

Investigation of factors influencing quiet quitting intention among the Gen Z workforce: Empirical evidence from the marketing sector in Ho Chi Minh City



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ARTICLE INFO

Article history:

Received 17 December 2025

Received in revised form

7 May 2026

Accepted 28 May 2026

Keywords:

Quiet quitting

Generation Z employees

Employee burnout

Work-life imbalance

Organizational culture

ABSTRACT

Quiet quitting refers to a phenomenon in which employees remain in their jobs but intentionally reduce their level of commitment and perform only the minimum tasks required, without going beyond their basic responsibilities. Recently, quiet quitting has become a significant workplace issue, particularly among Generation Z (Gen Z), who represent a major part of the current workforce and are highly influenced by social networking platforms. This study applied Social Exchange Theory (SET), Self-Determination Theory (SDT), and the Job Demands-Resources Model (JD-R) to develop a research model examining the factors influencing quiet quitting intention. Data were collected from 208 Gen Z employees working in the marketing sector in Ho Chi Minh City and analyzed using SPSS 20.0. The findings indicate that five factors—burnout, work-life imbalance, lack of recognition, lack of autonomy, and an unsupportive organizational culture—have a positive effect on quiet quitting intention among Gen Z employees. Among these factors, lack of recognition was found to have the strongest influence. Based on these findings, the study provides practical managerial implications for developing employee retention strategies that better align with the needs and expectations of Gen Z employees in the marketing sector.

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1. Introduction

The phenomenon of quiet quitting was first mentioned in 2009 by Mark Badger (Nguyen and Vu, 2025), but it only truly gained widespread attention in 2022 following the COVID-19 pandemic, fueled by viral TikTok videos promoting the mindset of “working to live” instead of “living to work” (Kim and Sohn, 2024). Quiet quitting describes a state in which employees only perform the tasks explicitly required in their job description. Employees with this state tend to remain physically available in the organization but seem to be no longer mentally or emotionally engaged (Kahn, 1990). Studies have also identified burnout, lack of recognition, and limited advancement opportunities as major antecedents of quiet quitting among younger generations (Fathulaela et al., 2025).

Gen Z accounts for the majority of the young workforce in Vietnam. They are easily reachable, use technology to promote the digital economy, and are strongly influenced by digital content. Gen Z is particularly shaped by technology in both their working and consumption behaviors. According to data from the General Statistics Office, Gen Z currently accounts for 1/3 of the Vietnamese workforce in 2025. In addition, by 2025, according to the Center for Human Resources Forecasting and Labor Market Information of Ho Chi Minh City, the marketing industry will need 21.600 or more workers each year. Gen Z will account for the majority of the workforce of this industry due to their technological proficiency, fearlessness of change, and willingness to learn. However, this group of workers is also under competitive pressure due to a saturated digital market; pressure from campaigns that require constant change and operation; and meeting performance and innovation expectations that lead to burnout and work-life imbalance, which are reasons that lead to quiet quitting.

In the global context, quiet quitting is considered a hidden threat to corporate culture and organizational effectiveness (Kim and Sohn, 2024).

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<https://doi.org/10.21833/ijaas.2026.06.002>

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Nearly half of Gen Z workers only do what is required in their job description, and more than 60% consider mental health to be a key factor in assessing career satisfaction. In Vietnam, 35% of employees showed signs of quiet quitting, and 43% felt that their efforts were not fully recognized. The marketing industry, with its job characteristics requiring flexibility, constant creativity, pressure, and high competitiveness, is a typical industry to observe this phenomenon.

Although there have been many research articles on quiet quitting in many different fields, such as healthcare, banking, and hospitality services (Nguyen and Vu, 2025), the research is still quite scattered and has not gone into depth on the Gen Z employees in the marketing sector in Vietnam, specifically Ho Chi Minh City, one of the major economic centers of the country. Therefore, researching the determinants of quiet quitting intention among the Gen Z workforce in the marketing sector in Ho Chi Minh City is urgent and has practical significance to help businesses manage human resources more effectively to maintain the motivation and engagement of the young workforce.

Based on the identified research gap, the study aims to explore and analyze the determinants of quiet quitting intention among the Gen Z workforce in the marketing sector in Ho Chi Minh City. By identifying and measuring the influence of these factors, the study aims to propose practical managerial implications to reduce quiet quitting intention and improve work performance among this emerging young workforce. The specific research questions include the following:

- Which factors influence the quiet quitting intention among the Gen Z workforce within the marketing sector in Ho Chi Minh City?
- How is the level of impact of the above factors on the quiet quitting intention of the Gen Z workforce in the marketing sector in Ho Chi Minh City?
- What managerial implications can be suggested to reduce quiet quitting intention and enhance employee performance among the Gen Z workforce within the marketing sector in Ho Chi Minh City?

From a theoretical perspective, this study incorporates the integration of different theories such as Social Exchange Theory (SET), Job Demands–Resources Model (JD-R), and Self Determination Theory (SDT) for a clearer explanation of the mechanism of factors driving quiet quitting intention. Based on the adoption of mixed qualitative and quantitative methods, this research explores and examines causal relationships, which helps to enrich knowledge about the topic of quiet quitting intention and suggests a strong reference point for future HRM research in the Vietnamese context.

From the practical aspect, this research enables businesses and HR managers to gain a deeper understanding of key psychological and behavioral factors having impact on Gen Z's quiet quitting

intention at work, which can provide suitable recommendations for more effective compensation, working environments, and career development to lessen disengagement and foster employee performance. It also supports Gen Z employees in recognizing their own motivations, needs, and barriers, and provides valuable data for developing effective HRM and marketing strategies.

