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"Beyond the Hashtag: A Bibliometric Exploration of Quiet Quitting Research"

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Abstract

Purpose: This study employs bibliometric methodologies to systematically analyze and map the intellectual structure, thematic evolution, and research trends surrounding the phenomenon of Quiet Quitting, thereby offering a comprehensive overview of the current state of scholarship in this emerging field.

Methodology: Bibliometric analysis was employed to examine research on Quiet Quitting using data retrieved from the Scopus database. The search was conducted on May 12, 2025, using the terms ("Quiet*" AND "Quitting*") in titles, abstracts, and keywords, limited to peer-reviewed journal articles published in English between 2022 and 2025. A total of 107 records were initially identified, of which 80 met the inclusion criteria following abstract screening. The selected dataset was exported in CSV format and analyzed using the Biblioshiny package for R. Key analytical techniques included co-authorship analysis, citation metrics, thematic mapping, and conceptual structure modeling to identify trends, prolific authors, influential sources, and thematic evolution within the QQ literature.

Findings: The annual scientific production shows exponential growth, particularly in 2024, with strong scholarly engagement across organizational, healthcare, and hospitality disciplines. The International Journal of Organization Analysis identified as the most prolific journal in this area. Greece led in both publication volume and citation impact, while international collaboration remains modest but growing. Author co-authorship patterns suggest a collaborative research culture, with notable contributions from Greece, India, Turkey and the United States. Moreover, Thematic mapping and keyword co-occurrence analysis revealed core research clusters around

burnout, nursing, Gen Z, and employee engagement. A historiographic analysis traced the intellectual evolution of the field, anchored by influential works from Formica and Sfodera (2022) and Serenko (2024). Overall, the findings illustrate that Quiet Quitting is a nascent yet rapidly evolving topic, with growing global interest and the potential to influence multiple scholarly domains.

Research limitations/implications: This bibliometric analysis was based exclusively on fully accessible English-language articles from international, peer-reviewed journals, which resulted in a limited sample size. Nonetheless, the findings provide a valuable resource for researchers and practitioners to further explore and develop this field in line with future research recommendations.

Originality/Value: This study represents the first bibliometric analysis conducted on the topic of Quiet Quitting, offering a systematic overview of the academic literature since its emergence in 2022. By mapping the intellectual structure, publication trends, and collaborative networks within this novel field, the study highlights key themes, influential contributors, and evolving research patterns. The findings not only fill a significant gap in the literature but also provide a consolidated knowledge base that can guide scholars, practitioners, and policymakers in understanding the current state of QQ research.

Keywords: Quiet Quitting, Bibliometrics analysis, Bibliometrix, Biblioshiny, R

Paper type: Research Article

1. Introduction

The concept of Quiet Quitting (QQ) has gained prominence as a notable issue within modern organizational behavior. Although frequently associated with employee disengagement, QQ constitutes a distinct workplace phenomenon in which individuals intentionally restrict their efforts to tasks explicitly outlined in their job descriptions, while continuing to occupy their roles (Georgiadou et al., 2025). According to Armstrong and Pfandler (2024), QQ can be conceptualized as a second-order construct encompassing four interrelated dimensions: disengagement, disassociation, effort reduction, and boundary-setting. Initially, this behavioral shift garnered widespread attention through social media, however, the roots of QQ extend beyond this recent attention, drawing parallels to earlier movements such as China's 'lying flat' phenomenon, which reflects passive resistance against societal pressures to overwork (Campton et al., 2023).

The phenomenon of QQ does not reflect a desire to resign or withdraw entirely, but rather signifies a deliberate reconfiguration of the employee–employer relationship through the establishment of clear personal and professional boundaries (Pevac, 2023). Academic scholarship acknowledges that the specific workplace behavior is not an entirely novel concept; however, the post-pandemic transformation of

conventional work structures, coupled with the integration of Generation Z into the labor market, appears to have accelerated the visibility and acknowledgment of this workplace phenomenon (Formica & Sfodera, 2022; Yikilmaz, 2022). However, it is essential to acknowledge that quiet quitting is not confined to any specific age group, as individuals across all generational cohorts may adopt this behavior (Armstrong and Pfandler, 2024). According to Gallup's (2023) State of the Global Workplace report, around 59% of employees worldwide engage in QQ, a figure increased to 62% by 2024, with notably higher prevalence among younger U.S. workers. This extensive disengagement is projected to result in a global economic loss of roughly \$8.8 trillion each year, representing close to 9% of the total global GDP (Gallup, 2023, 2024). Thus, in order to remain competitive and sustain productivity, organizations must acknowledge the persistently high levels of employee disengagement reflected in QQ behaviors and develop targeted strategies to address this issue.

Several studies have highlighted key determinants contributing to quiet quitting, such as heightened career pressures, excessive workloads, workforce shortages, and inadequate managerial/organizational support. These factors may prompt employees to withdraw psychologically from their roles, particularly when personal or financial constraints limit their ability to resign (Nimmi et al., 2024; Öztürk et al., 2023; Rai & Agarwal, 2018). Furthermore, a range of individual and situational factors significantly influence whether employees choose to engage in quiet quitting, actively leave their roles, or maintain high levels of commitment. Personal characteristics such as financial obligations, professional aspirations, and preferences for work–life balance can shape employees' behavioral responses to workplace dissatisfaction (Rai & Agarwal, 2018; Nimmi et al., 2024). Contextual variables, including the perceived quality of supervisory relationships and organizational support systems, also play a critical role in shaping these outcomes (Georgiadou et al., 2025; Öztürk et al., 2023). Employees with stronger financial security or clearer career trajectories may be more inclined to resign when workplace misalignments occur, whereas those constrained by economic pressures or limited mobility may instead disengage silently. Additionally, when supervisors fail to offer adequate emotional and professional support, employees may feel undervalued and unsupported, thereby increasing the likelihood of passive withdrawal rather than active communication or departure (Kiazad et al., 2019; Ackroyd and Thompson, 2022). These insights underscore the importance of addressing both personal and organizational dimensions to mitigate the risk of disengagement behaviors such as QQ.

A variety of theoretical frameworks have been employed to examine the complexity of QQ as a contemporary workplace phenomenon. At its core, the theory of engagement explains QQ as a response to diminished emotional and cognitive attachment to work, where employees may intentionally limit their efforts as a coping mechanism for dissatisfaction (Pham and Avnet, 2009). The Job Demands–Resources (JD-R) model supports this view by linking high demands, such as excessive workload and interpersonal conflict, with insufficient resources like autonomy and

managerial support, resulting in burnout and disengagement (Bakker & Demerouti, 2007). Embeddedness theory adds further nuance by proposing that employees who lack deep organizational ties may opt for quiet quitting as a subtler alternative to resignation (Halbesleben & Wheeler, 2008). Similarly, the coping perspective frames QQ as a form of learned helplessness, emerging from unmet psychological needs, poor work-life balance, or limited career development (Atalay & Dağıstan, 2023; Nimmi et al., 2024). Equity theory highlights QQ as a reaction to perceived unfairness, when employee contributions outweigh rewards, discretionary effort may be reduced (Anand et al., 2024). This aligns with psychological contract theory, which asserts that perceived breaches in implicit employer–employee obligations can trigger withdrawal and disengagement (Rousseau, 1989, 1995; Cropanzano et al., 2017). Finally, neutralization theory and Affective Events Theory (AET) explain how employees rationalize disengagement through emotional responses and external attribution (Kaptein & Van Helvoort, 2018; Weiss & Cropanzano, 1996). Collectively, these theories underscore that QQ is not simply an act of employee apathy, but rather a psychologically driven response to systemic and relational breakdowns within the organizational environment.

