby employees complete the bare minimum required, and intentionally underperform discretionately (Sitorus and Rachmawati, 2025). Quiet quitters continue to work but mentally dissociate themselves with work responsibilities and are less emotionally interested and proactive outside of official job descriptions instead of resigning. There has been extensive research on the concept in the field of organizational research, indicating that there is a wider change in the expectations of employees, workplace needs, and the psychological well-being (Oktavia et al., 2025; Kobak, 2025).



Quiet quitting is usually theorized as a behavioral reaction to work-related stressors, work burnout, role ambiguity, and organizational lack of support (Mukarromah, 2026). To illustrate a case, recent empirical studies place the concept of quiet quitting in the framework of job demands and resources, with high demands and fewer resources playing a crucial role in encouraging the occurrence of disengagement behavior (Sitable, 2025). Likewise, qualitative studies also demonstrate that employees define quiet quitting not as a simple decrease in the level of effort but as a deliberate boundary-setting behavior when work demands surpass individual abilities or reward systems (Kobak, 2025). The relevance of the phenomenon to the modern organizational psychology and human resource management is emphasized by the prevalence of the phenomenon.

Employee identity: how people form some of their self-concept out of their occupational functions is a major factor of engagement, motivation, and psychological attachment to the organization (Lin and Wang, 2025). On the one hand, when workers limit their roles to a minimum, it can be an indication that professional self-identity and work sense have been disengaged and the gap between self and job narrowed. Reduced engagement not only destroys the sense of purpose in employees but can also generate a sense of incompetence and feelings of belonging which can result in self-dissonance as well as poor self-concept of career (Sitorus and Rachmawati, 2025).

The same is true with organizational commitment, which is described as a psychological attachment and loyalty that an employee has towards his or her organization. Studies on workplace withdrawal behaviors suggest that the tighter the psychological disengagement, the lesser the levels of affective commitment, the less willingness to contribute beyond the scope of the contract, and the weakening of the loyalty (Afi, 2025). Although traditionally the term commitment has been associated with employee retention, performance, and overall satisfaction, the emergence of quiet quitting puts organizations in a position to rethink the different ways commitment is being exhibited in the constantly dynamic and diverse working environments.

In spite of the fact that the previous studies have investigated the determinants and consequences of quiet quitting, including its connection with work engagement and job satisfaction (Sitorus and Rachmawati, 2025), there is a deficiency of academic knowledge regarding how quiet quitting redefines employee identity and organizational commitment at the psychological level. The majority of the existing literature is based on correlates (e.g., leadership styles, pay satisfaction) or contextual antecedents instead of detailed psychological processes. It is highly important to fill this gap in order to establish evidence-based organizational practices that facilitate meaningful engagement and long-term commitment.

In this way, this paper will examine the psychological consequences of quiet quitting with regard to self-identity of employees in relation to their work life and their commitment to their organization, which will add to the theoretical knowledge and practice in organizational psychology. Through the mechanism, the study aims to enlighten interventions that can curb the undesirable individual and organizational effects of this increasing workplace conduct.

1.1 Conceptual Framework

The suggested conceptual model demonstrates the relationship between quiet quitting and employee identity and organizational commitment mediated or moderated by a number of contextual variables including work engagement, perceived organizational support, and burnout.



- **Quiet Quitting:** Represented as a deliberate act of limiting the intensity of work to meet the minimum requirements of a job, which involves psychological dissociation to work without going beyond the contractual duties (Sitorus and Rachmawati 2025).
- **Employee Identity:** The self-concept based on the professional roles and a sense of being significant in the work of the organization (Lin and Wang, 2025).
- **Organizational Commitment:** It includes affective, continuance, and normative commitment, which indicate emotional attachment, cost of leaving, and a moral requirement to remain with the organization (Afi, 2025).
- **Mediating/Moderating Factors:** Work engagement: Full engagement in work duties may mediate the correlation between quiet quitting and employee identity. Perceived Organizational Support (POS): May mitigate the fact that quiet quitting has a negative impact on identity and commitment. Burnout/Job Stress: A high degree may enhance the connection between quiet quitting and reduced identity/commitment (Oktavia et al., 2025).