2. Literature review

According to Galanis et al. (2023), quiet quitting is a work-related phenomenon in which employees do not actually quit their jobs but intentionally limit their work, doing only the minimum. In addition, employees do not voluntarily take on extra work and do not go beyond what is assigned or expected (Galanis et al., 2023); they limit their initiative and reduce their psychological commitment to the organization.

On this basis, quiet quitting intention is the intention of individuals to move towards a state of still working at the company but with frustration, having lost passion for work, and trying to do as little as possible (Galanis et al., 2023). The concept of quiet quitting is considered a form of psychological withdrawal that reflects attitudes and motivations of employees in the face of work pressure and organizational support, and is considered an intermediate step that can lead to turnover intention if this phenomenon persists (Kim and Sohn, 2024; Wu and Wei, 2024).

Gen Z (Generation Z) are individuals born between the mid-1990s and early 2010s. This group follows the Millennials and precedes Generation Alpha. They are often referred to as the “digital native generation” due to their early and constant exposure to the internet, smartphones, and social media platforms, which have significantly shaped their worldview and behavior.

The marketing sector is associated with the promotion, distribution, and exchange of goods and services for the fulfillment of consumer needs and preferences (Lestari, 2023). This field involves a wide range of functions, including advertising, market research, branding, public relations, digital marketing, and sales strategy (Lestari, 2023). The sector plays a significant role in connecting producers with consumers and directing demand through communication strategies (Lestari, 2023).

Social Exchange Theory (SET) is widely applied to organizational relationships—such as employer–employee, coworker, and employee–organization interactions (Cropanzano and Mitchell, 2005; Rai, 2013). The theory posits that supportive interactions create a sense of obligation, prompting employees to reciprocate through positive attitudes and effective job performance (Cropanzano and Mitchell, 2005). Similar reciprocal dynamics also occur among coworkers.

Exchanges can be social or economic (Cropanzano and Mitchell, 2005). Social exchanges fulfill esteem and relational needs, such as status or

connection (Leonardi and Treem, 2012), while economic exchanges address financial outcomes like promotions or raises (Cropanzano and Mitchell, 2005). Research shows that organizational support and leader-member exchange significantly influence quitting intention and organizational commitment (Wayne et al., 1997).

Self-Determination Theory (SDT) is a broad motivational framework applied across many fields, including work motivation and management (Ryan and Deci, 2017). It proposes that employee performance and well-being depend on their type of motivation (Deci et al., 2017) and that environmental factors influence motivation through three basic psychological needs: Competence, relatedness, and autonomy. These needs are essential for psychological health and effective functioning. Organizations that support these needs—especially autonomy—promote autonomous motivation, better health, and higher performance, particularly in creative tasks. When employees feel supported in autonomy, they show stronger commitment, better performance, and lower intention to quit (Deci et al., 2017).

The Job Demands-Resources (JD-R) model explains how job demands and job resources shape employee outcomes (Bakker and Demerouti, 2007). It is based on two assumptions: All job characteristics fall into either demands or resources, and these factors generate two psychological processes—demands create stress, while resources foster motivation (Bakker and Demerouti, 2007). Excessive demands deplete employee resources and lead to stress, whereas sufficient job resources enhance satisfaction and engagement (Bakker and Demerouti, 2007). Demands involve physical or psychological requirements, while resources include structural or psychological supports that help performance and buffer stress. In work-family research, both work and family can generate demands and resources.

JD-R has been extended to show that work-family conflict and work-life imbalance function as job demands, draining time, energy, and emotions needed for non-work roles (Bakker et al., 2010). When demands are excessive, they trigger stress responses such as burnout, increasing absenteeism and quitting intention.

Recent research on quiet quitting has grown as Gen Z becomes a major workforce segment; however, three key gaps remain. First, contextual gap: Empirical studies have been conducted in countries such as China (Xueyun et al., 2023; Xueyun et al., 2024), Malaysia, Greece (Toska et al., 2025), Indonesia (Fathulaela et al., 2025; Veren et al., 2025), Sri Lanka, and within Asian hospitality sectors (Srivastava and Saxena, 2025). Vietnam still lacks quantitative research, especially in Ho Chi Minh City. Existing domestic work (Nguyen and Vu, 2025) covers nationwide data and does not examine the city's distinct socio-economic conditions.

Second, industry gap: Most studies take a general or cross-industry approach—banking, healthcare

(Fathulaela et al., 2025; Toska et al., 2025), manufacturing, or hospitality/tourism (Hamouche et al., 2023; Srivastava and Saxena, 2025). No empirical research specifically explores quiet quitting intention in the marketing sector of Ho Chi Minh City, despite its high demands, rapid innovation, customer pressure, and role ambiguity that may heighten psychological withdrawal.

Third, theoretical gap: Prior studies mainly rely on JD-R (Hamouche et al., 2023), SET (Veren et al., 2025; Xueyun et al., 2023; Xueyun et al., 2024), and COR Theory (Srivastava and Saxena, 2025). Very few apply SDT to explain unmet psychological needs—particularly autonomy—among Gen Z marketing employees in Vietnam. This limits the understanding of motivational drivers behind quiet quitting intention.

From these gaps, the study investigates determinants of quiet quitting intention among Gen Z in Ho Chi Minh City's marketing sector, integrating SET, JD-R, and SDT with local empirical data to enrich the literature and propose practical managerial implications.