Although QQ is a relatively recent topic within academic discourse, its rapid proliferation across scholarly publications and professional discussions underscores the need for systematic exploration. Given the conceptual ambiguity and the growing body of fragmented studies, a bibliometric analysis is warranted to map the intellectual landscape of the field. This approach enables researchers to identify prevailing trends, influential authors and publications, collaborative networks, and thematic developments, thereby providing a comprehensive overview of the current state of knowledge. Such an analysis is crucial for consolidating existing findings, uncovering research gaps, and guiding future inquiry into the antecedents, dynamics, and organizational implications of QQ. Moreover, bibliometric analyses tend to minimize researcher subjectivity, as they rely on quantitative methodologies and standardized data extraction procedures (Donthu et al., 2021). Additionally, they typically encompass substantially larger datasets, often including several hundred scholarly articles, thereby enhancing the robustness and generalizability of the findings (Zupic & Čater, 2014).

This study aimed to conduct a bibliometric analysis of publications related to QQ indexed in the Scopus database. To achieve this, a quantitative approach was adopted, utilizing bibliometric techniques to examine the relevant body of literature. The analysis was performed using Bibliometrix; an R package with the web-based interface Biblioshiny (Moral-Muñoz, 2020; Ahmi, 2022). To the best of our knowledge, this study represents the first bibliometric investigation of QQ research, aiming to illuminate the intellectual structure and evolving trends within this emerging field. Specifically, it addresses:

- (1) how the field has evolved in terms of publication output and scholarly impact,

- (2) which journals, authors, and institutions have played pivotal roles in shaping the discourse,
- (3) what global patterns of research production and collaboration have emerged,
- (4) which dominant themes and keywords characterize the field,
- (5) how foundational works have influenced its trajectory, and
- (6) how key thematic areas are positioned in terms of relevance and development.

By mapping key research contributions in this area, the findings of the study can inform institutional and national research strategies. Moreover, the visualized data serve as a historical overview of scholarly output in this emerging field and offer insights into future research directions and potential collaborative networks (Tan et al., 2021; Wang et al., 2021).

The structure of the manuscript is delineated as follows: Section 1 introduces the concept of QQ and offers a comprehensive literature review to contextualize the bibliometric analysis. Section 2 outlines the materials and methodological approach employed in the study. The findings are presented in Section 3, followed by Section 4, which discusses the study's key strengths and summarizes the main conclusions.

2. Methods

Bibliometric methods serve as research tools aimed at evaluating and analyzing scientific literature to reveal the structural patterns and dynamic developments within a given field, often through processes of classification and visualization (Zupic & Čater, 2014). Consequently, these techniques are frequently associated with science mapping, as they illuminate the interconnections among scholarly publications. Although bibliometric analysis has long been recognized as a valid methodological approach (Kessler, 1963), it has experienced renewed scholarly interest in recent years. This resurgence is partly attributable to the increased availability of online databases that facilitate data retrieval, as well as to the method's capacity to provide an objective, comprehensive, and synthesized overview of a given research domain, an asset for both current scholars and future investigations (Eftimov et al., 2024). The development and widespread adoption of advanced bibliometric tools such as VOSviewer, R, BibExcel, and related software have further contributed to the expansion and accessibility of bibliometric research (Aria and Cuccurullo, 2017).

To conduct a bibliometric analysis effectively, selecting appropriate software is crucial. Key factors influencing this choice include cost, user-friendliness, reliability, and overall complexity (Ruslan and Rasool, 2024). This study advocates the use of an open-source tool developed in R, which adheres to a standardized and reproducible bibliometric workflow. Specifically, the analysis and visualization of research trends related to QQ were carried out using R in combination with the Biblioshiny library package. Designed with accessibility in mind, Biblioshiny enables users—particularly

those without programming experience—to perform comprehensive bibliometric analyses through a simplified interface, requiring minimal coding effort.

Additionally, several bibliographic databases are available for retrieving citation data, including Scopus, Web of Science (WoS), Dimensions, Cochrane Library, Lens, and PubMed, each characterized by distinct features and functionalities. Among these, Scopus and WoS are the most extensively utilized across various academic disciplines (AlRyalat et al., 2019; Popescu et al., 2022). Although there is some overlap in journal coverage between Scopus and WoS, Scopus is generally regarded as the most comprehensive abstract and citation database, offering broader disciplinary coverage, including areas that may not be represented in WoS (Vieira & Gomes, 2009; Chadegani et al., 2013).

For the data collection of this analysis, a search was conducted on May 12, 2025, using the Scopus database, one of the foremost platforms indexing high-quality, peer-reviewed research globally. Moreover, this database provides detailed bibliographic metadata, such as publication titles, abstracts, keywords, author information, institutional affiliations, document types, source titles, and citation counts (Mika et al., 2016), making it particularly suitable for bibliometric analysis. The search was not restricted by subject area; however, it was limited to peer-reviewed journal articles (David and Han, 2004), considering these documents represent the majority of the complete research results (Fu et al. 2013; Boudry et al. 2018), by selecting the option “Article” from the Article Type filter. The peer review process functions as an indicator of quality, assessing the conceptual and methodological rigor of a study (Hohenstein et al., 2015). Consequently, different types of documents such as trade publications, books or book chapter, press articles and conference papers etc. were excluded. The search string employed was (“Quiet*” AND “Quitting*”), applied to article titles, abstracts, and keywords and the timespan was formulated between the year 2022 and 2025, since QQ was first appeared in the academic scope during the summer of 2022. An additional criterion for inclusion was that all selected articles were published in English, with publications in other languages excluded from the analysis.

This query yielded a total of 107 relevant publications. Using these inclusion and exclusion criteria, we found a collection of 102 scientific papers between the earliest accessible date of January 2022 and the latest available date of May 2025. Due to the less extensive number of the articles, the authors decided to read all the abstracts in order to increase the selection reliability. Any disagreements or doubts were resolved by focusing on the aspects contained within the review scope. From this process 22 articles were excluded from the analysis as they were not relevant to the QQ phenomenon. Conclusively, this resulted in a sample of 80 articles which provided the basis for further analysis. Although 80 records were initially downloaded, the total number of files may vary over time as additional articles are published. Finally, the file exported from Scopus and used in Biblioshiny was downloaded in .CSV format. Figure 1 shows the search technique used in this study to identify appropriate articles from the Scopus database.

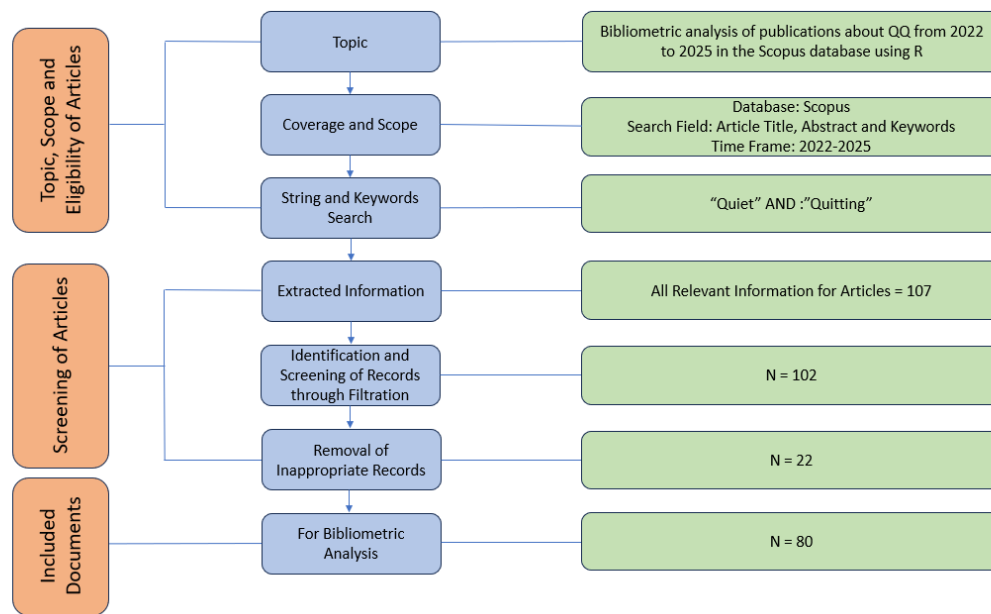


Figure 1: Research approach flowchart

3. Results

3.1 Descriptive Analysis

3.1.1 Main Information

The bibliometric analysis of literature on QQ between 2022 and 2025 reveals a rapidly expanding and intellectually dynamic field of inquiry. With a total of 80 documents published across 60 distinct sources, the topic demonstrates a broad dissemination across scholarly outlets, underscoring its multidisciplinary relevance. The exceptionally high annual growth rate of 200% and the low average document age (0.863 years) indicate that QQ has emerged as a contemporary and timely subject within organizational and behavioral research. Notably, the average of 8.26 citations per document suggests that, despite its recent emergence, the topic is garnering significant scholarly attention and early academic impact.

