Natural Resources for Human Health

eISSN: 2583-1194

Original Research

Received 21 July 2026
Revised 25 Aug 2026
Accepted 10 Sep 2026

Natural Resources for Human Health 2026, Vol. 6 (22s): 1049–1063

KEYWORDS:
quiet quitting; quiet quitting scale; psychometric validation; confirmatory factor analysis; public sector; civil servants.

Psychometric Evaluation of the Quiet Quitting Scale among Civil Servants at the National Archives of the Republic of Indonesia

Budi Riyanto[1]*, Agoes Ganesha Rahyuda[2], I Gusti Ayu Manuati Dewi[3], I Made Artha Wibawa[4]

[1]Doctoral Program in Management, Faculty of Economics and Business, Udayana University, Bali – Indonesia
[2, 3, 4] Faculty of Economics and Business, Udayana University, Bali – Indonesia
[2] agoesgrahyuda@unud.ac.id |ORCID : https://orcid.org/0000-0001-9364-8284
[3]learning_ya@unud.ac.id | ORCID : https://orcid.org/0000-0003-3597-4916
[4]arthawibawa@unud.ac.id | ORCID : https://orcid.org/0000-0001-9689-0471
*Corresponding author : riyantoudayana@gmail.com | ORCID : https://orcid.org/0009-0007-4525-8696

ABSTRACT: The concept of quiet quitting has become an increasingly discussed subject in studies of organizational behavior. Nevertheless, empirical evidence concerning the measurement of this phenomenon within Indonesia's public administration remains scarce. This limitation highlights the importance of examining the psychometric soundness of the Quiet Quitting Scale (QQS) among employees of the ANRI. A quantitative cross-sectional approach was adopted, involving 267 ANRI civil servants. The nine-item QQS was translated and adapted to Indonesian, with adjustments to reflect the particularities of the civil service workplace. Data assessment was conducted through CFA under a CB-SEM approach, using SmartPLS version 4.0.9.9. The findings showed that the proposed three-dimensional structure—detachment, lack of initiative, and lack of motivation—was adequately supported by the observed data. Each indicator achieved an acceptable standardized factor loading, while all three dimensions displayed satisfactory internal consistency and convergent validity. Evidence from the HTMT and Fornell–Larcker assessments further supported the distinctiveness of the three constructs. Taken together, the results lend empirical backing to the QQS three-factor configuration and its measurement quality among ANRI civil servants. However, further validation involving other government agencies and more varied employee populations is necessary before these findings can be extended to the wider public-sector workforce.

1. INTRODUCTION

The COVID-19 crisis brought considerable attention to the Great Resignation, a workplace phenomenon that first gained prominence in the United States before becoming a subject of worldwide discussion during 2020–2021. It describes employees' decisions to discontinue their employment, regardless of whether another position has already been secured, often in an effort to attain a more satisfactory state of personal well-being (Bellini & Lomazzi, 2024; Dillard et al., 2025). A different response to workplace dissatisfaction occurs when individuals remain employed but deliberately scale back their involvement and commitment. This pattern is commonly termed *quiet quitting*, referring to the practice of confining one's contribution to formally assigned duties while refraining from undertaking responsibilities beyond the stipulated scope of the job (Formica & Sfodera, 2022). Its growing visibility has prompted greater scholarly interest in organizational behavior. Examining this phenomenon therefore requires more than identifying its possible antecedents, it also calls for a dependable measurement tool capable of representing the construct accurately.

Within public institutions, employees' involvement and willingness to contribute are closely connected to the fulfillment of organizational mandates, particularly those concerning public service delivery. Everyday bureaucratic operations often depend on coordination, individual initiative, and contributions that may extend beyond recurring administrative tasks. Such behavior needs to be considered alongside the distinctive features of government workplaces, including layered authority, procedural formality, and coordination across organizational units. These institutional characteristics are especially relevant when exploring how civil servants experience their work and exhibit quiet quitting tendencies. Earlier investigations have associated quiet quitting with job satisfaction (Galanis et al., 2023; Suhendar et al., 2023), burnout (Xueyun et al., 2023), and stress (Srivastava et al., 2023; Wu & Wei, 2024). Nevertheless, the existence of quiet quitting should not be concluded merely from presumed workplace pressures. Its presence needs to be examined through a clearly defined construct and a measurement instrument supported by adequate psychometric evidence.

A measurement tool developed for one group or institutional setting cannot automatically be assumed to function in the same manner elsewhere. Its underlying structure must first be examined against evidence gathered from the population in which it will be used. For this reason, the present research translated and adapted the Quiet Quitting Scale (QQS) into Indonesian, with adjustments reflecting the working conditions of civil servants. Its measurement performance was subsequently examined through assessments of factor structure, reliability, convergent validity, and discriminant validity. These procedures were intended to establish whether the proposed structure of the instrument was sufficiently reflected in the responses obtained from the study participants.

The QQS, introduced by Galanis et al. (2023), consists of nine statements organized into three dimensions: detachment, lack of initiative, and lack of motivation. During its initial development, the proposed dimensional arrangement was investigated through exploratory and confirmatory factor analyses. The resulting evidence supported the treatment of quiet quitting as a construct encompassing three related but distinguishable dimensions. Drawing on this established framework, the present study adapted the QQS into Indonesian and examined whether its three-dimensional measurement arrangement was also tenable among civil servants working at the National Archives of the Republic of Indonesia (Arsip Nasional Republik Indonesia/ANRI).

In Indonesia, investigations into quiet quitting have covered several employment settings, including digital startups (Suhendar et al., 2023) and hospitality businesses (Lestari et al., 2024). Research examining the measurement instrument has likewise extended beyond the population involved in its initial development. Zhang et al. (2025), for example, assessed the Chinese-language QQS among nursing personnel and found empirical backing for its three-dimensional arrangement. A Portuguese adaptation was also examined by Ventura-Silva et al. (2025) among nurses in Portugal, with the findings indicating satisfactory psychometric performance. Although these studies broaden the empirical basis for using the QQS, their results do not automatically establish that the instrument will operate similarly in every occupational setting. Its application among Indonesian civil servants therefore warrants separate examination, particularly given the distinctive features of the bureaucratic environment. Accordingly, CFA was employed in this study to investigate the QQS factor configuration among ANRI employees.

Against this background, the present investigation seeks to determine whether the psychometric characteristics of the QQS are adequately supported when administered to civil servants at ANRI. Its emphasis differs from the original scale-development work, rather than constructing a new instrument, this research revisits the previously proposed three-factor arrangement and examines its empirical adequacy in a different employee population. The principal contribution lies in supplying measurement evidence from the ANRI civil-service setting. However, because the participants were drawn from a single institution, the results should not be regarded as automatically representative of the entire Indonesian public workforce.