Burnout is defined as the level of physical and psychological fatigue and exhaustion experienced by an individual, measured based on the idea of comparing each individual regardless of occupational status (Kristensen et al., 2005). Causes of burnout related to work can be due to workload, lack of control over work, role ambiguity, role conflict, work pressure, etc. (von Hippel et al., 2019). According to the JD-R Model, when job demands increase, employees tend to be more exhausted, which leads to attitudes, behaviors, and outcomes that reduce job demands (von Hippel et al., 2019). Employees choose to quit silently because they want to reduce job demands, reduce stress, eliminate pressure, and avoid burnout (Serenko, 2024). Silent quitting is a way to cope with burnout and chronic overwork. Burnout often leads to disengagement from work and counterproductive behaviors like quiet quitting (Wallace and Coughlan, 2023).

H1: Burnout is positively related to quiet quitting intention among the Gen Z workforce in the marketing sector in Ho Chi Minh City.

Within, especially in demanding fields such as marketing, maintaining a balance between professional responsibilities and personal life poses a significant challenge for employees. Work-life imbalance can lead to psychological stress, decreased job satisfaction, and decreased organizational commitment (Gragnano et al., 2020). According to the JD-R Model, when job demands exceed an individual's resources and capabilities, such as long work hours, high pressure, or insufficient rest, and are not adequately balanced by job resources such as flexibility, management support, or work-life balance policies, employees may experience stress and burnout (Bakker and Demerouti, 2007). When experiencing work-life imbalance, quiet quitting may emerge as a passive

response to maintain psychological stability and reestablish personal boundaries (Xueyun et al., 2023). Gen Z, known for valuing flexibility, autonomy, and mental health, is particularly susceptible to this imbalance (Xueyun et al., 2023). As work begins to overwhelm personal life, the Gen Z workforce tends to detach and limit investment in work as a form of resistance.

H2: Work-life imbalance is positively related to quiet quitting intention among the Gen Z workforce in the marketing sector in Ho Chi Minh City.

When employees feel their efforts and contributions are not recognized, their sense of self-worth can decline, leading to emotional detachment and reduced commitment to work (Pütz, 2025). According to SET, the relationship between employees and organizations is built on the basis of reciprocity, in which employees expect to receive recognition commensurate with their contributions (Cropanzano and Mitchell, 2005). When recognition is not met, employees may reduce their effort and commitment, leading to quiet quitting (Karadas and Çevik, 2025). Corbin and Flenady (2024) found that a lack of recognition at work motivates employees to quit rather than continue to invest in their roles. The study explains quiet quitting as a compensatory strategy that allows individuals to regain a sense of worth by redirecting their energies to areas outside of work.

Recognition is a main driver of intrinsic motivation. When recognition is lacking, individuals tend to show lower initiative and engagement levels. Recognition from superiors positively affects employee commitment and performance, whereas a lack of recognition increases the likelihood of absenteeism from discretionary work activities (Kuvaas, 2006).

H3: Lack of recognition is positively related to quiet quitting intention among the Gen Z workforce in the marketing sector in Ho Chi Minh City.

Autonomy is one of the three basic psychological needs in SDT, which refers to the extent to which employees can control how, when, and by what means they perform their work (Ye et al., 2025). When individuals are given autonomy, they tend to feel trusted, valued, and empowered to make creative contributions (Ye et al., 2025). Conversely, when autonomy is limited, such as through excessive supervision, limited voice in decision making, or being constrained by rigid processes, employees are more likely to become passive, demotivated, and leave the organization (Ye et al., 2025).

According to Kahn (1990), employee engagement is shaped by three psychological conditions: meaning, safety, and availability. When autonomy is lacking, employees may feel that their work is less meaningful and feel that they have less room to express themselves. This weakens engagement and encourages them to quit. Jobs with high autonomy

promote satisfaction and reduce turnover intentions, while highly controlled work environments increase the likelihood that employees will quit (Morgeson and Humphrey, 2006).

H4: Lack of autonomy is positively related to quiet quitting intention among the Gen Z workforce in the marketing sector in Ho Chi Minh City.

According to SET, the relationship between employees and organizations is built on the principle of reciprocity: Employees expect to receive support, recognition, and resources in return for the effort they put in. When the organization does not provide a supportive environment, employees may feel that this exchange is unfair, thereby reducing motivation, commitment, and investment in the job, creating conditions for the formation of quiet quitting behavior.

Job resources such as social support, positive feedback, and a constructive work environment are essential to maintaining engagement and preventing burnout (Schneider et al., 2013). When these resources are lacking, employees are more likely to experience stress and begin to quit from non-discretionary tasks. Schneider et al. (2013) also found that employees who perceive an unsupportive organizational culture tend to have lower levels of commitment and higher turnover intentions. An unsupportive organizational culture is associated with lower job satisfaction and increased turnover intentions (Kim and Fernandez, 2017).

H5: An unsupportive organizational culture is positively related to quiet quitting intention of the Gen Z workforce in the marketing sector in Ho Chi Minh City.

The proposed research model is built on the synthesis of previous studies and three core theoretical frameworks: SET, SDT, and JD-R Model. These three theoretical frameworks provide a foundation to explain the quiet quitting intention among the Gen Z workforce in the marketing sector in Ho Chi Minh City.

