

T.C.
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SOSYAL BİLİMLER ENSTİTÜSÜ
İŞLETME ANABİLİM DALI
ÖRGÜTSEL DAVRANIŞ (İNGİLİZCE) TEZLİ YÜKSEK LİSANS PROGRAMI

**EXAMINING THE RELATIONSHIP BETWEEN QUALITY OF WORK LIFE AND
QUIET QUITTING: THE MODERATING ROLE OF PSYCHOLOGICAL RESILIENCE**

Yüksek Lisans Tezi

TUTKU BİÇER

İstanbul, 2025

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ÖZET

İş Yaşam Kalitesi ve Sessiz İstifa Arasındaki İlişki: Psikolojik Dayanıklılığın Düzenleyici Rolünün İncelenmesi

Bu araştırmanın amacı, çalışanların iş yaşam kalitesi ile sessiz istifa davranışları arasındaki ilişkiyi incelemek ve bu ilişkide psikolojik dayanıklılığın düzenleyici rolünü ortaya koymaktır. Literatür incelemesi ve hipotezler doğrultusunda iş yaşam kalitesi ve sessiz istifa arasında negatif bir ilişki olabileceği öngörülmüştür. Psikolojik dayanıklılığın ise bu ilişkiyi düzenleyebileceği varsayılarak çalışma yapılandırılmıştır. Araştırma modelini test edebilmek amacıyla, özel ve kamu sektöründe çalışan 190 kişiye çevrim içi anket formu ulaştırılarak veri toplanmıştır. Veriler SPSS programı ile analiz edilmiştir. Katılımcılar ile demografik bilgi formu, sessiz istifa, iş yaşam kalitesi, psikolojik dayanıklılık ölçeklerini içeren anket formu paylaşılmıştır. Veri analizlerinde faktör analizi, korelasyon analizi, bağımsız örneklem t-testi, ANOVA, çoklu regresyon analizleri ve moderatör testi yapılmıştır. Yapılan analizler sonucunda iş yaşam kalitesi ve sessiz istifa arasında zayıf ve negatif yönlü bir bağlantı ortaya konulmuştur. Ancak psikolojik dayanıklılığın iş yaşam kalitesi ve sessiz istifa arasındaki ilişkide anlamlı bir moderatör etkisi bulunamamıştır. Çalışma, literatüre QQ kavramının örgütsel faktörlerle ilişkisini ortaya koyarak katkı sağlamaktadır. Ayrıca, yöneticilere çalışan bağlılığını artırma ve sessiz istifayı önleme konusunda stratejik öneriler sunmaktadır.

Anahtar Kelimeler: İş Yaşam Kalitesi, Sessiz İstifa, Psikolojik Dayanıklılık

ABSTRACT

Examining the Relationship Between Quality of Work Life and Quiet Quitting: The Moderating Role of Psychological Resilience

The purpose of this study is to examine the relationship between employees' quality of work life and quiet quitting and to reveal the moderating role of psychological resilience, which is the ability to bounce back from adversity, in this relationship. Based on the literature review and theories, a negative relationship between the quality of work life and quiet quitting was predicted. The study was structured assuming that psychological resilience could moderate this relationship. To test the research model, data were collected by sending an online survey form to 190 people working in the private and public sectors. The data were analyzed using the SPSS program. The survey form, which included demographic information forms, quiet quitting, quality of work life, and psychological resilience scales, was shared with the participants. Factor analysis, correlation analysis, independent samples t-test, ANOVA, multiple regression analyses, and moderator tests were performed in the data analyses. As a result of the analyses, a weak and negative connection was revealed between the quality of work life and quiet quitting. However, no significant moderating effect of psychological resilience was found in the relationship between the quality of work life and quiet quitting. The study contributes to the literature by revealing the relationship of the quiet quitting concept with organizational factors. It also provides strategic advice to managers on increasing employee engagement and preventing quiet quitting.

Keywords: Quality of Work Life, Quiet Quitting, Psychological Resilience

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ABBREVIATIONS

QQ: Quiet Quitting

QWL: Quality of Work Life

SDT: Self Determination Theory

SET: Social Exchange Theory

JD-R: The Job Demands-Resources (JD-R)

SPSS- Statistical Package for the Social Sciences



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INTRODUCTION

The COVID-19 pandemic has profoundly changed conventional work behaviours, encouraging employers and employees to adapt to new work dynamics. These changes in business life have emerged with the reflection of behaviours called ‘quiet quitting (QQ)’ in employees. With the effect of QQ, employees reconsidered their work-life balance and personal well-being during the pandemic and the idea gained popularity, particularly on social media. With a TikTok post, Zaid Khan from New York brought this idea to other people's attention, and it quickly became ingrained in everyday life (Yıkılmaz, 2022). QQ explains that employees tend to work with only the minimum effort required. QQ may appear unproblematic when employees mostly fulfil their core responsibilities rather than taking on extra responsibilities. However, companies rely on employees' willingness to take on extra responsibilities for a competitive advantage. Managers argue that employees who show signs of QQ and become disengaged from their jobs can be challenging, especially with the emergence of new tasks. This behaviour is often linked to burnout, lack of motivation, and dissatisfaction with work conditions (Deci & Ryan, 2008; Kobal & Batı, 2022; Esen, 2023). Also, those who engage in QQ may not only affect themselves; it can also increase the workload and pressure on their colleagues who do not resort to QQ (Klotz & Bolino, 2022). Therefore, organisational and individual factors should not be ignored when describing QQ. The concept of quality of worklife (QWL) was discussed in the research to examine the organisational elements.

QWL has become a key concern in understanding organisational factors, particularly after industrial revaluation, as significant changes in work environments have profoundly affected employee experiences (Gazi et al., 2024). QWL includes physical, psychological, and social factors in the workplace that contribute to employees' overall well-being and productivity (Riyono, Hartati & Fatdina, 2022). These factors may be adversely affected by poor working conditions, low motivation, inadequate support, and psychological pressures, potentially leading to the emergence of QQ behaviour. As a result, employees may be emotionally and mentally detached from their jobs and decrease their performance, although physically present (Klotz & Bolino, 2022).

First aim of this study is to understand the relationship between QWL and QQ, which is crucial for organisations aiming to enhance employee engagement and retention (Deci & Ryan, 2008; Kobal & Batı, 2022; Esen, 2023). The main purpose of this study is to analyze the relationship between QWL and QQ to gain a deeper understanding of the dynamics underlying the increasing disengagement tendencies in the modern workforce. By determining the structural and psychological factors that trigger

QQ behaviors of employees, it is aimed to provide a scientific basis for organizations to develop strategic interventions that will increase employee commitment, motivation, and retention. In this context, it is expected that the findings will contribute to organizations re-evaluating their practices regarding QWL and designing comprehensive human resources policies that will prevent employees from psychologically disengaging from work.

However, organisational challenges cannot be fully understood without accounting for individual factors. The second aim of this study is to examine the moderator effect of psychological resilience on the relationship between QWL and QQ. Psychological resilience is an individual's ability to cope with stress, adapt to changes, and overcome difficulties. Psychological resilience provides restored psychological well-being and functioning in adversity (Fletcher & Sarkar, 2013). Studies in the literature examine the relationship between psychological resilience and QWL. These studies suggest that higher levels of psychological resilience are positively associated with better perceptions of QWL, as resilient individuals are more capable of coping with workplace stressors and maintaining their well-being (Yildirim & Cicek, 2022; Robertson, Cooper, Sarkar, & Curran, 2015). Accordingly, psychological resilience is often considered a key psychological resource that enhances employees' ability to adapt to organisational challenges, improving overall work satisfaction and quality of life. In summary, the second aim of this study is to shed light on the importance of individual psychological resources in maintaining employee commitment by revealing how psychological resilience affects the relationship between QWL and QQ.

The results of this study will contribute to the literature in several ways. Despite the growing public and managerial interest in QQ academic literature on the topic remains relatively limited and fragmented. Because of that, firstly, this study aims to understand the relationship between QQ and QWL and to examine the organizational and individual causes of QQ. Particularly in the light of various theories, the concept of QQ and QWL relationship has been interpreted from multiple perspectives. It provides a new theoretical lens for understanding modern, subtle forms of employee withdrawal. Also, previous researches on QQ has typically focused on general dissatisfaction. This study takes a more structured and multidimensional approach by operationalizing Quality of Work Life (QWL) as a predictor.

Secondly, this study aimed to find the moderating effect of psychological resilience on the relationship between QWL and QQ. By proposing and testing resilience as a moderator, this research integrates individual-level psychological resources into the social exchange framework, enriching both the theory and its practical relevance.

Thirdly, QQ has gained popularity in recent years. A comprehensive understanding of psychological resilience, QWL, and QQ itself may help organisations prevent QQ and its associated adverse outcomes. Lastly, based on the findings of this study, organisations could develop strategic plans to enhance employee well-being and organisational efficiency.

1. THEORETICAL FRAMEWORK OF THE STUDY

1.1 The Concept of Quite Quitting

The COVID-19 pandemic, which spread worldwide in 2019, is an epidemic that has affected society in many economic, cultural, social and similar aspects. With the effects of the pandemic, Quiet Quitting (QQ) has recently gained considerable attention in academic and business circles. The concept, which is also called “silent resignation”, “silent quitting”, “leaving silent”, “quietly giving up”, or “quietly leaving”, is more commonly expressed as “Quite Quitting (QQ)” in literature (Çimen & Yılmaz, 2023). However, the exact origin and timing of the idea of QQ remain unclear, as we know it was first introduced by economist Mark Boldger at the Texas A&M Economics Symposium in 2009 (Yıkılmaz, 2022).

The term QQ has been defined in various ways across the literature by numerous academics (Lu et al., 2023; Johnson, 2023; Çimen & Yılmaz, 2023; Hetler, 2024; Granger, 2022; Biregeyi, 2023; Yıldız, 2023; Scheyett, 2022; Ratnatunga, 2022; Ochis, 2024; Yıkılmaz, 2022).

According to Lu et al. (2023, p. 2), “QQ intention is a new concept that is different from turnover intention, which refers to emotional or physical tiredness and fatigue from a job, thus encouraging the thought of just doing the basic work to fulfil the responsibilities and never exceed that.”

According to Johnson (2023, p. 1), “Employees are unwilling to exert effort beyond the minimum required for employment.”

According to Çimen & Yılmaz (2023, p. 28), “QQ does not mean the employee is leaving their job. It is the refusal to take on any responsibilities outside the tasks included in the individual's job description and the cessation of voluntarily performing extra work. At the same time, individuals with this attitude avoid work-related activities after working hours and do not respond to incoming emails and phone calls. They draw a line between their private and work lives, prioritizing their private life. They do their jobs with less enthusiasm and less effort.”

According to Hetler (2024), QQ is a strategy workers use to maintain a better work-life balance by limiting their responsibilities to what is specified in their job descriptions. This approach responds to burnout or a desire to shift roles rather than indicating an intention to quit the job. The main reasons people leave their positions include insufficient pay, feelings of mistreatment, and a lack of advancement opportunities. Additionally, QQ may reflect a desire to change careers or seek a new job.

According to (Granger, 2022), contrary to its name, QQ does not refer to quitting a job. Instead, it describes a work approach where employees only perform the tasks outlined in their job descriptions—no more, no less. This strategy protects employees from burnout and prioritizes their mental health and personal well-being. Employees can reprioritize and focus on activities that provide the most value by setting clear boundaries and choosing to say “no” to additional projects rather than automatically agreeing. This approach helps reduce burnout, increases motivation, and improves overall engagement.

Biregeyi (2023), Yıldız (2023), Ochis (2024) and Yıkılmaz (2022) have defined QQ in similar ways. Rather than quitting their jobs, employees chose to "take it easy at work." Those who engage in QQ show behaviours aimed at simply doing what is required to retain their employment while avoiding additional effort and reducing their psychological involvement at work. In the QQ case, employees perform at a basic level and work in a way that preserves their energy and effort. Instead, quiet quitters prioritize maintaining work-life balance and safeguarding their well-being by limiting their work efforts and disconnecting from high-stress environments. This behaviour can also include coming late or leaving early, not volunteering for more duties, staying silent in meetings even when problems arise, ignoring communications outside of work hours, separating themselves from colleagues, and taking more leave than typical.

To summarize the definitions, QQ is the process in which individuals, without formally leaving their jobs, focus solely on their minimum job responsibilities and reduce their voluntary engagement at work. This often arises due to a decline in quality of work life, burnout, value conflicts, or unmet psychological needs, and reflects an invisible redefinition of the individual's relationship with their job.

QQ expanded in popularity, primarily through social media during the pandemic (Yıkılmaz, 2022). Zaid Khan's 17-second video has been watched and shared thousands of times, becoming a trend. In his TikTok video that has inspired many, Zaid Khan said, “QQ does not mean quitting your job. It just indicates preventing your job from taking over your life. Your job is not your life! Your worth cannot be specified by what you deliver”. Several aspects of the causes are given by employees who feel good about themselves but are not committed to their company. These employees tell us the following in their own words: “I no longer define myself with my job” or “I distance myself from my job because my job

consumes me.” (Elgan, 2022; Abacıoğlu, 2023). After a Generation Z employee used this expression, many started creating social media content, writing business articles, or bringing up the topic.

In addition, during the pandemic, working models have shifted to online and hybrid working. While this has enabled individuals to continue their work tempo with digital tools, it has made work-life balance difficult. Due to the pressure of working remotely, employees have started to work longer hours, and as a result, the feeling of burnout has increased (McPhail, Chan, May, & Wilkinson, 2023). Eventually, employees have reacted to the intense work tempo and rush that came to the fore during the COVID-19 pandemic with QQ. With this behaviour, employees believed they were protecting their well-being by reorganizing the disrupted work-life balance (Keane, 2023).

Moreover, despite being seen as a generation known for innovative ideas and solutions, Gen Z—born after 1997—increasingly exhibits signs of QQ. This behaviour appears as a response to dissatisfaction in the workplace or a mismatch between expectations and reality. Gen Z places a high value on work-life balance and meaningful employment, leading to an increased prevalence of QQ among them (Ochis, 2024). It is important to understand this generation's job expectations better. According to research conducted by Gallup, at least fifty per cent of the U.S. workforce is becoming disengaged from their responsibilities. As Gen Z continues to enter the workforce, this disengagement speed may increase further in the coming years. Therefore, understanding the idea of QQ has become increasingly critical (Gallup, 2022). Although some argue that QQ has emerged as a new workplace culture, especially among Gen Z (Keane, 2023; Yıkılmaz, 2022; Xueyun et al., 2023), contrary to these views, the idea of making minimal effort in the workplace is a concept that has been previously addressed in the negative organizational behaviour literature. For this reason, there are also views that QQ is an old concept but has gained popularity with a new trend. According to this view, QQ is associated with non-new phenomena such as lack of organizational commitment, burnout, low motivation, and neglecting job responsibilities (Kobal & Batı, 2022; Esen, 2023).

QQ can significantly affect employees, particularly as the COVID-19 pandemic underlined its relevance in the evolving workplace. The pandemic reshaped the labour market by accelerating remote work adoption, which, in turn, fueled the rise of QQ. Quarantine and isolation measures led businesses to redesign their methods for a remote setup, forming more flexible and autonomous work environments (Harter, 2022). This change gave employees greater freedom and control over their work, leading to increased self-directed responsibility and a reassessment of work-life priorities (Yıldız, 2023).

Following the epidemic, two labour market trends gained popularity: Great Resignation in 2021 and QQ in 2022. Many people are under more stress due to the social and economic instability brought on by

COVID-19, which has forced them to reconsider their lifestyle and work style. The pandemic also led to the “Great Rethink” of everyone's quality of work and life (Johnson, 2023). Instead of pursuing the goal of transcending themselves at work, more people are willing to devote more focus to their personal lives (Lu et al., 2023). As a result, two concepts have gained importance: while some people resigned from their jobs, others preferred to quietly quit (Lee et al., 2023). With the resignation earthquake, those who resigned during the pandemic probably found a new job or entered a job with more flexible working hours. However, employees in the QQ process did not leave their jobs. The pandemic has thus created a new market where employees search for better conditions, which puts pressure on the companies' abilities to retain their workforce (Lee et al., 2023).

Estimating the proportion of employees across three categories—actively engaged, not engaged, and actively disengaged—offers valuable insights into workforce dynamics and organizational health. According to an analysis by Yıkılmaz (2022) and Harter (2022) based on Gallup's report, the proportion of employees who perceive themselves as "actively disengaged" from their work has been increasing annually since 2020 (Yıkılmaz, 2022, p. 582). Gallup's work engagement survey underscores a significant transformation in the U.S. workforce. From 2019 to 2022, the percentage of engaged employees aged 35 and under decreased by six points, while the proportion of disengaged employees in the same age group increased by an equivalent margin. This pattern highlights a broader shift in employee involvement, suggesting that QQ is not just a perceived problem from the viewpoint of the workforce. QQ is a topic that deserves attention and focus from academic circles and top management.

Youthall, a human resources consulting organization located in Turkey, performed an online survey with 1,002 participants to examine perceptions and practices related to QQ. The findings indicated that 24% of the younger population in Turkey already have QQ, while 46% have shown a propensity to embrace this approach. The survey identified primary drivers of discontent among participants, such as insufficient work-life balance, inadequate compensation, and ambiguous job responsibilities. When asked what might deter them from silently disengaging, respondents suggested changing compensation procedures and introducing workplace factors that boost motivation, which could lead them to reconsider their viewpoint (Youthall, 2022). Also, in a recent Wall Street Journal article, 50% of the current workforce has opted to restrict their dedication to their jobs (Mahand & Caldwell, 2023). Today's employees opt to limit their commitment to their roles and job descriptions that their companies have described. The reasons need to be examined in detail.

Patel et al. (2025) (cited in Meydan & Akkaş, 2023) explained that QQ is a multidimensional structure. QQ is divided into two dimensions: emotional and behavioural. As mentioned in previous definitions in

the literature, QQ is not limited to the physical separation of the person from work but also the decrease in employees' emotional attachment to their work and a scale study to measure this (Çimen & Yılmaz, 2023).

Affective commitment shows that there are emotional consequences in the concept of QQ. According to Patel et al. (2025), QQ's emotional dimension can be explained by Social Exchange Theory (SET). SET is based on the principle of reciprocity. For example, if the employee thinks that he/she is not getting anything in return for his/her contributions to the workplace, this leads to negative emotions. In this case, the individual tries to maintain balance within himself/herself by minimizing his/her contribution. As a result, the emotional aspect of QQ may include discomfort with overwork (negative emotions) and satisfaction with working at a minimum level (positive emotions). Researchers have examined this in one dimension, the emotional dimension of QQ (Patel, Guedes, Bachrach & Cho, 2025).

The behavioural dimension of QQ emerges as decreased interest in work, lack of extra effort and responsibility in fulfilling the job responsibilities, and lack of motivation. The emotional dimension of QQ emerges as emotional fatigue, the emotional distance between the job and the employee, and decreased commitment (Granger, 2022). In addition, the behavioural dimension of QQ can be explained by SET. People want to receive the most benefit in return for their efforts. If this benefit exceeds the cost, they tend to stay in relationships. In cases where this does not happen, individuals either reduce their contribution levels or end the relationship altogether. This situation manifests itself with behavioural QQ. The employee prefers not to make more by maintaining the minimum contribution to prevent dismissal (Cropanzano & Mitchell, 2005; Patel et al., 2025).