Main Information about data

Timespan	2022:2025
Sources (Journals, Books, etc.)	60
Documents	80
Annual Growth Rate %	200
Document Average Age	0,863
Average citations per doc	8,262
References	4392
Document Contents	
Keywords Plus (ID)	141
Author's Keywords (DE)	236

Authors	
Authors	217
Authors of single-authored docs	5
Authors Collaboration	
Single-authored docs	5
Co-Authors per doc	3,67
International co-authorships %	17,5
Document Types	
Article	80

Table 1: Main Information of Retrieved Articles

The field is characterized by a diverse conceptual landscape, evidenced by 236 Author's Keywords entries, reflecting varied theoretical perspectives and methodological approaches. Authorship patterns further support the collaborative nature of research in this area, with 217 contributing authors and an average of 3.67 co-authors per document, while only five articles are single-authored. International collaboration is present but still developing, as reflected by the 17.5% rate of international co-authorship. The entirety of the dataset consists of peer-reviewed journal articles, indicating a strong preference for rigorous academic discourse at this stage of the field's development. Collectively, these indicators suggest that QQ is an emergent but rapidly maturing topic, poised for further scholarly exploration across disciplines and international contexts.

3.1.2 Annual Scientific Production

The temporal distribution of publications on QQ further underscores the field's rapid growth and escalating scholarly interest. In 2022, the topic was virtually nascent, with only a single article published. This number surged to 14 in 2023, followed by a significant increase to 38 articles in 2024, representing a nearly threefold rise within a single year. Although 2025 data (as of May) show 27 articles, this already surpasses mid-year expectations and suggests continued momentum.

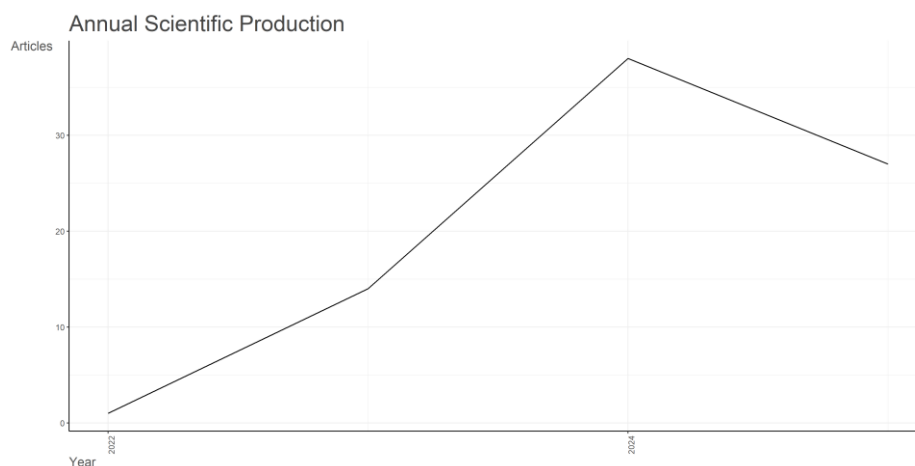


Figure 2: Annual Scientific Production

The sharp incline between 2022 and 2024 highlights a period of accelerated academic engagement, likely spurred by increasing public discourse and organizational concerns surrounding workplace engagement, mental health, and labor dynamics in post-pandemic contexts. This temporal trend reflects not only a growing recognition of QQ as a legitimate research subject but also the potential for the topic to evolve into a sustained field of inquiry within management, psychology, and labor studies.

3.1.3 Most Productive Journals

Figure 3 presents the ten most influential publication sources, as identified through Biblioshiny, based on the total number of articles published within the analyzed dataset.

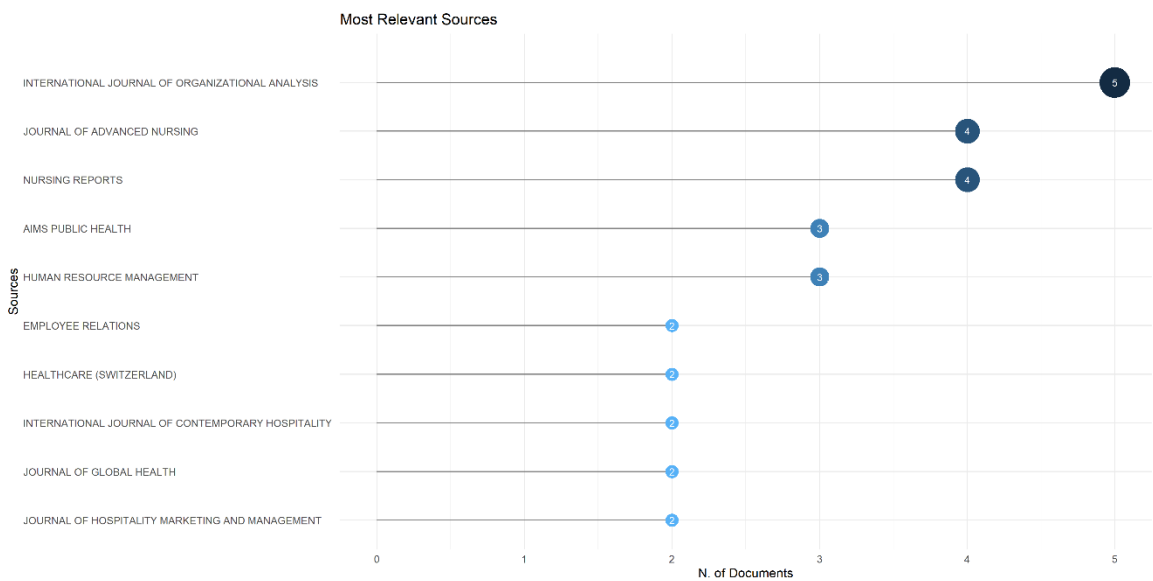


Figure 3: Most Relevant Sources

An examination of the most prolific sources contributing to the literature on QQ reveals a notable interdisciplinary orientation, with journals spanning organizational studies, healthcare, and hospitality sectors. The International Journal of Organizational Analysis (Emerald) leads in output with five publications, underscoring the centrality of organizational behavior and management frameworks in understanding QQ. Closely following are the Journal of Advanced Nursing (Wiley) and Nursing Reports (Multidisciplinary Digital Publishing Institute), each contributing four articles, suggesting that QQ is also a matter of concern in healthcare environments, where burnout and role boundary issues are prevalent. Journals such as AIMS Public Health (American Institute of Mathematical Sciences) and Healthcare (Switzerland) (Multidisciplinary Digital Publishing Institute) reflect the growing recognition of QQ as a public health and well-being issue, while Human Resource Management and Employee Relations (SpringerLink) frame it within the broader discourse of workplace practices and employee engagement. Additionally, the presence of hospitality-focused journals, including the International Journal of Contemporary Hospitality Management (Emerald) and the Journal of Hospitality

Marketing and Management (Routledge), indicates sector-specific interest in how QQ behaviors manifest in high-turnover, service-oriented industries. Collectively, this distribution of sources illustrates that QQ is not only a topic of theoretical relevance in organizational studies but also a pressing practical concern across multiple professional domains.