Burnout and work-life imbalance are drawn from the JD-R Model. This model suggests that when job demands are too high and employees lack resources or support, they are more likely to experience burnout, reduce engagement, and increase the likelihood of quiet quitting.

Lack of autonomy is derived from SDT. According to SDT, the needs for autonomy, competence, and social connectedness are basic psychological needs. When these needs are not met, the intrinsic motivation of the employees declines and is more likely to lead to quitting behavior.

Lack of recognition and unsupportive organizational culture are based on SET. SET explains that the relationship between employees and organizations is based on fair exchange. When employees feel that their efforts are not recognized or supported, they tend to reduce their dedication

and only do the minimum. By combining these theoretical perspectives, the proposed model identifies five factors that influence the quiet quitting

intention among the Gen Z workforce in the marketing sector in Ho Chi Minh City. The proposed research model is shown in Fig. 1.

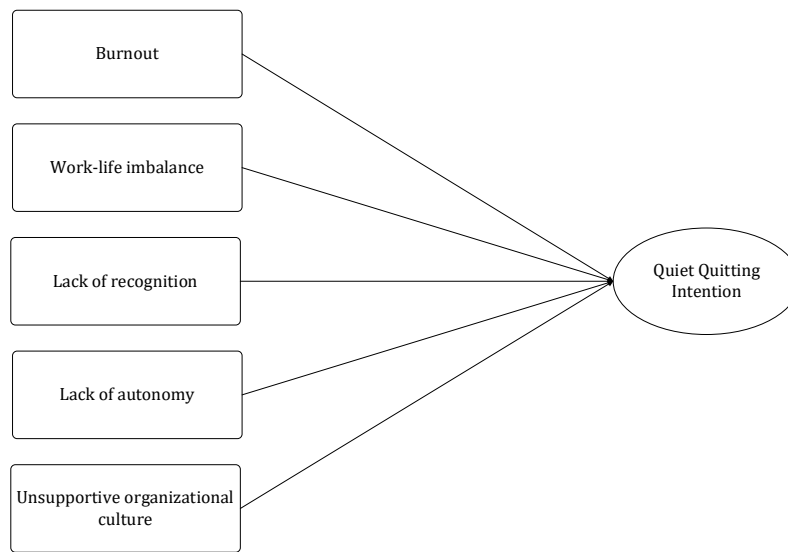


Fig. 1: Proposed research model

3. Research methodology

The research process uses a combination of qualitative and quantitative research methods to combine the positive aspects of both methods, ensuring systematicity in identifying and analyzing the determinants of quiet quitting intention among the Gen Z workforce in the marketing sector in Ho Chi Minh City.

3.1. Qualitative research

Qualitative research was conducted to refine the theoretical framework and observed variables by reviewing relevant literature, identifying research gaps, and selecting appropriate factors and measurement scales.

A focus group discussion with six Gen Z marketing employees in Ho Chi Minh City was conducted via Google Meet to clarify scale meanings and adjust survey items. Focus groups typically involve 6–8 participants and explore participants’ experiences and behaviors (Busetto et al., 2020). The findings informed the development of the final scales and survey questionnaire.

3.2. Quantitative research

Quantitative research was conducted after completing the scales from the qualitative phase to test the proposed research model and hypotheses. The authors used a convenience sampling method to approach Gen Z employees in the marketing sector in Ho Chi Minh City. The expected sample size was approximately 200 valid surveys. The data collection process involved distributing online questionnaires via Google Forms, screening responses to eliminate incomplete answers, and then coding and processing the data using SPSS 20.0. The analytical techniques

used included descriptive statistics to summarize sample characteristics, Cronbach’s Alpha reliability testing, exploratory factor analysis (EFA) to assess convergent and discriminant validity, Pearson correlation analysis to test linear relationships, and multiple regression analysis to examine the impact of independent variables on the dependent variable. The purpose of the quantitative phase was to test the reliability and validity of the scales and to determine the level of influence of each factor in order to assess the suitability of the research model.

Finally, the results were used to test the research hypotheses by either accepting or rejecting them and to provide empirical evidence for proposing managerial implications to help human resource managers and organizations minimize the quiet quitting phenomenon in the workplace.

To conduct the study, the authors employed a five-point Likert scale ranging from 1 (Strongly Disagree) to 5 (Strongly Agree). Specifically, the scale included the following levels: (1) Strongly Disagree, (2) Disagree, (3) Neutral, (4) Agree, and (5) Strongly Agree. This scale was used to measure five key factors: (i) burnout, (ii) work–life imbalance, (iii) lack of recognition, (iv) lack of autonomy, and (v) an unsupportive organizational culture in relation to the quiet quitting intention of the Gen Z workforce in the marketing sector in Ho Chi Minh City. Based on these levels, the authors developed the measurement scales in Table 1.

The questionnaire was systematically designed following the research objectives and theoretical model, ensuring clarity and readability for respondents.

The authors used a convenience sampling method for this study. Convenience sampling is a type of non-probability sampling in which members of the target population who meet certain practical criteria, such as being accessible, geographically

close, present at a certain time, or willing to participate, are included for the purpose of the study. This sampling technique may restrict the ability to draw representative conclusions about the target

population. Therefore, the findings should be interpreted as exploratory in nature and are intended initially for hypothesis generation rather than for generating population-level inferences.