1.2 Hypotheses

1. H1: Quiet quitting will have a deleterious impact on employee identity.
2. H2: Quiet quitting has a negative impact on the organizational commitment.
3. H3: Employee identity is a mediating factor between quiet quitting and organizational commitment.
4. H4: The relationship between quiet quitting and employee identity is mediated by work engagement.
5. H5: Perceived organizational support (POS) mediates the correlation between quiet quitting and organizational commitment.

2. Literature Review

In the recent organizational studies, the concept of quiet quitting is characterized as an employee disengagement whereby employees apply effort to the minimum requirements posed by their formal job descriptions, and do not discretionately apply additional effort or emotional commitment (Sitorus and Rachmawati, 2025). This phenomenon became more attentive in the future workplace research after the pandemic since changes in work-life boundaries, burnout, and the evolving expectations of employees led to an increased number of employees identifying disengagement with this term (Afi, 2025; Oktavia et al., 2025).

In different studies, synthesizing antecedents of quiet quitting, the following are the most common predictors: job demands-resources imbalance, burnout, a deficit of perceived organizational support, and poor communication (Afi, 2025; Safariyani and Fadillah, 2024). As an example, systematic reviews indicate that in situations when job demands are persistently high and outweigh the resources, employees will save face through withdrawal beyond the performance stipulated in the contract (Afi, 2025). Also, organizational studies emphasize that leadership behaviors and inclusive management practices are primary contexts in defining quiet quitting tendencies (Hobfoll, 2021, as cited in Afi, 2025; Sitorus and Rachmawati, 2025). These results can be correlated with the general body of work on workplace withdrawal behaviors in order to limit rewards, lack of autonomy, and unclear expectations are linked to a reduction in engagement (Sitorus and Rachmawati, 2025).



Quiet quitting is also conceptually connected to the work engagement, and is a different type of disengagement where employees are present, yet not engaged emotionally and cognitively (Sitorus and Rachmawati, 2025). The banking industry has shown that quiet quitting employees have a lower work engagement and job satisfaction, which subsequently affect organizational outcomes, such as performance and retention (Sitorus and Rachmawati, 2025). A different integrative review concludes that the joint moderating role of personality traits and job characteristics on the relationship between work demands and quiet quitting indicates that disengagement is not merely a situational phenomenon, but is also an individual phenomenon (Harris, 2025).

The findings elaborate on the conventional work engagement models by demonstrating the nature of active psychological disengagement as compared to passive burnout quiet quitting is often a deliberate decision to re-balance work in relation to unmet psychological demands and perceived injustice (Harris, 2025, as cited in Preprints.org). In this way, quiet quitting can be solely explained when both organizational and individual levels of engagement are considered.

The focus of the research in employee identity is on how people form their self-concepts in terms of roles and significant involvement in their organizations. To the extent that employees deliberately reduce their effort, this can be a sign of withdrawal of work roles that were previously used to define self-identity and vocation. Though little direct research addresses identity in particular with regards to the situation of quiet quitting, other research has shown that the lower the organization identification, the less the motivation and loyalty (Lin and Wang, 2025). Indicatively, studies on pay satisfaction and organizational identification indicate that those employees who perceive their remunerations, as well as their integration, to be unjust, have a higher likelihood of disengagement, which might also involve quiet quitting (Lin and Wang, 2025).

In addition, thematic reviews of quiet quitting determinants show that emotional withdrawal and the absence of meaningful involvement are principal elements of this occurrence, and reduced identity investment is a primary psychological process (Oktavia et al., 2025). Such trends are consistent with role identity and disengagement theory, in which diminished psychological presence in the workplace negatively affects internalized role identities and lack of attachment to organisational norms.

Discretionary effort and retention are both major predictors of organizational commitment, particularly affective commitment, or emotional attachment to the organization. The empirical studies of quiet quitting prove that the perception of organizational injustice, career growth absence, and insufficient reward systematically decrease the sense of attachment and augment withdrawal actions (Preprints.org, 2025; Safariyani and Fadillah, 2024). As an example, research reports that in the workplace with low pay satisfaction and poor interpersonal relationship, employees are at a very high risk of having quiet quitting behaviors, which means less commitment to the organizational objectives (Lin and Wang, 2025).

Moreover, extensive international studies have indicated that the work situation and growth opportunities influence the intentions of quiet quitting to a high degree by influencing the well-being of the employees and their affective devotion (Xueyun et al., 2023). These results prove a model that states that organizational commitment mediates the connection between



workplace conditions and quiet quitting, so that commitment decreases as employees modify their effort in line with unmet expectations (Xueyun et al., 2023).

