Quiet Quitting: A Conceptualization, Scale Development and Validation

by

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A thesis submitted to the Graduate Faculty of
Auburn University
in partial fulfillment of the
requirements for the Degree of
Master of Science

Auburn, Alabama
December 14, 2024

Keywords*:* Quiet quitting, engagement, scale development,
JD-R theory, factor analysis

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Abstract

In recent years, the concept of "quiet quitting" has gained traction through social media and popular press. Although it has also caught the attention of I-O psychologists, the process has only begun in terms of its establishment as an empirical construct. This study lays the foundation for a nomological network of quiet quitting through examining similar constructs and adding theoretical context via the job demands-resources (JD-R) framework. The first phase of the study utilized descriptions of quiet quitting from popular press and available academic sources to establish an operational definition. Further, this facilitated the development and validation of a scale to assess quiet quitting from a behavioral perspective. The result was a six-item multidimensional scale that operationalizes quiet quitting through two factors, a) time and b) effort above and beyond formal job requirements and compensation. The model exhibited sound psychometric properties (CFI= .983, TLI= .968, RMSEA= .065, 90% CI= [.028, .103], SRMR=.026, $X^2(8) = 19.36$, p=.13), demonstrating preferable fit to a single factor model. The end product had strong reliability at both the construct (α= .80) and facet levels (Effort α= .80; Time α= .76). Finally, a preliminary assessment of convergent validity confirmed predicted correlations of the quiet quitting scale compared to orbiting constructs. Despite operating within the confines of self-report, these studies present valuable implications for theory and practice. Their outcomes lay the groundwork to inform theory and future research through a growing nomological network and further an in-depth investigation of COVID-19 related workplace phenomena, while lending use to practitioners that want to assess meaningful trends of employee behavior.

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Quiet Quitting: A Conceptualization, Scale Development, and Validation

In recent years, many Americans have become familiar with the idea of "quiet quitting". It has been encapsulated by phrases like "acting your wage" or "minimum wage, minimum effort", and sometimes appears in tandem with the phenomena of the "Great Resignation", in which many individuals left their jobs in the wake of the Covid-19 pandemic. Quiet Quitting, although the precise time that this term was initially coined is not clear, manifested in its early stages as a social media trend following the return to the office after the pandemic. The hashtag "#quietquitting" returns over 340 million videos on Tiktok (Quiet Quitting) and has been widely embraced by the community r/Antiwork on Reddit, a network of over 2 million users (r/Antiwork).

Although quiet quitting has emerged as something of a buzzword, a discussion of this magnitude cannot be ignored by social scientists. Quiet quitting has been a rising topic of discussion in the academic realm as well. The phrase was incorporated in four of the Top 10 of SIOP's 2022 third quarterly trending topics (Stark, 2022). Among these topics were "Employer's Roles in Employee's Mental Health", "Employee Engagement and Organizational Commitment of Remote Workers", "The Great Resignation" and "Managing the Transition into Post-Pandemic Work". The Society for Occupational Health Psychology (SOHP) Fall 2022 newsletter acknowledged quiet quitting and offered perspective, tying it to burnout, illegitimate tasks, injustice, and work-life balance (Spector 2022).

Even though the discourse around quiet quitting is abundant, it is just breaching the surface of peer-reviewed research. Given the context of the shifting workplace post COVID-19, scholars within I-O psychology have called for a timelier research response to real-world events. On average, the research observes around a six-year lag between the emergence of phenomena in

a workplace context and corresponding research (White et al., 2022). In consideration of White et al.'s (2022) call to action from researchers, one overarching goal of a quiet quitting scale is to address that temporal discrepancy so that we may integrate quiet quitting into the literature in a timely manner.

This study aims to primarily operationalize quiet quitting from a behavioral standpoint, while beginning to establish a nomological network around it in hopes to eliminate ambiguity, introduce the construct into I-O, and set a precedent for future empirical exploration. It is key to examine the behaviors of quiet quitting in order to capture the essence of the construct as it is happening. Focusing on the thoughts or attitudes that accompany quiet quitting may lead to inadvertently capturing antecedents or consequences, rather than the action itself. This appears to be a future research direction in the exploration of quiet quitting. To reiterate, the focal point of this study is to pinpoint the specific action of quiet quitting so that later modeling may be done to test associated constructs that may act as outcomes and antecedents.

Quiet quitting has tangible consequences for organizational stakeholders, as these behaviors may very well be playing a role in decreasing profit and productivity. For example, the U.S. Bureau of Labor Statistics denoted three consecutive declines in nonfarm business labor productivity, the first instance of this in 40 years (U.S. Bureau of Labor Statistics, 2022). Although this is not directly attributed to quiet quitting, the coincidence of these outcomes with the timeline of this movement hints at a possible association. Organizations would indubitably benefit from an assessment tool for this construct. Potential practical implications include identifying the causes of quiet quitting so that its behavior can be addressed at its roots and understanding its outcomes, allowing for increased occupational wellbeing for employees on top of benefits in productivity, profit, and other outcomes on the organizational level.

This paper will first outline the presence of quiet quitting in the media and the literature thus far, beginning with a review of similar extant constructs within the field.

Current Conceptualizations of Quiet Quitting

This section reviews the existing definitions of quiet quitting and provides a novel and comprehensive definition. Additionally, it will address the similarities and differences between related constructs, such as organizational citizenship behavior, compulsory citizenship behavior, counterproductive work behavior, job crafting, discretionary effort, and engagement.

Existing definitions of quiet quitting

Quiet quitting has been defined in a variety of ways between popular press, and more recently, academic literature. Initially, a search of peer reviewed sources was conducted. However, when this did not return a usable number of results, the process turned to a broader internet search of the term "quiet quitting" as a supplement. News articles and other media featuring quiet quitting were pulled until the descriptions of quiet quitting reached a point of saturation, resulting in 31 definitions. These were analyzed qualitatively for common themes, among which were "hesitation/refusal to go above and beyond expectations", "doing the bare minimum", or "not working extra hours".

Although fewer and further between, there are some academic sources that address quiet quitting. Spanning a few various fields of research, six different published definitions were found, and more may continue to appear over the course of this study. One of the pilot definitions appeared in the SOHP Fall 2022 Newsletter: to resist working extra hours or doing extra tasks beyond one's job (Spector, 2022). This definition generally reflects the consensus of the term among the social sciences. Many of them entail some adaptation of the frequently cited definition of Sfodera and Formica (2023), which describes quiet quitting as "limited commitment

of employees to carry out the assigned duties and to relinquish from any other task not specified in their job description" (p. 900). As such, the majority of sources include themes of limiting work tasks, hours, and even effort to adhere to the job description but intentionally not exceeding it. Upon reviewing the literature until a point of saturation and synthesizing the most pervasive components of the existing definitions, I present the following as an operational definition for the present study.

> ***Quiet quitting:*** *the process of carrying out formal role requirements and expectations denoted by one's job description at a minimal level of effort while refusing additional tasks or work time.*

Between popular press and academic literature, the three themes that seem to persist are a) maintaining a low level of effort, b) refusal or hesitation towards additional tasks and duties, and c) refusal or hesitation towards additional work time. This definition consolidates those from the body of sources pulled. There is some variation in how the phenomena is explained or contextualized, but the present definition serves as a consensus of what is at the core of quiet quitting.

Although more common themes were shared between sources, these could pertain more to related constructs rather than quiet quitting itself. For example, quiet quitting is often depicted as an attitude of lower commitment, engagement, or investment in workplace tasks, generally speaking; however, the present study focuses on defining and measuring quiet quitting specifically through a behavioral lens. There is also still ambiguity behind the motivations and desired outcomes of quiet quitting. Future research endeavors should provide a more comprehensive definition that may evolve to be intertwined with these factors. Nevertheless, at this stage, it is key to first isolate the act of quiet quitting itself.