Table 1: Measurement scales

Scale	Code	Observed variables	Reference
Burnout	BO1	I feel exhausted at the end of the day after continuously creating content or marketing ideas.	Kristensen et al. (2005)
	BO2	I feel tired in the morning when I think about handling campaigns or feedback from clients.	
	BO3	I feel drained of energy due to pressure from deadlines and KPIs during work hours.	
	BO4	I want to be proactive and creative in my marketing work, but I feel like I don't have enough energy to do so.	
	BO5	I quickly feel exhausted due to the workload and multitasking requirements when I try to complete tasks.	
Work-life imbalance	WLI1	My job often requires me to sacrifice personal time, which negatively affects my personal life.	Hayman (2005)
	WLI2	I often neglect my personal needs because I have to run marketing campaigns.	
	WLI3	I put my personal life on hold to prioritize work.	
	WLI4	I miss personal activities because my work schedule is too tight.	
	WLI5	I struggle to balance my marketing work and personal life because my job is always changing and requires quick responses.	
	WLI6	I often delay things I want to do at home because of the pressure from marketing projects.	
Lack of recognition	LR1	My creative and strategic efforts at work are not properly recognized by the organization.	Cannon (2015)
	LR2	Even when I complete excellent marketing campaigns, the organization does not recognize it.	
	LR3	The organization does not recognize the quality of the content, ideas, or results I produce at work.	
	LR4	My contributions to the effectiveness of communications and brand image are not fully appreciated.	
	LR5	I receive little recognition for my achievements at work.	
Lack of autonomy	LA1	I often have to follow instructions from my superiors without the opportunity to suggest my own ideas.	Smith and Ellingson (2002); Tiffin et al. (2024)
	LA2	I feel pressured to follow the opinions of colleagues or clients, even when I have different opinions.	
	LA3	I feel pressured to meet the expectations of other people without being given creative freedom.	
	LA4	I am closely supervised during marketing campaigns and have little autonomy.	
	LA5	I am required to follow instructions without having any input into the content or marketing strategy.	
	LA6	My job does not allow me to choose the approach that suits my personal abilities.	
Unsupportive organizational culture	UC1	Difficulties I report in my job are often ignored or not responded to by the organization.	Eisenberger et al. (1986)
	UC2	My interests are not considered by the organization when decisions are made regarding campaigns, task assignments, or resource allocation.	
	UC3	If the opportunity arises, I may be taken advantage of by the organization without sufficient support for my career development and growth.	
Quiet quitting intention	QQI1	I intend to perform only the minimum marketing tasks necessary to maintain my current position.	Blau (1999); Karatepe and Karadas (2015)
	QQI2	I intend to avoid taking on additional tasks or participating in activities outside of my main job.	
	QQI3	I intend not to put my full effort into marketing campaigns, but to do just enough.	
	QQI4	I intend to focus only on the essential tasks assigned to me, not proactively suggesting or improving in the future.	

According to [Hair et al. \(2010\)](#), to ensure the accuracy of the study, there should be at least five times the number of observed variables in the sample size. [Tabachnick and Fidell \(2019\)](#) suggested that the sample size of 50 is very weak, 100 is weak, 200 is fair, 300 is good, 500 is very good, and 1000 is excellent. With a model of 36 observed variables, the minimum sample size is calculated as 145 ($5 \times 29 = 145$). Therefore, the minimum sample size needs to be 145 observed samples. However, to prevent the case of non-response or invalid survey, as well as to make the research results more meaningful, the authors increased the initial sample size to more than 200 samples.

Before conducting data analysis, the authors checked and cleaned the survey data to remove errors and ensure the validity of the study. Specifically, the data were reviewed to eliminate invalid responses. After the screening process, the valid data were imported into Excel for subsequent processing and analysis. After descriptive analysis, scale reliability is assessed using Cronbach's Alpha, with values ≥ 0.7 indicating good reliability and 0.6 acceptable in exploratory studies ([Hair et al., 2010](#)). Corrected Item–Total Correlation is used to evaluate item contributions, with values above 0.3 considered acceptable ([Cristobal et al., 2007](#)). Exploratory

Factor Analysis (EFA) is applied to reduce interrelated variables into underlying factors ([Hair et al., 2010](#)). Pearson correlation is used to test linear relationships, which are considered significant when $\text{Sig.} < 0.05$. Multiple Linear Regression with OLS estimation is employed to examine relationships between variables. Model fit is evaluated using Adjusted R-squared, and overall significance is tested using the F-test, with p-values < 0.05 indicating a significant model ([Hair et al., 2010](#)).

4. Research results and discussion

After the survey was conducted via Google Form, the authors compiled 208 valid survey samples from Gen Z employees currently working in the marketing sector in Ho Chi Minh City who had a quiet quitting intention. With the results obtained from the questionnaire, the authors synthesized the results and encoded the information into Excel, then analyzed descriptive statistics on SPSS 20.0 in order to summarize information about gender, years of experience in marketing, job level, type of organization, and organization size. The results are summarized in [Table 2](#). Based on [Table 2](#), we can see an overview of the data describing the demographic characteristics of the survey sample.

This study evaluated the scales, and the results indicate that all the Cronbach's Alpha coefficient of all scales has a value greater than 0.6. All observed variables in Table 3 meet the required criteria based on the analysis conducted using SPSS 20.0. The corrected item-total correlations are all greater than 0.3. The Cronbach's Alpha coefficients are all greater than 0.7. For each observed variable, the Cronbach's Alpha if Item Deleted is lower than the Cronbach's Alpha of the corresponding factor. Thus, 29 observed variables are accepted and will be used in the exploratory factor analysis (EFA) in the next phase of the study. Exploratory factor analysis was performed using the Principal Component extraction method with Varimax rotation to explore the independent variables of the scale. The results are shown in Tables 4 to 6. Table 4 shows that the Bartlett's Test result was highly significant with Sig. = 0.000, and the KMO coefficient was 0.831 (> 0.5). Table 5 shows an Eigenvalue cut-off of 1.579 (> 1) and a total variance explained of 57.821% (> 50%). Table 6

shows that the factor loadings ranged from 0.763 to 0.777. These results indicate that EFA is appropriate.