Although current studies identify major predictors and correlates of quiet quitting, there are research gaps in terms of the inner psychological mechanisms of the process, particularly, the role of disengagement in the formation of employee identity and commitment. The majority of researches are on antecedents or organizational reactions and few studies directly examine the cognition and emotional experiences that quiet quitters face. These gaps should be addressed to obtain a full picture of how quiet quitting changes the perception of work and loyalty, and create evidence-based organizational interventions.

3. Methodology

This study employed a quantitative cross-sectional survey design to investigate the psychological impact of quiet quitting on employee identity and organizational commitment within Pakistani workplaces. A quantitative approach was chosen because it allows the examination of hypothesized relationships between variables and provides measurable evidence regarding the direction and magnitude of these effects (Creswell & Creswell, 2023). The cross-sectional design captures employees' perceptions, behaviors, and attitudes at a single point in time, making it suitable for understanding the contemporary phenomenon of quiet quitting as observed across different organizational sectors in Pakistan.

The target population consisted of employees from diverse sectors, including banking, education, technology, public administration, and service industries. These sectors were selected to reflect the range of contemporary organizational structures in Pakistan, encompassing both private and public workplaces where hierarchical management, workload pressures, and evolving employee expectations interact. A purposive sampling strategy was employed to select participants who had at least one year of organizational experience, ensuring they had sufficient exposure to job roles, organizational policies, and workplace dynamics that might influence engagement and identity. This approach allowed the study to focus on employees with relevant experience while maintaining diversity in terms of age, gender, tenure, and industry.

A total of 450 employees participated in the study. The sample consisted of 53% males and 47% females, with ages ranging from 22 to 48 years ($M = 32.1$, $SD = 6.1$). Organizational tenure ranged from 1 to 20 years ($M = 7.2$, $SD = 4.1$). This sample size was deemed sufficient to achieve adequate statistical power for conducting correlation, regression, mediation, and moderation analyses (Hair et al., 2022), and it aligns with recommendations for robust organizational psychology research involving multiple predictors and moderators.

Data were collected using validated self-report instruments that measured the key constructs. Quiet quitting, the independent variable, was assessed using a scale adapted from Sitorus and Rachmawati (2025), capturing behavioral disengagement, emotional withdrawal, and the deliberate restriction of effort to tasks explicitly required by the job. An example item from the scale is: "I only complete tasks that are explicitly part of my job description." Employee identity, the first dependent variable, was measured using a modified version of the Organizational Role Identity Scale (Lin & Wang, 2025), which assesses the degree to which employees perceive their work roles as central to their self-concept. A representative item from this scale is: "My work is a central part of who I am." Organizational commitment, the second dependent variable, was measured using the Three-Component Model (TCM) of Commitment



Scale, encompassing affective, continuance, and normative dimensions (Afi, 2025). An example item is: “I feel emotionally attached to my organization.”

Additionally, moderators included work engagement and perceived organizational support (POS). Work engagement was measured using a validated engagement scale that captures vigor, dedication, and absorption in work tasks (Oktavia, Noviekayati, & Suhadianto, 2025), while POS was assessed using a standard questionnaire that evaluates the degree to which employees feel supported and valued by their organization (Mukarromah, 2026). Demographic variables such as age, gender, education, tenure, industry, and job level were included as control variables to account for potential confounding effects on the relationships under investigation.

Data collection was conducted online using Google Forms and institutional networks to ensure participation from employees across multiple regions of Pakistan, encompassing urban and semi-urban workplaces. Ethical approval was obtained from the institutional review board before data collection commenced. Participants provided informed consent electronically and were assured of anonymity and confidentiality. The study emphasized voluntary participation, and participants were free to withdraw at any time without any negative consequences. After data collection, responses were screened for completeness, outliers, and adherence to normality assumptions prior to analysis.