Similar constructs

In establishing a nomological network, it is essential to develop a foundational

understanding of extant constructs that bare strong similarities to the present concept of quiet

quitting. The present argument is that there are a number of orbiting constructs, however, quiet

quitting is unique in its definition. This section will address the similarities and differences

between the nature of quiet quitting and the following constructs: organizational citizenship

behavior (OCB), compulsory citizenship behavior (CCB), counterproductive work behavior

(CWB), job crafting, and discretionary effort. A comprehensive summary of the comparison and

contrast between the present constructs and the proposed construct of quiet quitting is observed

in Table 1.

Organizational citizenship behavior

OCBs were defined as behaviors of a discretionary nature that are not part of the

employee's formal role requirements but nevertheless promote the effective functioning of the

organization (Smith et al, 1983, p. 653). With the focal point being that these behaviors are not

part of the role requirements, one might speculate that forgoing OCBs could be a quiet quitting

action, in that quiet quitters tend to adhere to their job descriptions, not going beyond them in a

way that would help the organization. The foundation of this relationship has begun to appear

within the literature. Although it has not been directly analyzed empirically, quiet quitting has

been taken into context to explain the relationship between OCBs and burnout in teachers

(Tsemach & Barth, 2023).

Counterproductive work behavior

Conversely, some employees engage in intentional behaviors that harm an organization,

or counterproductive work behaviors (CWB). Although they are not opposites, or mutually

exclusive per se, CWBs may be thought of as antithetical to OCBs (Dalal, 2005). As such, it is possible that CWBs may present itself as a result of quiet quitting. Quiet quitters have reported engaging in borderline- CWBs, such as maximizing their break time or avoiding phone calls (Newport, 2022). It is possible that quitters may be likely to commit CWBs, but as it does not align with the definition, it is more likely an outcome than a synonym to quiet quitting. There is not enough support at this time to argue that CWBs equates to the latter.

Discretionary effort

In the conversation around quiet quitting, some academics have also raised the point of discretionary effort. The term first appeared in the literature as it was introduced by Yankelovich and Immerwahr (1984) as voluntary effort above and beyond the requirements. This phenomenon is described in the literature in conjunction with phrases like "above and beyond" or "the extra mile", just as quiet quitting is (Yu & Kao, 2023). Yu and Kao (2023) posit that it is driven primarily by work time and rewards, and social context, and it has also been examined through organizational behavior and motivation frameworks. As it bares quite a similarity to quiet quitting, there is some discrepancy between the two. Discretionary effort focuses solely on the aspect of, as the name states, effort. Quiet quitting may entail minimizing effort, but encompasses additional resources, such as time and tasks. Discretionary effort does not explicitly account for this.

Engagement

Finally, and to segue into the theoretical foundation of quiet quitting, it is necessary to acknowledge engagement. Engagement was classically defined in the context of the workplace by Kahn in 1990 as "harnessing of organization's members selves to their work roles; in engagement, people employ and express themselves physically, cognitively, and emotionally

during role performances" (Bakker et al., 2014, p. 391). The implication of this is that an engaged worker will identify with their work and expend effort as a result. Employees who are engaged will tend to intentionally expend personal resources including physical, cognitive, and emotional/mental energy at their job. As these energies may manifest in time, effort and behaviors, there is a clear difference between this engaged employee, and one who chooses to quiet quit.

In summary, this section synthesized academic and popular press perspectives to define quiet quitting as a phenomenon where employees strictly adhere to their formal role requirements, exerting minimal effort without engaging in additional tasks or work time. This concept contrasts with related constructs detailed in Table 1. Specifically, OCB and CCB involve extra-role behaviors benefiting or expected by the organization, respectively, and both are negatively related to quiet quitting. Meanwhile, CWB, showing a positive relationship, includes behaviors that undermine organizational goals, aligning with the passive resistance of quiet quitting. Job crafting and discretionary effort, involving job role modification and extra effort, also show negative relationships. Finally, engagement, which embodies deep work involvement, starkly contrasts with the minimalistic approach of quiet quitting. The aforementioned constructs will continue to play a critical role throughout the scale development process by providing an initial assessment of convergent validity in the analysis stage. Beyond the scope of the present studies, they may also be used to make comparisons in predictive power.

[Table 1]

Expanding the Nomological Network of Quiet Quitting: A Job-Demands Resources

Perspective

Now that the nomological network around quiet quitting has been discussed, the question arises of where it has a place in organizational theory. This section will utilize a previously established model as a foundation. Although this model will not be empirically tested in the present study, it provides a context for quiet quitting within the field of I-O psychology.

The literature provides sufficient evidence to speculate that quiet quitting may fit within a job demands-resources (JD-R) engagement dynamic (Bakker 2014). The JD-R model of occupational wellbeing defines job resources as aspects of a job that reduce the negative effects of job demands, help achieve goals and stimulate personal growth. Conversely, job demands, aspects of work that require sustained physical, cognitive, or emotional effort, can lead to resource loss, followed by negative work outcome (Demerouti, 2001) Negative outcomes of job demands may include burnout, poor mental health, or physical symptoms (Bakker, 2014).

[Figure 1]

Hakanen et al. (2008) found that job resources were positively associated with work engagement, defined as a positive and fulfilling state of mind in relation to work that is further characterized by vigor and dedication. Work engagement further predicted personal initiative, that is, active and initiative-taking behavior that goes beyond formal requirements. Given that the nature of engagement and personal initiatives is antithetical to quiet quitting, low resources may be a predecessor to quiet quitting. Therefore, following this model, engagement would be negatively related to quiet quitting.

Job demands lead to resource loss, and in speculating that quiet quitting may be a way to preserve personal resources like time, energy, etc., by reducing exertion at work, job demands may serve as another predictor of quiet quitting. Burnout, which is composed of physical fatigue, cognitive weariness and emotional exhaustion, is caused by job demand and lack of job

resources, respectively, as well as the exchange between demand and resources (Shirom & Melamed, 2006). Consistent with previous findings, job demands may also predict burnout. Preventing burnout was highly cited in quotes and interviews from quiet quitters within the popular press, so it is reasonable to posit that those who quiet quit will report having a lower level of burnout. Burnout has also been previously linked to lower engagement, so consistent with that finding, burnout would predict lower engagement (Bakker, 2014).

Simbula' (2013) used a JD-R framework to establish a positive relationship between engagement, anxiety, and depression, and found a reciprocal relationship. Consistent with this finding, work engagement will predict poorer mental health outcomes. However, a portion of employees who quiet quit cited mental health as their reason why, in the sense that one may quiet quit to preserve their mental health. Building on what is known about engagement, quiet quitting will have a positive impact on mental health, or it will be negatively associated with poor mental health outcomes. Finally, there is empirical evidence for an association between burnout and poor mental health outcomes, which is also accounted for in the network.

Operationalizing Quiet Quitting

Although quiet quitting is still quite novel, one scale has been developed and validated already. This section will describe the existing measure and highlight the gaps within it that the present scale development study will account for.

Galanis et al. (2023) developed a quiet quitting scale (QQS) that was comprised of nine items representing the broader facets of detachment, lack of motivation, and lack of initiative. The scale was psychometrically sound (a=.80); however, it is not without limitations. First, the article lacks a clear presentation of an operational definition of "quiet quitting". Second, the scale was developed with the end-goal of targeting workplace outcomes for healthcare workers specifically. A broader scale that is not occupationally specific may be more widely useful to

practitioners. Third, it lacks a sound and well-integrated theoretical foundation. It is exclusively built upon claims that do not come from peer-reviewed academic sources. Elements of the scale development such as related constructs and rationale for multi-dimensionality are brief and unclear. They describe the relevant three dimensions (detachment, lack of motivation, and lack of initiative) but not the process used to reach the conclusion to use these facets. The scale is more so a combination of pre-existing constructs rather than a measure of quiet quitting behavior. It does not depict precisely what a quiet quitter does. The authors refer to related constructs such as job satisfaction and burnout, as well as their respective assessments, however, there is not a comprehensive demonstration. There are many constructs in the I-O literature that bare resemblance or could have potential relationships with quiet quitting that were not given consideration here. The QQS is a pioneer of the operationalization of quiet quitting in academic research, but it does not satisfy the need for a widely usable quiet quitting scale.