Table 2: Sample descriptive statistics

Sample characteristics (N = 208)	Frequency	Percentage
Gender		
Male	95	45.7
Female	113	54.3
Years of experience in marketing		
Under 1 year	19	9.1
1 to 2 years or more	107	51.4
3 to 4 years or more	74	35.6
5 years or more	8	3.8
Job level		
Entry-level	12	5.8
Mid-level	191	91.8
Senior-level	5	2.4

Table 3: KMO and Bartlett's test results for independent variables

	KMO	0.831
Bartlett's test	Approx. Chi-Square	1875.455
	df	300
	Sig.	0.000

Table 4: Total variance explained for independent variables

Component	Initial eigenvalues			Rotation sums of squared loadings		
	Total	% of variance	Cumulative %	Total	% of variance	Cumulative %
1	5.944	23.776	23.776	3.306	13.222	13.222
2	2.696	10.784	34.560	3.143	12.570	25.793
3	2.337	9.348	43.908	3.041	12.162	37.955
4	1.899	7.596	51.503	2.903	11.614	49.569
5	1.579	6.318	57.821	2.063	8.253	57.821

Table 5: Rotated component matrix of independent variables

Observed variable	Component				
	1	2	3	4	5
LA5	0.777				
LA2	0.742				
LA3	0.737				
LA6	0.724				
LA1	0.674				
LA4	0.628				
WLI5		0.776			
WLI1		0.773			
WLI4		0.675			
WLI3		0.675			
WLI6		0.672			
WLI2		0.610			
B03			0.781		
B05			0.760		
B04			0.743		
B01			0.712		
B02			0.708		
LR4				0.793	
LR2				0.762	
LR5				0.720	
LR1				0.718	
LR3				0.675	
UC1					0.809
UC2					0.787
UC3					0.763

EFA was conducted for the dependent variable scale using Principal Component Extraction. The results indicate that the four observed variables of the quiet quitting intention construct converged well and loaded onto a single factor. The factor loadings range from 0.801 to 0.841. The extracted factor has an Eigenvalue of 2.042 > 1, explaining 67.637% of the total variance. Bartlett's Test is significant (p < 0.001), and the KMO measure is 0.816. These results suggest that the quiet quitting intention scale

demonstrates good convergent validity. The correlation analysis result in Table 6 shows that all independent variables are closely related to and statistically significant with the dependent variable (QQI). The Sig. values between the independent variables and the dependent variable are all below 0.05. This result provides a solid basis for proceeding with regression analysis to determine the specific impact of each factor on quiet quitting intention.

Table 6: Pearson correlation analysis

Variable	Statistic	BO	WLI	LR	LA	UC	QQI
BO	Pearson correlation	1	0.256**	0.270**	0.360**	0.307**	0.453**
	Sig. (2-tailed)		0.000	0.000	0.000	0.000	0.000
	N	208	208	208	208	208	208
WLI	Pearson correlation	0.256**	1	0.224**	0.256**	0.284**	0.442**
	Sig. (2-tailed)	0.000		0.001	0.000	0.000	0.000
	N	208	208	208	208	208	208
LR	Pearson correlation	0.270**	0.224**	1	0.125	0.237**	0.495**
	Sig. (2-tailed)	0.000	0.001		0.072	0.001	0.000
	N	208	208	208	208	208	208
LA	Pearson correlation	0.360**	0.256**	0.125	1	0.316**	0.472**
	Sig. (2-tailed)	0.000	0.000	0.072		0.000	0.000
	N	208	208	208	208	208	208
UC	Pearson correlation	0.307**	0.284**	0.237**	0.316**	1	0.493**
	Sig. (2-tailed)	0.000	0.000	0.001	0.000		0.000
	N	208	208	208	208	208	208
QQI	Pearson correlation	0.453**	0.442**	0.495**	0.472**	0.493**	1
	Sig. (2-tailed)	0.000	0.000	0.000	0.000	0.000	
	N	208	208	208	208	208	208

** : p < 0.01

To test the linear relationship between the independent and dependent variables, the authors conducted a multiple linear regression analysis, using mean variables to represent the independent variables. In this process, the authors assessed the impact of five independent variables on the dependent variable. These independent variables include BO (representing burnout), WLI (representing work-life imbalance), LR (representing lack of recognition), LA (representing

lack of autonomy), and UC (representing unsupportive organizational culture). The result of the regression coefficient analysis in Table 7 shows that all the independent factors: Burnout (BO), work-life imbalance (WLI), lack of recognition (LR), lack of autonomy (LA), and unsupportive organizational culture (UC) have Sig. values below 0.05. This indicates that these independent variables have a relationship that affects the dependent variable, quiet quitting intention (QQI).