3.1.4 Most Relevant Authors

In total, 217 authors contributed to the publication of 80 articles in the field. Figure 4 presents the ten most productive authors based on the number of publications. Galanis, Katsiroumpa, and Moisoglou were the most prolific, each authoring ten articles, followed by Vraika with eight. Gallos contributed seven articles, while Konstantakopoulou authored six. The remaining authors within the top tier each produced up to five publications. These scholars represent the leading contributors to the academic advancement of the field.

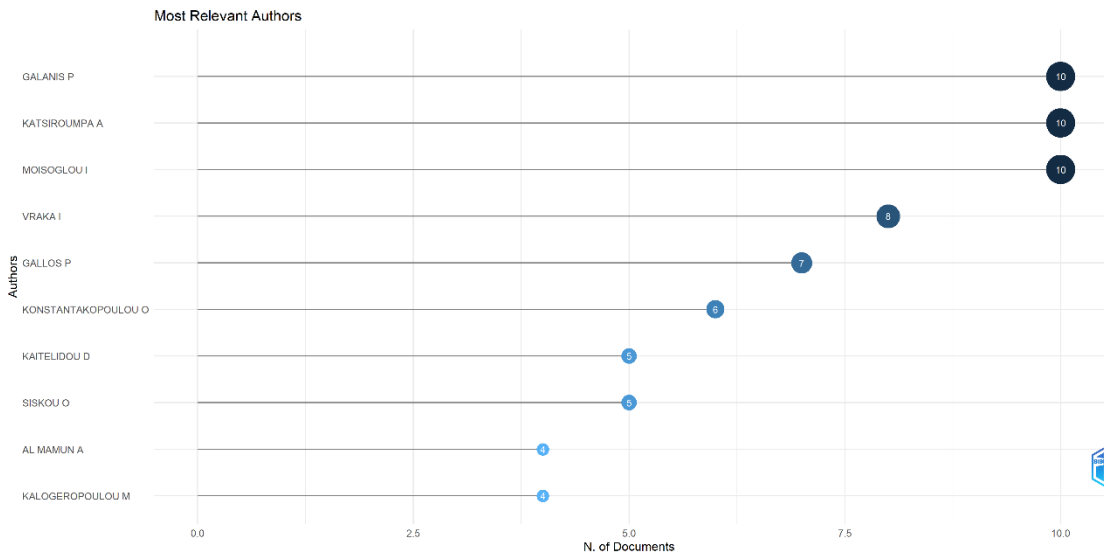


Figure 4: Most Relevant Authors

Furthermore, Figure 5 also illustrates the top ten authors based on fractionalized authorship frequencies, providing a more refined assessment of individual research contribution. According to Aria and Cuccurullo (2017), fractionalized frequencies in Biblioshiny are calculated by dividing the number of authored articles by the total number of co-authors, thereby accounting for the proportional contribution of each author to collaborative works.

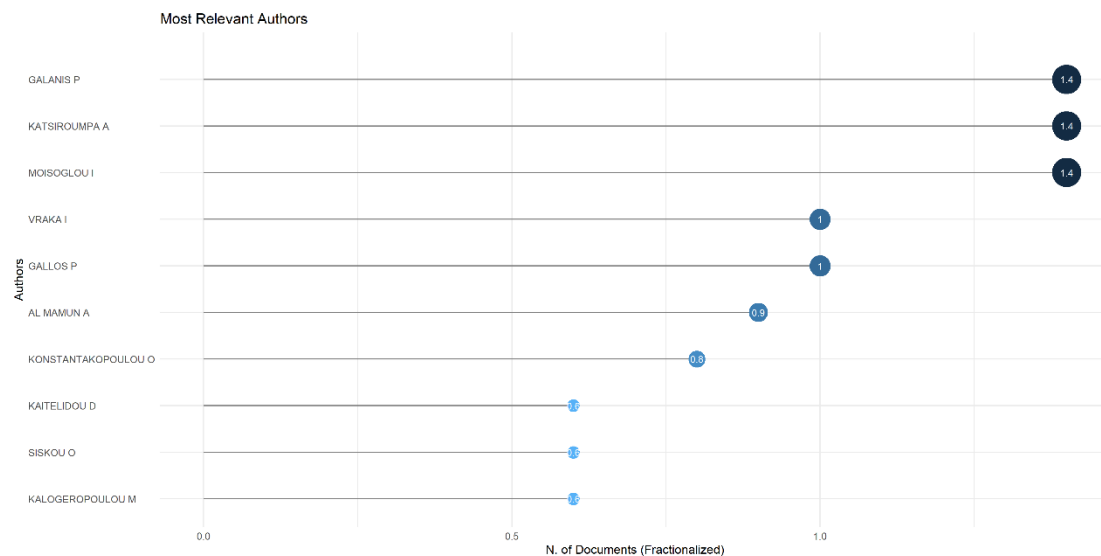


Figure 5: Most Relevant Authors (Fractionalized Frequencies)

3.1.5 Most Relevant Affiliations

This study also examined the research output of institutions, based on the affiliations of contributing authors, specifically in relation to QQ-related publications, as illustrated in Figure 6. The National and Kapodistrian University of Athens ranked highest, with a total of 43 published documents.

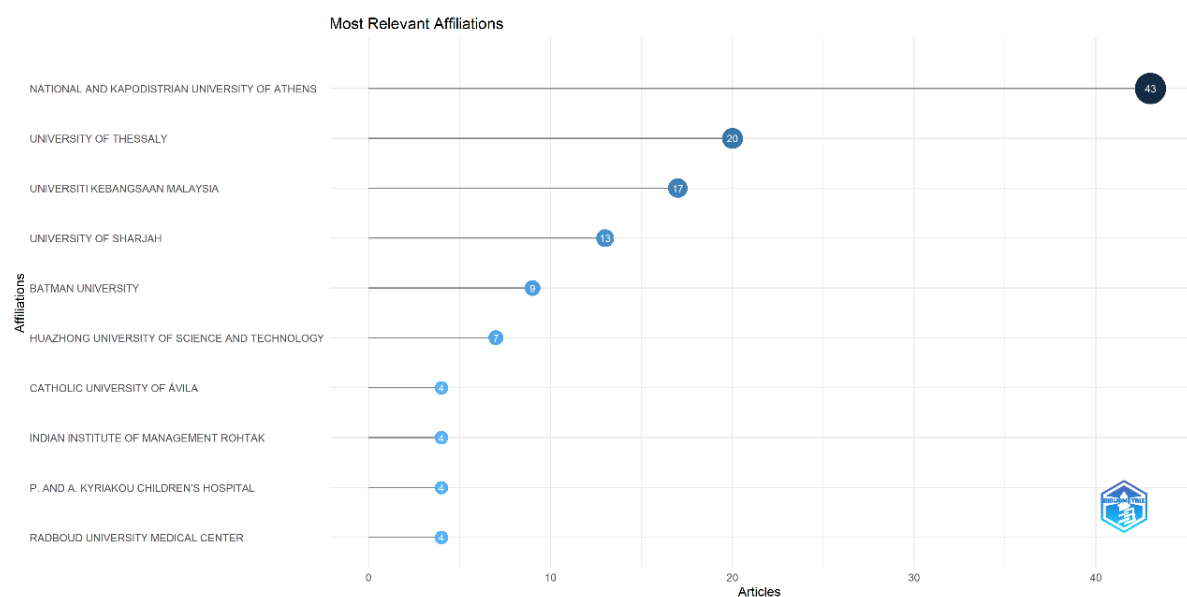


Figure 6: Most Relevant Affiliations

3.1.6 Corresponding Author's Countries

Figure 7 illustrates the geographic distribution of publications based on the countries of corresponding authors. In this figure, red bars denote multiple country publications (MCP), while turquoise bars indicate single country publications (SCP), as also reflected in Table 2. The data reveal that Greece accounted for the highest number of corresponding author contributions. This was followed by India, Turkey, and the

United States, each with eight publications, and subsequently by Malaysia and the United Arab Emirates, each contributing four. These six countries collectively represent the leading contributors to the literature on QQ.