Scale Development: Item Generation and Refinement

The following section will detail the first stage of scale development, entailing item generation resulting in the initial list of items (appendix), followed by item sorting, and an analysis of substantive validity. This phase is planned in alignment with previous scale development literature.

Similarly to the process of narrowing down a definition, media and popular press sources included many different behavioral examples that offered inspiration for scale items. For example, "employees working only during their defined on the clock hours; no more, no less." (Cook, 2022). Incorporating these examples into items offered more value than creating them arbitrarily. To assist in the process, a miniature, informal Q-sort was completed to draft the first round of items with the assistance of four subject matter experts, doctoral students in I-O

psychology that work within a work-life organizational effectiveness lab. Each SME accessed an Excel sheet in a shared folder containing the item bank and pre-defined facets. They were instructed to sort the items into the facet they believed best represented each behavior, with examples provided by previous participants to guide them. If an item could fit multiple facets, the SMEs were asked to place it under the most relevant one and make a note for further discussion. The items with 100% agreement under SMEs comprised the initial item list.

Items were written following the recommendations of Hinkin's (1998) tutorial for development of survey measurements. Per Hinkin's tutorial, the initial list consisted of approximately twice the number of desired final items, as half of the first set of items will be excluded through the refinement process. Regarding item scaling, a five-point Likert scale to is recommended for the highest possible alpha reliability coefficient. In designing the measure, several prevention methods will be implemented to protect against careless responding and to ensure the highest possible quality of data. There is empirical evidence supporting the use of instruction sets that emphasize the value of the participant's time and honest responses (Meade & Craig, 2012).

Item Sort Task

Peer assessment was used in questionnaire administration of the initially generated items with the goal of selecting the best items to use in the development of a quiet quitting scale. This task was used to establish substantive validity.

Subject matter experts (SMEs) for this study were 19 master's and doctoral students enrolled in the I-O psychology graduate program at Auburn University. Written items were administered in an item sort task. The initial item list consists of 27 items, nine per facet, which describe behavioral manifestations of the operational definition (Appendix).

A Qualtrics survey was distributed to SMES where they were provided the operational definition for quiet quitting with three factors of 1) time or hours beyond formal requirement 2) tasks or additional work beyond formal requirement, and 3) effort above and beyond formal requirements, as well as the item list. The SMEs will sort each item under the factor that they deem it most appropriate.

Analysis

Substantive validity refers to the extent to which items of a scale reflect the intended construct (Anderson & Gerbing, 1991). This is assessed using two indices: portion of substantive agreement, or PSA, and the coefficient of substantive validity, or CSV. PSA measures the degree to which the item measures its respective construct, that is, the proportion of SMEs who assign the item to its target construct relative to the total SMEs. The formula of PSA is as follows, such that n_c is the number of participants who sorted the item correctly, and N is the total number of participants (Colquitt, 2019).

$$P_{sa} = n_c/N$$

CSV reflects the relative frequency with which SMEs match an item to a construct, in other words, frequency with which an item is sorted to a construct compared to other constructs The formula for CSV uses the same definitions of n_c and N, but n_o refers to the highest number of assignments of the item to any other construct.

$$C_{sv} = (n_c - n_o)/N$$

Values for PSA and CSV range respectively from 0.00 to 1.00, and -1.00 to 1.00, with higher values reflecting higher substantive validity. Based upon the recommendations of Colquitt et al (2001), the target will be PSA and CSV values as close as possible to 1.00, ideally with a CSV of 0.81 or higher and a PSA of 0.91 or higher, indicating content validation status described

as 'very strong'. These margins were used as the cutoffs to determine which items will be retained for factor analysis. Those with values below the margin were dropped.

Each item along with the respective PSA and CSV are displayed in Table 2. Nine items across two factors had substantial indices to be retained: six items pertaining to effort and three items pertaining to time. The items had an average PSA of .95 and an average CSV of .91, n=19.

As well as refining items, these analyses established preliminary content validity, lending evidence to definitional correspondence and distinctiveness. Respectively, these signify that the items correspond to the construct definition, and that they correspond to the focal construct more so than other related constructs (Colquitt, 2019). This phase provided a basis for identifying items that are likely to load onto intended constructs in factor analyses.

[Table 2]

The next stage in scale development is validation and the assessment of psychometric properties. Two separate samples were collected through Prolific; the first completing the time and effort related statements that were retained from the item sort. This data was analyzed via exploratory factor analysis in SPSS, to determine the number of latent constructs within quiet quitting. The second round of respondents completed the items that obtained the highest factor loadings in the EFA in addition to measures of the conceptually related constructs discussed previously. With the present quiet quitting data, a confirmatory factor analysis was conducted in M*plus* to test the structure determined by the EFA. Supplemental analyses were conducted at this stage as well. An initial exploration of convergent validity was tested by examining the relationships between quiet quitting (at the facet and construct level) and adjacent constructs through Pearson correlations. Cronbach's alpha and Spearman-Brown indices were used to evaluate reliabilities of the quiet quitting measure as well as effort and time subscales.

Study One: Exploratory Factor Analysis

The goal of Study one is to understand latent structure of correlations among relevant variables. This can be done using exploratory factor analysis, which was conducted within SPSS. More specifically, this analysis employed a maximum-likelihood (ML) extraction method. ML can provide a vast array of indices of the goodness of fit model, significance testing of factor loadings and correlations among factors, and calculation of confidence intervals which gives insight into determining the number of factors (Fabrigar et al., 1999). Additionally, there is support for using oblique rotation, as we can suspect the factors to be somewhat intercorrelated; this rotation will produce estimates of the correlations among factors (Fabrigar et al., 1999). Pertaining to Kaiser criterion actor loadings of .5 or greater, ideally close to 1, and eigenvalues greater than 1 will serve as baselines to retain items (Hinkin, 1998).

Methods

This study used a survey research design that was approved by the Auburn University Institutional Review Board, Protocol #24-918 EX 2406. All participants were recruited via Prolific, an online crowdsourcing platform, to obtain a diverse and reliable sample. To qualify for the study, users needed to be at least 18 years of age, working full time in a job outside of Prolific (at least 35 hours per week), and reside in the United States.

Participants and Procedure

According to Fabrigar's (1999) recommendations, a sample of 100 may be adequate for an exploratory factor analysis. After data cleaning, the final sample size was n=94. The average participant was 35-44 years of age (43%), male (51.1%), married (46.8%) and white non-Hispanic (71.3%). The majority of respondents (72.3%) held a bachelor's degree or higher. All participants reported a full-time job, working an average of 41.67 hours per week (SD=5.95).

The retained items from the item sort task were distributed to all participants through a Qualtrics link through Prolific. There was no time limit to complete the items. They were compensated $0.60 through their Prolific account for completing the survey. Due to the strong endorsement of bogus items in the literature, there was one bogus item with a "correct" answer, with those who responded incorrectly being excluded from analysis (Meade & Craig, 2012).

Analysis

In this study, participants were presented with the nine items from the initial set that were retained after indicating proficient substantive validity. Exploratory factor analysis (EFA) was completed in order to uncover the underlying structure and dimensions of the present quiet quitting scale. Oblique rotation was the most appropriate technique due to the theoretical underpinnings of the scale. This rotation assumes that the factors are not independent and that they are correlated (Costello & Osborne, 2005).