Table 7: Regression coefficients analysis

	Unstandardized coefficients		Standardized coefficients	T	Sig.	Collinearity statistics	
	B	Std. error	Beta			Tolerance	VIF
Constant	-0.502	0.292		-1.716	0.088		
BO	0.151	0.053	0.152	2.861	0.005	0.784	1.275
WLI	0.220	0.056	0.199	3.910	0.000	0.855	1.170
LR	0.321	0.050	0.322	6.424	0.000	0.884	1.131
LA	0.263	0.055	0.252	4.802	0.000	0.808	1.238
UC	0.219	0.049	0.233	4.449	0.000	0.811	1.234

Based on the results of the R-squared and Adjusted R-squared coefficients in Table 8, it is possible to understand the percentage of variation in the dependent variable explained by the independent variables in the model. The analysis

result has R-squared value = 0.550 and Adjusted R-squared value = 0.539, indicating that the model explains 55% of the variation in the dependent variable, quiet quitting intention (QQI), based on 5 independent variables.

Table 8: Model summary

R	R-squared	Adjusted R-squared	Std. error of the estimate	Durbin-Watson
0.742	0.550	0.539	0.58207	2.126

Based on the results, it can be concluded that the constructed linear regression model fits the overall data well. The Sig. Value = 0.000 < 0.05 indicates that the theoretical model is meaningful and consistent with the actual data in the study (Table 9). The independent variables in the model have an impact

on the dependent variable. Next, the authors checked for the presence of multicollinearity using VIF. If the VIF value exceeds 10, it may indicate multicollinearity. According to the statistical results in Table 7, all VIF values are below 10, indicating no signs of multicollinearity.

Table 9: Analysis of variance (ANOVA) for the regression model

Source of variation	Sum of squares	df	Mean square	F	Sig.
Regression	83.811	5	16.762	49.475	0.000 ^b
Residual	68.438	202	0.339		
Total	152.249	207			

All the variables in the model have VIF values ranging from 1.131 to 1.275 (< 2), indicating that there is no sign of multicollinearity. This also confirms that the research model under consideration is statistically significant. If the Durbin-Watson coefficient lies between 1.5 and 2.5,

it can be concluded that the model does not experience autocorrelation. The results from Table 8 show that the Durbin-Watson coefficient of the model is 2.126, which falls within the acceptable range. Therefore, it can be confirmed that the research model does not suffer from autocorrelation,

ensuring the independence of the residuals in the regression and increasing the reliability of the subsequent analyses.

Based on the regression coefficients in Table 7, the factors influencing quiet quitting intention are ranked in descending order as follows: Lack of recognition ($\beta = 0.322$), lack of autonomy ($\beta = 0.252$), unsupportive organizational culture ($\beta = 0.233$), work-life imbalance ($\beta = 0.199$), and burnout ($\beta = 0.152$). All hypotheses are supported, indicating that each factor has a positive relationship with quiet quitting intention. These results provide a basis for proposing appropriate managerial implications.

4.1. Discussion

The findings show that lack of recognition is the strongest predictor of quiet quitting intention among Gen Z marketing employees in Ho Chi Minh City ($\beta = 0.322$). Lower recognition leads employees to disengage and perform only minimum tasks, consistent with prior studies identifying recognition as a key determinant of quiet quitting (Mahand and Caldwell, 2023; Hamouche et al., 2023; Veren et al., 2025).

Lack of autonomy is the second strongest factor ($\beta = 0.252$), indicating that limited decision-making freedom and excessive supervision increase quiet quitting intention, in line with Xueyun et al. (2024) and Srivastava and Saxena (2025). Unsupportive organizational culture ranks third ($\beta = 0.233$), as a lack of support or a toxic environment weakens commitment and encourages minimal effort (Hamouche et al., 2023; Toska et al., 2025), consistent with Social Exchange Theory.

Work-life imbalance also increases quiet quitting intention ($\beta = 0.199$), as employees restrict their contribution to protect well-being (Xueyun et al., 2023; Nguyen and Vu, 2025; Fathulaela et al., 2025). Burnout has the weakest but significant effect ($\beta = 0.152$), with exhaustion prompting employees to reduce effort, particularly in high-pressure marketing roles (Fathulaela et al., 2025; Xueyun et al., 2023). The comparatively weak effect of burnout may be explained based on the study sample's attributes, as participants already revealed quiet quitting intention, making burnout a common baseline condition rather than a distinctive predictor. In this study context, burnout may lead to disengagement, while other more proximal factors, such as recognition and autonomy, foster the intensity of quiet quitting. Longitudinal research is recommended to justify burnout's temporal role within this behavioral process.

5. Conclusion

After the research process, the study identified the factors influencing quiet quitting intention among the Gen Z workforce in the marketing sector in Ho Chi Minh City and measured the impact level of these factors on quiet quitting intention among this group. Specifically, the results revealed that lack of

recognition was the factor exerting the strongest influence ($\beta = 0.322$) on quiet quitting intention, and burnout had the lowest level of influence ($\beta = 0.152$). This finding reflects the crucial role of recognition and appreciation in reducing the tendency of Gen Z employees to disengage or quiet quitting at work.

The results showed that all five independent variables had a statistically significant impact on the dependent variable. Furthermore, the analysis indicated that the proposed research model was consistent with the survey data and met the assumptions of the linear regression model. Finally, in this chapter, the authors will propose several managerial implications to reduce quiet quitting intention and enhance work performance among Gen Z employees in the marketing sector in Ho Chi Minh City.