Data analysis involved several stages. Descriptive statistics, including means, standard deviations, and ranges, were calculated to provide an overview of the sample characteristics and study variables. Reliability analyses were performed using Cronbach’s alpha, with all scales exceeding the recommended threshold of 0.70 (Nunnally & Bernstein, 1994), confirming that the instruments were internally consistent for this sample. Pearson correlation coefficients were computed to examine preliminary relationships between quiet quitting, employee identity, organizational commitment, work engagement, and perceived organizational support. Multiple regression analyses were conducted to test the direct effects of quiet quitting on both employee identity and organizational commitment. Mediation analysis was performed using the PROCESS macro (Model 4) to test whether employee identity mediates the relationship between quiet quitting and organizational commitment (Hayes, 2022). Furthermore, moderation analyses were conducted to assess whether work engagement and perceived organizational support buffer the negative effects of quiet quitting on identity and commitment using interaction terms within regression models. All statistical analyses were performed using SPSS 28.

Ethical considerations were integral throughout the study. Participant anonymity was maintained, and data were stored securely on password-protected systems accessible only to the research team. Participants were fully informed about the purpose and procedures of the study, and their voluntary participation was emphasized. In addition, all measures and reporting adhered to ethical standards for research with human participants, ensuring that findings could be responsibly used to inform organizational interventions and policy development.

Overall, this methodology provides a rigorous and ethically sound framework for examining the impact of quiet quitting on employee identity and organizational commitment among a large, diverse sample of 450 employees in Pakistan. By integrating validated instruments, advanced statistical analyses, and careful attention to ethical standards, the study offers reliable and generalizable insights into contemporary workplace disengagement in the Pakistani organizational context.



4. Results

There were 450 workers belonging to various industries in Pakistan, among them banking, education, technology and even public administration. The sample consisted of 53 percent males and 47 percent females, age of 22- 48 years ($M = 32.1$, $SD = 6.1$) and organizational tenure of 1- 20 ($M = 7.2$, $SD = 4.1$). Table 1 provides the descriptive statistics of the key variables.

Table 1

Descriptive Statistics for Study Variables (N = 450)

Variable	α	Mean	SD	Min	Max
Quiet Quitting	.85	3.38	0.71	1.0	5.0
Employee Identity	.89	3.82	0.69	1.2	5.0
Organizational Commitment	.87	3.66	0.72	1.0	5.0
Work Engagement	.84	3.75	0.65	1.8	5.0
Perceived Organizational Support	.82	3.62	0.71	1.5	5.0

The reliability check showed that all scales including Quiet Quitting ($\alpha = .85$), Employee Identity ($\alpha = .89$), Organizational commitment ($\alpha = .87$), Work Engagement ($\alpha = .84$) and Perceived organizational support ($\alpha = .82$) had good indices of internal consistency thus establishing that the scales were reliable in this population. Results of Pearson correlation analyses showed that quiet quitting had a significant negative relationship with employee identity ($r = -.43$, $p < .01$) and organizational commitment ($r = -.40$, $p < .01$). These correlations indicate that the employees who portray a higher level of quiet quitting tendencies in Pakistani organizations have lower level of the sense of role-based identity and sense of emotional attachment towards the organization. Both identity and commitment were positively related with work engagement and perceived organizational support, which means that the more engaged and perceived to be supported, the more an employee is integrated and loyal to the organization (see Table 2).

Table 2

Pearson Correlation Matrix of Study Variables (N = 450)

Variable	1	2	3	4	5
1. Quiet Quitting	1				
2. Employee Identity	-.43**	1			
3. Organizational Commitment	-.40**	.66**	1		
4. Work Engagement	-.35**	.60**	.59**	1	
5. Perceived Organizational Support	-.30**	.53**	.56**	.61**	1

Note: $p < .01$ (two-tailed).



The results of multiple regression analyses were able to validate that quiet quitting had a significant influence on employee identity and organizational commitment. In particular, the stronger the quiet quitting behaviors, the less the employee identity ($= -0.43$, $t(448) = -9.99$, $p < .001$, $R^2 = .19$) and the less organizational commitment ($= -0.40$, $t(448) = -9.05$, $p < .001$, $R^2 = .16$). These results could be taken as a powerful indicator of the Hypotheses 1 and 2, which argues in the idea that within the Pakistani organizational environment, the concept of quiet quitting is the relevant antecedent of less identification to the role one works in and less emotional attachment to the company.

Employee identity to mediate the relationship between the two variables was studied using the PROCESS macro (Model 4). The findings showed that there was a large indirect influence of quiet quitting on organizational commitment through employee identity ($= -0.28$, 95% CI = -0.37 to -0.19). This partial mediation implies that psychological disengagement does not only directly influence commitment, but it indirectly influences the commitment through the undermining of the role-based self-concept of the employees. This is to say that, the less the employees give effort and interest, the less they see themselves as active members, and therefore the less emotional and normative commitment they will be to the organization.