The evidence obtained may provide a starting point for subsequent examinations of the QQS in other government agencies and among employees with differing occupational backgrounds. Broader testing is still required to strengthen the available evidence concerning the instrument's validity and to establish whether its measurement characteristics remain consistent across different public-sector environments.

Quiet quitting describes a pattern in which employees restrict their work-related contributions to the duties formally required of them, without routinely undertaking extra-role activities on their own initiative (Campton et al., 2023; Hamouche et al., 2023). The expression does not signify an intention to resign, rather, it captures a change in how individuals position themselves

toward their work (Arar et al., 2023; Kruse & Tata, 2023). It should therefore be distinguished from turnover intention, as its central feature concerns psychological and behavioral disengagement while the employment relationship continues. This makes quiet quitting a distinct workplace phenomenon, reflecting a particular alteration in employees' contribution patterns rather than an explicit plan to leave their organization (Anand et al., 2024).

From the standpoint of work-related attitudes and conduct, quiet quitting has conceptual intersections with employee withdrawal (Hamouche et al., 2023; Qian et al., 2020; Tiryakioğlu, 2024), work disengagement (Karrani et al., 2024; Scanlan et al., 2020), and CWB (Elliethey et al., 2024). Another perspective interprets this behavior as a possible reaction to the demands associated with hustle culture. Whereas hustle culture places a strong emphasis on prioritizing professional activity, quiet quitting involves drawing firmer boundaries around the responsibilities specified in one's employment role (Atalay & Dagistan, 2023; Kang et al., 2023). From this viewpoint, limiting additional work contributions may represent an effort to reclaim a more balanced relationship between professional obligations and personal life. It has consequently been discussed as a form of resistance to the work-centered assumptions promoted by hustle culture (Harter, 2022; Kachhap & Singh, 2024; Serenko, 2024).

The need for a measurement instrument has become increasingly relevant as research on quiet quitting expands across various organizational contexts. Measuring a work-related behavioral construct requires more than assessing the internal consistency of an instrument, it also involves evaluating the adequacy of its underlying factor structure when applied to different populations and institutional settings. Contextual differences, including variations in organizational culture, may influence how the construct is manifested and measured. Therefore, cross-context psychometric evaluation is an essential step in ensuring that quiet quitting can be accurately represented and measured in new organizational environments.

As research on quiet quitting has expanded, various instruments have also been developed to measure this construct. Quiet quitting cannot be reduced to a single, homogeneous form of behavior that manifests uniformly across individuals. Differences in measurement approaches are associated with the perspectives researchers adopt when conceptualizing quiet quitting, whether as a unidimensional or a multidimensional construct. Such variations indicate that measuring quiet quitting involves not only developing measurement items but also establishing the conceptual dimensions underlying the instrument.

When formulating the QQS, Galanis et al. (2023) treated quiet quitting as a phenomenon made up of several interconnected facets rather than a one-dimensional condition. Such a perspective mirrors the way other workplace-related experiences, including burnout and work engagement, are understood, neither can be reduced to one isolated sign or sufficiently represented through a single indicator.

Building on this perspective, the development of the QQS identified three complementary dimensions that collectively provide a more comprehensive representation of quiet quitting. Detachment reflects the emotional aspect of this phenomenon, characterized by a weakening of employees' psychological attachment to their work and organization. Lack of initiative represents its behavioral aspect, referring to a reduced willingness to go beyond formally prescribed job requirements. Meanwhile, lack of motivation captures its motivational aspect, characterized by a decline in the internal drive that motivates employees to perform their work optimally. These three dimensions are interrelated aspects of the quiet quitting construct, while retaining distinct conceptual characteristics.

The existence of the QQS, along with its growing use, does not establish that its underlying measurement model will remain suitable when transferred to every type of workforce or institutional environment. Indeed, the developers encouraged further examination of the instrument among groups with different backgrounds and within varying cultural settings. One such effort was undertaken by Zhang et al. (2025), who translated the QQS into Chinese and applied it to nurses in China. Their adaptation preserved the initial nine-item arrangement and its three-component structure. A comparable initiative was carried out by Ventura-Silva et al. (2025), who prepared a European Portuguese version for nursing personnel in Portugal.

A different measurement approach was introduced by Anand et al. (2024) through a 14-item instrument containing two separate components, intention to engage in quiet quitting and perceptions of quiet firing. Within this instrument, seven statements were designed to capture quiet quitting as a single-factor concept and were examined among respondents in India. Yıldız et al. (2024) later reproduced this one-factor arrangement in a Turkish adaptation intended for healthcare workers, assessing the model through distinct respondent groups. Their results indicated that the single-factor model fitted the data adequately, while reliability testing pointed to satisfactory item consistency and stability over time. Further work by Karadas & Çevik (2025)

examined the measurement properties of the Turkish Quiet Quitting and Quiet Firing Scale among healthcare personnel in Turkey.

Talukder & Prieto (2025) took another route by defining quiet quitting in terms of workers' inclination to confine their contributions to essential job requirements, with particular attention to reduced voluntary effort and activities beyond assigned duties. Their investigation drew on employees working across different sectors and organizations in the United States. The emergence of these instruments also illustrates that quiet quitting has not been framed in exactly the same way across measurement studies. For example, Çelebi et al. (2025) introduced the Quiet Quitting Reason and Behavior Scale (QQRBS), which captures both the underlying reasons for quiet quitting and the behaviors linked to it.

For the present investigation, the QQS introduced by Galanis et al. (2023) was selected because it treats quiet quitting as a work-related phenomenon comprising several distinct dimensions. This makes the instrument suitable for examining the construct through its separate facets. Unlike measures that combine the motives behind quiet quitting with the behaviors it produces, the QQS offers a more focused means of assessing the construct itself. Accordingly, its use allows the present study to concentrate on testing the original three-factor arrangement among civil servants working in Indonesia's public-sector environment.

2. MATERIALS AND METHODS

2.1 Research Design and Context

A quantitative design with a cross-sectional framework was adopted for this research. Data were gathered at one specific period because the investigation centered on assessing the structure and measurement quality of an instrument, rather than tracing shifts in employees' conduct over an extended period. More precisely, the research examined the psychometric soundness of the QQS among civil servants working at the ANRI. Its underlying factor arrangement was assessed through CFA, which determines whether a predefined model linking observable indicators to their latent dimensions adequately corresponds with the collected data (Hair et al., 2019).

The participants were drawn from ANRI personnel, including both permanent state civil servants (Pegawai Negeri Sipil, PNS) and government employees under employment agreements (Pegawai Pemerintah dengan Perjanjian Kerja, PPPK). ANRI was chosen as the research site because its organizational setting reflects the features of a public institution, layered authority, formally established staffing regulations, and workplace arrangements that are distinct from those commonly found in private companies. This institutional profile provides a meaningful setting for reassessing the QQS, given that the scale was initially formulated and examined in other population groups and organizational environments. The assessment was therefore intended to establish whether the instrument's proposed measurement structure was empirically tenable among ANRI civil servants.