In relation to these definitions, Çimen & Yılmaz (2023) examined the process starting with QQ and leading to resignation in three stages.

Emotional stage: Employees show behaviours such as not taking initiative, staying silent in meetings, and not presenting ideas. They may feel their expertise and experience are not valued (Çimen & Yılmaz, 2023).

Mental stage: Employees actively contribute to their work but isolate themselves from the work environment, set clear boundaries, work at a slower pace, and strive to escape the stress associated with a culture of intensity in the workplace (Çimen & Yılmaz, 2023).

Physiological stage: This stage is the most obvious one. Employees give a clear message that they do not want to continue working. They can evaluate different job options and find reasons not to come to work.

It is important to consider QQ holistically to understand how it emerges in organizations. (Patel et al., 2025).

1.1.2 Antecedents of QQ

While scholars and practitioners have defined QQ in various ways, the core themes consistently focus on employee disengagement and changing priorities. To completely understand QQ, it is important to examine its root causes. Although multiple qualitative studies have illuminated the reasons (Landin et al., 2023), there is still a notable gap in quantitative research that could offer broader and statistically significant insights. The subsequent part will examine the primary causes of QQ, investigating the interaction between organizational practices and individual motivations to understand this phenomenon better.

Numerous studies in the literature examined the antecedents of the QQ concept. In this section, the studies are grouped under common themes and explained.

Work-Life Balance

Work-life balance refers to the need for individuals to establish a balance between their work and personal lives. The balance to be founded here is important for motivation and general life satisfaction (Şarkbay, 2024). Working from home has become an important issue for work-life balance. In addition to flexibility and productivity, working from home has adverse effects, such as blurring the boundaries between work and private life, role ambiguity, and intense workload (Aydın & Azizoğlu, 2022). In addition to all these factors, constantly expecting high employee performance can also affect work-life balance and can cause QQ (Youthall Turkey, 2023).

However, when work-life balance is disrupted, employees may feel exhausted, worthless or overburdened. This situation can lead to QQ behavior. Studies show that disrupting work-life balance weakens employees' psychological ties to work and increases the likelihood of QQ behaviors (Şarkbay, 2024). In a survey conducted by LendingTree (2022), 57% of employees who adopted QQ behavior stated that their work-life balance had improved. The study concluded that individuals used QQ behavior as a method to create time for themselves and achieve work-life balance. Based on both studies, it can be concluded that QQ behavior affects the quality of work life or, conversely, work-life balance can lead to QQ behavior.

Well-Being

Well-being is the sum of the negative and positive evaluations people make about their lives. When the well-being topics that are common to everyone are listed, we can see the titles career, social, financial, physical and community well-being. All of these may have an impact on people's evaluations of well-being (Knight & McNaught, 2011). According to Lu et al., (2023) their research findings indicated that work overload, perceived pay-for-performance, emotional organizational commitment, and work environment highly influence job burnout and employee well-being. As a result, job burnout and employee well-being significantly effect QQ intention. Thus increasing wellbeing may contribute to decrease QQ intention (Zhong et al., 2023).

In addition, research has shown that job burnout affects wellbeing, which in turn leads to higher QQ behavior. Wellbeing negatively affects QQ behavior (Zhong et al., 2023). Although, QQ was not directly addressed in the study of Öztürk et al. (2023), it is emphasized that toxic workplace environments characterized by constant anxiety and inadequate communication negatively affect the well-being of employees. These situations may play an indirect role in the emergence of QQ behaviors.

On the contrary, organizational support is an important source of employee well-being. Additionally, perceived organizational support has been found to reduce QQ intention (Formica & Sfodera, 2022).

Questioning the Meaning of Work

With the impact of the pandemic, the search for meaning in life became apparent for employees. Most employees ask, "What does working mean to me?" and "Is the work I do suitable? Does it satisfy me?" "Do my managers show me the value I deserve?" began to be questioned. With the change that comes with all these questions, employees set clear boundaries for their job responsibilities (Kobal & Batı, 2022). Negative responses to these questions often indicate that QQ behavior is motivated by a need to preserve work-life balance or safeguard well-being, particularly in high-pressure work environments. (Mahand & Caldwell, 2023).

Individuals who exhibit QQ behaviour could live with a lack of meaningful associations with their organizations or job descriptions. The loss of emotional connection due to the incompatibility of work and personal goals can lead to QQ (Mahand & Caldwell, 2023; Granger, 2022). In addition, Kaplan (2022) states that one of the main reasons for QQ behavior is a lack of purpose and meaning in the workplace.

Additionally, in a study conducted with healthcare professionals, it was stated that the meaning of work becomes important, especially in high-pressure environments such as hospitals. When healthcare

professionals find their work meaningful, they are more likely to be motivated and committed to their jobs. This commitment translates into better work efficiency, a stronger sense of teamwork, and a higher quality of care for patients. Conversely, if healthcare workers perceive their work as meaningless or unfulfilling, they may become disengaged and more prone to QQ (Kang, Kim, & Cho, 2023).

Perceived Worthlessness or Insignificance in the Workplace

When employees feel that their contributions at work are meaningless and worthless, they may reduce the effort they put into work (Kobal & Batı, 2022).

Kobal and Batı (2022) believe that the mismatch between employees' unique skills and abilities and their job description may place obstacle in front of creativity and ideas. This can cause to employees exhibit QQ behavior.

Lack of Justice and Transparency

Lack of transparency in manager-employee relations, absence of an inclusive and equitable working environment, perceptions of injustice, and a toxic work culture contribute to the increase in QQ. Low wages and income inequality relative to the work performed are also significant antecedents for QQ (Kaplan, 2022; DeSmet et al., 2022).

Factors such as management of organizations with high power distances, lack of transparency in the relations between superiors, managers, and employees, absence of a democratic working environment, lack of an organic communication network between managers and employees, and the inability of employees at different levels to communicate effectively with managers can be shown among the important factors that trigger QQ (Duran, 2023).

Inadequate Career and Development Opportunities

Situations such as limited career paths for employees, lack of support for their development, and restrictions on creativity are also reasons for QQ (Youthall Turkey, 2023; DeSmet et al., 2022; Çimen & Yıldız, 2023). Employees who think that their institutions do not provide sufficient opportunities for their development and that a road map for their careers is not created may show QQ behaviour when they think that they cannot progress in their careers (Çimen & Yıldız, 2023).

Kobal and Batı (2022) believe that insufficient support for employee development and a lack of resources could lead to QQ behaviour.

Failure to Meet Basic Psychological Needs

Failure to meet basic psychological needs such as not competence, relatedness and autonomy weakens employee engagement. The lack of building trusting relationships in the workplace and failure to meet these needs strengthens QQ tendency (Aydın & Azizoglu, 2022).

In addition to the employment contract, a psychological contract is established between the employee and the employer. This contract is a relationship based on trust and mutual commitments, which are not clearly expressed but shared subconsciously about the expectations and responsibilities of both parties. Employees who realize they are not treated in accordance with this agreement for the above reasons and do not resign can terminate the psychological contract using the QQ method (Tatlı, 2023). Psychological contract violation and job burnout have been found to influence QQ (Xueyun et al., 2023).

Lack of Adaptation to Changing Work Conditions

According to Kobal and Batı (2022), employees' perceptions that they cannot adapt to changing conditions and working environments as a result of work arrangements, the weakness of the organizational culture, and the failure to design jobs according to changing working conditions can be among the reasons for QQ.

Trust in The Managers and Leadership

One study has shown how effective leadership can be related with QQ behaviour. The large-scale study that explored the relationship between leadership and QQ was conducted over two years, with 2,801 managers and 13,048 direct reports to these managers (Zenger & Folkman, 2022). The study found that less effective managers had three to four times as many employees in the QQ category compared to effective leaders. In other words, employees of less effective leaders were more likely to exhibit QQ. Additionally, 14% of employees with less effective managers were found to have QQ behaviour, while only 20% were willing to put in the extra effort. In contrast, 62% of those who worked with effective leaders who were attentive to and balanced with the needs of their employees were found to be willing to put in extra effort, and only 3% have QQ (Zenger & Folkman, 2022).

Poor management practices and weak relationships between employees and managers reduce employees' sense of belonging and commitment to the organization. On the other hand, supportive management practices strengthen employees' commitment at work by fulfilling basic psychological needs (Aydın and Azizoglu, 2022).

The positive relationships managers establish with their employees and create an environment of trust are very effective on the QQ factor. In summary, factors such as managers' consistent behaviours, supporting the development of employees and allocating sufficient time for them, making employees feel their expertise in their jobs and keeping their promises are important for the QQ (Zenger & Folkman, 2022; Duran, 2023).

When the reasons that cause QQ are examined, QQ is not a fate; precautions can be taken. Thus, it can be ensured that employees can work with the motivation and performance they had before. (Yıldız, 2023). The following section will explain the reasons for QQ and its organizational and individual consequences.

1.1.3 Consequences of QQ

An examination of the results of QQ reveals that this phenomenon affects not only individuals but also organizations. Beyond that, it also affects the organization and society (Duran, 2023). In this section, the results of QQ are examined in detail.

QQ is likely to decrease employees' productivity significantly. Considering the factors that lead individuals to QQ, these situations may create a sense of insecurity among employees, reducing their productivity and creativity (Duran, 2023). Employees may not work effectively in their workplaces.

The QQ effect has been demonstrated to negatively affect employee retention, with individuals seeking to disengage from their professional and occupational roles (Zenger & Folkman, 2022). This phenomenon can be characterized by decreased job satisfaction and a desire for a more fulfilling professional life (Zenger & Folkman, 2022).

As a result of QQ behaviour, commitment to the workplace tends to be lower. Moreover, employees who exhibit QQ behaviour share the same environment as those who do not, which increases the risk of negatively influencing them (Duran, 2023). In addition, the low performance of QQ employees may lead to the departure of talented staff, resulting in a loss of competitive advantage (Öztürk et al., 2023).

In addition, Klotz and Bolino (2022) stated that the organizational consequences of QQ are experiencing disconnections in communication with teammates and managers, not participating in company activities that can contribute to the organization, decreased productivity, and limited or zero contribution to team projects. Moreover, quiet quitters do not participate in learning and knowledge sharing and have difficulty adapting to change, thus weakening the culture of learning (Öztürk et al., 2023).

The emergence of QQ behaviour can lead to a loss of motivation. This situation can be further deepened by factors such as employees' decreasing commitment to their work, beginning to question the meaning of their work, and feeling that their efforts are not appreciated enough (Duran, 2023).

In conclusion, when the effects of QQ are visible at the individual and organizational levels, people typically exhibit low engagement. This behaviour can spread across teams, decreasing morale and weakening collaborative spirit (Brown & Smith, 2023). It can cause a significant decrease in the competitiveness of organizations (Tath, 2023).

One of the consequences of QQ that affects the individual is the slowing down of career development. Individuals' reluctance to pursue development opportunities, low participation in promotion processes, and distancing from performance-based reward systems limit employees' professional progress (Kobal & Batı, 2022). Limited career paths are both a cause and a consequence of QQ behaviour.

Another result of QQ can be an increase in stress levels. DeSmet et al. (2022) reveal that burnout and stress levels increase when employees do not have satisfactory work experience. Youthall Turkey's (2023) studies emphasize that QQ threatens psychological well-being.

It has been mentioned that QQ behaviour affects the individual and his/her colleagues. Duran (2023) states that the workload imbalance caused by the lack of responsibility of individuals within the team can lead to injustice. In addition, differences in commitment levels can make it difficult for the team to achieve common goals and create social tension. Therefore, QQ can affect team performance and company success (DeSmet et al., 2022).

Up to this section, the concept of QQ has been explained in detail. The definition of the concept, along with its antecedents and consequences, was discussed in light of the relevant literature. In line with the findings obtained from the literature, it is seen that QQ has significant relationships with many variables at the individual and organizational levels. In this context, it was found that one of the important antecedents of QQ behaviour is Quality of Work Life – QWL. The conditions experienced by employees in their work environments, the level of perceived support, work-life balance, and overall satisfaction have been identified as important factors in the emergence of QQ behaviours. Accordingly, Quality of Work Life (QWL) was considered as an independent variable in the study.

1.2 Quality of Worklife

Quality of Worklife (QWL) has attracted growing global attention, as individuals in contemporary society devote a significant portion of their lives—more than one-third—to their professional activities (Ahmad, 2013). Many definitions have been made to explain and understand the QWL. According to Balcı (2002), the ability of individuals working in the current organization to meet their personal needs is called QWL. It envisages increasing and regulating the qualities of factors such as wage status, career opportunities, and working conditions that affect the happiness and peace of working individuals (Ballou & Godwin, 2007).

When discussing the QWL, two essential concepts stand out: organizations and employees. Organizations are social structures established by individuals to serve a specific purpose. One of the most critical factors ensuring the long-term survival of these structures is the human element. The QWL balance is crucial in organizations prioritizing the human aspect. The idea of QWL, which seeks to improve workers' job satisfaction and productivity, comes into focus. The lack of emphasis on QWL within organizations can negatively affect the organizational climate and overall productivity (Akar & Üstüner, 2017).

Efforts in this regard are not solely limited to improving organizational performance. They also aim to establish a healthy work environment that values employees, supports their job satisfaction, and ensures they feel safe and at peace. This perspective brings the "QWL Approach" to the forefront. Working individuals spend a significant part of their lives in the workplace environment, and their productivity increases as long as they are happy at work (Yılmaz & Yalçın, 2020).

A recently emerged worldwide epidemic has profoundly impacted the employees' QWL due to repeated restrictions, measures to isolate employees, remote work arrangements, heightened stress levels, and burnout associated with unexpected workplace changes (Jayaraman et al., 2023). Although the examination of this concept has become a crucial part of the agenda today due to the impact of the pandemic, studies on the construct of QWL have also been conducted in the past.

1.2.1 Historical Development and Foundations of QWL

QWL life is a concept that emerged towards the end of the 19th century. In the late 19th century, when the idea of QWL had not yet emerged, some companies aimed to distribute dividends to increase the performance and productivity of employees (Deveci, 2021). Increasing demands have brought about various regulations and practices regarding workers' issues, such as working hours, security conditions,

and wage levels. In the 1950s, QWL practices began to be used in industrialized countries to improve working conditions. Also, it was in the 1960s that efforts to increase welfare emerged, particularly in the European Union and Sweden (Durmuşkaya, 2020).

In 1924, the issue of QWL began to be a topic in the studies conducted by Elton Mayo. He stated that the QWL is a concept that aims to increase the level of satisfaction, psychological well-being and productivity experienced by employees in the work environment. The foundations of QWL began to be established with the “Hawthorne Study” conducted by Elton Mayo in 1933. In his study, Elton Mayo examined the relationship between employees' attitudes and behaviours and the company's productivity (Bagtasos, 2011). Elton Mayo's study covers not only the physical conditions in the workplace but also psychological and social factors. This is because understanding an individual's overall life—not just their work life—is essential to the concept of QWL. This study revealed that individuals are motivated not only by financial compensation but also by working conditions and psychological and social factors, which play an important role in their motivation. In addition, it was concluded that increasing productivity is possible by improving physical working conditions and psychological support (Mayo, 1924). These studies can be seen as the first attempts to increase the QWL.

In parallel, many studies in the 1950s and 1960s found a positive relationship between employee morale, motivation, and workplace productivity. These studies emphasized that improving working conditions would improve employee morale and motivation and increase output productivity (Deveci, 2021).

Again, from the 1950s to the 1970s, significant interest was demonstrated in certain aspects of the QWL. Several issues, including wages, working conditions and alienation from work, have become central concerns for management, academic circles, and non-governmental organizations (Erdem, 2010).

The QWL has undergone continuous development and evolution from past to present. As a result, it can be said that with the increase in the people-oriented approach today, almost all organizations attach more importance to the QWL, and it has a wide range of usage (Çiçek, 2021).

1.2.2 Importance and Definitions of QWL

QWL is a complex term that encompasses various aspects of employees' professional and personal lives. Consequently, when examining the conceptualization of QWL, various academic perspectives have emerged, with scholars focusing on distinct dimensions, including the individual's responses to and outcomes of work experiences.

Definitions of QWL

Although not all academics define the concept of QWL precisely, the first definition of the term emerged during the Industrial Revolution. While QWL was initially considered a result of variables, it began to be seen as a whole of employees' perceptions and experiences of work life (Mayo, 1924). The common theme of all subsequent definitions is the QWL, which is evaluated as the individual's response to work or the individual results of work experience.

Sirgy & Wu (2009) examined the concept of QWL in their study through Seligman's concepts of pleasant life (happiness based on pleasure), engaged life (happiness based on being satisfied by being absorbed in the work and activities one does), and meaningful life (feeling connected to a larger purpose by the individual). According to the definition, people cannot be happy with the balance they achieve in only one area of life. For example, having balanced dynamics only in work or family life is not enough for happiness. Excessive focus in one area can cause unhappiness in other areas. People can reach a more sustainable and long-term level of happiness by achieving satisfaction in different areas of life. For this reason, organizations need to support not only the work success of their employees but also the overall quality of life. The QWL is contingent on many factors that are instrumental in determining performance and motivation. These include, but are not limited to, wage, security, work-life balance, interpersonal relationships, opportunities for professional growth and personal development (Sirgy & Wu, 2009).

In general, QWL is the overall quality of employee experience at work through institutional quality, implementation of company policies, promotion, employee participation in work, and safe working conditions. This allows employees to meet their needs to grow and develop (Jati et al., 2022). An examination of the QQ factors indicates that, QQ is considered a result of individuals' unmet needs. Therefore, the correct definition of the factors affecting QWL is important.

In today's highly competitive business environment, QWL has become key for enhancing organizational effectiveness and optimizing employee performance. Türkyılmaz (2010) also emphasizes that neglecting the human aspect in organizations can significantly impact employee performance, efficiency, productivity, and organizational atmosphere. Moreover, in recent decades, the concept of QWL is primarily attributable to the mounting pressures in contemporary business environments and the evolving dynamics of family structures (Jati et al., 2022). Because of that, effective human resource management is essential for companies to achieve success, and the efficient use of human resources is correlated with a work-life balance that prioritizes people.

Nadler & Lawler's (1983), QWL description evolved considerably between 1959 to 1972. They argued that there could be six different definitions of the concept of QWL over the years. Firstly, QWL was evaluated as an individual's response to work through personal outcomes such as job satisfaction and mental health. For this reason, it was argued that organizations should be evaluated by the work experience they provide to individuals (Nadler & Lawler, 1983).

Secondly, from 1969 to 1974, initiatives were launched to encourage cooperation between workers and management to improve the QWL. During this period, QWL was explained regarding the relationship between workers and management. QWL is a set of methods or approaches to improving working life. This definition included strategies like autonomous work groups, job enrichment, and designing plants as integrated social and technical systems (Nadler & Lawler, 1983). However, in the late 1970s, there was a decline in interest in QWL caused by economic and energy emergencies. Despite this, some individuals sought to maintain the momentum by forming coalitions to continue QWL projects. These endeavours resulted in a fourth definition, in which QWL was regarded as a movement (Nadler & Lawler, 1983). With these changes, QWL has become an ideological movement focusing on participatory management and industrial democracy. The 1970s and early 1980s saw a resurgence of interest in QWL, leading to the emergence of its fifth definition. The concept was perceived as a comprehensive overarching framework for all organizational improvement initiatives. This perception resulted in confusion and the establishment of unrealistic expectations. For this reason, the final definition was made, "QWL equals nothing", because the expectations from the concept of QWL are unrealistic (Nadler & Lawler, 1983).