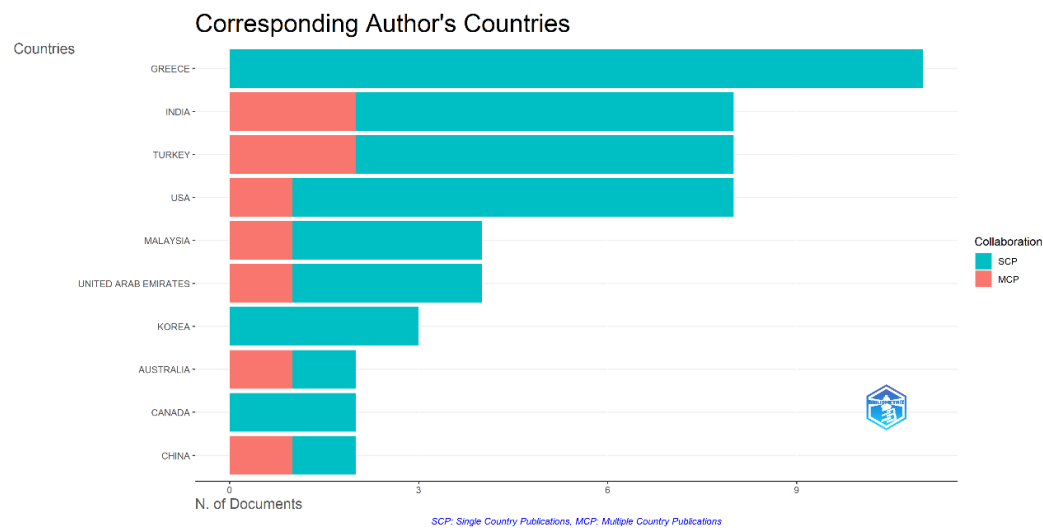


Figure 7: Corresponding Author's Country representing inter-country (MCP) collaboration and intra-country (SCP) collaboration

Table 2 provides a detailed breakdown of publication counts, percentages, and frequencies by country, further distinguishing between SCP and MCP outputs.

Table 2: Corresponding authors' countries.

Country	Articles	Articles %	SCP	MCP	MCP %
Greece	11	13,8	11	0	0
India	8	10	6	2	25
Turkey	8	10	6	2	25
USA	8	10	7	1	12,5
Malaysia	4	5	3	1	25
United Arab Emirates	4	5	3	1	25
Korea	3	3,8	3	0	0
Australia	2	2,5	1	1	50
Canada	2	2,5	2	0	0
China	2	2,5	1	1	50

3.1.7 Countries' Scientific Production

Based on the analysis and filtering conducted through Biblioshiny, Figure 8 identifies the countries with the highest volume of published research on QQ. The classification of the most productive countries is based on the metric of Country Scientific Production, which quantifies the number of author appearances according to their institutional affiliations, rather than the geographical location where the research was conducted. Accordingly, if multiple authors are affiliated with institutions within the

same country, each author is counted individually. Conversely, if co-authors are affiliated with institutions in different countries, each country receives one count toward its scientific output.

Country Scientific Production

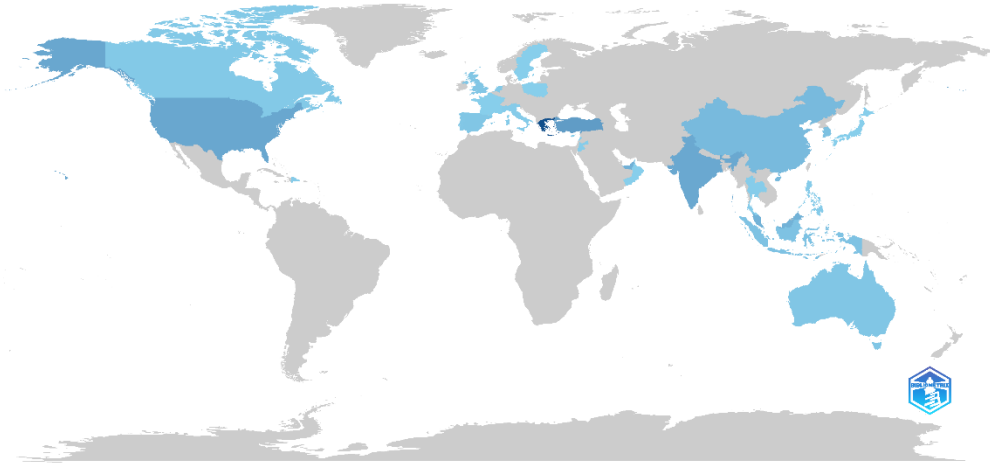


Figure 8: Country Scientific Production

Figure 8 depicts a global map highlighting 28 countries, shaded in blue, that contributed to the scholarly output on QQ research between 2022 and May 12, 2025. The intensity of the blue coloration corresponds to the volume of publications, with darker shades indicating higher levels of output. Greece ranked first in terms of author contribution, with a total frequency of 84, followed by Turkey (32), the USA (25), and the India (24). Additional countries with notable engagement include the UAE (19), Malaysia (18), and China (13), all exceeding 10 contributions. These figures reflect the active involvement of authors affiliated with institutions in these countries in advancing QQ-related scholarship.

3.1.8 Most Cited Countries

The analysis presented in Figure 9 identifies the countries whose publications received the highest citation counts. Greece ranked first with a total of 129 citations, followed by Italy (124), the UAE (78), Canada (68), and Malaysia (57). Although Greece had the highest total number of citations, averaging 11.70 citations per article, Italy recorded the highest average citation rate per article at 62.00.

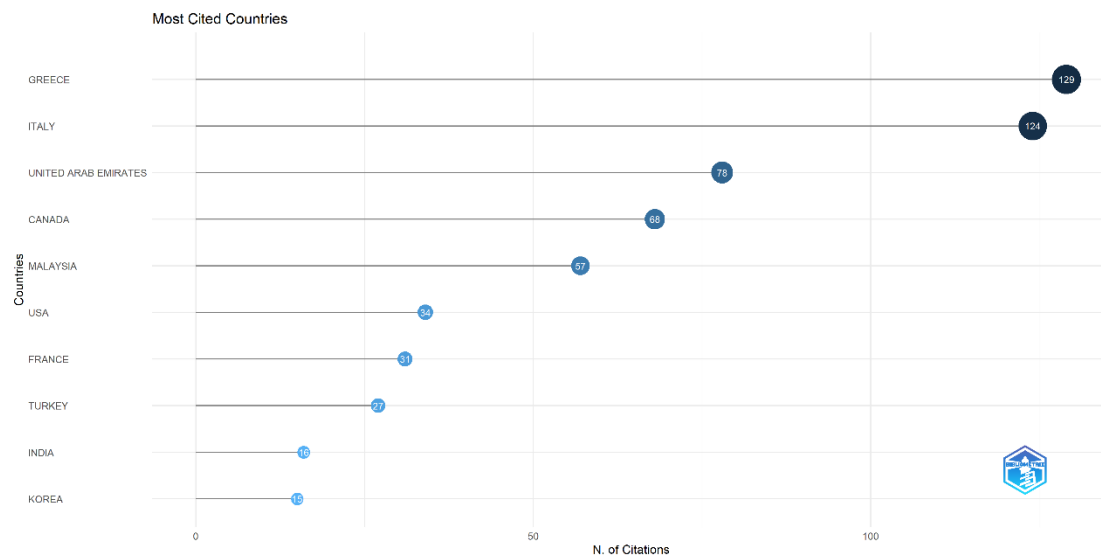


Figure 9: Most Cited Countries

3.1.9 Most Global Cited Documents

An analysis of 80 QQ-related publications indexed in the Scopus database identified the ten most globally cited articles, along with their respective annual citation averages, highlighting their influence and scholarly impact within the field.