2.2 Research Instrument

The research made use of the QQS introduced by Galanis et al. (2023). Its original format contains nine statements distributed across three dimensions: detachment, lack of initiative, and lack of motivation. For application in the present research, the instrument was translated into Indonesian and its wording refined to suit the everyday work environment of civil servants. These adjustments focused on terminology and workplace context without altering the conceptual meaning of the individual items or the original three-dimensional structure. The adapted instrument was subsequently pilot-tested with 30 respondents to assess the clarity, comprehensibility, and contextual suitability of the statements. Following this preliminary assessment, all nine items were retained for the main data collection. The adaptation process did not involve formal expert judgment by an expert panel.

Responses were recorded on a five-level Likert continuum, from 1 (strongly disagree) to 5 (strongly agree). The nine statements were assigned to their respective theoretical dimensions: detachment (QQ1–QQ4), lack of initiative (QQ5–QQ7), and lack of motivation (QQ8–QQ9). To ensure a consistent scoring direction, items QQ7, QQ8, and QQ9 were recoded in reverse, in accordance with their designated scoring direction.

2.3 Population, Data Collection, and Sample

The target population consisted of 722 personnel serving at the ANRI. Since these employees were distributed across different occupational groupings, including structural, functional, and administrative roles, proportionate random sampling was applied. This procedure was intended to preserve the relative representation of each employee category within the selected sample.

Data collection yielded 278 submitted responses, all of which underwent an eligibility and quality review before analysis. Eleven records were subsequently removed. Two were discarded due to identification details that appeared invalid or inconsistent, while four others contained job classifications that conflicted with ANRI's official staffing records. The final five exclusions involved observations flagged as possible outliers through visual examination of scatterplots prepared in Microsoft Excel. After these checks, 267 responses remained and were carried forward for statistical analysis.

2.4 Data Analysis Procedures

The analytical procedure was designed to evaluate the psychometric properties of the Indonesian version of the QQS in a public-sector context. The measurement model was examined using confirmatory factor analysis (CFA) within a covariance-based structural equation modeling (CB-SEM) framework, implemented through the Basic CB-SEM Algorithm in SmartPLS version 4.0.9.9. The specified model comprised three correlated first-order latent constructs : detachment, lack of initiative, and lack of motivation, represented by nine reflective indicators. Parameter estimation was performed using the maximum likelihood (ML) method. The algorithm was configured with a maximum of 1,000 iterations, a gradient stopping criterion of 10^{-6}, and a function value stopping criterion of 10^{-9}. The model specification assumes that each observed indicator reflects its corresponding underlying latent construct.

Before testing the factor model, the dataset was inspected and refined to remove entries that did not meet the required quality standards. This preliminary examination was necessary because the soundness of CFA findings is closely tied to the condition of the data being analyzed. After the dataset had passed the screening stage, CFA was used to determine whether the three-dimensional structure proposed in the original QQS development aligned with the relationships observed among the nine indicators in the present sample.

2.5 Measurement Model Evaluation

The quality of the measurement model was examined through a series of checks covering standardized factor loadings, construct reliability, convergent validity, and discriminant validity. The assessment also incorporated several goodness-of-fit statistics to determine how well the proposed model corresponded with the observed data as a whole. Findings from these examinations were considered jointly to establish whether the instrument could adequately capture quiet quitting among ANRI civil servants.

Consistency within each construct was examined through Cronbach's alpha and composite reliability, with values of at least 0.70 regarded as satisfactory. Convergent validity was assessed through the AVE, using 0.50 as the minimum acceptable value. Meeting this benchmark indicates that a construct accounts for at least half of the variation in its indicators, rather than leaving the greater share attributable to measurement error.

The distinction between the three QQS dimensions was examined using the Heterotrait–Monotrait Ratio (HTMT) alongside the Fornell–Larcker criterion. HTMT values below 0.90 were taken to suggest that the constructs were not excessively alike in empirical terms. Under the Fornell–Larcker rule, the square root of each construct's AVE should exceed its correlations with the remaining constructs. Used together, these procedures provide complementary evidence of whether the three dimensions can be distinguished from one another. The model's overall fit was reviewed through several goodness-of-fit measures. No single statistic was treated as sufficient on its own, since each measure has particular strengths and limitations. Instead, the model was judged by considering the collective pattern shown across the fit indices.

3. RESULTS AND DISCUSSION

3.1 Respondent Characteristics

After the screening process was completed, 267 participants remained in the dataset used for the analysis. Their background profiles were then summarized based on seven characteristics: sex, highest educational qualification, employment arrangement, occupational grouping, marital status, age, and years of service.

Tabel 1. Respondent Characteristics

Characteristics	Category	n	%
Gender	Male	126	47,2
	Female	141	52,8
Educational attainment	Senior high school/ vocational high school	3	1,1
	Diploma (D3)	42	15,7
	Bachelor's degree (S1)	159	59,6
	Master's degree (S2)	58	21,7
	Doctoral degree (S3)	2	0,7
	Other	3	1,1
Employment status	Civil servant	217	81,3
	Government employee under an employment agreement	50	18,7
Job category	Functional position	243	91,0
	Administrative position	11	4,1
	Structural position	13	4,9
Marital status	Unmarried	56	21,0
	Married	211	79,0
Age	≤25 years	10	3,7
	26–35 years	123	46,1
	36–45 years	85	31,8
	46–55 years	35	13,1
	>55 years	14	5,2
Length of service	≤5 years	75	28,1
	6–10 years	75	28,1
	11–15 years	54	20,2
	16–20 years	22	8,2
	21–25 years	14	5,2
	>25 years	27	10,1

Source : Data processed (2026)

Women made up a slightly larger share of the participants, representing 52.8% of the sample. Bachelor's degree holders formed the biggest educational group (59.6%), while PNS personnel accounted for 81.3% of respondents. Most participants worked in functional roles (91.0%), and those aged 26–35 constituted the most prominent age bracket (46.1%). As for tenure, the proportions of employees who had served for fewer than five years and those with 6–10 years of service were identical, each reaching 28.1%.

3.2 Evaluation of the Factor Structure

The QQS measurement structure was scrutinized through CFA, using all nine indicators. As depicted in Figure 1, the proposed arrangement grouped the items into three underlying dimensions: detachment, represented by QQ1–QQ4, lack of initiative, covered by QQ5–QQ7, and lack of motivation, captured through QQ8–QQ9.