Results

Maximum likelihood extraction was indicative of a two-factor structure. Factors with an eigenvalue greater than 1 were automatically retained in SPSS, which explained a cumulative variance of 54.94%. The factors uniquely explained 42.21% and 12.74% of variance, respectively. Support for the factor structure can be confirmed with a visual test of the scree plot (Figure 2). The break of the plot occurs after two, at which point the eigenvalues dip below the benchmark of 1.0.

[Figure 2]

Six of these items fell under the proposed "effort" dimension, and three of them related to the "time" dimension. This is indicated by the factor pattern matrix presented standardized factor loadings, the variance of each factor on each item while controlling for the other factor. The

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structure matrix shows the variance explained by each factor while controlling for the other factor, which are indicated in Table 3. With a baseline of 0.50, the three time-related items were strong enough to be retained. The three strongest effort-related items will be retained to balance the scale. Items Effort 4 "When it comes to my job, I am not an overachiever."(0.841), Effort5 "I would not say that I go the extra mile at work." (0.951), and Effort6 "At work, I do the bare minimum that I can get by with." (0.868) loaded highly onto Factor 1 and items Time 1" I work only during my specified hours." (0.858), Time 2 "I make it a point to leave no later than is required." (0.530), and Time 3 "I utilize my full breaktime/lunchtime. " (0.612) loaded onto Factor 2. These results suggest that effort and time act as latent variables within quiet quitting.

[Table 3]

The factor correlation matrix indicates that the two factors have a moderate correlation, r= .364. The factor plot rotated in factor space (Figure 3) illustrates how the items are organized relative to the common factor. We can visually confirm that items Effort 4, Effort 5, and Effort 6 are distinctly loaded to factor 1 and items Time 1, Time 2, and Time 3 are distinctly loaded onto factor 2.

[Figure 3]

Study Two: Confirmatory Factor Analysis

Confirmatory factor analysis (CFA) allows for a qualitative assessment of factor structure to demonstrate evidence of construct validity (Hinkin 1999). The goal of study two is to ensure that the scale is distinct from other similar constructs, as well as providing a model fit to validate the factor structure that resulted from the EFA. Additional analyses were performed as well to examine the reliability and validity of the quiet quitting measure. Specifically, preliminary tests

of convergent validity were performed by examining correlations between quiet quitting and its latent factors with similar constructs (OCB, CWB, QQS, discretionary effort, and engagement).

Method

Participants and procedure

Following a similar research design under the same IRB approval, protocol#24-918 EX 2406, the sample for this study was also recruited via Prolific, using the same criteria. To ensure independent samples with no overlapping participants, a screener was used to block Prolific users that had participated in the first round of data collection. The final data set contained a sample of n= 333. The average participant was between 25 and 34 years of age (37.4%), female (52.9%), married (46.1%), and white (71%). The majority of respondents held a bachelor's degree or higher (66.9%). All participants work full time jobs, not including crowdsourcing platforms, working an average of 42.4 hours per week, (SD=10.3).

Similarly to Study 1, a Qualtrics link was distributed to the sample through Prolific. They had no time limit to complete the survey. In addition to the present scale, they also completed several other workplace related assessments that allowed for comparison of the present model to related constructs. A confirmatory factor analysis (CFA) was conducted to test the relevant factor structure that was extracted from the EFA in the first round of analysis. In this study, a new sample of participants were presented with the refined two-factor scale, which retained three items for time, and three for effort. They were asked to respond honestly to these items based on their workplace experience. Participants additionally responded to scales that measure similar constructs; counterproductive work behaviors-organizational (CWB-O), discretionary effort, an existing quiet quitting assessment, organizational citizenship behaviors (OCB), and work engagement.

The model fit was interpreted through relevant statistics; chi-squared, standardized root mean square residual (SRMR), Tucker-Lewis index (TLI), comparative fit index (CFI), and root mean square error estimation (RMSEA). Fit indices and baseline values are recommended by Brown and Kenny (2015). Comparative fit index (CFI) and the Tucker-Lewis (TLI) index evaluates the model relative to a baseline, or null model. The recommended threshold for these indices is 0.90 or greater. RMSEA is a similar measure to absolute fit, although it corrects for model complexity and parsimony should generally be 0.06 or below. SRMR assesses average discrepancy between correlations observed in the input matrix and correlations predicted by the model. This value should ideally be less than 0.08.

Measures

Present Measure. The proposed scale measures two facets, time and effort, across six items with a five-point scale. This includes questions such as, "I would not say that I go the extra mile at work".

Workplace Deviance. The Workplace Deviance Scale (Bennett & Robinson, 2000) assesses counterproductive work behaviors. There are two subscales, individual and organizational. Only the latter was utilized here, as the individual CWB items were unrelated to quiet quitting. The organizational scale lists 12 behaviors such as "Putting little effort into your work" accompanied by a five-point scale to indicate frequency with which the individual engages in the items. The organizational CWB subscale that was used in the present study has a Cronbach's alpha of $\alpha=0.78$.

Discretionary Effort. The Discretionary Effort Scale (DES), by Lloyd (2008) assesses discretionary effort using seven items. An example is "I do more than is expected of me". This measure demonstrates strong reliability, with a Cronbach's alpha of $\alpha=0.82$.

Quiet Quitting Scale. The previously published quiet quitting measurement, the QQS (Galanis et al., 2022) was also included. This measure is comprised of nine items over three facets; lack of engagement, detachment, and lack of initiative. An example of an item is "I take as many breaks as I can". Two items in this scale are reverse-coded. The alpha coefficient for the QQS is $\alpha=0.80$.

OCB. Organizational citizenship behaviors were measured using Spector's (2008) OCB assessment. There are ten items gauging the extent of citizenship behaviors at work, for example, "Volunteered for extra work assignments". The overall reliability is $\alpha=0.88$.

Utrecht Work Engagement Scale. The UWES (Schaufeli & Bakker, 2004) consists of nine items that assess work engagement. An example item is "I am enthusiastic about my job". Across various studies and samples, the UWES demonstrates reliabilities ranging from $\alpha=0.8$-0.9.

Results

A confirmatory factor analysis (CFA) was conducted via M*plus* to assess the fit of the proposed two-factor model of time and effort. Using the recommended indices for CFA in applied research and their respective benchmark values, the model exhibits overall good fit (CFI= .983, TLI= .968, RMSEA= 0.065, 90% CI= [0.028, 0.103], SRMR=0.026, $X^2(8) = 19.36$, *p*=.013). The proposed two-factor model fit the data well across the appropriate indices, but it also demonstrated strong superiority over a single factor model of quiet quitting, which represented quiet quitting as a latent construct comprised of all six items. The single factor model showed relatively poor fit across indices; SRMR= 0.085, RMSEA= 0.219, 90% CI= [0.189, 0.250], CFI= 0.784. TLI= 0.640. The chi-square test was significant, although it was not

preferable to the proposed model, $X^2(9) = 152.72$, $p<.001$. Considering these metrics, it is clear that the two-factor model is strongly preferable. Table 4 compares the metrics of the two models.

[Table 4]

Standardized factor loadings were moderate to strong, ranging from 0.53 to 0.83 (Table 5). Factor loadings for all six items were significant at the p<.001 level. The two-factor model with loadings is displayed in Figure 4. The latent factors of time and effort had a significant correlation, r=.61, p<.001. Correlations between items within factors were moderate, between 0.40 and 0.60. This suggests that items are related, but not redundant and thus not at risk for multicollinearity.