Ford (1973) suggested approaches to increase employee motivation and productivity using techniques in job development processes. These aim to make work more satisfying by giving employees more responsibility and decision-making authority through job enrichment. Job rotation allows employees to gain experience in different tasks and permits them to develop in several areas. Providing autonomy encourages employees to participate more in work processes by giving them more independence. Ford's methods support individual satisfaction and organizational productivity by increasing employees' interest in their work (Akar & Üstüner, 2017).

İnce, Gül, Oktay and Candan (2015) work is among the most important activities in people's lives. The work environment not only encompasses individuals' experiences within the workplace but also affects their lives outside of work. Quality of Work Life (QWL) highlights the human dimension of work by emphasizing the quality of the working environment.

As posited by Padala and Suryanarayana (2010), the notion of QWL has been analyzed through the lens of two distinct dimensions: contemporary and classical. The contemporary dimension encompasses worker participation in management, work-life balance, industrial safety, quality of work and collective bargaining. In contrast, the classical dimension encompasses physical working conditions, welfare, hygiene and job factors (Padala & Suryanarayana, 2010, cited in Bagtasos, 2011).

According to Bagtasos (2011), the concept of QWL shows the satisfaction level of employees in an organization, and therefore, the interest in the QWL has been increasing over time. The measurement of QWL is seen as a tool to evaluate employees' working experience in organizations. This concept includes factors covering the work itself and the impact of the work environment on the employee's life. In addition, different researchers discuss which concepts will be examined within the scope of QWL and the measurement methods, as QWL has a multidimensional construct. In the studies conducted on this structure, it is thought that family-work balance, job stress, managers' management style, physical conditions, job safety, working hours, meaning of task, autonomy, skills and co-workers factors can explain the QWL (Huang, Lawler & Lei, 2007 as cited in Bagtasos, 2011). In addition to these factors, employees' belongingness to a group, sense of becoming one with that group and sense of worth and respect may also be among the factors that explain QWL (Bagtasos, 2011).

Abdullah, Zakaria, and Zahoor (2021) examined a wide range of studies on QWL. Their review of sources published in the 2020s revealed that the antecedents and consequences of QWL can be grouped into three main dimensions: organizational factors, personal factors, and employee-level outcomes. Among the organizational factors, corporate social responsibility and organizational identification were found to be particularly influential. Regarding personal factors, emotional dissonance emerged as a significant variable. At the employee level, factors such as organizational commitment, job and life satisfaction, well-being, performance, intention to stay, and psychological empowerment were identified as key factors related to QWL.

Furthermore, Bagtasos (2011), have indicated that the interplay between personal and situational factors characterizes QWL. This concept may also be called individual-organization fit.

In addition to all these definitions, individuals' perceptions are a critical factor in discussions on the measurement of the QWL. According to Johnsrud (2002), it is not enough for a work environment to be objectively good or bad; what is important is how employees perceive this environment. How employees perceive their work environment affects their decisions to stay and leave the organization. Therefore, employees' perceptions are also important in QWL evaluations. QWL is not a fixed criterion; it is a dynamic process that can change over time. Changes within the organization, like different work policies

and management styles, impact employees' perception of QWL positively or negatively over time. Therefore, it is not possible to talk about a fixed structure (Johnsrud, 2002).

Theoretical Perspectives and Models Explaining QWL

Maslow's Hierarchy of Needs is a widely recognized framework for understanding motivation and QWL. It proposes a hierarchy of needs and argues for satisfying them sequentially. In addition, Maslow argued that the needs at higher levels cannot be met until the needs at the lower levels of the hierarchy are met (Rojas et al., 2023). QWL is closely connected to Maslow's Hierarchy of Needs, offering a comprehensive framework for understanding how workplaces can fulfil employees' essential and psychological needs.

According to Maslow's hierarchy, the first stage includes the most basic needs, such as physiological needs, food, water, rest, and access to shelter. In the context of work, these needs are met through adequate wages, nutritional services, and health benefits (Sirgy et al., 2001). Institutions that pay their employees enough wages to meet their basic needs contribute to motivation and job performance.

The second stage includes needs related to security. These include being physically safe, stable and protected from harm. Environments where job security is provided significantly affect employee well-being (Çevik Taşdemir & Caner Akin, 2023). As a result, people who feel physically and emotionally safe are more committed to their institutions.

The third stage includes social needs related to belonging, love, and strong interpersonal relationships. Workplaces encouraging communication, teamwork, and a sense of community help employees meet these needs (Sirgy, 1986). Social support systems and positive relationships in the workplace enhance employees' sense of belonging and organizational identification.

At the last level of this hierarchy is the need for self-actualization. This is related to the individual's full potential, creativity, and continuous growth. Providing opportunities for developing new skills, innovation, and autonomy will serve this purpose in organizations and support fulfilling these highest-level needs (Sirgy, 1986). High QWL environments benefit both the individual and the organization by allowing employees to express their creativity and fully develop their talents.

Addressing Maslow's five basic needs in the work environment is critical to promoting employee satisfaction, well-being, and organizational success. In conclusion, Maslow's five basic needs model provides a theoretical basis that is also important in explaining our dependent variable, QQ.

Peter Warr, with the "Vitamin Model" he developed in 1987, defined the concept of QWL as "a stress-free work environment" and emphasized the main factors affecting psychological well-being (Akar &

Üstüner, 2017). With this model, Warr (1987) likened some features in the workplace to vitamins and suggested that there could be harmful results in case of deficiency or excess. He listed the main factors affecting psychological well-being in the workplace as **independence, skill utilization, task variety, clarity, monetary incentives, job security, social support, respectability** (Warr, 2016). Achieving balance in these factors supports the individual's psychological well-being in the workplace (Warr, 2016).

Davis (1997) conducted a study to investigate the workplace's acceptable and undesirable qualities from the employees' perspective. According to this research, the primary factors influencing employees' job happiness and productivity are as follows:

Physical Conditions: Ergonomic factors like lighting, noise level, and air quality.

Workload: Amount of work appropriate to the employee's capacity.

Role Ambiguity and Conflict: Lack of clarity in job descriptions or conflicting expectations.

Communication: Clear and effective communication channels between management and employees.

Career Development: Availability of promotion and training opportunities (Akar & Üstüner, 2017).

QWL is defined by fulfilling seven fundamental employee needs, as Sirgy et al. (2001) outlined. These needs encompass health and safety, economic and family, social (within work and leisure time), self-esteem, self-actualization, knowledge, and aesthetics.

1.2.3 Factors Affecting QWL

QWL is a complex concept that includes multiple elements affecting employee satisfaction and productivity within their work environment. These factors can be categorized into economic, individual, and environmental/social groups.

According to researchers, QWL is influenced by various factors.

These factors are: individual, economic and environmental / social factors are categorized into three groups.

1.2.3.1 Individual Factors

Factors affecting the QWL at the individual level include demographic characteristics such as income, experience, age, gender, education level, tenure, perception of institutional support, workload, time management, intrinsic satisfaction, and work-life balance (Durmuşkaya, 2010; Gupta & Hyde, 2013). In addition, while time pressure and excessive workload are among the most important sources of

individual stress, the perception of personal competence and the sense of control over work increase satisfaction and productivity (Johnsrud, 2002).

According to Kim and Lee (2021), lack of motivation can also negatively affect QWL. In a study they conducted on the Korean public sector, various types of education and training, incentives, and improved welfare benefits were used to create short-term effects to motivate individuals; while it was mentioned that continuity in motivation is important to create long-term high QWL effects.

1.2.3.2 Economic Factors

Compensation and benefits are among the key elements influencing QWL. These elements mainly concern workers' financial security, including equal pay, job stability, satisfying salary, benefits (including health insurance and retirement plans), and chances for financial growth. In addition to providing for workers' fundamental physiological needs, fair and adequate pay also helps them feel respected and safe at work (Sirgy et al., 2001; Ahmad, 2013).

1.2.3.3 Environmental / Social Factors

One of the most important structures in organizations is groups and peer support. Within a group, individuals can do more work in less time and with less effort. This is one of the important factors affecting both organizations and individuals. Therefore, peer support is among the important factors in organizations (Ahmad, 2013). Also, participation, discussion, openness, positive interpersonal relationships, and supportive work culture are all related to human relations in QWL, as they help increase employee satisfaction (Sirgy & Lee, 2018; Akar & Üstüner, 2017).

In addition to the physical structure factors in organizations, environmental factors include more general factors such as institutional type, organization size, organizational climate, management style, and communication quality (Johnsrud, 2002). Research shows that employees are more motivated and engaged in environments where people are appreciated by the organization, physically safe, and psychologically supported (Danna & Griffin, 1999). Thus, improving the general QWL requires establishing a safe, supportive, and healthy work environment.

When considering the impact of QWL on organizational success and individuals, a critical area of research emerges. QQ, which has increased its visibility with the pandemic, has also seriously affected individuals and institutional success, such as QWL. Examining the relationship between QWL and QQ has become necessary in this context. Clarifying this relationship will contribute to a deeper understanding of the organizational and individual factors that affect business life (Gökkaya, 2024; Prentice et al., 2024; Karadaş & Çevik, 2024).

1.2.4 Sub-Dimensions of QWL

As seen in many definitions, QWL is a complicated concept based on several interconnected components that must be carefully considered to be understood and measured. Van Laar, Edwards, and Easton (2007) operationally defined the concept of QWL. The sub-dimensions of the scale used in our study were examined in the QWL. These writers evaluated workers' QWL along six quantifiable behavioural variables. The following subdimensions are identified by the scale, which was initially made to assess the QWL of healthcare workers: job and career satisfaction, general well-being, control at work, stress at work, working conditions and home-work interface.

1.2.4.1 Stress at Work

Occupational stress is a significant subjective component of QWL. According to the World Health Organization (WHO), workplace stress arises when employers assign tasks that do not align with an employee's abilities or knowledge, creating pressure further worsened by a lack of managerial and peer support. WHO also links the mismatch of tasks and employees to poor work organizations, referring to how the job is designed and managed. These factors contribute significantly to workplace stress (World Health Organization [WHO], 2003). Rathi and Kumar (2022) build on WHO's definition by identifying additional causes of job stress, including lack of control, unclear expectations, and insufficient support. Employees experience stress when they have little control over their tasks, lack clarity regarding goals and responsibilities, or receive inadequate assistance from colleagues and managers. Stress associated with work can be mental, physical, or psychological/emotional. Studies show that mental and emotional stress is more harmful than physical stress (Ahmad, 2013). These stressors can lead to isolation and, eventually, QQ. Gökkaya (2024) conducted a study to understand the relationship between stress, QWL and QQ. As a result of his research, it was found that emotional exhaustion, an important component of stress, affects QQ both indirectly through QWL and directly.

1.2.4.2 General Well-Being

WHO (World Health Organization) defines being healthy not only as the absence of a physiological disorder but also as being well in all areas (mental, physical and social). This definition emphasizes that health is not just a medical condition but a broad concept. WHO adopts a holistic approach that includes all factors affecting the individual's QWL for general well-being (World Health Organization [WHO], 2002). It is often assessed through subjective measures of life satisfaction, happiness and QWL (Akar & Üstüner, 2017; Ryff, 1989).

Among the multiple dimensions of QWL, general well-being is a crucial sub-dimension, as it directly influences an employee's physical, emotional, and psychological health (Sirgy, 2012). For instance, increased job demand results in greater stress within work environments, impacting workers' health and well-being. Because of that, it is vital to assess workplace factors that influence it (Ahmad, 2013). As emphasized above, general well-being directly affects the person's physical, emotional and psychological health. QWL and employee wellbeing are deeply interconnected, with multiple organizational, psychological, and social factors influencing both. Effective QWL strategies and supportive work environments not only enhance wellbeing but also improve job satisfaction, productivity, and retention (Ahmad, 2013). According to the findings, and as initially assumed, employees who experience negative emotions toward their work tend to reduce their contributions to a minimum, reflecting a QQ behavior. The predecessors of QQ also explained this situation. To explore the emotional and mental exhaustion that is the basis of QQ behaviour, it is important to examine the concept of general well-being in the research.

1.2.4.3 Job and Career Satisfaction

QWL's pivotal components include career advancement opportunities and job satisfaction. Job satisfaction is an important concept that expresses employees' attitudes towards their work. Meeting the needs of employees in the work environment correctly is one of the key elements that increase job satisfaction. Many factors, such as working conditions, the nature of the job, supervision processes, management policies, promotion opportunities, compensation, interpersonal relationships, recognition, and empowerment, influence job satisfaction. Therefore, job and career satisfaction significantly impact QWL (Akar & Üstüner, 2017).

Highlighting career development and job satisfaction can improve QWL, enhancing organizational performance. When employees perceive their work environment as supportive and satisfying, it is observed that their job satisfaction also increases (Ishfaq, Al-Hajieh & Alharthi, 2022; Priya & Anandh, 2024).

Another important factor affecting job satisfaction is the support from managers at the workplace and family members. The lack of these resources might disrupt the balance between work and family, resulting in conflicts. Employee job satisfaction can decline because of work-family conflicts (Priya & Anandh, 2024).

Job and career satisfaction is one of the important factors affecting organizational commitment and motivation. Employees unsatisfied with their jobs and career development can reduce their emotional

investment in their jobs. In this case, they can only avoid taking on extra responsibilities beyond their job descriptions (Youthall Turkey, 2023; DeSmet et al., 2022; Kobal & Batı, 2022). In addition, studies have shown that low levels of career satisfaction reduce organizational citizenship behaviours associated with taking on extra responsibilities at work and increase intention to leave (Prentice et al., 2024; Rath & Kumar, 2022). Therefore, job and career satisfaction are considered important antecedents of QQ behaviour.

In conclusion, increasing job and career satisfaction is a critical factor that should not be overlooked in efforts to improve and enhance the QWL. Policies aimed at job satisfaction and career development can positively impact employee well-being and organizational success.

1.2.4.4 Control at Work

Job control, defined as the extent to which employees can impact the execution and timing of their job duties, is recognized as a critical component of QWL. Employees can influence the work environment and processes and have a high level of job control and initiative in work processes, making it easier for them to manage their workload. Job control allows employees to decide how and when to perform their tasks and to adjust their work pace, thus positively affecting their physical and psychological health, general well-being, and QWL (Akar & Üstüner, 2017).

Employee involvement, job design, and work organization are essential for enhancing QWL. Specifically, job design functions as a vital interface for improving employees' QWL and overall productivity. A well-planned job design that enhances employee satisfaction is typically linked to improved organizational efficiency and performance (Ahmad, 2013).

As the QQ literature explains, employees' perception of control over work processes is critical for job satisfaction and organizational commitment (Yıldız, 2023). Rath and Kumar (2022) stated that employees experience stress, and their perception of uncertainty increases when they do not have sufficient control over their tasks. Although Rath and Kumar (2022) do not directly refer to QQ, their findings suggest that a lack of perceived control in the workplace individuals may emotionally distance themselves from work and exhibit QQ behaviour. As a result, the perception of control at work is an important variable in understanding QQ behaviour.

In addition to individuals' lack of control at work, the job-demand balance is also important. It shows the balance between the job demands expected of individuals and their resources to meet them. Karasek's (1979) demand-control model states that job control ensures protection against the negative consequences of excessive job demands. Employees are more likely to feel less stressed, more

motivated, and more engaged when they have control over their work. Their well-being is improved by this sense of empowerment, which also helps the organization achieve better results like increased performance and productivity, lower turnover. Although not originally defined in Karasek's (1979) model, the framework helps to understand behavioural outcomes like QQ, which may arise from high demands coupled with low job control. Considering these results, it is possible to use the demand-control model when explaining the QWL and QQ relationship.

1.2.4.5 Working Conditions

According to Ünlü & Aydoğan (2015), regardless of their domain, organisations must provide employees a healthy and safe work environment. Providing the necessary hygiene, lighting, sound insulation and ventilation in workplaces positively affects the employees mentally and physically and increases productivity. Again, taking precautions for accidents, injuries, and emergencies that may occur physically is very important in ensuring the employee's life safety.

Today's high-tech, fast-paced world has significantly changed the work environment and employee attitudes. Good health and psychological conditions in the workplace can positively affect employees' performance at work and contribute to the organization's productivity (Ahmad, 2013).

As mentioned in Maslow's hierarchy, conditions like safety and hygiene are critical at the bottom of the pyramid. Adverse conditions at this stage can cause employees to lose motivation, decrease their organizational commitment (Sirgy et al., 2001). While this does not directly mention QQ, such conditions may create a climate employees engage in minimal effort behaviours, akin to QQ. Therefore, it is assumed that improving working conditions can play a crucial role in reducing QQ tendencies.

1.2.4.6 Home-Work Interface

In recent years, employees have been looking for a more harmonious balance between their work and personal lives. Work-life balance and QWL are two linked concepts that have attracted attention, especially when improving employee satisfaction and organizational effectiveness (Jayaraman et al., 2023). Work-life balance is mainly concerned with how workers balance their personal and professional lives. Research indicates that difficulties in managing time and responsibilities can lead to a decline in work performance and dissatisfaction in personal life (Jayaraman et al., 2023; Sirgy & Lee, 2018).

Work-related and family-related antecedents impact the home-work interface and may either enhance or negatively affect people's views of balance. Homework interface, or generally work-life balance, is greatly influenced by work demands, daily hours worked, overtime, job autonomy, and supervisor support. However, it is also greatly influenced by family needs, family size, and parental status (Haar et

al., 2018). Workers are more likely to maintain a steady and satisfying work-life balance if they can participate in both their personal and professional lives in a balanced manner and reduce conflicts between these areas (Sirgy & Lee, 2018).

Research indicates that having a high QWL improves work-life balance by decreasing stress relating to the job and increasing job satisfaction, both of which are essential for maintaining a balance between the personal and professional life (Jayaraman et al., 2023; Aruldoss et al., 2020). In cases where work-life balance cannot be achieved, individuals may experience burnout or a lack of understanding of boundaries; which are among the reasons for the emergence of QQ behaviour (Aydın & Azizoğlu, 2022).

The following hypotheses have been developed to address the research gap and further explore the relationship between QWL and QQ. Considering the above QWL dimensions, it can be hypothesized that;

H1: Quality of work-life predicts quiet quitting.

In line with all these explanations, the relationship between QWL and QQ increases or decreases in various situations, a crucial issue in modern business life. As the literature explains, QWL is a concept that varies according to the individual's perception. While one person may find the same workplace successful in terms of QWL factors and not show QQ behaviour, another person may find QWL factors inadequate and show QQ behaviour (Johnsrud, 2002).

Individual factors become important in explaining this difference. Psychological resilience, as a personality trait, is an important characteristic determining the criteria for coping with complex conditions. Galanis et al. (2024) stated that psychological resilience is important in decreasing adverse job outcomes such as burnout and QQ tendency. Also, Zhou (2025) found that people with high psychological resilience do not lose their commitment despite working under the same conditions as other people.