Natural Resources for Human Health
eISSN: 2583-1194

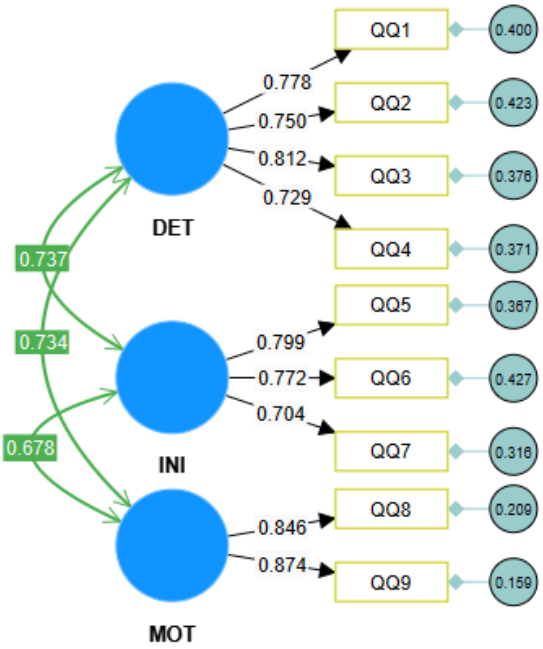

Figure 1. Confirmatory Factor Analysis QQS
Source : Data processed (2026)

The three-dimensional measurement model was assessed in SmartPLS version 4.0.9.9. Its overall fit was examined through a set of goodness-of-fit statistics, with the resulting values summarized in Table 2.

Table 2. Goodness-of-Fit Model

	Estimated model	Null model
Chi-square	38.321	1230.671
Number of model parameters	21.000	9.000
Number of observations	267.000	n/a
Degrees of freedom	24.000	36.000
P value	0.032	0.000
ChiSqr/df	1.597	34.185
RMSEA	0.047	0.353
RMSEA LOW 90% CI	0.014	0.336
RMSEA HIGH 90% CI	0.074	0.370
GFI	0.969	n/a
AGFI	0.942	n/a
PGFI	0.517	n/a
SRMR	0.035	n/a
NFI	0.969	n/a
TLI	0.982	n/a
CFI	0.988	n/a
AIC	80.321	n/a
BIC	155.653	n/a

Source : Data processed (2026)

Model estimation produced a chi-square statistic of 38.321 across 24 degrees of freedom, giving a ratio of 1.597. The associated probability was 0.032, suggesting that the strict exact-fit requirement was not satisfied at the 5% significance level. However,

this result warrants careful consideration because chi-square values can be strongly influenced by sample size. For that reason, the model was not judged on this test alone, several additional fit measures were also examined.

The approximate-fit statistics painted a favorable picture. RMSEA reached 0.047, accompanied by a 90% confidence interval of 0.014–0.074. Both the point estimate and the interval's upper limit fell within the commonly preferred ranges, suggesting that the model's approximation error was relatively small. A similar indication emerged from SRMR, which stood at 0.035, reflecting only minor discrepancies between the observed covariance pattern and the one reproduced by the model.

The incremental measures likewise pointed toward a satisfactory fit, CFI was 0.988, TLI was 0.982, and NFI reached 0.969. Each surpassed the 0.90 reference value, indicating that the proposed model performed considerably better than the baseline model. The absolute-fit measures were also favorable, with GFI at 0.969 and AGFI at 0.942, both above their commonly applied benchmarks.

Taken together, the fit evidence supports the adequacy of the proposed three-factor QQS structure, despite the chi-square test not confirming exact fit. The favorable pattern across the approximate, incremental, and absolute indices provides a reasonable basis for retaining this structure in the subsequent psychometric assessment, particularly when examining convergent validity, discriminant validity, and construct reliability.

3.3 Factor Loadings, Reliability, and Convergent Validity

Every indicator demonstrated a standardized loading factor greater than the 0.70 benchmark. Within the detachment dimension, QQ1–QQ4 recorded respective values of 0.778, 0.750, 0.812, and 0.729. The lack of initiative dimension showed loadings of 0.799 for QQ5, 0.772 for QQ6, and 0.704 for QQ7. Meanwhile, the two indicators representing lack of motivation produced values of 0.846 and 0.874. Although QQ7 had the lowest factor loading among the nine indicators, its value remained above the threshold adopted in this study. Therefore, the indicator was retained in the measurement model.

Table 3. Standardized Factor Loading QQS

Construct	Indicator		Factor Loading
Detachment	QQ1	Saya cenderung tidak berupaya bekerja lebih (ekstra), namun sebatas menyelesaikan tugas untuk memenuhi kewajiban	0,778
	QQ2	Jika ada rekan kerja yang dapat menyelesaikan sebagian tugas saya, saya akan memberikan ruang padanya untuk melakukannya	0,750
	QQ3	Saya cenderung mengambil waktu istirahat sebanyak mungkin di sela-sela jam kerja jika dimungkinkan	0,812
	QQ4	Saya sering berusaha terlihat sibuk untuk menghindari tugas tambahan lainnya	0,729
Lack of Initiative	QQ5	Saya cenderung menahan diri untuk menyampaikan ide atau pendapat, karena khawatir akan mendapat tugas tambahan	0,799
	QQ6	Saya jarang menyampaikan saran atau pendapat, karena merasa situasi kerja tidak akan banyak berubah	0,772
	QQ7	Saya selalu berusaha memberikan inisiatif baru dalam melaksanakan pekerjaan (R)	0,704
Lack of Motivation	QQ8	Saya merasa memiliki motivasi (dorongan) yang tinggi dalam menjalankan tugas di tempat saya bekerja (R)	0,846
	QQ9	Saya merasa terinspirasi saat menjalankan pekerjaan di kantor (R)	0,874

Source : Data processed (2026)

The reliability checks showed that each of the three dimensions maintained satisfactory consistency among its indicators. Cronbach's alpha coefficients fell between 0.797 and 0.851, while composite reliability (rho_c) ranged from 0.807 to 0.853. Since every coefficient surpassed the 0.70 benchmark, the constructs were considered sufficiently reliable. Evidence of

convergent validity was also obtained, with AVE values of 0.590 for detachment, 0.576 for lack of initiative, and 0.740 for lack of motivation. All three exceeded the required 0.50 level, indicating that each dimension accounted for a sufficient proportion of the variation in its corresponding indicators.

Table 4. Reliability dan Convergent Validity

Construct	Cronbach's Alpha	Composite Reliability	AVE
Detachment	0,851	0,853	0,590
Lack of Initiative	0,797	0,807	0,576
Lack of Motivation	0,851	0,850	0,740

Source : Data processed (2026)

3.4 Discriminant Validity

The HTMT results showed pairwise values of 0.752 between detachment and lack of initiative, 0.733 between detachment and lack of motivation, and 0.700 between lack of initiative and lack of motivation. None approached the upper limit of 0.90, suggesting that the three dimensions possess sufficient discriminant validity. These findings indicate that the three dimensions are related as components of the broader quiet quitting construct while remaining empirically distinguishable aspects of the phenomenon.