[Table 5]

[Figure 4]

Additional Analyses

To test for convergent validity, correlations were run with quiet quitting and the previously described similar constructs; OCB, CWB-O, discretionary effort, engagement, and additionally, the extant Quiet Quitting Scale (Galanis et al., 2023). Cohen's (1988) correlational effect sizes were used to interpret the relevant relationships. In these terms, a moderate correlation corresponds with an r correlation between .30 and .50, and a strong correlation is reflected by .50 or greater (Cohen, 1988). All the anticipated relationships were confirmed with statistically significant correlations. CWB had moderate to strong correlations with both time (r = .34, $p < .001$) and effort (r=.47, $p < .001$). Galanis's' QQS also had strong correlations with each latent factor; time (r= .61, $p < .001$) and effort (r= .84, $p < .001$). Each of the two latent factors displayed significant, moderate to strong negative correlations with discretionary effort: effort (r = -.85, $p < .001$) and time (r = -.62, $p < .001$). OCB also had significant negative correlations

with effort (r= -.40, $p < .001$) and time (r= -.30, $p < .001$), as did work engagement with effort (r= -.60, $p < .001$) time (r= -.44, $p < .001$).These analyses support the psychometric robustness of the scale, as well as further the overarching goal of this research; to tentatively explore the origins of a nomological network through characteristically adjacent variables.

[Table 6]

Internal consistency and split-half reliability were assessed in SPSS using Cronbach's alpha. Since each factor captures a distinct aspect of the construct, the reliability of each were assessed separately for time and effort. For the time factor, Cronbach's alpha was $\alpha=.76$ and for the effort construct, Cronbach's alpha was $\alpha=.80$. Although the scale is intended to be multidimensional, the overall reliability of this scale is strong as well, $\alpha=.80$.

Discussion

Informed by the literature and news media, quiet quitting items were written to reflect the proposed definition that entailed three dimensions, tasks, time, and effort beyond adherence to compensation and explicit job requirements. An item sort task geared towards content validation guided the retention of ten items between the time and effort dimensions. No items relevant to the task dimension were sufficient to retain, indicating that explanations of behaviors pertinent to this proposed dimension may be absorbed by the other two. Exploratory factor analysis was indicative of a two-factor structure, retaining six items with strong factor loadings (three items per factor), and confirmatory factor analysis validated this structure and demonstrated good model fit preferable to a single factor structure of quiet quitting. The product of the present studies is an optimized multi-dimensional model with indices that illustrate acceptable fit, reliability and validity in addition to a finalized operational definition of quiet

quitting: *The process of carrying out formal role requirements and expectations denoted by one's job description at a minimal level of effort while refusing additional work time.*

A quiet quitting scale will have implications relevant to research and organizational contexts alike, laying the foundation for application as well as ongoing empirical investigation. This section will elaborate upon the significance of the research at hand and address any limitations encountered during the study. Further, potential directions for future research are suggested.

Implications for Theory

The presence of quiet quitting as a phenomenon of the media and pop culture prior to appearing in the literature, there was ambiguity around its true operational definition. This study provides a clear definition of quiet quitting as a workplace behavior. Although other researchers may possess varying opinions about this, the present study provides at least a methodologically sound reference point for academics who may be interested in the topic. Additionally, quiet quitting is now established as a measurable construct, and therefore can act as a variable in research studies. The door is now open to examine role of quiet quitting in existing theoretical frameworks, for example, the job demands-resources (JD-R) model, while simultaneously building a nomological network. The JD-R framework discussed earlier was simply preliminary and has yet to be tested, so there is potential for a conceptual structure that is greater in depth and breadth.

Quiet quitting emerged alongside the organizational changes brought on by the pandemic. This context provides an opportunity for more research into the long-term effects of COVID-19 on the workplace. While a considerable amount of research in I-O psychology was published in the immediate aftermath, it is essential to continue examining its ongoing impacts, as these may

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evolve over several years. Similarly to phenomena such as the "Great Resignation", quiet quitting underscores significant shifts in employee behavior, highlighting the need for comprehensive research to fully understand the broader implications of COVID-related phenomena on work environments.

The pandemic allowed for an explosion of research, and although the groundwork was laid for many novel constructs, the necessary in-depth exploration on each of them may take time. More research is needed in this area, generally speaking, but particularly in terms of empirical distinction. Constructs thorough differentiation from others based on measurable or observable data in addition to theoretical or conceptual distinction, to avoid overlap. The context in which pandemic-related phenomena were ushered into the organizational literature may be conducive to jingle or jangle fallacies; that is, attributing various meanings to a singular label, or describing one construct using differing names (Casper et al., 2018). Although the meaning of "quiet quitting" seemed muddied prior to the present studies, this research has ideally eliminated some of the ambiguity. For example, many examples and definitions across literature and popular press seemed to allude to task-centered behaviors, which were ruled out through the scale development process. This illustrates that operational definitions of novel phenomena that may withstand some level of methodological rigor are far narrower than the wide array of examples observed in the media and even those initially speculated by researchers.

Implications for Practice

Applied organizational settings could also put the present scale to use. Since it is multi-dimensional, it is capable of measuring valuable data while its brevity makes it a realistic option. There are several purposes it could serve to stakeholders. The ability to quantify potentially problematic behaviors would allow businesses to examine the reality of quiet quitting's tangible

consequences. For example, by administering this scale in conjunction with productivity or profit analyses to offer an empirical answer to the questions of if and how quiet quitting is truly costing organizations. Quiet quitting in relation to employee performance might also be assessed to identify the quiet quitters or non-quiet quitters within a workplace, and perhaps evaluate whether specific types of individuals are showing withdrawal from time and effort expenditures. A proper method of assessing the issues posed by quiet quitting will pave the way for identifying effective solutions at the individual or organization level.

A quiet quitting scale may be used internally to tailor interventions. For example, after gathering data, patterns may be assessed in relation to specific groups, roles or departments that are exhibiting quiet quitting. After identifying a target group, on avenue may be introducing a formal or informal program designed to incentivize additional investment of employee's time and effort through a few different approaches. First, tangible benefits such as implementing overtime, increasing paid time off, or pay-for-performance bonus initiatives. Additionally, regular communication about opportunities for career development may foster motivation to invest more time and effort over the long term, even if immediate quantifiable rewards are not an option. Finally, more informal incentives such as regular verbal acknowledgement of work, spotlighting within company emails or newsletters, could make employees feel reassured that their additional time or efforts at work are not going unseen or undervalued. Checking in with supervisors to establish and follow up with goals, assess progress, and maintain discussion of continuous career development could supplement this process to avoid a transactional nature of incentives. Ongoing assessment of any quiet quitting intervention will be necessary to evaluate effectiveness.

More broadly, culture assessment could be achieved by potentially integrating these items into employee surveys. Insight may be needed on an overarching level to determine whether organizational climate or leadership styles may be contributing to significant levels of withdrawal. If incumbent employees feel hesitant to self-report on this type of behavior, an alternative is to implement it in exit interviews to help inform future retention strategies.

Limitations

This study has several limitations. When utilizing self-report, it is crucial to be cognizant of biases that are inherent to this method of data collection. Social desirability, state or mood of the participant while taking the survey, and subjectivity of item interpretation are all potential obstacles in the accuracy of self-report data (Podsakoff et al., 2012). This may act as a limitation in future practical use of the scale. Employees may not answer transparently if they are skeptical about their anonymity in the case that this scale was distributed for internal use.

With this being said, the constrictions of self-report should not be considered such a pervasive issue within these studies for several reasons. First, the factor structure was replicated across studies with independent and sufficiently sized samples. Further, it has been proposed that social desirability bias in the context of self-report method has been overstated and even exaggerated among researchers over time. Empirical investigations revealed that the inflation of relationships due to these biases in self-report are not as consequential as is widely believed; rather these effects were modest (Spector, 2006). The relevant concerns can be easily mitigated simply through careful research design, rather than dismissing certain methods altogether.

A specific obstacle was encountered early on that may have limited the robustness of the measurement. Per Kaiser criterion, at least five items per factor should aim to be retained following the item sort task (Hinkin, 1998). However, the time dimension only had three items

with substant validity high enough to be retained. Although the end result was psychometrically sound, the lack of items may have undermined statistical power to some extent.