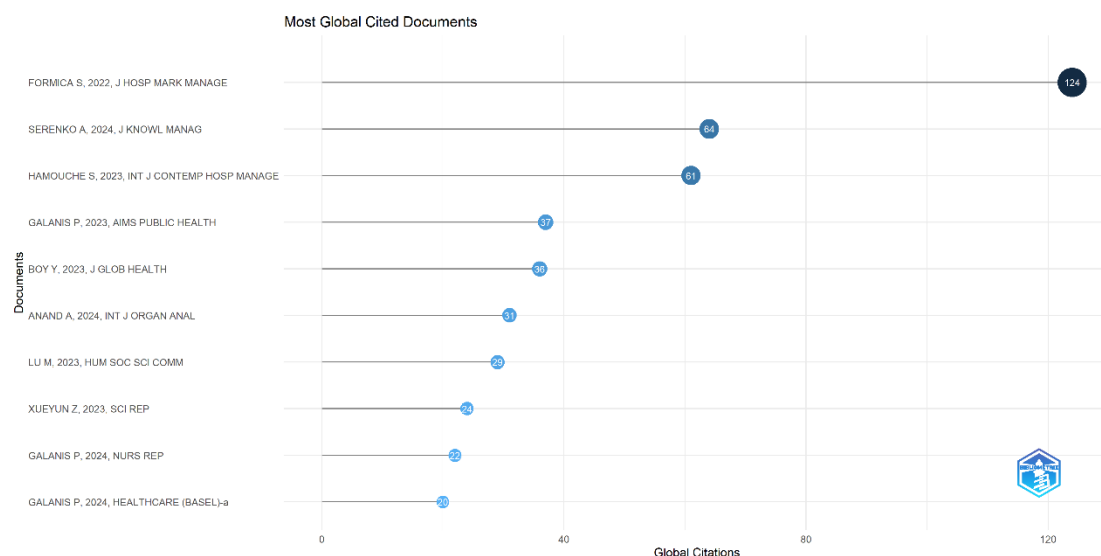


Figure 10: Most Globally Cited Articles

According to Figure 10, the study by Formica and Sfodera (2022), published in the Journal of Hospitality Marketing & Management, is the most frequently cited article related to quiet quitting, with a total of 124 citations and an annual average of 31 citations. Serenko (2024), in the Journal of Knowledge Management, follows with 64 citations and an average of 32 citations per year. Hamouche et al. (2023), published in the International Journal of Contemporary Hospitality Management, received 61 citations, averaging approximately 20.3 citations annually. The remaining authors each received a minimum of 20 total citations. Notably, Galanis et al. (2023, 2024a,

3.1.10 Most Frequent Keywords



Figure 12: Word cloud of the most frequently used keywords

3.1.11 Three-Field Plot

The three-field plot, commonly known as a Sankey diagram, visualizes the relationships among countries, authors, and keywords involved in QQ-related research. In this diagram, each element, whether a country, author, or keyword, is depicted as a colored rectangle, with the height of the rectangle proportional to the number of connections it shares with other elements. Larger rectangles indicate a greater number of associations, reflecting higher research activity or influence. Figure 13 displays Sankey diagrams for the ten most productive countries and authors, along with their key contributions to QQ-related research. The visualization highlights that authors from Greece, Malaysia, and the United Arab Emirates have had a prominent impact on this field. The thickness of the connecting lines between elements represents the strength of their association, illustrating the volume and direction of information flow across countries, researchers, and thematic areas.

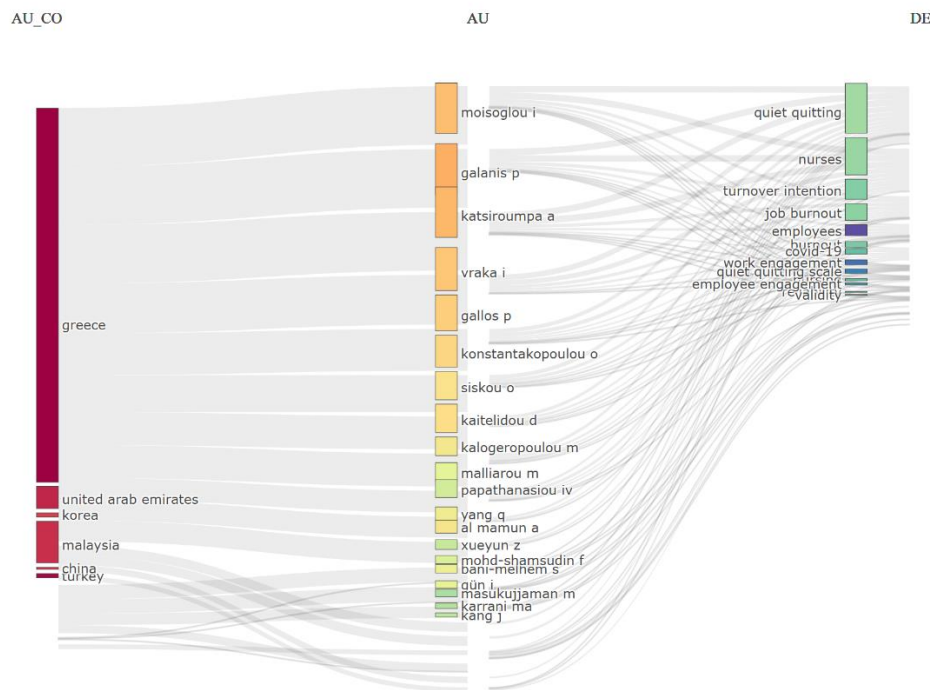


Figure 13: Relationship found in QQ related research between countries, authors, and keywords

3.2 Science Mapping

3.2.1 Author's Keywords Co-occurrence Network

To model the pairwise relationships between terms within article abstracts, a Co-occurrence Network was constructed and is depicted in Figure 14. This network is based on 80 abstracts and was utilized to explore the knowledge structure within the scientific domain. The Walktrap clustering algorithm in Biblioshiny (Lancichinetti et al., 2009) was employed to generate the network, as it effectively identifies thematic

clusters. The visualization reveals five distinct clusters, represented by the colors red, blue, purple, orange, and green. The positioning of nodes within these clusters was determined by key network centrality metrics, including betweenness, closeness, and PageRank. These clusters offer insight into broader research topics and contribute to a more comprehensive understanding of the field.

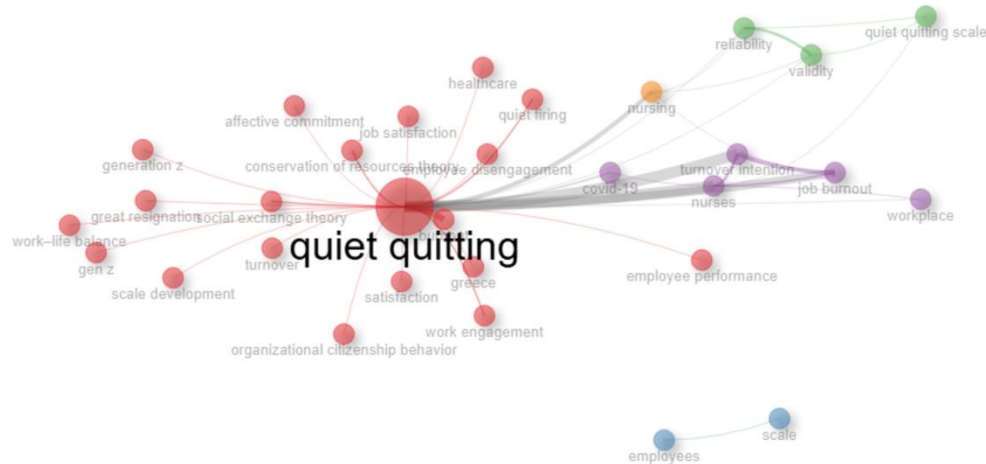


Figure 14: Author's Keywords Co-occurrence network analysis

3.2.2 Thematic Map

Building on the findings from the Co-occurrence Network, a thematic map was constructed to provide a clearer depiction of the cluster structures. Figure 15 highlights the various thematic areas within the research domain. These themes were delineated according to their level of relevance and degree of development.