The same conclusion emerged from the Fornell–Larcker examination. Under this procedure, the square root of each construct's AVE, displayed along the diagonal, is compared against its correlations with the other constructs. The diagonal entries were 0.768 for detachment, 0.759 for lack of initiative, and 0.860 for lack of motivation. Each value exceeded the relevant correlations between constructs, providing further confirmation that the three QQS dimensions remain empirically distinguishable.

Table 5. Heterotrait–Monotrait Ratio (HTMT)

Construct Pairs	**HTMT**
Detachment – Lack of Initiative	0,752
Detachment – Lack of Motivation	0,733
Lack of Initiative – Lack of Motivation	0,700

Source : Data processed (2026)

Table 6. Fornell–Larcker

	DET	**INI**	**MOT**
DET	**0,768**		
INI	0,737	**0,759**	
MOT	0,734	0,678	**0,860**

DET = Detachment; INI = Lack of Initiative; MOT = Lack of Motivation
Source : Data processed (2026)

3.5 Understanding Quiet Quitting in the Public Sector Context

The emergence of COVID-19 represented more than a threat to public health, it also generated profound psychological pressures for people across different parts of the world. Consequently, the pandemic needs to be understood beyond the boundaries of medical concerns alone (Yu et al., 2021). It is undeniable that the pandemic disrupted established work arrangements that had remained relatively stable for many years (Rodríguez-Montoya et al., 2025).

Quiet quitting has become an increasingly discussed issue in human resource management, particularly because it may signal a weakening of employees' involvement in their work. Such disengagement can be seen in declining initiative and an unwillingness to contribute beyond formally assigned duties. Srivastava et al. (2023) associated this pattern of restricted workplace contribution with a form of deviant conduct. Although employees may view it as a means of safeguarding their work–life balance, its implications are not necessarily beneficial for the organization. This tension makes quiet quitting a phenomenon

with two opposing sides: it may protect personal boundaries while simultaneously undermining organizational productivity (Riyanto et al., 2025).

Bureaucratic institutions often offer a relatively secure and predictable employment environment. Employees who observe administrative rules and avoid disciplinary violations generally face limited threats to their job continuity, even when their willingness to innovate or contribute beyond routine duties is low. Under such circumstances, quiet quitting may become an appealing course for individuals who prefer to remain employed without fully investing their capabilities in their work (Klotz & Bolino, 2022). As initiative and voluntary involvement recede, opportunities to improve procedures and strengthen service delivery may also be neglected. This tendency can obstruct efforts to reshape bureaucratic institutions into organizations that are more responsive and capable of adapting to change. For this reason, the assessment of quiet quitting requires a measurement instrument with established validity and reliability.

Evidence from the present study suggests that quiet quitting among ANRI civil servants cannot be reduced to one uniform pattern. Instead, it comprises several connected but distinguishable expressions of disengagement. These include becoming psychologically distant from work, showing less willingness to take initiative beyond prescribed responsibilities, and losing the drive to invest additional effort beyond ordinary job demands.

Examining the QQS among government personnel is particularly meaningful because public institutions operate under organizational arrangements and workplace norms that differ from those of the settings in which the original instrument was formulated. In bureaucratic environments where adherence to procedures may receive greater emphasis than substantive work outcomes, mismatches can emerge between employees' assigned duties and their actual positions. Difficulties in defining clear work expectations and establishing measurable performance assessments may further aggravate these conditions. Such circumstances can create an environment in which quiet quitting is more likely to develop (Kulkolkarn & Chimpalee, 2023). Its repercussions may also extend beyond the employees displaying this behavior, potentially influencing colleagues and the wider organizational climate (Campton et al., 2023).

3.6 Indicator Quality in Measuring Quiet Quitting

The assessment revealed that none of the nine QQS items fell below the required loading level, with standardized factor loadings spanning 0.704–0.874. This pattern indicates that every statement contributed adequately to the dimension it was intended to represent within the ANRI sample. It also lends empirical backing to the Indonesian adaptation of the QQS for use in a civil-service workplace. Since all indicators satisfied the quality benchmark adopted in this research, no item was removed.

This retention decision was reinforced by the reliability and convergent validity findings. Cronbach's alpha coefficients ranged from 0.797 to 0.851, whereas composite reliability values lay between 0.807 and 0.853, both sets of coefficients surpassed the 0.70 minimum. The AVE figures also met the required standard, falling between 0.576 and 0.740. Thus, each dimension accounted for more than half of the variance in its corresponding indicators. The agreement among these three sets of results—factor loadings, reliability coefficients, and AVE indicates that the QQS demonstrated satisfactory indicator performance, internal consistency, and convergent validity among the civil servants participating in this study.

3.7 Consistency of the QQS Factor Structure Across Contexts

The results obtained here closely mirror the evidence reported by Zhang et al. (2025), who tailored the QQS for Chinese nursing personnel. Their adaptation preserved the instrument's original composition of nine statements grouped into three dimensions, a configuration likewise maintained in the present research. Their EFA identified three underlying factors accounting for 77.93% of the overall variance, with loadings between 0.691 and 0.941, this arrangement was later corroborated through CFA. A comparable outcome emerged among ANRI civil servants, where every indicator recorded a standardized loading above 0.70. Taken together, these results lend support to the same three-part configuration in two markedly different occupational environments.

The reliability evidence points in a similar direction. Zhang et al. (2025) reported Cronbach's alpha coefficients of 0.814–0.838 for the three dimensions, comfortably above the 0.70 benchmark. In the current study, the corresponding alpha coefficients ranged from 0.797 to 0.851, while composite reliability estimates fell between 0.807 and 0.853. Although the studies did not report precisely the same reliability measures, their results converge in showing that the items within each dimension operate

with satisfactory internal consistency. This convergence strengthens the case for retaining the QQS's three-dimensional arrangement across distinct professions and organizational environments.

A comparable pattern can be found in the Portuguese adaptation examined by Ventura-Silva et al. (2025), which was designed for nurses in Portugal. Their research preserved the instrument's three-factor arrangement and recorded standardized loadings of 0.524–0.924, composite reliability coefficients of 0.815–0.924, and AVE values of 0.606–0.859. In the ANRI sample, the respective estimates were above 0.70 for all factor loadings, 0.807–0.853 for composite reliability, and 0.576–0.740 for AVE. Despite the numerical differences, both investigations found evidence consistent with the proposed three-dimensional structure and the psychometric standards applied in their respective analyses.