Finally, the data used for scale development and validation was gathered in the United States only. Therefore, it may be bound by cultural norms surrounding work and organizational dynamics. The scale is written originally in English, and it is not known at this point whether items may hold up in translation. At this stage, we cannot safely make the generalization that the construct would be stable cross-culturally.

Future Directions

The research done here was crucial, although it offers more of a steppingstone than a conclusive study. There are many further steps that can be taken to explore the nomological network, antecedents and outcomes of quiet quitting. The proposed JD-R model including quiet quitting was simply an example to lay the groundwork and has yet to be empirically explored. The relationship of quiet quitting to demands, resources, burnout, engagement, job crafting, and so forth require further investigation. The multi-dimensionality of the present model offers a greater level of detail in this network, with facet-level and construct-level analyses to be explored.

Future research may branch out in methodology. Considering the recency of quiet quitting and other COVID terms, researchers have not had the opportunity to observe long-term effects, or patterns of behaviors over the span of multiple years. Therefore, moving forward it may be beneficial for quiet quitting researchers to employ longitudinal designs. Along this same vein, the present study measured quiet quitting exclusively through a subjective and self-reflective lens. Mixed-method approaches may be useful to capture the nature of these behaviors through the perspectives of others, for example, coworkers, clientele, or supervisors

Revisiting the idea of clarifying and organizing immediate post-pandemic research, novel studies may focus on refining the nomological network involving relationships between the great resignation, the outcomes of the return to office movement, telework, quiet quitting, and beyond. Specifically, future endeavors may systematically review all these concepts through literature review or meta-analysis to clarify definitions and inter-related constructs.

The limitations highlighted how the current research was constrained to employees in United States. Research on quiet quitting in a cross-cultural context presents additional avenues for exploration, particularly regarding how culturally dependent characteristics might influence this pattern of behavior. In collectivist cultures, for instance, individuals may exhibit a greater sense of obligation to their organization or coworkers compared to those in individualistic societies, where personal achievement, individual resources, and pride are more highly valued. Furthermore, interpersonal dynamics, such as power distance, can affect the manifestation of quiet quitting, as hierarchical structures may dictate employee engagement levels.

Additionally, examining countries with fundamentally different views on the role work should play in one's life could shed light on whether quiet quitting occurs in environments that have adapted to flexible work arrangements, such as a four-day workweek. This is particularly relevant in contexts like Latin America, where cultural practices around work-life balance, i.e., longer lunch breaks and "siesta", differ significantly from Western norms such as the ones the current studies operated under. Understanding the impact of these cultural factors on flexibility and work-life balance could provide valuable insights into the phenomenon of quiet quitting across diverse global settings. Even if it is not a universal phenomenon, there is opportunity to explore the relationship between quiet quitting and countries' differing responses to COVID.

Future studies could focus on these areas to develop a more nuanced understanding of how cultural context shapes employee behaviors and perceptions related to quiet quitting.

Conclusion

The present studies advance our understanding of quiet quitting in the organizational literature, providing a psychometrically sound, digestible, and parsimonious scale that invites future research. Methodological limitations may underscore the need to be cautious in generalizing these results, however, the dimensionality of this scale allows it to still derive meaningful data across settings. Ultimately, this study facilitates the continuing dialogue around quiet quitting in the literature and opens several different avenues for empirical exploration. Moving forward, expanding the scope of this research will be essential for its role in improving organizations at the employee level.

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Table 1

Quiet quitting in relation to similar constructs.

Construct	Definition	Citation	Relation to quiet quitting
Quiet quitting	Behaviors that meet formal role requirements at a minimal level of effort while refusing additional tasks or work time.		
OCB	Extra role behaviors that inherently benefit the organization.	Smith et al. (1983)	Negative
CWB-O	Behaviors that intentionally harm an organization.	Dalal (2005)	Positive
Discretionary effort	Voluntary effort above and beyond the requirements	Yu & Kao (2023)	Negative
Engagement	Expression of one's identity through their work physically, cognitively, and emotionally.	Bakker et al. (2014)	Negative

Table 2

Initial set of quiet quitting items with content validation results.

Dimension	Item	n_c	n_o	p_{sa}	c_{sv}
Task	I adhere strictly to my job description regarding my duties.	17	2	.89	.79
	When a meeting is not mandatory, I opt out.	2	11	.11	-.47
	I refrain from volunteering for extra work or initiatives that are not mandatory for my role.	10	6	.52	.21
	I avoid doing work tasks that I am not compensated for	15	2	.79	.78
	I say "no" when asked to do something that is not one of my core job responsibilities.	15	4	.79	.79
	I refer back to my job description when assessing whether a task falls within my scope of responsibilities, using it as a guide for task acceptance.	16	2	.84	.74
	I turn down additional requests that are not clearly outlined in my job expectations.	15	2	.79	.68
	I do not check my work email or phone (if applicable) when I am not at the office.	3	11	.16	-.42
	I opt out of extracurricular work activities (happy hours, luncheons, etc.).	10	6	.53	.21
Time	I avoid work related communication when I am not on the clock.	16	2	.84	.74
	I avoid work related tasks when I am not on the clock.	14	5	.74	.74
	I work only during my specified hours.	**18**	**1**	**.95**	**.89**
	I will not sacrifice my personal time for work.	17	2	.89	.79
	I make it a point to arrive no earlier than is required.	17	2	.89	.79
	I avoid bringing my work home with me.	12	4	.63	.42
	I make it a point to leave no later than is required.	**18**	**1**	**.95**	**.89**
	I avoid working during my free time.	16	2	.84	.74
	I tend to "act my wage".	**19**	**0**	**1**	**1**
Effort	The expectations of my job are met but not exceeded.	13	5	.68	.42
	I avoid exerting effort that I am not compensated for.	**18**	**1**	**.95**	**.89**
	My effort levels equate to the pay I am receiving.	**18**	**1**	**.95**	**.95**
	When it comes to my job, I am not an overachiever.	**18**	**1**	**.95**	**.89**
	I would not say that I go the extra mile at work.	**19**	**0**	**1**	**1**
	I do just enough at work to not get fired.	16	3	.84	.68
	I do not go above and beyond expectations at work.	17	2	.89	.79
	At work, I do the bare minimum that I can get by with.	**18**	**1**	**.95**	**.89**
	I utilize my full breaktime/lunchtime.	**18**	**1**	**.95**	**.89**

Note: The items in bold were retained. N_c= number of judges who sorted the item correctly. N_o= the maximum number of times an item was sorted into any other construct in the set. P_{sa} is the proportion of substantive agreement calculated index calculated with the equation $p_{sa} = n_c /N$

Table 3

Factor loadings from EFA

	Items	Factor 1	Factor 2
Effort 1	I tend to "act my wage".	.438	-.011
Effort 2	I avoid exerting effort that I'm not compensated for.	.571	.277
Effort 3	My effort levels equate to the pay I am receiving.	.417	.264
Effort 4	**When it comes to my job, I am not an overachiever.**	**.841**	-.061
Effort 5	**I would not say that I go the extra mile at work.**	**.951**	-.122
Effort 6	**At work, I do the bare minimum that I can get by with.**	**.868**	-.043
Time 1	**I work only during my specified hours.**	.064	**.858**
Time 2	**I make it a point to leave no later than is required.**	.370	**.530**
Time 3	**I utilize my full breaktime/lunchtime.**	-.106	**.612**

Note. Bolded items were retained.

Table 4

Fit indices for models of quiet quitting.

Model	X^2	df	RMSEA	90% CI	SRMR	CFI	TLI
One factor	152.72	9	.219	[.189, .250]	.085	.784	.640
Two-factor	19.36	8	.065	[.028, .103]	.026	.983	.968

Table 5

Standardized factor loadings from CFA

	Item	Factor Loading
Effort 1	When it comes to my job, I am not an overachiever.	.721
Effort 2	I would not say that I go the extra mile at work.	.742
Effort 3	At work, I do the bare minimum that I can get by with.	.788
Time 1	I work only during my specified hours.	.788
Time 2	I make it a point to leave no later than is required.	.827
Time 3	I utilize my full breaktime/lunchtime.	.531

Table 6

Latent correlations with related constructs, n=333.