The thematic map presented in Figure 15 provides a structured overview of the key research themes related to QQ, based on two dimensions: centrality (relevance) and density (development). Located in the upper-right quadrant—the motor themes—are clusters such as “burnout,” “nursing,” and “reliability,” which are both highly developed and central to the research field, indicating they are well-established and influential in driving QQ-related discourse. Similarly, “Gen Z,” “turnover,” and “Greece” also appear in this quadrant, suggesting an emerging scholarly focus on generational and geographical dimensions.

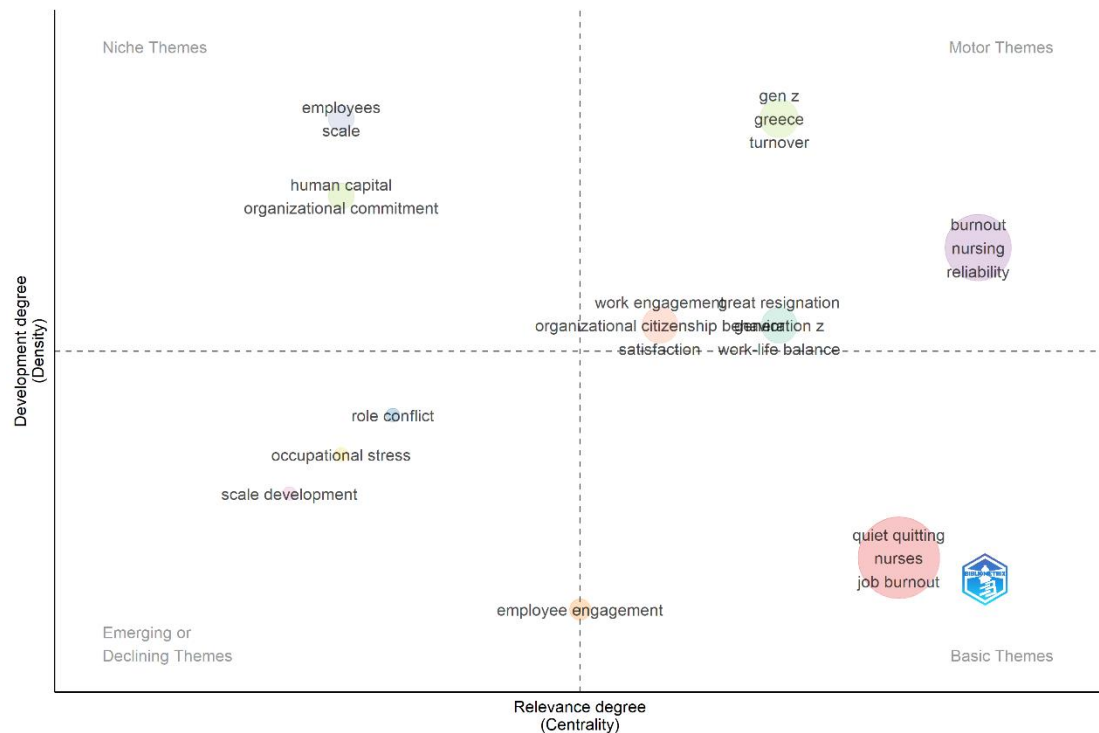


Figure 15: Thematic map representation of keywords in QQ publications

In the lower-right quadrant, classified as basic themes, concepts like “quiet quitting,” “nurses,” and “job burnout” are central but underdeveloped, representing foundational elements of the field that require further investigation. The upper-left quadrant, encompassing niche themes, includes terms such as “organizational commitment,” “human capital,” and “employees,” which show strong internal development but are less connected to other themes, signifying specialized but isolated subtopics. In contrast, the lower-left quadrant, indicative of emerging or declining themes, features “role conflict,” “occupational stress,” and “scale development,” which may reflect areas either gaining traction or losing relevance over time. Overall, this map offers a comprehensive thematic segmentation that aids in identifying the current focus, maturity, and gaps within QQ-related research.

3.2.3 Historiograph

The historiographic map delineates the intellectual trajectory of QQ literature from 2022 to 2025. Formica and Sfodera (2022) emerge as the foundational work in the domain, with numerous subsequent studies building upon their conceptual framework. The development of the field is marked by successive waves of contributions, including Hamouche (2023), Serenko (2024), and Galanis (2023–2024), which represent pivotal points of theoretical expansion and empirical refinement.

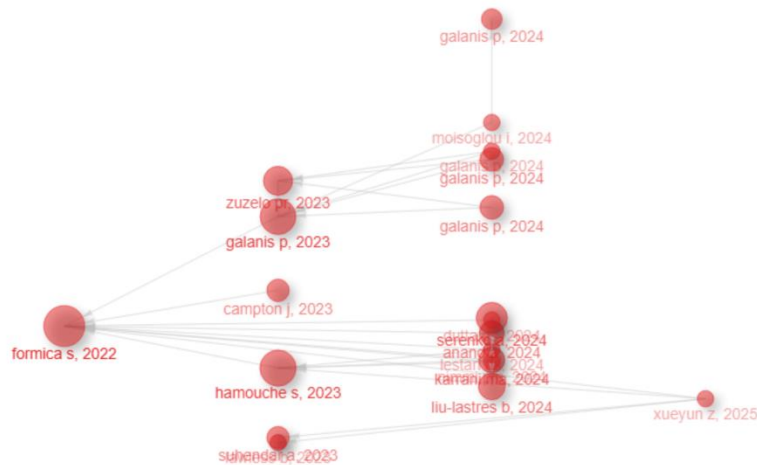


Figure 16: Historiographic Map of QQ

The map also identifies newer contributors, such as Xueyun (2025), suggesting the progressive diversification of research agendas and methodologies. Collectively, this historiographic structure reveals a dynamic and rapidly evolving scholarly landscape

3.2.4 Collaboration Network

The collaborative relationships among countries involved in the research field are visualized in Figure 17 through a network analysis. The analysis was conducted using 50 nodes, with the Ellipse clustering algorithm applied and association selected as the normalization method.

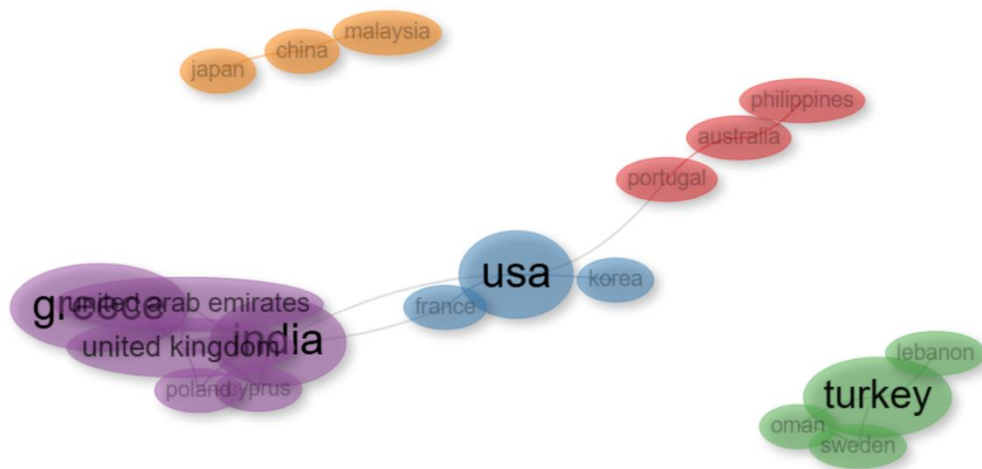


Figure 17: Collaboration Network

As depicted in Figure 17, the collaboration network is divided into five distinct clusters, each represented by a different color. Countries grouped within the same cluster are inferred to exhibit patterns of collaboration. The first cluster includes nations such as Australia, Portugal and Philippines. The second cluster comprises the USA, Korea and France. The third cluster consists of Turkey, Lebanon, Oman and Sweden. The fourth cluster includes Greece, India, the UAE, the United Kingdom, Cyprus and Poland. And the fifth and final cluster features Malaysia, China and Japan. These clustering patterns reflect the prevailing collaborative dynamics within the academic landscape.