The model-fit results, however, show that the two adaptations did not achieve identical levels of fit. The Portuguese study reported a CFI of 0.936 and a TLI of 0.905. By comparison, the present analysis produced a CFI of 0.988, a TLI of 0.982, and a RMSEA of 0.047. Such variation should not be taken as straightforward proof that one adaptation is better than the other. CFA estimates can shift in response to differences in respondent profiles, workplace conditions, and the procedures used to adapt an instrument. The more consequential finding is that both studies retained the same nine-item arrangement and obtained support for its three underlying dimensions. This comparison is descriptive because differences in sample characteristics, adaptation procedures, and data collection conditions may influence model estimates. Therefore, comparing fit indices across separate studies cannot substitute for direct tests of measurement equivalence.

Viewed collectively, evidence from China, Portugal, and Indonesia points to a recurring pattern, the QQS's original three-dimensional arrangement remains tenable across different populations, even though individual loading values, reliability estimates, and fit statistics are not identical. The present findings broaden the instrument's supporting evidence beyond healthcare personnel by demonstrating its applicability among civil servants employed at ANRI. They also underscore the importance of examining an instrument's measurement properties within the particular organizational environment in which it is intended to be used, including government institutions with bureaucratic work arrangements.

Beyond reliability and convergent validity, the present analysis also indicates that the three dimensions remain empirically distinguishable. This is reflected in HTMT estimates ranging from 0.700 to 0.752 and in the fulfillment of the Fornell–Larcker criterion. Detachment, lack of initiative, and lack of motivation therefore appear to be connected facets of quiet quitting without representing interchangeable concepts. In this respect, the findings add another layer to the existing psychometric evidence for the QQS, each dimension is not only represented adequately by its indicators but also retains its own empirical identity among the civil servants included in this study.

3.8 Psychometric and Contextual Implications

The evidence from this investigation supports treating the QQS as a three-dimensional measure of quiet quitting among ANRI civil servants. All examined dimensions met the benchmarks for indicator performance, construct consistency, convergent validity, and discriminant validity. The results therefore suggest that quiet quitting is not adequately captured as one undivided pattern, rather, it encompasses three distinguishable facets: detachment, lack of initiative, and lack of motivation. Considering these facets separately offers a fuller account of the phenomenon than a measurement approach that reduces it to a single behavioral tendency.

The three-factor arrangement also points to the possibility that quiet quitting takes different forms from one employee to another. Two people may display a comparable degree of withdrawal, yet the way it surfaces in their daily work may be quite unlike. One may remain physically present while becoming emotionally distant from work. Another may stop volunteering for tasks outside formal duties or show less willingness to invest extra effort in routine responsibilities. Thus, although these experiences fall under the same broad label, they may arise through different personal responses and underlying psychological processes.

From a public sector human resource management perspective, distinguishing the three QQS dimensions may provide more specific information about aspects of employee involvement that require organizational attention. The detachment dimension may serve as an initial indication for examining employees' psychological connection with their work and organization. Lack of initiative may provide insight into employees' tendency to limit voluntary contributions or initiatives beyond their formal responsibilities. Meanwhile, lack of motivation may offer a basis for exploring employees' perceptions of their motivation and

drive in performing their work. Such information may help human resource managers reflect on organizational factors, including supervisory support, recognition of contributions, career development opportunities, workload distribution, and the quality of the work environment.

Nevertheless, QQS scores should not be used in isolation as a basis for assessing employee performance, competence, commitment, or imposing disciplinary sanctions. The instrument measures aspects of quiet quitting based on employees' self-reported responses. Therefore, its results are more appropriately used as preliminary organizational assessment information or as a basis for further exploration, rather than as a clinical diagnosis or definitive individual evaluation. Interpretation should take into account job context, organizational characteristics, and other supporting information before the results are used in management decision-making.

3.9 Contributions of the Study

This study offers two main contributions. First, it extends the empirical evidence concerning the psychometric properties of the QQS by examining the instrument among civil servants in an Indonesian government institution. The findings indicate that the three-factor structure developed by Galanis et al. (2023) received empirical support in the ANRI civil servant sample, with adequate evidence regarding factor loadings, reliability, convergent validity, and discriminant validity. Second, the study highlights the importance of evaluating an instrument's measurement properties within different institutional contexts before it is applied more broadly. Accordingly, the findings constitute preliminary psychometric evidence that may serve as a basis for further assessments involving other government institutions and occupational groups.

3.10 Limitations and Directions for Future Research

Several constraints should be borne in mind when interpreting the results of this research. The first concerns the limited institutional coverage, data were obtained exclusively from the ANRI. For this reason, extending the findings to other public agencies, including ministries, requires care. Differences in institutional arrangements, occupational responsibilities, and workplace norms may shape how the measured constructs take form. As a result, the patterns observed among ANRI personnel may not necessarily recur in the same way across other government organizations.

Second, the sample was dominated by employees holding functional positions. Although this reflects the actual characteristics of the research population, in which most employees occupy functional positions, it limits the study's ability to assess whether the QQS measurement structure operates consistently across different job categories, such as structural and administrative positions. These groups have relatively different work demands, levels of autonomy, and organizational dynamics compared with employees in functional positions. Therefore, future research could involve more balanced samples across job categories to examine whether the QQS measurement structure operates equivalently across different occupational groups.

Third, because the study relied on a cross-sectional design, it captured QQS responses at a single moment and could not establish whether the resulting scores remain stable over time. Subsequent investigations could address this gap by administering the scale to the same participants on more than one occasion, at predetermined intervals, and examining test–retest reliability. This would offer further insight into the temporal consistency of QQS measurements.

Fourth, all information was drawn from participants' own reports. While this approach provides access to employees' personal views and experiences of quiet quitting, it can also leave the findings vulnerable to response distortions, including the inclination to choose answers viewed as socially acceptable. A broader evidence base could be developed by combining self-reports with other sources, such as supervisor or coworker assessments, or by introducing different measurement procedures. Such steps would help lessen dependence on a single source and provide a more rounded account of the phenomenon.

Considering these limitations, future research should extend the evaluation of the QQS through several approaches. First, validation studies should be replicated across various government organizations with diverse institutional and occupational characteristics. Second, measurement equivalence across different job categories should be examined through measurement invariance testing. Third, the temporal stability of the instrument should be evaluated through test–retest reliability assessments. Fourth, the use of additional data sources and measurement methods should be considered to enrich the available empirical evidence. These research efforts are expected to strengthen the psychometric evidence for the QQS and provide a more robust basis for its application across diverse public-sector organizational contexts in Indonesia.