In general terms, the moderator variable is the variable that affects the direction and/or strength of the relationship between the dependent and independent variables (Baron & Kenny, 1986). In light of the above literature, in cases where QWL decreases, the probability of QQ behavior in employees may increase. However, psychological resilience can reduce the occurrence of QQ behavior by reducing the negative impact of QWL. For this reason, I propose that, the concept of psychological resilience may have a moderating effect on the relationship between QWL and QQ. Therefore, the concept of psychological resilience is analyzed in the variables in the next section.

1.3 Psychological Resilience

Today's rapid changes bring uncertainties. While many experience these uncertainties and difficulties, their psychological and social impact varies. Some challenges have adverse effects, whereas others can be coped with effectively by developing adaptive strategies. Psychological resilience is one of the key personality traits that facilitates the development of such coping mechanisms.

When looking at the psychological resilience literature, the definitions of the concept are similar. Psychological resilience refers to coping with negative situations, crises and difficulties (McEwen, 2011; Çetin & Anuk, 2020). Psychological resilience is critical for individuals to have a healthy and prosperous business life (Buz & Genç, 2019; Kavi & Karakale, 2018). In addition to being an important concept in business life, it is also important in successfully coping with difficulties in our individual lives (McEwen, 2011).

Psychological resilience acts as a protective buffer that protects individuals' mental health against stressful situations. It helps individuals adapt to critical situations such as trauma and threats. It has been found that individuals with high psychological resilience feel the effects of stress less and can maintain their well-being (Luthar, Cicchetti & Becker, 2000).

Also, Kobasa (1979) stated that psychological resilience is an existing characteristic of people who adapt to everyday life and maintain their health despite being affected by stressful events or traumatic experiences.

Individuals with high psychological resilience can determine what can be done to turn stressful incidents into opportunities rather than denying or escaping them (Kanbur et al., 2017). Some studies suggest that psychological resilience is a personality trait that can be acquired later, while others argue that it is an innate trait (Kavi & Karakale, 2018). As a result, although psychological resilience may be an innate trait, the view that it can be developed and acquired later is more accepted. Developing healthy coping methods against the difficulties faced by the individual gains importance in developing and strengthening the concept of psychological resilience (Kavi & Karakale, 2018).

Luthans et al. (2006) explained psychological resilience in parallel with the literature. Psychological resilience as the capacity of the individual to adapt to the processes in the face of the difficulties encountered by the individual and to get stronger afterwards. In addition to coping with problems, psychological resilience includes development after these. Luthans et al. (2006) explained this concept as one of the four dimensions of psychological capital along with self-efficacy, hope and optimism.

1.3.1. Dimensions of Psychological Resilience

Kobasa (1979) uses the term “hardiness” to explain different reactions when people encounter similar stressors. He claims that hardiness can help to explain individual variances in stress management depending on personality traits. He conceptualized psychological resilience in three key dimensions: commitment, control, and challenge.

1.3.1.1. Commitment

According to Kobasa (1979), commitment is the individual's tendency to be interested in various areas of life. The individual's commitment to family, work, social environment, interpersonal relationships, values , and beliefs covers all aspects of his/her life, thus enabling the creation of the power source necessary to cope with stressful situations. It can be said that having a strong commitment tendency positively affects human life in many ways.

Commitment is critical for a person to understand that their life has meaning and purpose. People who develop healthy bonds receive support from people around them in different areas of social relationships. These bonds allow the individual to feel the meaning and value of their life more deeply. People think that they serve a purpose even in difficult times. Aydoğdu (2013) says that commitment is among the most crucial factors in coping with stress and maintaining psychological health.

1.3.1.2. Control

Another component of psychological resilience is "control". It is the belief that an individual has general control over life events. Instead of attributing the events they experience to completely external causes, individuals think that their choices are also effective. Kobasa (1979) stated that psychologically resilient individuals have the following controls in their lives:

- Decision control: It is individuals' ability to choose from various solutions to cope with stress autonomously.
- Cognitive control: It is the ability to have control over the interpretation and evaluation of a stressful event that continues or ends in their life. In this way, the person can reduce the adverse effects of the stressful event with the evaluation they make.
- Coping ability: It is the ability to respond to a broader range of appropriate responses to stress, developed through a characteristic motivation to succeed in the incidents that occur.

1.3.1.3. Challenge

Another key sub-dimension of psychological resilience is the concept of "challenge".

Challenge is a natural element of daily life, and it is considered a positive belief that encourages development rather than a threat to the security of the individual (Maddi, 2002; Öztürk & Erdem, 2020). As a result, the individual evaluates stressful situations as a learning experience and develops proactive and flexible reactions (Öztürk & Erdem, 2020).

According to Kobasa (1979), this situation shows that individuals are more open to learning and adapting to stressful events. Instead of giving up in the face of difficulties, individuals see it as a developmental experience.

Considering the three sub-factors of the concept of psychological resilience, it is examined as an important personality factor that will explain the relationship between QWL and QQ. For example, when individuals with high psychological resilience experience problems in the QWL dimensions, they see it as a learning experience and prefer to seek solutions, thinking that the control is in their own hands. However, individuals with low psychological resilience may exhibit QQ behaviour.

1.3.2. Factors Affecting Psychological Resilience

Many individual and environmental factors affect people's psychological resilience. According to Gizir (2007), these factors can be grouped as individual, familial, environmental and organizational elements.

1.3.2.1. Individual Factors

When the information in the literature is evaluated, it is seen that the individual factors that are determinants of psychological resilience consist of the person's psychological characteristics and the demographic variables. Individual factors from the first years of life shape the level of psychological resilience. An important part of the individual factors also consists of the person's demographic characteristics (Gizir, 2007).

A child's psychological resilience can be affected by factors such as intelligence level, ability to cope with difficulties, gender, temperament, age, self-perception, self-confidence, ability to cope with stress, social skills, health status, communication and language skills, empathy ability, character and academic skills (Benzies & Mychasiuk, 2009). Studies have revealed that children with high intelligence levels, strong self-esteem, problem-solving skills and ability to cope with stress generally have high levels of psychological resilience. (Crocker & Park, 2004) In addition, it has been observed that having high

psychological resilience in childhood can help them overcome the difficulties encountered as adults more easily (Erata & Özbey, 2020; Çimen, 2015).

1.3.2.2 Familial Factors

Family-related factors and individual ones influence the level of psychological resilience. This is primarily because the family plays a crucial role in individuals' psychological, emotional, and social development, serving as the first environment for socialization in early childhood. Cooperation in the family, positive communication, guidance, supportive attitudes, spending time together, establishing secure bonds, harmonious behaviours, and positive life experiences support psychological resilience (Benzies & Mychasiuk, 2009). On the contrary, violence, neglect and abuse treatments, and psychological problems in family members can adversely affect psychological resilience.

Hildebrand et al. (2019) state that the primary source of social support is the family and that stability within the family and strong social relationships are important predictors of a more harmonious and resilient emotional state. Gizir (2007) stated that the empathic approach, understanding, and support provided by family members enable individuals to feel emotionally secure, which in turn contributes to greater emotional resilience. This is a serious factor not only in childhood but also in adulthood. Individuals with high perceived support are less likely to feel alone when facing challenges and tend to exhibit higher psychological resilience in overcoming difficulties.

1.3.2.3. Social-Environmental Factors

This factor encompasses the social networks, interpersonal relationships, and environmental characteristics surrounding the individual. Psychological resilience develops within a specific process (Connaughton et al., 2018). Therefore, it is a feature that can be improved. Self-perception, social relationships, family and environmental characteristics can affect resilience. Positive relationships in the social environment generally increase psychological resilience (Gizir, 2007).

In addition, groundbreaking research on environmental risk and resilience has taken into account the effects of poverty, war, natural disasters, long-term family disadvantages, all kinds of health problems, abuse and maltreatment, etc. (Coleman & Hagell, 2007). Psychological resilience is a motivational process that emerges in the face of various risk factors and entails the individual's ability to adapt to changes in their life (Karairmak, 2006). Finally, when examining social factors, Garmezy (1987) stated that self-confidence, optimism, social sensitivity, and warm and supportive family relationships are protective factors from stressful life events.

The importance of psychological resilience is frequently emphasized in both individuals' daily lives and professional environments. One of the main reasons for this is that psychological resilience brings many positive individual and organizational results in business life. The level of psychological resilience, which brings along several individual and organizational results in business life, also has a structure that is affected by many social and organizational factors.

As a result, psychological resilience refers to the capacity of individuals to cope with stress, trauma, and difficulties, as well as to adapt and grow in response to them. As highlighted in the literature, the QWL measurement may vary depending on individuals' subjective perceptions and experiences (Johnsrud, 2002). For this reason, psychological resilience influences how individuals interpret and respond to challenging situations. As can be seen from the literature, psychological resilience plays a determinant role in both QWL and QQ behaviour.

Accordingly, the following hypothesis was created;

H2: Psychological resilience moderates the relationship between quality of work-life and quiet quitting. In line with this effect, the negative effect of quality of work-life on quiet quitting will be weakened in individuals with high psychological resilience.

1.4 Relevant Theories Explaining QQ, QWL and Psychological Resilience Relationship

After examining all variables and literature to better understand the complex relationship between QQ, QWL, and psychological resilience, it is essential to examine the relevant theoretical frameworks that provide insight into how these variables interact and influence each other.

Self Determination Theory

Self-determination theory (SDT) has been published in many management articles for years. SDT is a psychological theory that understands motivation and personal development tendencies and emphasizes intrinsic psychological needs (Ryan & Deci, 2000). Developed in 1985 by Edward Deci and Richard Ryan, this theory uses the concepts of intrinsic and extrinsic motivation to explain the motivational processes of individuals. This theory is a comprehensive paradigm for understanding human motivation (Ryan & Deci, 2000). According to the theory, people's psychological needs must be met to provide the conditions necessary for psychological growth, internalization and well-being (Ryan & Deci, 2000). These basic needs are universally valid for people's progress and well-being (Ryan & Deci, 2000).

Van den Broeck et al. (2016) proposed that 'People feel the highest motivation and experience well-being when their three basic psychological needs are met'. These needs are vital for promoting individuals' psychological growth and well-being. They are universal and basic needs to promote good

psychological development, personal progress, and general well-being. Basic needs are examined in three factors (Van den Broeck et al., 2016).

The needs for competence, autonomy, and relatedness constitute the basic psychological needs in terms of individuals' motivation. The need for competence refers to individuals' competence in self-development and success. When this need is not met, motivation may be lost and employees may tend to leave their jobs (Ryan & Deci, 2000; Van den Broeck et al., 2016). The need for autonomy can be explained as individuals feeling that they have control over their behavior and the freedom to make their own decisions (Van den Broeck et al., 2016). The need for relatedness includes the individual's desire to receive love and attention from their environment, to establish a bond with others, and to be part of a community. Although this need is ranked higher than others, it provides important psychological satisfactions such as establishing meaningful relationships with others and being respected (Ryan & Deci, 2020).

Self-determination theory (SDT) states that the satisfaction of basic psychological needs (autonomy, competence, and relatedness) is strongly related to the QWL, life satisfaction, and well-being at work (Van den Broeck et al., 2016; Nordgren & Ingemarsson Björs, 2023). The QWL's sub-dimensions of control at work, job and career satisfaction, working conditions, and general well-being parallel to the basic needs in SDT. Failure to meet these needs can lead to negative consequences such as stress, emotional burnout and emotional exhaustion (Deci & Ryan, 2008). Finally, this could lead to QQ tendency. In this context, SDT explains the relationship between QQ and QWL.

However, although it is essential to meet the individual's autonomy, competence, and relatedness needs, individuals' ability to cope with adverse conditions varies depending on their psychological resilience factor. In this context, psychological resilience is proposed as a moderating variable, as it may strengthen or weaken the impact of QWL on QQ depending on the individual's capacity to cope with adverse conditions.

The Job Demands - Resources Model

The Job Demands-Resources (JD-R) model is a theory developed by Demerouti et al. (2001) that provides a framework for understanding job stress. The model categorizes the effects of jobs on employees into two main components: job demands and job resources (Demerouti et al., 2001).

Job Demands: The term refers to situations that demand high levels of physical or psychological effort from employees. Job demands relate to psychological and physical effort (emotional and cognitive) or skills or abilities necessary for the job. As a result of these demands, stress levels may naturally increase

in employees, and psychological and physiological costs occur. When analyzing the demands, for example, there may be physical demands (heavy lifting, long working hours, etc.) or psychological demands (high work pressure, emotional intensity, etc.). These demands may lead to burnout and reduced energy in employees. Nonetheless, job demands are not always necessarily detrimental. For instance, an employee's high level of effort might also result in a feeling of accomplishment and satisfaction (Öztürk, 2023).

Job Resources: Job resources, on the other hand, comprise the organizational, social, psychological, and physical resources required to carry out the job. Job resources are those elements that facilitate job completion, meet the needs of employees, and motivate them. These can be physical (e.g. tools, equipment), psychological (e.g. autonomy in the task, learning opportunities), social (e.g. supportive relationships with colleagues) and organizational (e.g. management support, good work organization) resources. Work resources help employees cope with job demands and support their personal development (Öztürk, 2023).

According to the job demands-resources model, stress is experienced more intensely when job demands are high, but job resources are insufficient. This imbalance can lead to adverse work outcomes. Negative consequences of job demands may include burnout, issues with mental wellness, or fatigue (Bakker et al., 2014). Conversely, employees supported by high job resources may be more resilient to job demands, making them feel more motivated and fulfilled (Demerouti et al., 2001).

Barrett (2024) shows in his study that QQ can be a coping mechanism that employees resort to when there are insufficient job resources in response to increasing job demands. This study shows that QQ behaviour is not only an individual choice but can also occur due to demands and insufficient resources in the work environment. Job resources are positively associated with job commitment (Barrett, 2024).

In this context, the job demands-resources model provides a valuable framework for understanding the relationship between QWL and QQ. The relationship between the concept of psychological resilience, which is taken as a moderator variable in the research, can be established similarly. Psychological resilience is an important resource that people have to cope with difficulties in life. Therefore, individuals with this resource may be less likely to show QQ despite low QWL scores.

In summary, the JD-R model helps explain how the interplay between job demands and resources shapes key employee outcomes such as satisfaction, motivation, and withdrawal behaviours (Bakker et al., 2014; Demerouti et al., 2001). Insufficient resources and high demands can decrease QWL and increase the likelihood of QQ (Barrett, 2024), whereas personal resources like psychological resilience may buffer these adverse outcomes.

Job Characteristics Model

Hackman and Oldham's Job Characteristics Model (JCM) (1980) offers a framework for studying how job design influences employee motivation, satisfaction, and performance.

Certain work-related factors increase the employee's overall satisfaction at work. The concept believes that work significance, autonomy, and feedback are necessary workplace resources contributing to employee motivation (Öztürk, 2023).

Job resources are broadly explained at the organizational level (e.g., pay, advancement opportunities, work security), the interpersonal and social relationship level (e.g., manager and colleague support, organizational climate), the job design level (role clarity, participation in decision making), and the task level.

Poorly created jobs or persistent workplace demands (such as overwork and emotional stress) drain employees' mental and physical resources, leading to burnout. Employees strive to meet excessive workloads by maintaining performance while increasing subjective efforts. On the other hand, increased activity and subjective effort might cause decreased attention, fatigue, and burnout. Employees become engaged when workplace resources exceed expectations and demonstrate positive work attitudes and behaviours (Hackman, 1980).

The Job Characteristics Model has been demonstrated to be a valuable source of explanation for the relationship between the variables in the study. A work environment characterized by high work-life quality has been shown to provide employees with appropriate work resources, reduce their QQ behaviour, and increase their psychological resilience. These factors have been found to support each other and to act as a preventative measure against QQ behaviour by increasing the motivation, commitment, and performance of the employee at work.

In summary, the mechanisms of JD-R mentioned in the previous heading and JCM included in this heading operate through how the individual interprets environmental adversities and their capacity to cope with these situations. In this framework, the JD-R model considers psychological resilience as a personal resource and it is thought that personal resources can prevent QQ behavior by reducing the negative effects of job demands. Similarly, job characteristics such as autonomy, task meaningfulness and feedback included in the JCM can both increase QWL and reduce QQ behaviors by supporting the intrinsic motivation and psychological resilience of the individual. Therefore, both models support the theoretical explanation of how psychological resilience creates a buffering effect in the relationship between QWL and QQ.

Social Exchange Theory (SET)

Social Exchange Theory (SET) is based on the principle of reciprocity. Individuals establish relationships by evaluating rewards and costs in their social relationships. If the gains obtained are greater than the costs incurred, individuals prefer to continue these relationships (Cropanzano, Anthony, Daniels, & Hall, 2017). When this situation is considered in the organizational context, individuals respond positively to positive organizational behaviors, while negative organizational attitudes may cause negative reactions (Cropanzano et al., 2017). SET is important in understanding organizational concepts such as QQ. QQ occurs when the employee fulfills his/her duties and responsibilities at a minimum level (Johnson, 2023). This situation may occur due to a behavior that the individual thinks is not reciprocated in the organization (Prentice et al., 2024). These behaviors can occur within any dimension defined by QWL. As it is known, QWL refers to a work environment where employees are valued, supported, peaceful and healthy in a positive sense (Yılmaz & Yalçın, 2020). However, in the absence of these, for example, in environments where employees are not valued and respected, in work processes where they do not receive support, their health and productivity will be affected through absenteeism and presenteeism. Using the social change approach, this behavior can be seen as employees trying to make the employer-employee relationship more equal (Xueyun et al., 2023). For this reason, it is thought that SET can contribute to explaining the relationship between QQ and QWL in the inference made. Individuals who do not have QWL resources that can be considered positive in the organizational context may react to this situation by reducing the effort they put into work.

2. METHODOLOGY

This section provides detailed explanations about the research model, the sample, the data collection instruments, the procedures for data collection and analysis, and other relevant information related to the study.

2.1. The Research Model and Data Collection

The current study employs a quantitative research method to examine the moderating effect of psychological resilience on the relationship between QWL and QQ. As given in the research model below, QWL serves as the independent variable, QQ is identified as the dependent variable, and psychological resilience functions as the moderating variable.

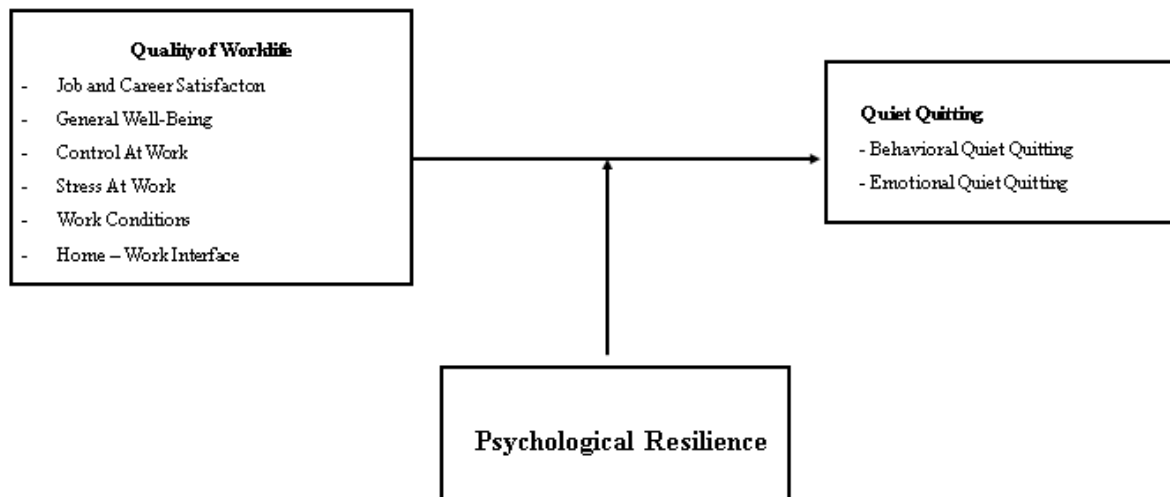


Figure 1: The Research Model of the Study

As we have discussed the theories and previous studies, we can now summarize the hypotheses;

Hypothesis 1: Quality of work-life predicts quiet quitting.