Variable	CWB	Discretionary Effort	QQS	OCB	Engagement
Effort	.47	-.85	.84	-.40	-.60
Time	.34	-.62	.61	-.30	-.44
Quiet Quitting	.52	-.93	.92	-.45	-.67

Note. All correlations are significant at p<.001.

Figure 1.

Quiet quitting contextualized within the JD-R model of engagement.
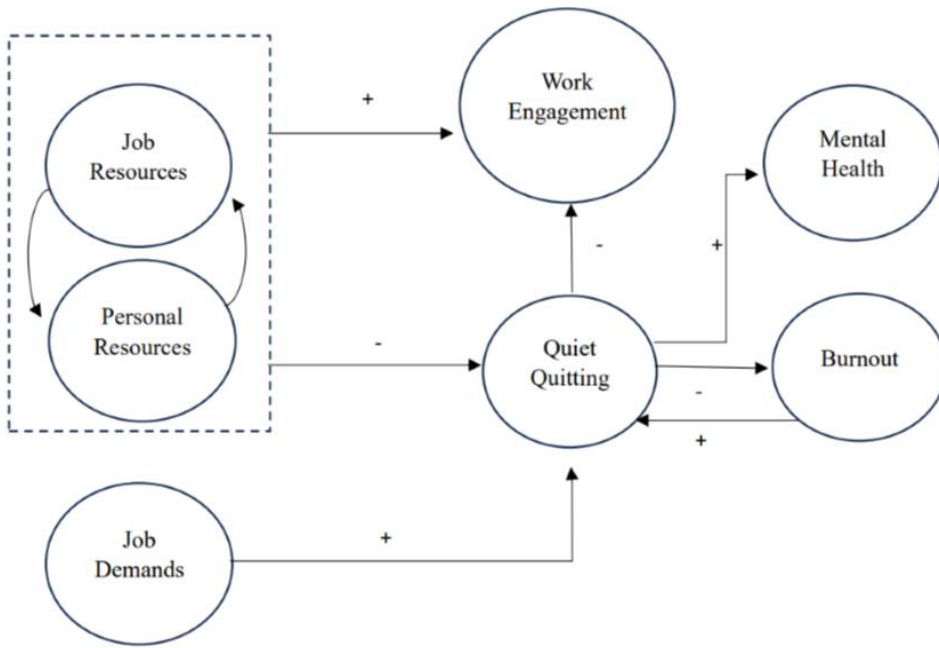
Figure 2

Scree plot indicating factor structure.
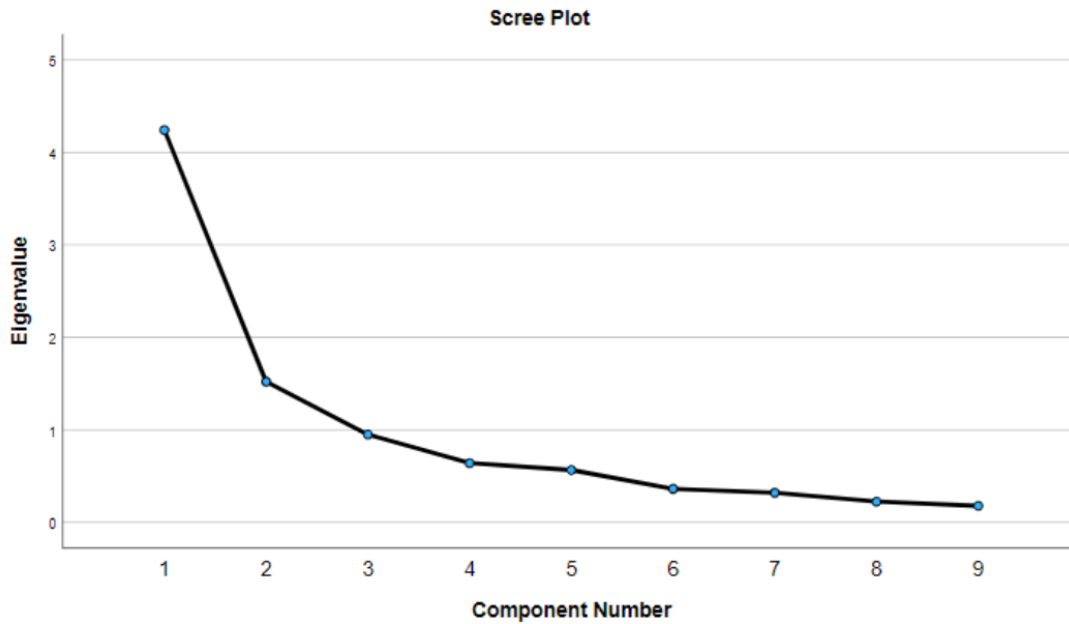
Figure 3

Factor plot rotated in factor space.
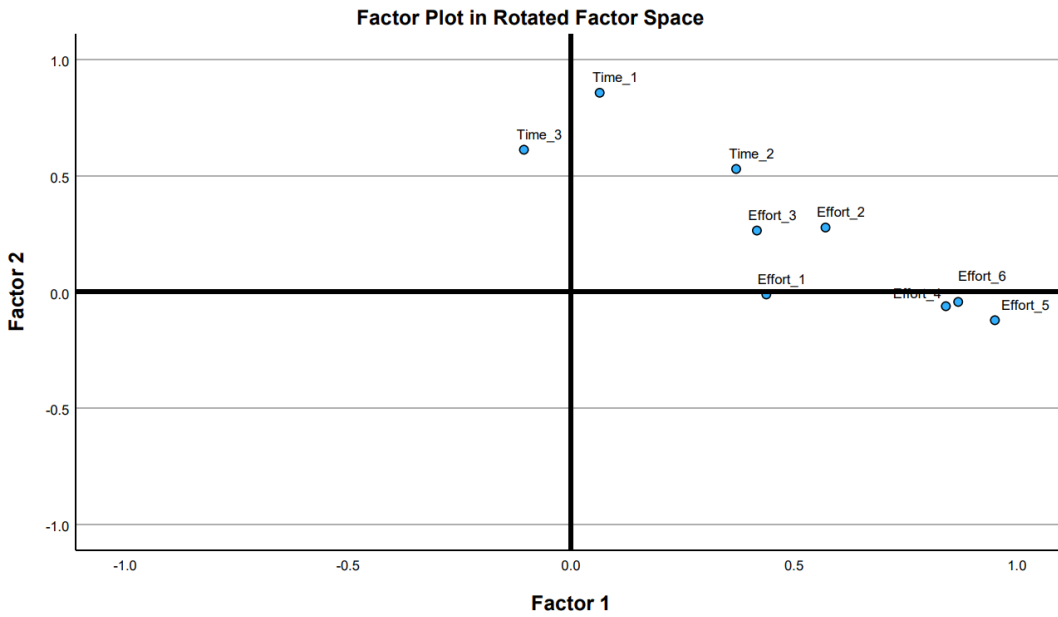
Figure 4

Two-factor model of quiet quitting.
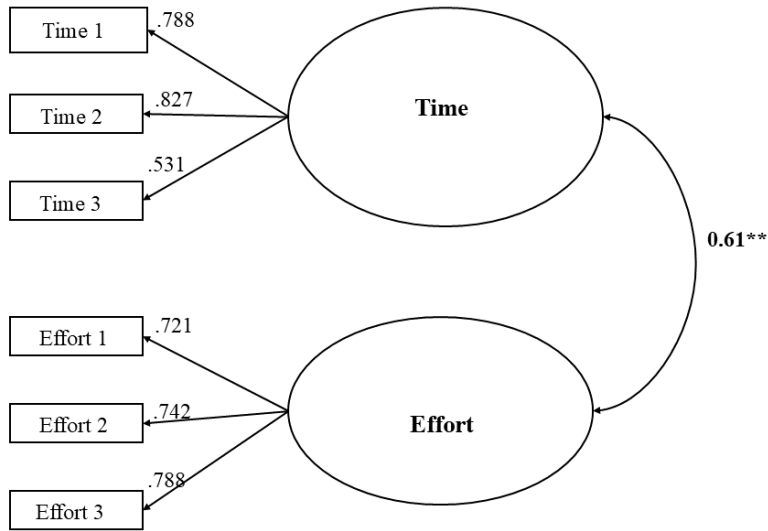
Note. Bold value indicates significance, p<.001.