The result indicates that when considering burnout factor, feeling drained of energy due to pressure from deadlines and KPIs is the observed variable that most respondents agree with, with a mean of 3.89. The following observed variables also show that survey participants tend to be tired due to multitasking requirements and heavy workload. From this reality, the authors propose two managerial implications for burnout: Firstly, it is important to allocate workload appropriately by prioritizing tasks, avoiding excessive multitasking, and regularly reviewing employees' workload to prevent overload. Secondly, it is needed to manage deadlines and KPIs realistically by setting flexible, achievable targets, including buffer time for projects, and encouraging breaks to help employees recover energy and maintain creativity.

Work-life imbalance is the fourth strongest predictor of quiet quitting intention among Gen Z marketing employees in Ho Chi Minh City ($\beta = 0.199$). Survey responses show high agreement (Means 3.81–3.88), especially regarding having to sacrifice personal time and postpone personal activities due to workload and pressure. It is important to implement flexible working hours, such as hybrid work models, to help employees balance professional and personal demands, and promote a no-overtime culture by limiting after-hours communication and respecting personal boundaries.

Lack of recognition is the strongest predictor of quiet quitting intention among Gen Z marketing employees in Ho Chi Minh City ($\beta = 0.322$). Respondents show high agreement with this issue (Means 3.77–3.88), especially feeling undervalued for contributions to communication effectiveness and brand image (Mean = 3.88) and not properly acknowledged for their efforts (Mean = 3.86).

Business leaders need to establish fair and transparent recognition systems with clear KPIs, publicly communicated evaluation criteria, and rewards that match employee effort. Recognition can take various forms, such as bonuses, thank-you notes, public acknowledgment, or opportunities to join major projects. It is also important to foster a culture of positive feedback, offering timely praise for achievements and applying the principle of

“praise in public, correct in private” to maintain morale, reinforce motivation, and build a respectful, cohesive workplace culture.

Lack of autonomy is the second strongest factor affecting Gen Z employees’ quiet quitting intention in the marketing sector in Ho Chi Minh City ($\beta = 0.252$). Mean values (3.72–3.84) indicate high agreement, particularly regarding limited opportunities to contribute to marketing strategies (Mean = 3.84). Close supervision, pressure to conform, and restricted creative freedom are common, which contradict the creative and flexible nature of marketing work and increase quiet quitting intention. Organizations should adopt autonomy-supportive practices by allowing discretion in task execution and encouraging investigation and experimentation within clearly defined objectives. Focusing on coaching, access to resources, and skill development—rather than constant oversight—can help enhance employees’ sense of ownership and trigger creative engagement.

Lack of autonomy has the lowest impact on quiet quitting intention among Gen Z marketing employees in Ho Chi Minh City ($\beta = 0.152$). This suggests that while autonomy is relatable, it is a comparatively less influential driver than other factors investigated in this study. Nevertheless, respondents report experiences of close supervision, pressure to conform to others’ opinions, and limited creative freedom, which are not in line with the inherently creativity-driven nature of marketing work. Accordingly, managerial interventions related to autonomy should be viewed as supportive. Business leaders can enhance employee engagement by allowing greater discretion in performance, encouraging idea generation, and allowing flexible approaches to fulfilling objectives. Reducing micromanagement and providing psychological support may help expose employees’ creative potential and support professional growth, even if autonomy alone is inadequate to substantially reduce quiet quitting intentions.

This research still has certain limitations, such as the disadvantages of using a convenience sampling approach, including limited representativeness and restricted generalizability of the findings across the entire marketing sector in Vietnam. Convenience sampling may result in sampling bias and create a major constraint on the generalizability of the results, as the sample may not adequately reflect the broader population’s characteristics. In addition, the study has not examined all potential factors that could provide a deeper, context-specific analysis of the obstacles faced by Gen Z employees in different marketing firms operating in such an unstable business environment. Notably, the use of self-reported, single-source data may be associated with common method bias, which potentially inflates observed relationships. Finally, the cross-sectional design excludes causal inference and restricts conclusions to associations among variables.

The highlighted limitations suggest future research directions. First, future research should

address the limitations of sampling techniques by employing probability-based approaches, such as random or stratified sampling, to strengthen the external validity of subsequent findings. In addition, future research may explore additional factors within more complex models, including mediating variables, to deepen understanding of the subject matter. Employing more diverse research methods—such as in-depth qualitative interviews with Gen Z employees in specific businesses in Ho Chi Minh City—can also enrich findings and provide stronger context-based insights into organizational settings and working conditions. Last but not least, future research should employ longitudinal or time-lagged designs based on the collection of data from various sources and study more diverse samples to strengthen external validity.

List of abbreviations

ANOVA	Analysis of variance
BO	Burnout
COR	Conservation of resources theory
EFA	Exploratory factor analysis
Gen Z	Generation Z
HR	Human resources
HRM	Human resource management
JD-R	Job demands-resources model
KMO	Kaiser-Meyer-Olkin measure of sampling adequacy
KPI	Key performance indicator
LA	Lack of autonomy
LR	Lack of recognition
OLS	Ordinary least squares
QQI	Quiet quitting intention
SDT	Self-determination theory
SET	Social exchange theory
Sig.	Significance value
SPSS	Statistical Package for the Social Sciences
UC	Unsupportive organizational culture
VIF	Variance inflation factor
WLI	Work-life imbalance

Compliance with ethical standards

Ethical considerations

This study was conducted in compliance with ethical standards for research involving human participants. All respondents provided informed consent prior to participation. Data were collected anonymously and used solely for academic research purposes. No personally identifiable information was retained.

Conflict of interest

The author(s) declared no potential conflicts of interest with respect to the research, authorship, and/or publication of this article.

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