Hypothesis 2: Psychological resilience moderates the relationship between quality of work-life and quiet quitting. In line with this effect, the negative effect of quality of work-life on quiet quitting will be weakened in individuals with high psychological resilience.

Before starting the research, a preliminary study was conducted to understand the prevalence and causes of QQ among employees. These initial findings provided the foundation for the current mixed-method study. By integrating both quantitative and qualitative approaches, the study aims to more deeply investigate the relationship between workplace dynamics—such as quality of work life—and the emergence of Quiet Quitting behavior, while also considering the moderating role of psychological resilience.

A brief definition of QQ was given, and two questions were asked:

QQ refers to a situation where employees only perform basic tasks during the designated work hours and do not put in extra effort or take on additional responsibilities. The concept of QQ is not related to an employee's termination. This means that the person continues to work for their job with as little effort as possible and/or is less emotionally committed. How often do you experience the concept of “QQ” described above? If you experience this situation frequently/always, can you list the reasons?

Thirty-five people participated in our online survey to discover the antecedents of QQ. 22 people (62.8%) of the participants stated that they often/always felt the concept of QQ, and 13 people (37.2%)

stated that they rarely/never felt the concept of QQ. People who often/always feel the concept of QQ were asked to list the reasons for this feeling with an open-ended question. Thirteen sub-themes were determined under the main theme and antecedents that could cause QQ were found.

The reasons that emerged were listed when the responses were collected under common themes. This study formed the basis of the research.

73% - Financial Assistance / Lack of reward-punishment system, “Unfair wages and fringe benefits.”

59% - Manager related problems / Management Approach, “The manager's inequality towards individuals and certain people.”

41% - Relationship with co-workers / Lack of Merit, “Not feeling like part of a team.”

37% - Lack of value, “The workplace/company/employer not valuing the employee.”

23% - Justice in the workplace, “The employer's lack of reward for devoted work.”

23% - Workload, “Excessive work responsibilities imposed.”

19% - Career Advancement, “Not seeing a future within the company.”

14% - Communication Style, “Experiencing communication disorder.”

14% - Work-life balance, “Working hours that companies create that prevent employees from living their private lives.”

10% - Goals / Lack of performance evaluation system, “There is no performance/reward system related to the position.”

10% - Safety, “Lack of a safe work environment.”

5% - Comfort “Poor working conditions.”

5% - Lack of feedback “Lack of feedback creates a significant gap in development and motivation.”

2.2 The Sample and Data Collection

The data for this study were obtained from 190 participants, covering a variety of individuals working in the public and private sectors in Turkey as white collar. A sampling strategy combining snowball and convenience sampling methods was adopted to reach the participants and collect data. Data collection was conducted through an online survey platform (Google Forms). A questionnaire form consisting of three different scales and demographic questions with a total of 55 items was used in the study. Following the data collection process, descriptive analyses were conducted and the findings are presented in Table First, the survey instrument has been distributed to participants online.

2.3 Overview of Participant Backgrounds

The demographics that has been used for this questionnaire were age, gender, marital status, education level, sector, managerial status, current workplace tenure, total worklife tenure and type of working. The demographic characteristics of the survey respondents are outlined in the following section.

2.4 Research Instruments

In this study, the data set was collected across four different sections. First, participants provided their demographic information. In the second section, the QQ Scale was administered; in the third section, the Work-Related Quality of Life Scale; and in the final section, the Psychological Resilience sub-dimension of the Psychological Capital Scale was measured.

2.4.1 Work-Related Quality of Life Scale

In this study, the work-related quality of life scale developed by Van Laar, Edwards and Easton (2007) was used to measure the concept of QWL in the work environment.

The scale consists of 23 items and six factors. The Turkish adaptation study of the scale was carried out by Üstüner and Akar (2017). The words “school” in the scale translated for use in educational institutions were translated as “workplace”, and the scale was applied to people working in different fields outside of education.

Dimensions of the scale are job and career satisfaction (1, 3, 8, 11, 18, 20), general well-being (4, 9, 10, 15, 17, 21), control at work (2, 12, 23), stress at work (7, 19), working conditions (13, 16, 22) and home-work interface (5, 6, 14). Items 7, 9 and 19 on the scale are inversely scored. The scale is a 6-point likert type (1- “I totally disagree”, 6=“I totally agree”). The Cronbach alpha internal consistency coefficient for the scale was .91, and the Cronbach alpha internal consistency coefficient for the subscales ranged between .75 and .88.

Some sample items from the scale are shared below.

“ I have the opportunity to use my abilities at work.” (Job and career satisfaction)

“My line manager actively promotes flexible working hours / patterns.” (Work – home interface)

“I work in a safe environment.” (Working conditions)

2.4.2 Quiet Quitting Scale

To measure individuals' QQ behavior at work, Patel et al. (2023) used the "multidimensional quiet quitting" scale, which provides multidimensional measurement of QQ as "emotional" and "behavioral". The Turkish scale translation was done by Meydan and Akkaş (2023). The behavioural QQ sub-dimension of the scale consists of 6 items, and the emotional QQ dimension consists of 7 items. The

scale is a 6-point likert type (1- "I totally disagree", 6="I totally agree"). As a result of the internal consistency analysis, the scale was evaluated both unidimensionally ($\alpha=.874$) and based on sub-dimensions ($\alpha=.857$ and $\alpha=.810$). It was found that the scale was reliable in both ways of evaluation. In this study, the QQ scale was considered unidimensional.

Some sample items from the scale are shared below.

"I spend adequate time working on tasks to keep my job."

"My mental health is a lot better by not going the 'extra mile' at work."

"It does not bother me when extra work gets left unfinished."

2.4.3 Psychological Resilience Scale

The Psychological Capital Scale developed by Luthans et al., (2007) includes the sub-dimensions of 'optimism', 'psychological resilience', 'hope' and 'self-efficacy'. The scale was adapted into Turkish by Fatih Çetin and H. Nejat Basım (2012). The items belonging to the psychological resilience sub-dimension in the scale were used in the study. The psychological resilience dimension is measured with the items (5, 7, 8*, 10, 13,22) (* marked items are reverse scored). This scale has 6 items consisting of a single dimension. The scale is a 6-point Likert type (1- "I totally disagree", 6="I totally agree") scale.

Internal consistency study was conducted within the scope of the sub-dimensions of the scale. Cronbach Alpha coefficient was evaluated for psychological resilience ($\alpha= 0.68$).

Some sample items from the scale are shared below.

"I can get through difficult times at work because I've experienced difficulty before."

"I feel I can handle many things at a time at this job."

"When I have a setback at work, I have trouble recovering from it, moving on."

2.4.4 Demographic Questions

Within the scope of the research, information about the demographic characteristics of the participants was asked. The demographics that have been used for this questionnaire were age, gender, marital status, education level, sector, managerial status, current workplace tenure, total worklife tenure and type of work (hybrid, online and office based work) variables. These data are important in terms of defining the general structure of the sample and being able to be used as a control variable in the analysis of the relationships between the variables.

2.5 Data Analysis

In this study, version 26 of the SPSS package program was used for data analysis. First, frequency analyses were conducted to reveal the demographic characteristics of the participants. Correlation,

multiple regression, and moderator analyses were applied to test the study's hypotheses. In addition, independent samples t-test and one-way analysis of variance (ANOVA) were also conducted to determine the differences between demographic variables. In addition, factor analysis and reliability analysis were performed to assess the validity and reliability of the data set. All analyses were conducted systematically in line with the purpose and scope of the study.

3. FINDINGS

3.1. Descriptive Statistics for Demographic Variables

The study involved 165 participants working in the private sector and 25 in the public sector. The sample comprised 118 females (62.1%) and 72 males (37.9%).

The marital status distribution of the participants shows a relatively balanced composition within the sample. Among the 190 participants, 46.3% (n = 88) are married, while 53.7% (n = 102) are single.

Since past research on QQ has focused on generations, age ranges were grouped according to the X-Y-Z generations. Out of the total number of 190 employees, 84 were answered by those aged between 23 and 29 (Gen Z), while 95 people's ages are between 30 and 45 (Gen Y). Most of the research sample consists of Gen Y individuals at 50%. Gen Z follows this generation with 44.2%. On the other hand, Gen X constitutes only 5.8% of the research group. For this reason, the study covers mostly young and middle-aged individuals, with a particular emphasis on participants between 30 and 45. The mean age of the participants was 32.42 years.

The survey was conducted on Turkish private and public sector firms. The following industries constituted the sample: The majority, representing 36.3% of the participants, fall under the "Other" sector category, reflecting a wide diversity of professional backgrounds. The FMCG sector follows with 23.7% of the participants, indicating considerable representation. Participants from the service sector constitute 16.3% of the total sample, while those from the banking/finance make up 11.6%. IT/technology accounts for 5.8% of participants, and the manufacturing sector represents 5.3%. Lastly, the automotive sector includes 1.1% of the participants.

The participants' education levels ranged from less than a high school diploma to a doctoral (PhD) degree. The educational level of the participants was categorized into three distinct groups: those with a high school/associate degree constituted 7.9% of the sample; those with a bachelor's degree constituted 64.7% of the sample; and those with a postgraduate degree constituted 27.4% of the sample.

The analysis of participants' tenure in their current positions revealed that 75% of the respondents had one to five years of experience, while 25% reported tenure between six and above. The majority of the people participating in the research were people who had recently started working at their current workplaces and had low seniority in the current organization.

Regarding overall professional experience, 28% of the participants reported between one and four years of total work experience. Moreover, 37% indicated having between five and nine years of experience, and 35% reported having ten years and above total work experience. If the participants in the study are classified as low-experienced, medium-experienced, and high-experienced, 72% consist of medium and high-experienced people.

When the working styles of the participants were examined, it was found that 51.1% are engaged in office-based work, 42.6% follow a hybrid work model, and 6.3% perform their duties through remote work.

During the data collection process, 60 (31.6%) employees had managerial status while 130 (68.4%) did not.

Table 1. Demographic Data of the Study

Variables	Groups	N	%
Gender	Female	118	62.1
	Male	72	37.9
	Total	190	100
Marital Status	Married	88	46.3
	Single	102	53.7
	Total	190	100
Education Level	High School/Associate Degree	15	7.9
	Bachelor's Degree	123	64.7
	Postgraduate	52	27.4
	Total	190	100
Age	23 - 29	84	44.2
	30 - 45	95	50.0
	46 - 60	11	5.8
	Total	190	100
Total Work Tenure	1-4 years	53	27.9
	5-9 years	71	37.4
	10 years and above	66	34.7
	Total	190	100
Current Organizational Work Tenure	1 -5 years	142	74.7
	6 years and above	48	25.3
	Total	190	100
Type Of Work	Hybrid Work Model	81	42.6
	Office-Based Work	97	51.1
	Remote Work	12	6.3
	Total	190	100

3.2 Factor Analysis and Reliability of Scales

This section presents the factor and reliability analyses (Cronbach's alpha values) for each scale utilized in the study. The findings indicate that the factor structures.

First, the measure of Keiser-Meyer-Olkin (KMO) was evaluated to determine the fitness of the data for factor analysis, with a minimum acceptable value of 0.50 applied in this study (Kaiser, 1974). Bartlett's test of sphericity was then used to test whether the correlation matrix was significantly different from an identity matrix, indicating that the variables were sufficiently related.

In the social sciences, a p-value below 0.05 is considered an acceptable threshold and rejection of the null hypothesis confirms that the variables are suitable for factor analysis. In addition, principal component factoring with varimax rotation was used to extract the underlying factors. Cronbach's alpha

values were also examined to assess the internal consistency of the derived factors, with a minimum reliability threshold of 0.70. As part of this research, factor analysis was carried out on the constructs defined in the research model.

3.2.1 Factor and Reliability Analysis for Work-Related Quality of Life Scale

The “Work-Related Quality of Life” scale was developed by Van Laar, Edwards, and Easton (2007) and adapted to Turkish by Akar & Üstüner (2017). Factor analysis was applied with the varimax rotation method to analyze the scale's factor structure, which consists of 23 items and six factors named job and career satisfaction, stress at work, general well-being, control at work, working conditions, and home-work interface.

The diagonals of the anti-image correlation matrix were equal and greater than 0.50, supporting the inclusion of each item in the factor analysis. Factors with eigenvalues above one were retained, and items with factor loadings below 0.50 and items with high cross-loadings were excluded. As a result of the analysis, five dimensions of the “Work-Related Quality of Life (OWL)” scale were found to be reliable. These dimensions labelled the QWL scale consists of “work-life balance”, “general well-being”, “job and career satisfaction”, “control at work” and “stress at work”.

The suitability of the data for factor analysis was measured with the KMO sample adequacy test and the Bartlett sphericity test. As a result of the analyses, QWL 4 item gave very close factor loadings (.538 and .544) on two different factors, it was removed from the analysis as it was thought that it could create instability in the factorial separation.

As shown in Table 2, the test result (KMO = .909, Bartlett Test $\chi^2 = 2240.526$, $p = .000$) is sufficient. QWL has five reliable factors explaining 66% of the total variance. The first factor, job and career satisfaction, has a Cronbach α value of .863, the second factor, work-life balance, has a Cronbach α value of .834, the third factor, general wellbeing, has a Cronbach α value of .865, the fourth factor, control at work, has a Cronbach α value of .797 and the fifth factor stress at work, has a Cronbach α value of .791.

The QWL scale used in the study was adapted to Turkish and its validity and reliability studies were conducted. However, as a result of the factor analysis, a factor distribution that did not fully overlap with the original structure of the scale was obtained. However, in line with the content evaluation of each item, the factors were renamed on the basis of conceptual integrity. Possible reasons for this situation may include the demographic and sectoral characteristics of the sample, context-specific differences, and different perception styles. Hofstede's cultural dimensions theory (Hofstede, 2001), which explains the effect of culture on value systems, reveals that certain expressions can be perceived

differently in different cultural or contextual structures. In this context, the different factor structure obtained can be evaluated as a finding reflecting the contextual sensitivity of the scale.

Table 2. Factor and Reliability Analysis for Work-Related Quality of Life Scale

Item No	Factor Name	Factor Item	Factor Loading	% Variance Explained	Reliability (Cronbach α)
QWL_11	Job and Career Satisfaction	I am encouraged to develop new skills	0.859	15.103	0.863
QWL_13		My employer provides me with what I need to do my job effectively	0.767		
QWL_8		When I have done a good job it is acknowledged by my line manager	0.764		
QWL_18		I am satisfied with the career opportunities available for me here	0.549		
QWL_5	Work-Life Balance	My employer provides adequate facilities and flexibility for me to fit work in around my family life.	0.797	14.361	0.834
QWL_6		My current working hours / patterns suit my personal circumstances	0.745		
QWL_14		My line manager actively promotes flexible working hours / patterns	0.663		
QWL_16		I work in a safe environment	0.560		
QWL_22		The working conditions are satisfactory	0.524		
QWL_10	General Wellbeing	I am satisfied with my life	0.752	14.115	0.865
QWL_17		Generally things work out well for me	0.723		
QWL_21		Recently, I have been feeling reasonably happy all things considered	0.694		
QWL_15		In most ways my life is close to ideal	0.659		
QWL_20	Control at Work	I am satisfied with the training I receive in order to perform my present job	0.673	12.771	0.797
QWL_2		I feel able to voice opinions and influence changes in my area of work	0.667		
QWL_12		I am involved in decisions that affect me in my own area of work	0.640		
QWL_23		I am involved in decisions that affect members of the public in my own area of work	0.627		
QWL_3		I have the opportunity to use my abilities at work	0.585		
QWL_1		I have a clear set of goals and aims to enable me to do my job	0.505		
QWL_19		Stress at Work	I often feel excessive levels of stress at work		
QWL_7	I often feel under pressure at work		0.761		
QWL_9	Recently, I have been feeling unhappy and depressed		0.544		
			Total	65.580	
KMO and Bartlett's Test					
Kaiser-Meyer-Olkin Measure of Sampling Adequacy.					0.909
Bartlett's Test of Sphericity Approx. Chi-Square					2240.526
df					231
Sig.					0.000

3.2.2 Quiet Quitting Scale

The "Multidimensional Quiet Quitting" scale developed by Patel et al. (2023) aims to measure QQ behavior. The Turkish adaptation of the scale was conducted by Meydan and Akkaş (2024).

As a result of the factor analysis conducted on the QQ scale, the scale was grouped under two factors. However, the total factor structure of 13 items, 6 of which are related to behavioral QQ (items 4, 8, 9, 10, 11, 12) and 7 of which are related to emotional QQ (items 1, 2, 3, 5, 6, 7, 13), was included in the analysis. Item dusi_7 was excluded analyse because of factor loading (0.475) lower than ≥ 0.50 .

In the reliability analysis, factors with (>0.70) were considered reliable.

As a result of the analyses, Bartlett's sphericity test showed statistical significance, supporting its appropriateness with a significance level of ≤ 0.05 .

The results of the factor analysis show that the scale consists of one distinct factor, which accounts for 53.27% of the total variability. As shown Table 3, the test result (KMO = .874, Bartlett Test $\chi^2=985,264$, $p = .000$) is sufficient.

Table 3. Factor and Reliability Analysis for Quiet Quitting Scale

Item No	Factor Name	Factor Item	Factor Loading	% Variance Explained	Reliability (Cronbach α)
dsi_9	Behavioral Quiet Quitting	I spend the adequate time necessary working on tasks to keep my job.	0,767	32.494	0,866
dsi_8		I do only the work I'm specifically asked to do; just enough to not lose my job.	0,765		
dsi_10		It is emotionally rewarding for me not looking for extra work to do.	0,760		
dsi_11		Doing only the work that is required is smart, not lazy.	0,728		
dusi_6		I do not do extra work beyond what I'm paid to do.	0,650		
dsi_4		To keep my job, I believe in working just enough, not harder or smarter.	0,614		
dusi_5		I don't tend to spend time mulling over work-related issues.	0,600		
dusi_13		I feel less burned out by doing only the work that is needed to keep my job.	0,507		
dusi_2	Emotional Quiet Quitting	Worries weigh heavily on my mind, when going above and beyond in my work.	0,804	20.780	0,664
dusi_3		I don't look for extra work to do even though it could help me to get promoted.	0,645		
dusi_1		It doesn't bother me when extra work gets left unfinished.	0,618		
dsi_12		My mental health is a lot better by not going the 'extra mile' at work.	0,570		
Total Explained Variance:				53,274	
KMO and Bartlett's Test					
Kaiser-Meyer-Olkin Measure of Sampling Adequacy.					0,874
Bartlett's Test of Sphericity Approx. Chi-Square					985,264
df					66
Sig.					0.000

3.2.3 Psychological Capital Scale - Psychological Resilience

The “psychological resilience” sub-dimension of the Psychological Capital Scale developed by Luthans et al. (2007) was used in the study.