4. Discussion & Conclusions

Extensive bibliometric and content analyses have yielded a range of insights and implications, which have been widely discussed in the existing literature. The scholarly interest in QQ has grown significantly, with a notable surge in publication volume beginning in 2022 and peaking in 2024. Researchers across various regions have predominantly focused on empirical studies examining the antecedents of the phenomenon, developing measurement tools and scales, and proposing strategies to address its implications. Nevertheless, there remains a conspicuous absence of studies specifically employing bibliometric analysis to explore the evolution and structure of the QQ research landscape, despite the recognized value of such analyses in assessing research productivity, thematic trajectories, and the interconnectivity between academic and practitioner communities (Ejaz et al., 2022).

The authorship trends identified in this study indicate a strong collaborative orientation within the field of QQ research. Specifically, only 6.25% of the analyzed publications were single-authored, highlighting the predominance of co-authorship and the collective nature of scholarly inquiry in this area. The Sankey diagrams, generated using three core metadata dimensions, offer additional insight into cross-domain relationships, particularly the links between authors, keywords, and contributing countries. For instance, author Galanis, P, from Greece emerged as a particularly influential figure, demonstrating significant engagement with core QQ themes. Analysis of author productivity further reveals that the majority of leading contributors became notably more active in publishing after 2023. Among the most consistently productive authors were Galanis, P, Katsiroumpa, A, and Moisoglou, I, whose sustained output positions them as central actors in shaping the ongoing discourse. In terms of geographic representation, the findings point to strong scholarly engagement from Greece, the United States, India, and Turkey, suggesting that QQ has gained global relevance, particularly in regions where workplace transformation, employee well-being, and organizational dynamics are pressing concerns.

Citation analysis, which quantifies how frequently a publication is referenced by subsequent works, serves as a key bibliometric indicator for assessing the impact of scholarly outputs, including individual authors, documents, or journals (Zupic & Čater, 2015; Xu et al., 2018). In the context of QQ, the body of literature spans

multiple academic domains, notably including management studies, organizational psychology, public health, hospitality, and the social sciences. This interdisciplinary distribution reflects the multifaceted nature of the phenomenon and underscores its relevance across diverse professional contexts (Aria & Cuccurullo, 2017). The current study identified 80 publications distributed across 60 different academic journals, with the majority of contributions appearing in outlets dedicated to management, healthcare, and hospitality sectors. This pattern of publication reinforces the cross-sectoral significance of QQ and suggests a growing convergence of interest from both organizational and health-oriented research communities.

The keyword co-occurrence network reveals five distinct thematic clusters that collectively illuminate the interdisciplinary scope and evolving intellectual structure of research on QQ. The largest and most central cluster coalesces around “*quiet quitting*” and includes terms such as *employee disengagement*, *organizational citizenship behavior*, *job satisfaction*, *work engagement*, and *conservation of resources theory*. This grouping suggests a foundational emphasis on motivational and behavioral theories in organizational psychology, echoing established frameworks like Hobfoll’s Conservation of Resources Theory (Hobfoll, 1989) and Blau’s Social Exchange Theory (Blau, 1964), which underpin the conceptualization of QQ as a withdrawal behavior driven by perceived inequities in effort, reward exchange. A second cluster includes *job burnout*, *turnover intention*, *nurses*, and *workplace*, signaling the salience of QQ within healthcare settings, where high emotional labor and systemic stressors contribute to employee exhaustion, a trend exacerbated by the COVID-19 pandemic (Galanis et al., 2023). A third cluster centers on *quiet quitting scale*, *validity*, and *reliability*, reflecting recent efforts to operationalize QQ through psychometrically sound instruments, a necessary step toward empirical clarity (Aria & Cuccurullo, 2017). Meanwhile, a sociocultural fourth cluster features *generation Z*, *great resignation*, and *work–life balance*, underscoring how shifting generational work values and broader labor trends shape the discourse around disengagement and redefining career aspirations (Klotz & Bolino, 2022). Finally, a smaller, more emergent fifth cluster, comprising the terms *employees* and *scale*, suggests ongoing but still underdeveloped interest in quantitatively capturing employee perspectives on disengagement and QQ. Collectively, these clusters demonstrate that QQ is not only a theoretical construct situated within organizational behavior, but also a practical concern that spans workforce demographics, sectoral contexts, and measurement paradigms.

Scientific mapping enables the visualization of the structural and temporal dynamics of a research domain, offering a framework through which the intellectual organization and evolution of a field can be assessed (Cobo et al., 2011). In the context of this study, conceptual structure maps were utilized to systematically capture the principal research trends and thematic concentrations within the literature on QQ. These mappings elucidate the thematic clusters that define the core intellectual underpinnings of the field, illustrating how various authors and

publications have shaped scholarly discourse over time. Additionally, such analyses can facilitate longitudinal evaluations of how key concepts have developed, making them valuable tools for identifying temporal shifts and emerging research priorities (Aria & Cuccurullo, 2017). By delineating clusters according to measures of centrality (reflecting a theme's relevance) and density (indicating its development), thematic maps help to distinguish between well-established, emerging, and declining topics. This classification not only aids in synthesizing existing knowledge but also enables scholars to focus future investigations on high-impact or underexplored themes with greater precision.

This study offers a comprehensive examination of the evolving landscape of research on QQ, highlighting key patterns and emerging trends within the scholarly discourse. Given the inherently interdisciplinary nature of the topic, spanning fields such as organizational behavior, psychology, healthcare, and human resource management, there is a growing need for a global mapping of the literature to understand its multifaceted development. Although significant academic attention has been devoted to exploring the antecedents and implications of QQ, systematic bibliometric analyses remain scarce. This investigation represents one of the earliest attempts to apply bibliometric techniques to QQ-related literature indexed in the Scopus database, thereby identifying the most influential authors, highly cited publications, contributing institutions, and dominant national and disciplinary contributions. Notably, the trajectory of the literature suggests a growing scholarly interest in QQ, as evidenced by the marked increase in publications after 2023, which reflects a shifting research focus in response to evolving workplace dynamics (Aria & Cuccurullo, 2017; Donthu et al., 2021). This bibliometric approach thus provides a valuable lens for understanding the structural composition and intellectual progression of this emerging field.

Conclusively, the Historiographic analysis of the QQ literature from 2022 to 2025 outlines the intellectual evolution of the field, highlighting key contributions and collaborative dynamics. Foundational work by Formica and Sfodera (2022) laid the conceptual groundwork for the domain, with subsequent expansions by scholars such as Hamouche (2023), Serenko (2024), and Galanis (2023–2024) contributing to both theoretical depth and empirical development. More recent contributions, such as that of Xueyun (2025), signal the field's ongoing diversification and methodological broadening. In parallel, the Collaboration Network reveals five distinct country clusters, reflecting the global nature of research engagement. These clusters demonstrate regional and cross-national academic cooperation, with notable partnerships such as those between the United States, Korea, and France; Greece, India, and the United Kingdom; and Malaysia, China, and Japan. Such international collaboration underscores the growing interdisciplinary and transnational interest in understanding and addressing QQ as a complex organizational and societal phenomenon.

Data Availability Statement

The data presented in this study are available on request from the corresponding author

Declaration of competing interest

The authors declare that they have no known competing financial interests or personal relationships that could have appeared to influence the work reported in this paper

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