The moderation analyses also examined the protective features that have the potential to reduce the adverse impact of quiet quitting. The role of work engagement was a significant moderator between quiet quitting and employee identity ($= 0.16$, $t(446) = 3.24$, $P < .01$), meaning that more engaged employees retained stronger identity despite having some evidence of quiet quitting behavior. Likewise, the impact of quiet quitting on organizational commitment was also mediated by perceived organizational support ($= 0.14$, $t(446) = 2.88$, $p < .01$), indicating that the effects of the organizational commitment would not decline due to the occurrence of quiet quitting behavior. The effects of interaction on identity and commitment confirmed the above results: The moderators weaken the negative slopes of quiet quitting on identity and commitment.

Altogether, the findings suggest strong evidence that quiet quitting in Pakistan is a psychologically important process, and there are negative effects on the organizational commitment and identity of workers that could be measured. The results emphasise how the role based self-concept is central in mediating the disengagement impacts and the usefulness of engagement and organizational support as the protection against negative outcomes of an organisation.

5. Discussion

The results of the research findings claim that quiet quitting is a major psychological and organizational trend in the Pakistani workplaces. In line with the previous studies, quiet quitting has an unfavorable influence on the identity of employees and their organizational dedication (Sitorus and Rachmawati, 2025; Afi, 2025). The reduced sense of role-based self-concept is reported by the employees who restrict their effort to the job tasks. The identity theory holds that the role of the profession is an important factor in the self-image and goal of a person (Lin and Wang, 2025). In Pakistan, the concept of quiet quitting is a more delicate manifestation of psychological withdrawal as it disrupts the traditional principles of engagement that are highly valued through the organizational hierarchies and loyalty (Oktavia, Noviekayati, and Suhadianto, 2025).



The mediation analysis showed that, the relationship between quiet quitting and the organizational commitment is partially mediated by the employee identity. This implies that the disengagement lowers the commitment both directly and indirectly through the erosion of role based identity. Psychologically withdrawn employees feel that their job does not form part of their professional identity, which in turn lowers their loyalty and affective commitment (Lin and Wang, 2025; Sitorus and Rachmawati, 2025). This provides a clear understanding of the importance of identity preservation in maintaining organizational commitment, and thus interventions to maintain an organization should focus on supporting the meaningful work role.

The moderation analyses also showed that work engagement and perceived organizational support (POS) are protective factors. When there is high engagement it reduces the negative effect of quiet quitting on employee identity whereas when there are supportive organizational practices then it reduces the negative effect of quiet quitting on commitment (Afi, 2025; Oktavia et al., 2025). These results indicate that despite having disengaged employees in workplaces, identity and commitment could be maintained when the organizations create enabling environment, acknowledgment of the contribution of employees and open chances of engagement in meaningful way. In Pakistan, where top-down management is widely practiced, quiet quitting rates and their adverse effects can be minimized by promoting participative management and employee support systems (Mukarromah, 2026).

The findings also bring out the interaction between the individual and the organization structures. Systemic factors in disengagement may include quiet quitting being related to heavy workloads, poor growth prospects, and inequities in recognition (Sitorus and Rachmawati, 2025). The conscious limiting of effort of employees is a coping process; it is a first indicator of burnout and turnover. Thus, the measures must target individual attitudes and structural or cultural aspects to ensure the reduction of disengagement.

5.1 Conclusion

This research offers some evidence that quiet quitting tremendously decreases the identity of employees and the commitment of the organizations in Pakistani organizations. The negative impacts of quiet quitting on commitment are partly mediated by employee identity, and work engagement and perceived organizational support mitigate the impact of the former. To have the most practical implications, organizations are to focus on the strategies contributing to a better engagement, identity strength, and support. Pertinent assignments, rewarding contributions, introducing mentoring initiatives, and tracking the workloads could minimize the rate and effects of quiet quitting (Lin and Wang, 2025; Afi, 2025; Oktavia et al., 2025). The paper is adding to the literature on the topic of quiet quitting by putting it into a context of Pakistani workplaces. Longitudinal designs, sector-specific investigation, and intervention studies should be used in future studies to determine the causal relationship and ways of restoring engagement, identity, and commitment.

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