As a result of the analysis, all psychological resilience factor items were not removed because their factor loadings were greater than ≥ 0.50 . Bartlett's sphericity test showed statistical significance, supporting its appropriateness with a significance level of ≤ 0.05 . In the reliability analysis, factors with (>0.70) were considered reliable.

The results of the factor analysis show that the scale consists of one distinct factor, which accounts for 55.52% of the total variability. As shown Table 4, the test result (KMO = .802, Bartlett Test $\chi^2=529.107$, $p = .000$) is sufficient.

Table 3. Factor and Reliability Analysis for Psychological Resilience

Item No	Factor Name	Factor Item	Factor Loading	% Variance Explained	Reliability (Cronbach α)
PSY_5	Psychological Resilience	I feel I can handle many things at a time at this job.	0.879	55.519	0.822
PSY_6		I usually manage difficulties one way or another at work.	0.838		
PSY_1		I can get through difficult times at work because I've experienced difficulty before.	0.775		
PSY_4		I can be "on my own" so to speak at work if I have to.	0.683		
PSY_2		I usually take stressful things at work in stride	0.670		
PSY_3		When I have a setback at work, I have trouble recovering from it and moving on.	0.584		
Total			Total		
KMO and Bartlett's Test					
Kaiser-Meyer-Olkin Measure of Sampling Adequacy.					0.802
Bartlett's Test of Sphericity Approx. Chi-Square					529.107
df					15
Sig.					0.000

3.3 Correlation Analysis

Before starting parametric tests and correlation analyses, the normal distribution of the variables should be checked. Parametric tests can be performed if the data is usually distributed. According to the literature, if the skewness and kurtosis values are within the range of ± 2 , the data meet the assumption of normal distribution (George & Mallery, 2010). In addition, in large samples ($n > 100$), values within the limit of ± 3.29 are considered acceptable in terms of normal distribution in the evaluations made based on z-scores (Mayers, 2013). In this study, the sample size is $n = 190$, and the skewness and kurtosis values of all the variables above are within these acceptable limits. Especially in the “Psychological Resilience” variable, although the kurtosis value slightly exceeds the limit of ± 2 with 2.056, this deviation can be tolerated within the scope of the central limit theorem due to the large sample size (Ghasemi & Zahediasl, 2012). Therefore, it was concluded that parametric tests are applicable for all variables.

Table 4. Normal Distribution Table

Variables	Skewness	Kurtosis
Quiet Quitting	0.400	-0.326
Quality of Worklife - Total	-0.379	-0.366
Job and Career Satisfaction	-0.485	-0.628
Work-Life Balance	-0.437	-0.381
General Wellbeing	-0.544	-0.249
Control at Work	-0.583	-0.021
Stres at Work	-0.114	-0.612
Psychological Resilience	-1.023	2.056

Normality tests were performed before the correlation analysis. Correlation analysis was performed using parametric tests for normally distributed data. Pearson Correlation Analysis was used to determine the relationship between variables. The findings are reported in Table 6.

As seen in Table 6, it was found that QQ mean score is = 2.94 (SD=0.89), quality of worklife (total) score is= 3.9 (SD=0.84), well-being mean score is = 3.9 (SD=0.97), job and career satisfaction mean score is = 3.8 (SD=1.20), control at work mean score is = 4.2 (SD=0.88), work-life balance mean score is= 3.9 (SD=1.10) and stress at work mean score is= 3.5 (SD=1.14), psychological resilience mean score= 4.6 (SD=0.71). Considering the midpoint of 3.5 on the six-point likert-type scale, it was observed that the QQ scores of the participants were below this average; on the other hand, the QWL and its sub-dimensions (well-being, job and career satisfaction, control at work and work-life balance) and

psychological resilience scores were above the average. This finding shows that the participants generally have adequate work-life quality, psychological resilience level, and low QQ tendencies.

For demographic variables age mean score is = 32.4 (SD=7.08) indicating that the sample primarily consisted of young to early middle-aged adults. Organizational tenure mean score is =4.6 (SD=5.52) suggesting moderate organizational experience. Total experience mean score is = 9.0 (SD=6.79) indicating that many had significant professional backgrounds beyond their current positions. In general, although the participants' total work experience is longer, their experience in their current institutions is shorter.

The results of the correlation analysis revealed important insights into the study. A Pearson correlation analysis examined the relationship between QWL, QQ, and psychological resilience. The analysis was given in Table 6.

It was found that QWL and QQ ($r = -0.26$, $p < 0.01$) was found to have a low level of negative and statistically significant relationship. When the relationship between QWL sub-factors and QQ was examined, QQ and wellbeing ($r = -0.27$, $p < 0.01$), job and career satisfaction ($r = -0.17$, $p < 0.05$) and stress at work ($r = -0.19$, $p < 0.01$) a low-level, negative, and statistically significant correlations were found. A moderate level of negative and statistically significant correlation was found between QQ and control at work ($r = -0.31$, $p < 0.01$).

When the correlation analysis of the moderator variable psychological resilience and QWL was examined, total QWL ($r = 0.40$, $p < 0.01$) was found to have a moderate level of positive and statistically significant relationship. Psychological resilience was found to have a moderate, positive, and statistically significant correlation with the QWL sub-dimensions of well-being ($r = 0.43$, $p < 0.01$) and control at work ($r = 0.41$, $p < 0.01$).

Others job and career satisfaction ($r = 0.21$, $p < 0.01$), work-life balance ($r = 0.27$, $p < 0.01$) and stress at work ($r = 0.28$, $p < 0.01$) have a low level of positive and statistically significant relationship. When the relationship between QQ and psychological resilience was examined, a weak and negative statistically significant relationship was found ($r = -0.22$, $p < 0.01$).

Additionally, among the demographic variables, age was found to have a low, negative, and statistically significant correlation with QQ ($r = -0.21$, $p < 0.01$) and with job and career satisfaction ($r = -0.15$, $p < 0.05$).

There is a positive and statistically significant correlation between gender (coded as 1=female, 2=male) and psychological resilience, indicating that male participants are more likely to have higher resilience scores ($r = .23$, $p < 0.01$).

Education level has a low, negative, statistically significant relationship with QQ ($r = -0.17, p < 0.05$). A positive and weak relationship exists between marital status and QQ ($r = .153$). Since 1 = married, 2 = single is defined according to the coding system, the positive correlation indicates that single individuals may have higher QQ tendencies than married individuals. In addition, a negative and weak relationship exists between marital status and well-being ($r = -.18, p < 0.05$). This suggests that single individuals report slightly lower well-being than their married counterparts.

According to the coding system, 1 = manager, 2 = non-manager is defined, the positive correlation indicates that non-manager individuals may have a higher tendency to QQ compared to managers ($r = 0.28, p < 0.05$). There is a negative relationship between managerial status and QWL and its dimensions; QWL ($r = -0.26, p < 0.01$), job and career satisfaction ($r = -0.16, p < 0.05$), well-being ($r = -0.25, p < 0.01$), control at work ($r = -0.29, p < 0.01$), stress at work ($r = -0.21, p < 0.01$), work-life balance ($r = -0.14, p < 0.05$).

When the correlation between psychological resilience and managerial status is examined, it is found that the psychological resilience of managers may be higher than non-managers ($r = -0.22, p < 0.01$).

When total experience is examined, a negative, significant correlation with QQ is found ($r = -0.22, p < 0.01$).

When examining organizational tenure, there is a low, negative, and statistically significant correlation between organizational tenure and QQ ($r = -0.22, p < 0.01$). A low, negative, and statistically significant relationship was found between organizational tenure and job and career satisfaction ($r = -0.148, p < 0.05$).

3.4 Correlations Between Variables

Table 5. Correlation Findings Between Variables

	Mean	SD	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15
1. Age	32,416	7,085	1														
2. Gender	1,3789	0,486	0,088	1													
3. Education Level	2,1947	0,562	-0,067	-0,12	1												
4. Marital Status	1,5368	0,500	-,392**	-0,12	0,059	1											
5. Managerial Status	1,6842	0,466	-,240**	-0,01	-,309**	,232**	1										
6. Total Experience	8,9947	6,791	,917**	0,08	-0,087	-,414**	-,248**	1									
7. Organizational Tenure	4,6053	5,530	,757**	0,10	-0,137	-,275**	-0,065	,738**	1								
8. Quiet Quitting	2,9360	0,891	-,206**	0,04	-,167*	,153*	,278**	-,217**	-,224**	1							
9. Quality of Work-Life (Total)	3,9170	0,838	-0,039	0,06	0,061	-0,055	-,260**	-0,001	-0,054	-,257**	1						
10. Job and Career Satisfaction	3,7895	1,201	-,149*	-0,01	0,016	0,103	-,157*	-0,138	-,148*	-,166*	,832**	1					
11. Work-Life Balance	3,8768	1,103	0,006	0,06	0,039	-0,008	-,144*	0,037	0,020	-0,107	,854**	,638**	1				
12. Well-Being	3,9276	0,973	0,062	0,03	0,074	-,178*	-,252**	0,120	0,012	-,265**	,788**	,536**	,597**	1			
13. Control at Work	4,2219	0,877	-0,040	0,13	0,080	-0,062	-,289**	0,005	-0,051	-,314**	,796**	,630**	,526**	,542**	1		
14. Stress at Work	3,4702	1,143	0,020	-0,03	-0,036	0,130	,214**	0,016	0,050	,194**	-,721**	-,466**	-,603**	-,556**	-,403**	1	
15. Psychological Resilience	4,6333	0,720	0,031	,228**	0,062	-0,058	-,221**	0,094	-0,034	-,217**	,396**	,211**	,268**	,431**	,410**	,281**	1

N=190, **.p<0,01, *p<0,05 (2-tailed)

3.5 Simple Regression Analysis

In this part of the study, regression analysis between variables was examined. Regression analysis was used to test the study's hypotheses. In the first stage, simple regression analysis was conducted to understand the effect of independent variables on the dependent variable. In the second stage, a multiple regression analysis was also conducted to understand how all independent variables together would collectively affect the dependent variable. Simple regression results are shown in Table 7 to 11.

The effects of and work-life balance ($B = -0.116$, $p = 0.111$) were insignificant when looking at the sub-dimensions. The effects of all other four dimensions on QQ were found to be significant. The analysis results are shared in the tables below.

In order to investigate the predictive role of QWL on QQ, a simple linear regression analysis was conducted.

Table 6. Simple Regression QWL and QQ

Independent Variable: QWL						
Independent Variables	B	Std. Error	Beta (β)	t value	p value	VIF
QWL (Total)	-0.273	0.075	-0.257	-3.646	0.000	1.000
R=0,257; $R^2 = 0,066$; F Value=13.294						
Dependent Variable: QQ						

As a result of the regression analysis, total QWL showed a significant effect on QQ ($B = -0.273$, $SE = 0,075$, $\beta = -0.257$ $p = 0.000$). This result shows that the increase in work-life quality has an adverse effect on QQ. The model accounted for 6.6% of the variance in QQ. Hypothesis H1 was supported.

A simple linear regression analysis was conducted to examine the effect of job and career satisfaction on QQ.

Table 7. Simple Regression Job and Career Satisfaction and QQ

Independent Variable: Job and Career Satisfaction						
Independent Variables	B	Std. Error	Beta (β)	t value	p value	VIF
Job and Career Satisfaction	-0.123	0.053	-0.166	-2.306	0.022	1.000
R=0,166; $R^2 = 0,028$; F Value=5.319						
Dependent Variable: QQ						

The effects of job and career satisfaction ($B = -0.123$, $SE = 0.053$, $\beta = -0.166$, $p = 0.022$) was significant. The results are presented in Table 8. This result shows that the increase in job and career satisfaction has an adverse effect on QQ. The model accounted for 2.8% of the variance in QQ.

Simple regression analysis was conducted to measure the effect of well-being, one of the sub-dimensions of OWL, on QQ.

Table 8. Simple Regression General Well-being and QQ

Independent Variable: General Well-being						
Independent Variables	B	Std. Error	Beta (β)	t value	p value	VIF
Well-Being	-0.242	0.064	-0.265	-3.762	0.000	1.000
R=0,265; $R^2 = 0,070$; F Value=14.150						
Dependent Variable: QQ						

Well-being emerged as a negative predictor of QQ with a significant ($B = -0.242$, $SE = 0.064$, $\beta = -0.265$, $p = 0.000$). It was found that as the well-being levels of employees increased, QQ behavior decreased. The model explains 7.0% of the variance in QQ behavior. Table 9 reports the findings of the regression model.

To examine whether control at work significantly predicts QQ, a simple linear regression analysis was conducted.

Table 9. Simple Regression Control at Work and QQ

Independent Variable: Control at Work						
Independent Variables	B	Std. Error	Beta (β)	t value	p value	VIF
Control at Work	-0.320	0.070	-0.314	-4.541	0.000	1.000
R=0,314; $R^2 = 0,099$; F Value=20.618						
Dependent Variable: QQ						

A negative and statistically significant relationship was found between the control at work and QQ behavior ($B = -0.320$, $SE = 0.070$, $\beta = -0.314$, $p = 0.000$). This finding shows that when employees feel more control at work, their QQ behavior decreases. The model explains 9.9% of the variance in QQ behavior. Control at work emerged as the most robust and positive predictor of QQ. Table 10 displays the results of the analysis.

Simple linear regression analysis was applied to examine the effect of stress at work on QQ behavior.

Table 10. Simple Regression Stress at Work and QQ

Independent Variable: Stress at Work						
Independent Variables	B	Std. Error	Beta (β)	t value	p value	VIF
Stress at Work	0.152	0.056	0.194	2.718	0.007	1.000
R=0,194; R ² = 0,038; F Value=7.386						
Dependent Variable: QQ						

Stress at work significantly explains QQ behavior (B = 0.152, SE= 0.056, β = 0.194, p =0.007).

According to these results, the model explains 3.8% of variance in QQ behavior. The outcomes are detailed in Table 11.

3.6 Multiple Regression Analysis

As a result of the factor analysis, multiple regression analysis was applied to understand the effect of the sub-dimensions of the QWL, namely control at work, general wellbeing, work-life balance and job and career satisfaction and stress at work, on the QQ variable and to test the existing hypotheses.

Table 11. Multiple Regression Analysis for All Independent Variables on QQ

Independent Variable: Work-Related Quality of Life Scale						
Independent Variables	B	Std. Error	Beta (β)	t value	p value	VIF
Job and Career Satisfaction	0.038	0.075	0.051	0.506	0.613	2.153
Work-Life Balance	0.160	0.084	0.198	1.919	0.057	2.277
General Well-being	-0.166	0.087	-0.181	-1.903	0.059	1.920
Control at Work	-0.312	0.095	-0.307	-3.293	0.001*	1.854
Stress at Work	0.089	0.070	0.114	1.258	0.210	1.742
Dependent Variable: QQ						

As shown in Table 12. a multiple regression analysis was conducted to examine the predictive power of the subdimensions of the Work-Related Quality of Life Scale (Control at Work, General Wellbeing, Work-Life Balance, Job and Career Satisfaction and Stress at Work) on QQ.

The overall regression model was found to be statistically significant (F(5, 184) = 5.83, p < .001).

The independent variables (job and career satisfaction, work-life balance, general well-being, control at work, stress at work) can explain approximately 13.7% of the total variance in QQ behavior ($R^2 = .137$).

The most explanatory dimension among the sub-dimensions of QWL is control at work ($\beta = -0.312$, $p < 0.001$). Participants' greater control at work contributes significantly to the reduction of QQ tendencies. General well-being ($\beta = -0.166$, $p = 0.059$) and work-life balance ($\beta = 0.160$, $p = 0.057$) variables are at the limit of significance; the effects of other variables were not found to be significant.

3.7 Moderation Analysis Findings

Moderation analysis was conducted to test the H2 hypothesis. The moderator effect of the concept of psychological resilience in the relationship between QWL and QQ was tested by the method of Baron & Kenny (1986).

As shown in table 13, the moderator effect of psychological resilience on the relationship between QWL and QQ was examined. In step 1, the overall model is statistically significant, ($F(1,188) = 13.29$, $p < .001$). This result shows that QWL is a significant predictor of QQ. The model explains approximately 6.1% of the variance in QQ (Adjusted $R^2 = .061$).

However, in step 2, psychological resilience was entered as a predictor, revealing statistically not significant ($\beta = -0.170$, $t = -1.80$, $p = 0.074$).

In step 3, the interaction term (QWL x Psychological Resilience) was included in the model in order to test the moderation effect. But, the model was insignificant ($\beta = 0.001$, $t = 0.08$, $p = 0.99$).

The analysis indicates that psychological resilience does not significantly moderate the relationship between QWL and QQ. Hypothesis 2 was rejected.

Table 13. Moderation Analysis Findings

Model		Unstandardized Coefficients		Standardized Coefficients		Collinearity Statistics		F	Adjusted R ²
		B	Std. Error	Beta	t	p	Tolerance	VIF	
Step 1	(Constant)	2,936	0,063		46,850	0,000			
	QWL	-0,273	0,075	-0,257	-3,646	0,000	1,000	1,000	13,294
	Dependent Variable:QQ								0,61
Step 2	(Constant)	2,936	0,062		47,128	0,000			
	QWL	-0,216	0,081	-0,203	-2,657	0,009	0,843	1,186	3.233
	Psychological Resilience	-0,170	0,095	-0,137	-1,798	0,074	0,843	1,186	
Step 3	(Constant)	2,936	0,067		44,037	0,000			
	QWL	-0,216	0,082	-0,203	-2,634	0,009	0,833	1,201	0,000
	Psychological Resilience	-0,170	0,102	-0,137	-1,668	0,097	0,732	1,365	
	QWL x Psychological Resilience	0,001	0,098	0,001	0,008	0,994	0,867	1,154	

The effect of the moderator's psychological resilience on the relationship between the sub-dimensions of QWL and QQ was also examined separately.

The effect of job and career satisfaction on QQ, the model is generally significant ($F(1,188) = 5,32$, $p = .022$). This result shows that job and career satisfaction is a significant predictor of QQ. The model explains approximately 2.2% of the variance in QQ (Adjusted $R^2 = .022$). However, the interaction term between job and career satisfaction and psychological resilience was insignificant ($\beta = 0.21$, $t = 0.47$, $p = 0.96$). These results suggest that psychological resilience does not significantly moderate the relationship between job career satisfaction and QQ.

The moderating effect of psychological resilience on the relationship between work-life balance and QQ was tested. The general was not significant ($F(1,188) = 2,17$, $p = .142$).

Psychological resilience on the relationship between control at work and QQ was tested. The model was statistically significant, ($F(1,188) = 20,62$, $p = .000$). The model explains approximately 9.4% of the variance in QQ (Adjusted $R^2 = .094$). However, the interaction term between control at work and psychological resilience is insignificant ($\beta = -0.08$, $t = -0.86$, $p = 0.93$). This result indicates that psychological resilience does not moderate the relationship between control at work and QQ.