4. CONCLUSION

This study evaluated the psychometric properties of the QQS following its translation into Indonesian and contextual adaptation to the work environment of civil servants at ANRI. This evaluation was considered necessary because the instrument had previously been examined in populations with different cultural and institutional characteristics. The confirmatory factor analysis (CFA), conducted within a CB-SEM framework, provided support for the correlated three-factor structure comprising detachment, lack of initiative, and lack of motivation. All nine indicators met the factor loading criteria adopted in this study, while the three dimensions demonstrated adequate evidence of internal consistency reliability, convergent validity, and discriminant validity within the study sample.

From a psychometric perspective, this study extends the validity evidence for the QQS to a context different from that of its original development, particularly the public-sector bureaucratic environment at ANRI. The findings also indicate that all three QQS dimensions can be retained when the instrument is applied in the context of civil servants. These results provide empirical support for future research seeking to examine quiet quitting more specifically through its individual dimensions.

These findings should be interpreted in light of several limitations. The data were obtained from a single government institution, collected at one point in time, and predominantly represented employees holding functional positions. Furthermore, the instrument adaptation process did not involve formal expert panel assessment. Therefore, the findings cannot yet be generalized to represent all civil servants or government institutions in Indonesia. Future research should involve more government institutions and diverse occupational groups, as well as assess content validity through expert evaluation. Measurement invariance and test–retest reliability should also be examined to obtain further evidence concerning the consistency of the measurement structure across groups and the temporal stability of the scores.

ACKNOWLEDGEMENTS

The authors would like to express their gratitude to the Ministry of Higher Education, Science, and Technology for facilitating this research through its doctoral dissertation research funding program, the National Archives of the Republic of Indonesia, and all parties involved in this research, including the participants.

AUTHOR CONTRIBUTIONS

BR: project administration, writing – original draft, methodology, software and analysis, data collection, and editing. **AGR** : conceptualization, methodology, review & editing. **IGA** : methodology, data collection, review & editing. **IMA** : methodology, software, analysis, visualisation, review.

CONFLICT OF INTEREST

The authors declared that they do not have any conflicts of interest regarding this article.

FUNDING

This research was funded by the BIMA Grant Program of the Ministry of Higher Education, Science, and Technology of the Republic of Indonesia under the Doctoral Dissertation Research scheme (Contract No. 121/C3/DT.05.00/PL/2025).

REFERENCES

[1] Anand, A., Doll, J., & Ray, P. (2024). Drowning in silence: a scale development and validation of quiet quitting and quiet firing. *International Journal of Organizational Analysis*, *32*(4), 721–743. https://doi.org/10.1108/IJOA-01-2023-3600

[2] Arar, T., Çetiner, N., & Yurdakul, G. (2023). Quiet Quitting: Building a Comprehensive Theoretical Framework. *Akademik Araştırmalar ve Çalışmalar Dergisi (AKAD)*, *15*(28), 122–138. https://doi.org/10.20990/kilisiibfakademik.1245216

[3] Atalay, M., & Dagistan, U. (2023). Quiet quitting: a new wine in an old bottle? *Personnel Review*, *53*(4), 1059–1074. https://doi.org/10.1108/PR-02-2023-0122

[4] Bellini, F., & Lomazzi, V. (2024). Changing Work Values: Beyond Hustle Culture. *Sociológia - Slovak Sociological Review*, *56*(6), 555–580. https://doi.org/10.31577/sociologia.2024.56.6.20

[5] Campton, J., Tham, A., & Ting, H. (2023). Quiet Quitting – Implications for Asian Businesses. *Asian Journal of Business Research*, *13*(2), 128–134. https://doi.org/10.14707/ajbr.230153

[6] Çelebi, I., Gökkaya, E., Çopur, A., & Balci, E. (2025). Quiet quitting reason and behavior scale design and development process. *WORK: A Journal of Prevention, Assessment & Rehabilitation*, *80*(1), 164–172. https://doi.org/10.3233/WOR-230699

[7] Dillard, N., Cavallo, T., & Zhang, P. (2025). A Return to Humanism: A Multi-Level Analysis Exploring the Positive Effects of Quiet Quitting. *Human Resource Development Review*, *24*(2), 127–156. https://doi.org/10.1177/15344843241305655

[8] Elliethey, N. S., Aly Abou Hashish, E., & Ahmed Mohamed Elbassal, N. (2024). Work ethics and its relationship with workplace ostracism and counterproductive work behaviours among nurses: a structural equation model. *BMC Nursing*, *23*(1), 126. https://doi.org/10.1186/s12912-024-01785-4

[9] Formica, S., & Sfodera, F. (2022). The Great Resignation and Quiet Quitting paradigm shifts: An overview of current situation and future research directions. *Journal of Hospitality Marketing & Management*, *31*(8), 899–907. https://doi.org/10.1080/19368623.2022.2136601

[10] Galanis, P., Katsiroumpa, A., Vraka, I., Siskou, O., Konstantakopoulou, O., Moisoglou, I., Gallos, P., & Kaitelidou, D. (2023). The quiet quitting scale: Development and initial validation. *AIMS Public Health*, *10*(4), 828–848. https://doi.org/10.3934/publichealth.2023055

[11] Galanis, P., Moisoglou, I., Katsiroumpa, A., Vraka, I., Siskou, O., Konstantakopoulou, O., Meimeti, E., & Kaitelidou, D. (2023). Increased Job Burnout and Reduced Job Satisfaction for Nurses Compared to Other Healthcare Workers after the COVID-19 Pandemic. *Nursing Reports*, *13*(3), 1090–1100. https://doi.org/10.3390/nursrep13030095

[12] Hair, J. F., Black, W. C., Babin, B. J., & Anderson, R. E. (2019). *Multivariate Data Analysis* (Eight Edition). Cengage Learning.

[13] Hamouche, S., Koritos, C., & Papastathopoulos, A. (2023). Quiet quitting: relationship with other concepts and implications for tourism and hospitality. *International Journal of Contemporary Hospitality Management*, *35*(12), 4297–4312. https://doi.org/10.1108/IJCHM-11-2022-1362

[14] Harter, J. (2022). *Is Quiet Quitting Real?* Gallup Inc. https://www.gallup.com/workplace/398306/quiet-quitting-real.aspx

[15] Kachhap, V., & Singh, T. (2024). Quiet Quitting: a Comprehensive Exploration of Hidden Problems. *Development and Learning in Organizations: An International Journal*, *38*(5), 23–26. https://doi.org/10.1108/DLO-10-2023-0214

[16] Kang, J., Kim, H., & Cho, O.-H. (2023). Quiet quitting among healthcare professionals in hospital environments: A concept analysis and scoping review protocol. *BMJ Open*, *13*(11), 1–7. https://doi.org/10.1136/bmjopen-2023-077811

[17] Karadas, A., & Çevik, C. (2025). Psychometric analysis of the quiet quitting and quiet firing scale among Turkish healthcare professionals. *Journal of Evaluation in Clinical Practice*, *31*(2), 1–9. https://doi.org/10.1111/jep.14136