Appendix A

Measures

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Demographics

What is your Prolific ID?

Are you currently employed at a job other than Prolific or any other crowdsourcing marketplace?

What is your current job title?

Are you currently a resident of the United States?

- o Yes

- o No

How many hours do you work per week? (This does not include the work you complete through Prolific or any other crowdsourcing marketplace).

Which best describes your gender identity?

- o Male

- o Female

- o Non-binary/third gender

- o Prefer not to say

- o Prefer to self-describe

Please indicate your race/ethnicity (select all that apply).

- o White (non-hispanic)

- o Black or African American

- o American Indian or Alaska native

- o Hispanic or latino

- o Middle eastern or west Asian

- o Other

- o Prefer not to say

Please indicate your age.

- o Under 18 (screener)
- o 18-24
- o 25-34
- o 35-44
- o 45-54
- o 55-64
- o 65 and above

What is your highest level of education? Please enter the highest degree you have obtained.

- o Less than high school
- o High school graduate/GED
- o Some college education without degree
- o 2 year (associate's) degree
- o 4 year (bachelor's) degree
- o Some post graduate education without advanced degree
- o Advanced degree (MS, MA, PhD, MD, JD, etc.)

Please indicate your marital status.

- o Married
- o Widowed
- o Divorced
- o Separated
- o Never married

Workplace Deviance/CWB-O

Please indicate extent to which you have engaged in each of the behaviors at your job.

Taken property from work without permission.

Spent too much time fantasizing or daydreaming instead of working.

Falsified a receipt to get reimbursed for more money than you spent on business expense.

Taken an additional or longer break than is acceptable at your workplace.

Come in late to work without permission.

Littered your work environment.

Neglected to follow your boss's instructions.

Intentionally worked slower than you could have worked.

Discussed confidential company information with an unauthorized person.

Used an illegal drug or consumed alcohol on the job.

Put little effort into your work.

Dragged out work in order to get overtime.

Discretionary Effort

Select how much you agree with each of the following statements.

When I work, I really exert myself to the fullest, beyond that what is expected.

I finish a job even if it means sacrificing breaks or lunches.

I do more than is expected of me.

I voluntarily put in extra hours to achieve a result faster.

I persist in overcoming obstacles to complete an important task.

I put in extra effort when I find it necessary.

I work harder than expected to help my organization be successful.

Galanis QQS

Please select how much you agree or disagree with the following statements.

I find motives in my job.

I feel inspired when I work.

I do the basic or minimum amount of work without going above and beyond.

If a colleague can do some of my work, then I let him/her do it.

I take as many breaks as I can.

I often pretend to be working in order to avoid another task.

I don't express opinions and ideas about my work because I am afraid that the manager assigns

me more tasks.

I don't express opinions and ideas about my work because I think that working conditions are not

going to change.

I often take initiative at work.

OCB

How often have you done each of the following things in your present job?

Took time to advise, coach, or mentor a co-worker.

Helped co-worker learn new skills or shared job knowledge.

Helped new employees get oriented to the job.

Lent a compassionate ear when someone at work had a work problem.

Offered suggestions to improve how work is done.

Helped a co-worker who had too much to do.

Volunteered for extra work assignments.

Worked weekends or other days off to complete a project or task.

Volunteered to attend meetings or work on committees on own time.

Gave up meal and other breaks to complete work.

Engagement

Please select how much you agree or disagree with the following statements.

At my work, I feel bursting with energy.

At my job, I feel strong and vigorous.

I am enthusiastic about my job.

My job inspires me.

When I get up in the morning, I feel like going to work.

I feel happy when I am working intensely.

I am proud of the work that I do.

I am immersed in my work.

I get carried away when I'm working.

Appendix B

Full Content Validation Instructions

Thank you for taking part in the item-sort task! Your help with my research is genuinely appreciated. In this item-sort task, you will be acting as an SME to categorize each initial item I've written for a scale to measure quiet-quitting work behaviors. The items will be provided, as well as the three proposed dimensions, and you will match each item to the factor to which you believe it belongs.

What program do you belong to?

- o   PhD

- o   ABM

Below are survey items intended to measure quiet quitting, as defined below.

Quiet quitting:

The process of carrying out formal role requirements and expectations denoted by one's job description at a minimal level of effort while refusing additional tasks or work time.

The respective factors are as follows:

1. Adhering to expectations and pay regarding time.

3. Adhering to expectations and pay regarding tasks.

3. Adhering to expectations and pay regarding effort.

Please determine which factor of the three each statement pertains to.

	Time	Task	Effort
I adhere strictly to my job description regarding my duties.	○	○	○
When a meeting is not mandatory, I opt out.	○	○	○
I refrain from volunteering for extra work or initiatives that are not mandatory for my role.	○	○	○
I tend to "act my wage".	○	○	○
The expectations of my job are met but not exceeded.	○	○	○
I avoid work related communication when I am not on the clock.	○	○	○
I avoid exerting effort that I'm not compensated for.	○	○	○
	Time	Task	Effort
I avoid doing work tasks that I'm not compensated for.	○	○	○
My effort levels equate to the pay I am receiving.	○	○	○
I avoid work related tasks when I am not on the clock.	○	○	○
I say "no" when asked to do something that is not one of my core job responsibilities.	○	○	○
I refer back to my job description when assessing whether a task falls within my scope of responsibilities, using it as a guide for task acceptance.	○	○	○
When it comes to my job, I am not an overachiever.	○	○	○
I work only during my specified hours.	○	○	○
	Time	Task	Effort
I would not say that I go the extra mile at work.	○	○	○
Please select "Time" to indicate that you are paying attention.	○	○	○
I will not sacrifice my personal time for work.	○	○	○
I turn down additional requests that are not clearly outlined in my job expectations.	○	○	○
I make it a point to arrive no earlier than is required.	○	○	○
I do not check my work email or phone (if applicable) when I am not at the office.	○	○	○
I do just enough at work to not get fired.	○	○	○

	Time	Task	Effort
I avoid bringing my work home with me.	○	○	○
I make it a point to leave no later than is required.	○	○	○
I do not go above and beyond expectations at work.	○	○	○
I opt out of 'extracurricular' work activities (happy hours, luncheons, etc.).	○	○	○
I avoid working during my free time.	○	○	○
At work, I do the bare minimum that I can get by with.	○	○	○
I utilize my full breaktime/lunchtime.	○	○	○

If you have any questions/comments or general feedback on the task please share it here, as well as your email so that I can reach out to you if further clarification is needed.

Appendix C

Finalized Quiet Quitting Scale

Please read the following statements regarding workplace behavior and rate your agreement.

(1=strongly disagree, 2=disagree, 3= neither agree nor disagree, 4= agree, 5= strongly agree)

Effort

1.   When it comes to my job, I am not an overachiever.

2.   I would not say that I go the extra mile at work.

3.   At work, I do the bare minimum that I can get by with

Time

1.   I work only during my specified hours.

2.   I make it a point to leave no later than is required.

3.   I utilize my full breaktime/lunchtime.