Psychological resilience on the relationship between general well-being and QQ was tested. As a result of the moderation analysis, the model was statistically significant, ($F(1,188) = 14,15$, $p = .000$). The model explains approximately 6.5% of the variance in QQ (Adjusted $R^2 = .065$). However, the

interaction term between general well-being and psychological resilience is insignificant ($\beta = -.431$, $t = -.844$, $p = 0.40$)

A moderation analyses was conducted psychological resilience on the relationship between stress at work and QQ. The overall model was found to be statistically significant ($F(1,188) = 7.39$, $p = .000$). The model explains approximately 3.3% of the variance in QQ (Adjusted $R^2 = .033$). However, the interaction term between stress at work and psychological resilience is insignificant ($\beta = -.125$, $t = -.188$, $p = 0.85$)

The moderation analyses examined the relationships between QWL and QQ in a different context. However, as a result of the analyses conducted with both QWL and its sub-dimensions, it was seen that psychological resilience did not play a moderating role in the relationship between QWL and QQ. Hypothesis H2 was rejected.

3.8 Comparative Tests Analysis For Demographics

T-test and ANOVA tests were applied to analyze whether there were significant differences between subgroups and the study variables (QWL, QQ and psychological resilience) according to demographic and professional variables such as age, gender, education level, work type, marital status, managerial status, length of experience in the current workplace, length of work with the same manager and total work experience. Differences between all variables and demographic data were examined. Only groups with significant differences are reported in the tables below. Except for these tables, no significant differences were found in the other variables.

An independent samples t-test was conducted to compare psychological resilience ratings between females and males.

Table 14. Independent Samples T-Test for Gender

Variable	Gender	N	Mean	SD	t	Levene's Test for Equity of Variances
						p
Psychological Resilience	Female	118	4,5056	0,74342	-3,208	0,002
	Male	72	4,8426	0,62916	-3,339	0,001

Levene's test indicated that the assumption of equal variances was met. The analysis revealed ($t(188) = -3.208$, $p = .002$) a significant difference between females ($M = 4.51$, $SD = 0.74$) and males ($M = 4.84$, $SD = 0.63$). These findings suggest that males scored significantly higher in psychological resilience than females. The results are given in Table 15.

An independent samples t-test was conducted to compare QQ behavior between education levels.

Table 15. Independent Samples T-Test for Education Level

Variable	Education Level	N	Mean	SD	t	Levene's Test for Equity of Variances
						p
QQ	Bachelor's Degree	123	3,0838	0,87651	3,363	0,001
	Postgraduate	52	2,6095	0,79283	3,503	0,001

According to independent t test results, Levene's test indicated a significant difference in variances. Participants with a bachelor's degree ($M = 3.08$, $SD = 0.88$) reported significantly higher QQ scores than those with a postgraduate degree ($M = 2.61$, $SD = 0.79$).

An independent samples t-test was conducted on all variables with work type. As a result, work-life balance and total QWL ratings between people who have hybrid (online/office) and face-to-face (office) work types were significant.

Table 16. Independent Samples T-Test for Work Type

Variable	Work Type	N	Mean	SD	t	Levene's Test for Equity of Variances
						p
Work-Life Balance	Hybrid (online/office).	81	4,1605	1,01756	3,691	0,000
	Face to face (office).	97	3,5649	1,11543	3,721	0,000
Total QWL	Hybrid (online/office).	81	4,0718	0,84544	2,282	0,024
	Face to face (office).	97	3,7835	0,83420	2,280	0,024

The analysis revealed a significant difference in work-life balance scores between hybrid work ($M = 4.16$, $SD = 1.17$) and office work type ($M = 3.56$, $SD = 1.11$). These findings suggest that total work-life balance is higher in hybrid workers than office workers. When examining total QWL scores, hybrid workers ($M = 4.07$, $SD = 0.85$) had higher QWL scores than those who worked face-to-face in the office ($M = 3.78$, $SD = 0.83$).

An independent samples t-test was conducted to examine the difference in all variables in study to find differences scores between married and single participants.

Table 17. Independent Samples T-Test for Marital Status

Variable	Marital Status	N	Mean	SD	t	Levene's Test for Equity of Variances
						p
Wellbeing	Married	88	4,1136	0,86429	2,482	0,014
	Single	102	3,7672	1,03483	2,514	0,013
QQ	Married	88	2,7893	0,89756	-2,126	0,035
	Single	102	3,0626	0,87081	-2,122	0,035

The results showed a statistically significant difference for well-being and QQ scores. Married participants ($M = 4.11$, $SD = 0.86$) had significantly higher well-being scores than single participants ($M = 3.77$, $SD = 1.03$). Also, married participants ($M = 2.78$, $SD = 0.89$) had significantly lower QQ scores than single participants ($M = 3.06$, $SD = 0.87$).

An independent samples t-test was conducted to compare QQ behavior between different workplace tenures. The results show that the length of time employees have spent in their current workplace significantly affects their QQ levels.

Table 18. Independent Samples T-Test for Current Workplace Tenure

Variable	Current Workplace Tenure	N	Mean	SD	t	Levene's Test for Equity of Variances
						p
Quiet Quitting	1-5 years	142	3,0455	0,89201	2,971	0,003
	6 and above	48	2,6122	0,81577	3,106	0,003

Specifically, individuals who have worked in the current workplace for 1–5 years ($M = 3.05$, $SD = 0.89$) tend to have significantly higher QQ than those who have worked for six years or more ($M = 2.61$, $SD = 0.82$).

An independent samples t-test was conducted to examine the difference in managerial status (yes or no) and variables in the study.

Table 19. Independent Samples T-Test for Managerial Status

Variable	Managerial Status	N	Mean	SD	t	Levene's Test for Equity of Variances
						p
Wellbeing	Yes	60	4,2875	0,76306	3,571	0,000
	No	130	3,7615	1,01580	3,960	0,000
Control at Work	Yes	60	4,5944	0,76121	4,147	0,000
	No	130	4,0500	0,87546	4,366	0,000
Quiet Quitting	Yes	60	2,5718	0,81314	-3,973	0,000
	No	130	3,1041	0,87851	-4,088	0,000
Psychological Resilience	Yes	60	4,8667	0,43266	3,105	0,002
	No	130	4,5256	0,79741	3,810	0,000
Total QWL	Yes	60	4,2364	0,74067	3,687	0,000
	No	130	3,7696	0,84144	3,865	0,000
Job and Career Satisfaction	Yes	60	4,0667	1,07541	2,182	0,030
	No	130	3,6615	1,23846	2,298	0,023
Stress at Work	Yes	60	3,8889	1,14432	3,002	0,003
	No	130	3,3641	1,10861	2,967	0,004

The results showed a statistically significant difference between the groups. Individuals with managerial status had higher well-being ($M= 4.28$, $SD=0.76$), control at work ($M= 4.59$, $SD=0.76$), psychological resilience ($M= 4.86$, $SD=0.43$), total QWL ($M= 4.23$, $SD=0.74$), job and career satisfaction ($M= 4.07$, $SD=1.08$) and stress at work ($M= 3.89$, $SD=1.14$), scores than non-managers. In addition, managers had lower QQ behavior ($M= 2.57$, $SD=0.81$) than non-managers ($M= 3.10$, $SD=0.88$). Results showed in Table 20.

An independent samples t-test was conducted to examine the difference in QWL, job and career satisfaction and work-life balance scores for sectoral differences. The results showed a statistically significant difference between the groups.

The difference between age groups 23-30 (Gen Z) and 31-45 (Gen Y) and all research variables were examined by a t-test.

Table 20. Independent Samples T-Test for Age

Variable	Age	N	Mean	SD	t	Levene's Test for Equity of Variances
						p
Quiet Quitting	23-30 (Gen Z)	98	3,0730	0,88456	2,097	0,037
	31-45 (Gen Y)	81	2,7939	0,88869	2,096	0,038

When these two generations were compared, 23-29 (Gen Z) had a higher QQ intention ($M= 3.09$ $SD=0.92$) than 30-45 (Gen Y) ($M= 2.81$ $SD=0.86$). Table 22 shows the research results.

The difference between the total experience variable and all variables in the study was tested with ANOVA.

Table 21. One Way ANOVA Results

Variables	Groups (I-J)	Mean Difference (I-J)	SD (I-J)	F	p
QQ	1-4 years – 10+ years	-0.481	0.97 - 0.91	4.48	.013*
General Well-Being	1-4 years – 5-9 years	-0.484	0.99 - 0.93	4.09	.022*

* $p < .05$ is significant

Firstly, Levene Test was applied to test the homogeneity of variance. Variance homogeneity was provided for QQ ($F(2,187)= 1.56$, $p= .214$) and well-being ($F(2,187)=0.62$, $p= .541$) variables. For this reason, the groups in total work experience were compared by applying Tukey post-hoc analyses.

Employees with 10 years or more total work experience (Mean=2.70, $SD=.91$) tend to have lower QQ than employees with 1–4 years of experience (Mean=3.19, $SD=.97$).

When looking at general well-being, employees with 1–4 years of experience (Mean=3.62 $SD=.99$) have lower general well-being, while those with 5–9 years of experience (Mean=4.10 $SD=.93$) have a more positive general well-being level.

No significant difference was found in work life balance, job and career satisfaction, control at work, stress at work, and total QWL scores over the years.

Table 22. Results of the Hypotheses

Hypothesis	Results
Hypothesis 1: Quality of work-life predicts quiet quitting.	Supported
Hypothesis 2: Psychological resilience moderates the relationship between quality of work-life and quiet quitting. In line with this effect, the negative effect of quality of work-life on quiet quitting will be weakened in individuals with high psychological resilience.	Not Supported

4. CONCLUSION & DISCUSSION

In the first part of the study, QQ, QWL and psychological resilience literature were discussed and hypotheses were formed based on these. In the next section, the methodology was explained and the hypotheses were tested. In this section, the results, discussion, managerial implications, future recommendations and limitations of the study are provided.

The aim of this study is to investigate the QWL variables that affect QQ. While testing the relationships between these variables, the moderator effect of psychological resilience was also included in the study in order to test an individual element. The reason for choosing these variables is that the concept of QQ has become an effective concept in the work environment as it has become more popular after the pandemic. Although research on the factors affecting QQ has increased in the literature, studies to fully explain the concept are still lacking. Some of the factors affecting QQ, which have been investigated separately in different studies, were considered together with QWL and the effects of five different factors on QQ were investigated. Psychological resilience, an individual variable, was preferred as a moderator variable in this study in order to explain how individual differences affect the relationship between QWL and QQ. For all the reasons mentioned, examining the variables in question will contribute to a better explanation of the relationship between the variables in the literature.

In our study, a six-point likert scale was used, the mean of the six-point likert scale was 3.5. Analysis of the mean values of the variables, QQ mean score is = 2.94 (SD=0.89), QWL (total) score is = 3.9 (SD=0.84), psychological resilience mean score = 4.6 (SD=0.71) was found. Among the study participants, QQ behavior was below the mean, whereas QWL and psychological resilience were above

the mean. The psychological resilience scores of the participants were obtained through self-report. The reason for the high psychological resilience score may be social desirability bias. Individuals may want to be in an image that is socially approved in society (Paulhus, 1991). This situation may have caused them to respond with higher psychological resilience levels than they actually are.

In order to test Hypothesis 1, simple linear regression analysis was conducted. The findings showed that QWL significantly and negatively predicted QQ behavior ($B = -0.273$, $p = 0.000$). The finding shows that QWL decreases as QQ behavior increases.

As discussed in the first section, the relationships regarding this situation have been supported by the job-demands resources model (Demerouti et al., 2001) and self-determination theory (Deci & Ryan, 2008). Theories have supported explaining the QWL and QQ relationship from different aspects.

Barrett (2024) explained that individuals may resort to QQ due to insufficient resources at work. QQ may not be solely an individual preference. QQ may occur as a result of insufficient resources at work, which QWL may also cover (organizational, social, psychological and physical resources). According to self-determination theory, it has been stated that innate psychological needs are also important in understanding motivation. These needs of individuals are not met, job satisfaction decreases and this may result in QQ, which is a withdrawal behavior from work (Nordgren & Ingemarsson Björs, 2023). As a result, when considered in theories, the mentioned sources are parallel to the sub-dimensions of QWL (control at work, stress at work, work-life balance, job and career satisfaction and general well-being). As supported by theories, a negative significant relationship was found between QWL and QQ in our study.

In addition to the total score of QWL, its sub-dimensions were also examined within the scope of the research. Job and career satisfaction ($B = -0.123$, $p = 0.022$), general well-being ($\beta = -0.242$, $p < 0.00$), control at work ($\beta = -0.314$, $p < 0.000$) are positively related to negative stress at work ($B = 0.194$, $p = 0.007$). Job and career satisfaction is one of the factors that affect individuals' QQ behavior. When employees feel that they cannot progress in their jobs (Çimen & Yılmaz, 2023), and when career paths are not clearly presented to individuals (Elgan, 2022), they reduce their emotional investment in work and may exhibit QQ behavior. Similarly, they may not want to take additional responsibility for their jobs (Youthall Turkey, 2023; DeSmet et al., 2022; Kobal & Batı, 2022). As a result of our research, results supporting the literature were found. Individuals may tend to QQ behavior when they think that they will not have the opportunity to develop due to reasons listed in the literature such as lack of planning for job and career development and lack of policies in the workplace.

Studies in the literature have often emphasized the importance of the concept of general well-being in the workplace. As supported by the job-demands theory, insufficient resources against increasing demands also affect individuals' well-being at work. According to the results of our research, there is a negatively significant relationship between employees' QWL evaluations and QQ behaviors. This result shows that as individuals' well-being levels increase, QQ behavior, which is seen as distancing from their work, decreases. This result is consistent with the studies conducted by Gökkaya (2024) and Prentice et al., (2024). Similarly, there are studies showing that well-being reduces QQ behavior.

As a result of the analyses, the strongest relationship between the QQ concept and control at work among the sub-dimensions of QWL was found. Although the concept of control at work has not been directly examined with the concept of QQ in the literature, Rathi and Kumar (2022) stated that employees' lack of control over their tasks can increase their perception of stress and uncertainty. In parallel, it is considered that this perception may cause QQ. In addition, the job characteristic model and job-demands resources model can be used to explain this finding. According to the job characteristic model, individuals' having autonomy over their work can strengthen their commitment to work (Hackman, 1980). Our results similarly found that people with high perception of control at work exhibit less QQ behavior. It supports that when employees have a high sense of control over their work, their bond with work is strengthened and therefore their tendency to mentally disconnect from work decreases. According to the JD-R model, resources such as control at work increase employees' psychological resilience, reduce burnout and support motivation (Demerouti et al., 2001). Both models can be used to explain the negative relationship between control at work and QQ.

Organizational stress reduces commitment and emotional involvement. In this context, it is said that stress can lead to QQ behavior by reducing employees' investments in their jobs (Dilekçi, Kaya & Çiçek, 2025). In our study, a positive and significant relationship was found between stress level and QQ as a result of simple regression analysis supporting these findings ($B = 0.194$, $p = 0.007$). As stress increases in the workplace, QQ behavior also increases.

QWL and QQ ($r = -0.26$, $p < 0.01$) was found to have a low level of negative and statistically significant relationship. QQ and wellbeing ($r = -0.27$, $p < 0.01$), job and career satisfaction ($r = -0.17$, $p < 0.05$) low-level, negative, and statistically significant correlations were found. A moderate level of negative and statistically significant correlation was found between QQ and control at work ($r = -0.31$, $p < 0.01$). There is a positive correlation stress at work and QQ ($r = 0.19$, $p < 0.01$).

After examining the effect of the QWL concept on QQ in terms of total and sub-dimensions separately, multiple regression analysis was also performed. When the ANOVA results regarding the general

significance of the model were examined, it was seen that the model was significant ($F(5, 184) = 5.831$, $p < .001$). This result shows that at least one independent variable has a significant effect on QQ. As a result of the analysis, the strongest and most significant predictor is the “control at work” variable ($\beta = -0.307$, $p = .001$). Participants having more control at work significantly contributes to the decrease in QQ tendencies. This result is also parallel to the study of Demerouti et al. (2001) and the JD-R model. In addition, the effect of other variables (job and career satisfaction, stress at work, work-life balance and well-being) was found to be either limited statistical significance or insignificant. It should also be taken into account that the significance levels of other variables are statistically limited. Some factors may be at the limit of significance due to sample size or variance structure, and their effects may become more pronounced in different samples.

Another reason for this may be the high relationship between the QWL sub-dimensions as a result of the correlation analysis. However, in order to detect this problem, (VIF) values were examined. Kutner, Nachtsheim and Neter (2004) indicate a VIF value of > 10 as the critical threshold. In this context, the VIF values obtained in the study were evaluated and it was seen that the multicollinearity was at an acceptable level. Therefore, there is no problem in terms of usability of the model.

In addition, the characteristics of the sample may also be effective in the significant effect of only the control at work dimension. The fact that the sample consists mainly of people working in the private sector may be a determinant of the attitudes and behaviors of employees regarding work. The competitive structure of the private sector, which requires rapid decision-making, may have increased the effect of the control at work variable on QQ.

Finally, the cultural context may also help explain this finding. In more hierarchical and high power distance societies such as Türkiye, employees’ control over work processes tends to play a much more critical role in shaping motivation and organizational commitment (Hofstede, 2001). Within this context, the predictive power of the “control at work” variable on QQ behavior becomes even more pronounced.

Moderator analysis was conducted to test hypothesis H2. However, as a result of the analysis, it was found that the concept of psychological resilience did not have a moderator effect on the relationship between QWL and QQ. This result is thought to be based on various reasons. One of these may be that the scores were obtained through self-report. Self-report scales may cause social desirability bias or superficial responses (Paulhus, 1991). This situation may have caused them to respond with higher than normal levels of psychological resilience, and as a result, the moderator effect may have been suppressed. Additionally, the participants' psychological resilience score was found to be above the scale average. For this reason, considering that most of the participants had similar levels of

psychological resilience, sufficient variation in resilience as a moderator variable may not have been provided.

Also, when the psychological resilience scale used in the study is examined, it is seen that the scale items largely focus on how employees cope with the difficulties, stressful situations and uncertainties they encounter at work. For this reason, the scale used may have measured psychological resilience more as a situational or contextual competence. However, psychological resilience can be evaluated in the literature both as a process that can change depending on the situation and as a relatively stable personality trait of the individual. Therefore, the scale used in this study may not have sufficiently covered the personality dimension of psychological resilience. Therefore, in order for psychological resilience to be evaluated more comprehensively and validly as a dimension of the individual's personality structure in future studies, it is recommended that different scales focusing on personality-based psychological resilience measurements be used.

In addition, the majority of the participants (175 people) have similar levels of education, and the majority (165 people) work in the private sector. For this reason, similar demographic characteristics may lead to low variance among variables and thus to weak interaction effects. In addition, cultural and contextual factors may have limited the effect of the concept of psychological resilience. The fact that the participants in the study were in a similar age group and mostly private sector employees indicated that the group under study may have similar characteristics.

From a cultural perspective, Hofstede (2001) stated that cultural values shape the attitudes and behaviors of individuals, and implies that the coping strategies of individuals who grew up in a similar cultural environment and belong to similar age groups may be similar to each other. This situation may have prevented the formation of different groups in order to examine psychological resilience. Since the ways in which individuals cope with stress in homogeneous groups may be similar due to similar cultural and demographic structures, the psychological resilience variable may have been ineffective in creating differences between groups.