[18] Karrani, M. A., Bani-Melhem, S., & Mohd-Shamsudin, F. (2024). Employee Quiet Quitting Behaviours: Conceptualization, Measure Development, and Validation. *The Service Industries Journal*, *44*(3–4), 218–236. https://doi.org/10.1080/02642069.2023.2286604

[19] Klotz, A. C., & Bolino, M. C. (2022, September 15). *When Quiet Quitting Is Worse Than the Real Thing*. Harvard Business Review. https://hbr.org/2022/09/when-quiet-quitting-is-worse-than-the-real-thing

[20] Kruse, G. C., & Tata, Beba. (2023). A Movement to Redefine our Relationship With Work. *American Journal of Health Promotion*, *37*(4), 579–582. https://doi.org/10.1177/08901171231159711e

[21] Kulkolkarn, K., & Chimpalee, S. (2023). Trends in Work-Behaviors: Addressing Work-Related Stress in the Thai Workforce . *Thammasat Review*, *26*(2), 224–244.

[22] Lestari, N. S., Rivai Zainal, V., Chan, S., & Christina Nawangsari, L. (2024). Impact of career development, job insecurity, and tech awareness on the quiet quitting of hospitality employees in Indonesia. *Problems and Perspectives in Management*, *22*(3), 427–439. https://doi.org/10.21511/ppm.22(3).2024.33

[23] Prentice, C., Dominique-Ferreira, S., Wang, X., Tuominen, J., Duarte, M., & Rocha, H. (2025). Work-life imbalance, burning out, feeling down, I will quit, but quietly – the case of hospitality employees. *Journal of Hospitality Marketing & Management*, *34*(1), 24–45. https://doi.org/10.1080/19368623.2024.2389074

[24] Qian, X., Zhang, M., & Jiang, Q. (2020). Leader Humility, and Subordinates' Organizational Citizenship Behavior and Withdrawal Behavior: Exploring the Mediating Mechanisms of Subordinates' Psychological Capital. *International Journal of Environmental Research and Public Health*, *17*(7), 1–14. https://doi.org/10.3390/ijerph17072544

[25] Riyanto, B., Supartha, W. G., Rahyuda, A. G., & Wibawa, I. M. A. (2025). "Pedang Bermata Dua" dari Quiet Quitting Bagi Karyawan: Tinjauan Literatur Sistematis. *E-Jurnal Manajemen Universitas Udayana*, *14*(3), 176. https://doi.org/10.24843/EJMUNUD.2025.v14.i3.p04

[26] Rodríguez-Montoya, C., De Castro Morel, R., & Frías-Rodríguez, D. (2025). Quiet quitting in the Dominican Republic: the employers' perspective. *Management Research: Journal of the Iberoamerican Academy of Management*, *23*(2), 185–202. https://doi.org/10.1108/MRJIAM-12-2023-1488

[27] Scanlan, J. N., Still, M., Radican, J., Henkel, D., Heffernan, T., Farrugia, P., Isbester, J., & English, J. (2020). Workplace experiences of mental health consumer peer workers in New South Wales, Australia: a survey study exploring job satisfaction, burnout and turnover intention. *BMC Psychiatry*, *20*(1), 1–15. https://doi.org/10.1186/s12888-020-02688-9

[28] Serenko, A. (2024). The Human Capital Management Perspective on Quiet Quitting: Recommendations for Employees, Managers, and National Policymakers. *Journal of Knowledge Management*, *28*(1), 27–43. https://doi.org/10.1108/JKM-10-2022-0792

[29] Srivastava, S., Saxena, A., Kapoor, V., & Qadir, A. (2023). Sailing through silence: exploring how negative gossip leaves breeding grounds for quiet quitting in the workplace. *International Journal of Conflict Management*, *35*(4), 733–755. https://doi.org/10.1108/IJCMA-07-2023-0139

[30] Suhendar, A., Setiadi, R., Artati, A., & Rohman, A. (2023). The New Trend: Why Indonesian Digital Start-Up Employees are Opting for Quiet Quitting? *WSEAS Transactions on Computer Research*, *11*, 166–180. https://doi.org/10.37394/232018.2023.11.15

[31] Talukder, M. F., & Prieto, L. (2025). A "quiet quitting" scale: development and validation. *International Journal of Organizational Analysis*, 1487–1510. https://doi.org/10.1108/IJOA-01-2024-4182

[32] Tiryakioğlu, G. K. (2024). Error management culture in schools and its relationship with teachers psychological withdrawal behaviors. *Journal of Pedagogical Research*, *8*(2), 113–128. https://doi.org/10.33902/JPR.202425804

[33] Ventura-Silva, J. M. A., Ribeiro, M. P., Barros, S. C. da C., Castro, S. F. M. de, Sanches, D. M. M., Trindade, L. de L., Teles, P. J. F. C., Zuge, S. S., & Ribeiro, O. M. P. L. (2025). Quiet Quitting Scale: Adaptation and Validation for the Portuguese Nursing Context. *Nursing Reports*, *15*(12), 411. https://doi.org/10.3390/nursrep15120411

[34] Wu, A., & Wei, W. (2024). Rationalizing Quiet Quitting? Deciphering the Internal Mechanism of Front-line Hospitality Employees' Workplace Deviance. *International Journal of Hospitality Management*, *119*(0), 1–10. https://doi.org/10.1016/j.ijhm.2023.103681

[35] Xueyun, Z., Al Mamun, A., Masukujjaman, M., Rahman, M. K., Gao, J., & Yang, Q. (2023). Modelling the significance of organizational conditions on quiet quitting intention among Gen Z workforce in an emerging economy. *Scientific Reports*, *13*(1), 1–18. https://doi.org/10.1038/s41598-023-42591-3

[36] Yıldız, A., Ekingen, E., Gün, İ., & Yıldırım, M. (2024). Validity and reliability study of the Turkish version of the quiet quitting scale in healthcare workers. *BMC Psychology*, *12*(1), 730. https://doi.org/10.1186/s40359-024-02106-9

[37] Yu, J., Park, J., & Hyun, S. S. (2021). Impacts of the COVID-19 pandemic on employees' work stress, well-being, mental health, organizational citizenship behavior, and employee-customer identification. *Journal of Hospitality Marketing & Management*, *30*(5), 529–548. https://doi.org/10.1080/19368623.2021.1867283

[38] Zhang, D., Zheng, H., Zeng, Y., Yu, X., Zhao, Y., Gan, Y., Chai, X., Cheng, W., Chen, Z., & Zhou, Y. (2025). Psychometric properties of the Chinese version of the Quiet Quitting Scale. *BMC Nursing*, *24*(1), 270. https://doi.org/10.1186/s12912-025-02921-4