Resilience can be defined differently in various studies (e.g., as a personality trait or as a dynamic process). This can make it difficult to identify the moderating effect of resilience. Aburn, Gott, and Hoare (2016) highlighted the difficulties encountered in measuring psychological resilience due to its multidimensional nature. Therefore, the concept can be examined more comprehensively by considering different dimensions.

In addition to the research findings and hypothesis tests, independent samples t-test and one-way ANOVA analyses were applied to determine whether there were significant differences between the

participant groups in terms of these variables. In this context, analyses were conducted according to the demographic variables of the participants such as age, gender, education level, sector, work type, marital status, managerial position status, duration of experience in the current workplace, duration of work with the same manager and total work experience.

As a result of the difference test between psychological resilience and gender, the resilience score of men ($M = 4.84$) was found to be significantly higher than that of women ($M = 4.51$). These findings suggest that males scored significantly higher in psychological resilience than females. This situation can be explained by gender role theory. Gender roles direct men to be more resilient, successful, suppress their emotions and cope with stress. Therefore, men may tend to appear more resilient by expressing their emotions less (Courtenay, 2000).

QQ intention differed significantly according to education level (bachelor's degree, postgraduate). Participants with a bachelor's degree ($M = 3.08$) reported significantly higher QQ scores than those with a postgraduate degree ($M = 2.61$). One of the reasons for this may be that as a person's level of education increases, they tend to adapt more to their work goals. In addition, education can also support people in terms of problem-solving skills. This may have caused a decrease in QQ behavior.

The analysis revealed a significant difference in type of work (hybrid/office type) in terms of QWL and work-life balance. Hybrid workers ($M = 4.07$) had higher QWL scores than those who worked face-to-face in the office ($M = 3.78$). Also, there is a difference in work-life balance scores between hybrid work ($M = 4.16$) and office work type ($M = 3.56$). These findings suggest that total work-life balance and QWL is higher in hybrid workers than office workers. This result is consistent with the literature. Organizations can benefit from preventing QQ and its related negative consequences by improving the QWL (Galanis et al., 2024; Yan et al., 2022). One of the important elements of the QWL is work-life balance (Akar & Üstüner, 2017). As we know, hybrid and online working may have contributed to an increase in work-life balance as it provides flexibility in terms of going to the office during the day, waking up early in the morning, and time spent on the road.

While the well-being scores of married individuals ($M = 4.11$) were significantly higher than those of single individuals ($M = 3.77$), their QQ behaviours ($M = 2.78$) were lower. The high level of well-being among married individuals is consistent with previous research. Marriage provides social support, economic security and emotional stability, for example. Compared to singles, these individuals were found to have higher levels of general life satisfaction and psychological well-being (Wang, C., et al., 2024).

In addition, the fact that the well-being score is high and the QQ score is significantly lower in married people can also be explained by social support theory. Social support helps individuals to cope with stressful situations by making it easier for them to cope with stressful situations. In particular, married individuals can cope with the difficulties they face in business life more effectively thanks to the support they receive from their partners (Wang & Repetti, 2014). According to the results of this study, the high well-being scores and low QQ scores of married individuals can be explained in a significant way.

QQ intention is higher in current workplace tenure 1-5 years ($M=3.05$) than in 6 and above ($M=2.61$). In general, it has been found in the literature that employees with short seniority show more turnover intention (Emiroğlu, Akova & Tanrıverdi, 2015). This situation has been explained by various factors such as career uncertainty, commitment to the organisation and job satisfaction in different studies (Lu, Lin, Wu, Hsieh, & Chang, 2002).

Individuals with managerial status had higher well-being ($M= 4.28$), control at work ($M= 4.59$), psychological resilience ($M= 4.86$), total QWL ($M= 4.23$), job and career satisfaction ($M= 4.07$) scores than non-managers. In addition, managers had lower QQ behavior ($M= 2.57$) and stress at work ($M= 3.11$) scores. The fact that managers had higher levels of QWL, psychological resilience, job control and job satisfaction compared to non-managers may explain the lower QQ tendencies in this group. This finding may be related to the fact that managers generally have more control, decision-making and autonomy over their tasks. As a result, both managers' perception of control at work and their general well-being increase. Similar findings are also found in the literature. In a study conducted with managers, it was revealed that the level of control at work is related to psychological stress. Increased control over work strengthens employees' ability to cope with stress and their psychological resilience. It is stated that this has positive effects on job satisfaction and general quality of life (Singh, Bhardwaj & Sharma, 2023).

In addition, stress was found to be higher in managers. It is thought that this situation can be explained by the workload, extra responsibilities and pressure that management brings. However, a study has shown that managers get higher than average values from the psychological capital scale. The psychological resilience dimension within psychological capital can also be considered as an important resource for managers to cope with stress. (Çetin & Basım, 2012) This may indicate that they are better equipped to cope with stress.

Psychological resilience plays an important role in reducing the negative effects of occupational stress and increasing the quality of life. In studies, psychological resilience has been found to be positively associated with QWL (Meng et al., 2023).

Nguyen (2024) stated in his research that Gen Z should be tested in terms of QQ in more studies. The majority of the people in our research were Gen Z, 98 people and Gen Y 81, people. For this reason, the QQ differences between the two groups were compared. As a result, 23-29 (Gen Z) had a higher QQ intention ($M = 3.09$) than 30-45 (Gen Y) ($M = 2.81$). This situation is also supported by the literature. Gen Z prioritizes work-life balance and meaningful employment, resulting in a higher frequency of the QQ phenomenon within this demographic (Ochis, 2024).

As a result of the One Way ANOVA analysis, when the total experience period (1-4 years, 5-9 years and 10+ years) was compared, there was a difference between the QQ and general well-being levels of individuals with different tenures. First of all, there was a significant difference between employees with 1-4 years of total experience and those with 10 years and above ($p = .013$). The QQ levels of those with 1-4 years of experience were found to be higher ($M = -0.481$). This may be due to the difficulties experienced by individuals in the process of adapting to the organization and work life. In addition, it was explained in the previous paragraph that there is a significant difference between Gen Z and Gen Y in terms of QQ (Ochis, 2024). The finding regarding total tenure also supports this. Younger individuals show more QQ intention.

Secondly, general well-being showed a significant difference between employees with 1-4 years and employees with 5-9 years ($p = .022$). The fact that employees with less seniority have lower general well-being levels is consistent with other comparisons tests.

4.1 Managerial Implications

First of all, many studies have been conducted in the literature on the concept of QQ. However, when we look at the studies, we have not seen a study that measures the effects of many different concepts such as QWL together. In addition, with the entry of Gen Z into the business world, large-scale studies show that QQ intentions have increased among employees (Öztürk et al., 2023). In this regard, five different factors that may cause individuals to lose their motivation towards work and exhibit psychological withdrawal from work were examined in detail in our study.

As a result of the analyzes, it is an important outcome that the four factors of QWL can be quite effective on employees. The dimensions of well-being, control at work, stress at work and job career satisfaction, which directly affect the employee's work life in connection with hygiene and motivational factors, were examined. These dimensions reveal important managerial outputs.

Proper structuring of organizations and implementation of practices that will increase belonging and trust in the workplace are very important in order to reduce QQ behavior. One of the most important

factors here is a balance of giving and receiving between the organization and the employee, as stated by Klotz & Bolino (2022). According to social exchange theory, when individuals contribute to their organizations, they expect a fair reward or benefit in return. If this balance is not achieved, it may lead to negative consequences such as loss of motivation or disengagement from the organization.

As explained in the general literature, studies have been conducted on the fact that organizations can prevent QQ behavior by increasing QWL. QQ is not a continuous behavior. Organizations can increase employee loyalty and productivity with the right practices.

This finding suggests that organizations should prioritize employees' long-term well-being and job satisfaction instead of superficial incentives. All these practices can increase loyalty and significantly reduce job withdrawal behaviors by instilling in employees a sense that they are valued at work. In this context, strategic steps taken by managers to increase QWL will be an effective approach that will strengthen both employee satisfaction and corporate productivity.

4.2 Limitations and Future Recommendations

First of all, this study fills an important gap in terms of providing contributions to both the literature and practice. When its contribution to the literature is examined, no study has been found that examines the effect of QWL on QQ as a whole and the moderating role of psychological resilience in this relationship. In this respect, the research presents original findings on the effects of QWL sub-dimensions such as stress, work-life balance, general well-being, control at work, and career satisfaction on QQ and makes a significant contribution to the organizational behavior literature.

However, as mentioned in the managerial implications section, retaining competent employees is an important agenda today as it was in the past. Nowadays, human capital is a very important resource for competitive advantage. Therefore, preventing QQ behavior is important for both the psychological health of employees and the productivity of organizations. Especially psychological resilience is thought to be a critical protective factor.

The research has the potential to raise awareness for both managers and employees. Organizations can reduce QQ behaviors by improving employee experience not only with managerial practices but also with a holistic QWL approach. Employees can receive training or career planning to improve their psychological resilience. Therefore, the research can guide practitioners beyond providing only theoretical contributions.

However, as in every research, there are several limitations that must be considered in our research.

Firstly, although the sample size reached for the research is sufficient, the research can be repeated on a larger group in order to make the research more generalizable. In order to fully understand the effect of QWL on QQ, long-term effects on QQ scores can be followed by conducting tests before and after motivation-enhancing practices to be implemented in the workplace.

In addition, psychological resilience was included in the study as a moderator variable, but the moderator effect was non-significant. Therefore, it is recommended to examine different moderator effects in the relationship between QWL and QQ. In addition, the same model can be tested in different samples. Since the psychological resilience score in our study was above the average, it is thought that there may not have been enough variance to examine. Moreover, the cultural context in which the study was conducted may also be an important limitation. Since it was conducted in Turkey, only employees with certain cultural backgrounds could be included in the study. Cultural factors such as power distance, collectivism and communication styles in the Hofstede study may be quite important on QWL. For this reason, the application can be repeated on different cultures. In addition, studies can be conducted on sectors. Many people working in different sectors were included in this study. The research model can be used to obtain more specific information on different sectors and even departments.

Another important point is that, all scales were measured with the self-report method. This situation may have caused response bias or social desirability bias. This situation constitutes an important limitation especially when measuring the moderator relationship in the measurement of the concept of psychological resilience. Although this situation is tried to be reduced with anonymous responses, individuals may not always reflect their true feelings.

Furthermore, the fact that the scales were translated from English to Turkish is an important limitation. Although scales whose validity has been tested were used in the study, cultural and individual differences may have produced unpredictable results. Participants may have difficulty understanding the negative expressions in the scale in particular. The repeatability of the results can be checked with different scales in future studies.

Lastly, data collection was carried out with the online method. This situation may create selection bias since only people with internet access and electronic devices can be reached.

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APPENDICES

Appendix 1: The Questionnaires

Değerli Katılımcı,

Bu anket, Marmara Üniversitesi Örgütsel Davranış Bilim Dalı Yüksek Lisans Programı çerçevesinde, Prof. Dr. Nurdan Özarallı' nın danışmanlığında, Tutku Biçer tarafından yürütülen tez çalışmasına veri toplamak amacıyla hazırlanmıştır. Anket toplam dört bölümden oluşmakta olup, ortalama 7 dakika içinde tamamlanması beklenmektedir. Anket içerisinde kişisel veya kurumsal tanımlayıcı hiçbir soru yer almamaktadır. Verdiğiniz tüm cevaplar, gizlilik ilkesi doğrultusunda yalnızca araştırma kapsamında anonim olarak değerlendirilecektir. Anket sorularına vereceğiniz samimi yanıtlar, araştırmanın başarıyla yürütülmesi için büyük önem taşımaktadır. Katılımınız ve değerli zamanınız için şimdiden çok teşekkür ederim.

Saygılarımla,

Tutku BİÇER

BÖLÜM I

1. Hangi sektörde çalışıyorsunuz?
 - ☐ Özel
 - ☐ Kamu
2. Lütfen yaşınızı belirtiniz.....
3. Cinsiyetiniz nedir?
 - ☐ Kadın
 - ☐ Erkek
4. Eğitim durumunuzu belirtiniz. (En son mezun olduğunuz dereceyi işaretleyiniz)
 - ☐ Lise
 - ☐ Ön lisans
 - ☐ Lisans

- ☐ Yüksek Lisans
 - ☐ Doktora
5. Çalışma şekliniz nedir?
- ☐ Yüz yüze (ofiste) çalışıyorum.
 - ☐ Online çalışıyorum.
 - ☐ Hibrit (online/ofis) çalışıyorum.
6. Medeni durumunuz nedir?
- ☐ Evli
 - ☐ Bekar
7. Çalıştığınız kurum hangi alanda faaliyet göstermektedir?
- ☐ Hızlı Tüketim Ürünleri (FMCG)
 - ☐ Bankacılık/Finans
 - ☐ Hizmet
 - ☐ Bilişim/Teknoloji
 - ☐ Üretim
 - ☐ Otomotiv
 - ☐ Diğer
8. Yöneticilik pozisyonunuz var mı?
- ☐ Evet
 - ☐ Hayır
9. Genelde işimden memnunum.
- ☐ (1) Kesinlikle Katılmıyorum
 - ☐ (2) Katılmıyorum
 - ☐ (3) Pek Katılmıyorum
 - ☐ (4) Biraz Katılıyorum
 - ☐ (5) Katılıyorum
 - ☐ (6) Tamamen Katılıyorum
10. Mevcut işyerinizde ne kadar süredir çalışıyorsunuz?.....

11. Meslek hayatınızdaki toplam çalışma sürenizi belirtiniz.....

12. Mevcut yöneticinizle ne kadar süredir çalışıyorsunuz?.....

BÖLÜM II

Aşağıdaki ifadeler, iş ortamınızla ilgili farklı duygu ve düşünceleri yansıtmaktadır. Lütfen aşağıdaki ifadeleri dikkatlice okuyarak her bir ifadeye ne derece katılıp/katılmadığınızı 1=Kesinlikle Katılmıyorum' dan, 6= Tamamen Katılıyorum' a kadar uzanan ölçek üzerinde belirtiniz.	(1) Kesinlikle Katılmıyorum	(2) Katılmıyorum	(3) Pek Katılmıyorum	(4) Biraz Katılıyorum	(5) Katılıyorum	(6) Tamamen Katılıyorum
1. İşimde 'ekstra çaba' sarf etmediğim için ruh sağlığım çok daha iyidir.						
2. İşimi kaybetmemeye yetecek kadar iş yaptığımda daha az tükenmiş hissederim.						
3. İşimi kaybetmemek için gereğinden çok çalıştığımda çoğunlukla duygularım olumsuz olarak katlanır.						
4. Sadece verilen işi yapmak tembellik değil, akıllıca bir davranıştır.						
5. İşle ilgili konulara kafa yorarak zaman geçirme niyetim yoktur.						
6. Yapacak ekstra iş aramamak duygusal olarak bana keyif verir.						
7. İşimde fazladan çaba göstermem gerektiğinde endişelerim çok artar.						
8. Sadece benden istenilen işleri işimi kaybetmeyecek kadar yaparım.						
9. Görevlerime sadece işimi kaybetmeyecek kadar zaman harcarım.						
10. Terfi almamı sağlayacak olsa bile ekstra iş yapmam.						
11. Ücretimin karşılığı olan işler dışında iş yapmam.						
12. İşimi kaybetmemek için daha çok ya da akıllıca değil, yeterince çalışmam gerektiğine inanırım.						
13. Verilen ekstra işlerin yarım kalması beni rahatsız etmez						

BÖLÜM III

Bu bölümde de sizi tanımlamaya yönelik bir takım ifadeler bulunmaktadır. Lütfen aşağıdaki ifadeleri dikkatlice okuyarak her bir ifadeye ne derece katılıp/katılmadığınızı 1=Kesinlikle Katılmıyorum' dan, 6= Tamamen Katılıyorum' a kadar uzanan ölçek üzerinde belirtiniz.	(1) Kesinlikle Katılmıyorum	(2) Katılmıyorum	(3) Pek Katılmıyorum	(4) Biraz Katılıyorum	(5) Katılıyorum	(6) Tamamen Katılıyorum
1. İşimi etkin bir şekilde yapabilmem için bir dizi amaç ve hedeflerim vardır.						
2. Görev yaptığım iş yerinde görüşlerimi rahatlıkla dile getirebildiğimi ve yapılan değişikliklerde etkili olduğumu düşünüyorum.						
3. Yeteneklerimi işime yansıtabilme imkânım var.						
4. Kendimi iyi (mutlu ve huzurlu) hissediyorum.						
5. Çalıştığım iş yeri, aile ve iş yaşamım arasında uyum sağlamamda gerekli kolaylığı ve esnekliği sağlar.						
6. Çalışma saatlerim özel hayatıma zaman ayırmama imkân sağlar.						
7. Çalıştığım iş yerinde kendimi çoğunlukla baskı altında hissedirim.						
8. Görevimi iyi bir şekilde yaptığımda yöneticim tarafından takdir edilirim.						
9. Son zamanlarda kendimi mutsuz hissediyorum.						
10. Hayatımdan memnunum.						
11. Yöneticim tarafından mesleki olarak gelişmem için teşvik edilirim.						
12. Çalıştığım iş yerinde beni etkileyen kararlara dâhil edilirim.						
13. Yöneticim işimi etkili bir şekilde yapabilmem için gerekli olan her şeyi sağlar.						
14. Çalıştığım iş yeri bana esnek çalışma saatleri/koşulları sağlar.						
15. Hayatım birçok yönden hayal ettiğime yakın bir hayattır.						
16. Çalışmakta olduğum iş yeri bana oldukça güvenli bir iş ortamı sağlar.						
17. İşlerim genellikle yolunda gider.						
18. Çalıştığım iş yerinde mevcut kariyer fırsatları beni memnun etmektedir.						
19. Çalışmakta olduğum iş yerinde çoğu zaman kendimi aşırı stres altında hissedirim.						
20. İşimi yapabilmem için almış olduğum eğitimden memnunum.						
21. Olup bitenleri gözümün önüne getirdiğimde kendimi oldukça mutlu hissediyorum.						
22. Görev yaptığım iş yerindeki çalışma koşulları oldukça tatmin edicidir.						
23. Çalıştığım iş yerindeki diğer çalışanları etkileyen kararlara dâhil edilirim						

BÖLÜM IV

Aşağıdaki ifadeler iş yaşam kalitesini ölçmeye yöneliktir. Aşağıdaki ifadelerin işinizi ne derece yansıttığınızı belirtiniz. Lütfen aşağıdaki ifadeleri dikkatlice okuyarak her bir ifadeye ne derece katılıp/katılmadığınızı 1=Kesinlikle Katılmıyorum' dan, 6= Tamamen Katılıyorum' a kadar uzanan ölçek üzerinde belirtiniz.	(1) Kesinlikle Katılmıyorum	(2) Katılmıyorum	(3) Pek Katılmıyorum	(4) Biraz Katılıyorum	(5) Katılıyorum	(6) Tamamen Katılıyorum
1. Daha önceleri zorluklar yaşadığım için, işimdeki zor zamanların üstesinden gelebilirim.						
2. Genellikle, işimdeki stresli şeyleri sakın bir şekilde hallederim.						
3. İşimde bir terslikle karşılaştığımda, onu atlatma konusunda sıkıntı yaşarım.						
4. Eğer zorunda kalırsam, işimde kendi başıma yeterim.						
5. İşimde birçok şeyleri halledebileceğimi hissediyorum.						
6. İşimdeki zorlukları genellikle bir şekilde hallederim						