A Bibliometric Analysis of Quiet Quitting on Corporate Company

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Article Info	ABSTRACT
	The phenomenon of quiet quitting has become a significant concern in the world of work, especially in corporate environments. The term refers to a condition when employees only work according to their basic duties without extra involvement outside formal responsibilities. This phenomenon reflects the changing values in the modern workplace, where life balance, job satisfaction, and mental health are the main focus rather than excessive productivity. This research aims to explore the development of studies on quiet quitting through a bibliometric approach by utilizing the Google Scholar database and VOSviewer software. The results of the analysis include publication trends, source distribution, main contributors, and clustering of research themes. The thematic visualization shows that this issue is closely related to employee engagement, burnout, generation Z, organizational roles, and managerial responses such as quiet firing. This study provides important insights into research directions and gaps that can be leveraged for the development of management strategies that are adaptive to changes in employee behavior in the post-pandemic work era.

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1. INTRODUCTION

In recent years, the phenomenon of quiet quitting has become a concern in the world of work, especially in the context of corporate companies. The term refers to a condition where employees continue to perform their basic duties but refuse to do work outside of their main responsibilities without additional compensation. Quiet quitting does not mean actually quitting a job, but rather a rejection of a work culture that demands excessive productivity without proper rewards [1].

Quiet quitting is often associated with various factors, such as work-life balance, job stress, job satisfaction, and expectations for career development. Technological developments and changes in work patterns due to the COVID-19 pandemic have also accelerated discussions on this issue [2]. With increasing attention to this phenomenon, various studies are being conducted to understand its causes and impact on organizations as well as strategies that can be used to overcome it [3]. Therefore, a deeper understanding of the factors that drive quiet quitting and how organizations can respond effectively is needed.

In academia, bibliometric methods are used to identify research trends, publication patterns, and relationships

between concepts within a field of study. This method allows the analysis of the number of publications, citations, and author collaborations in building an understanding of a particular topic [7]. Bibliometric analysis allows researchers to identify how the topic of quiet quitting has evolved over time, the disciplines that have covered it the most, and the main contributions that have been made in previous studies [4].

Therefore, this study aims to conduct a bibliometric analysis of studies that discuss quiet quitting in the context of corporate companies. With this approach, the researcher can uncover publication trends, the most researched topics, as well as research gaps that remain unfilled [5]. By understanding how research on quiet quitting has evolved, academics and practitioners can develop better strategies in dealing with the challenges it poses.

Bibliometric analysis is a valuable method for mapping research trends on job-hopping, identifying key themes, and preventing redundant studies. It highlights recurring topics such as job satisfaction, career expectations, and affective commitment. As job-hopping evolves with shifting workforce dynamics, bibliometric analysis helps track academic discourse and emerging trends.

The results of this analysis are expected to provide insights for academics, practitioners, and policy makers in understanding more deeply the phenomenon of quiet quitting and its implications for human resource management in the corporate environment. In addition, this research can also provide direction for further research to enrich the literature related to this issue and assist organizations in designing policies that are more adaptive and responsive to changes in workforce dynamics.

2. METHODS

This research uses bibliometric analysis to comprehensively assess and understand the research landscape in the field of "quiet quitting on corporate company." Bibliometric analysis is a quantitative method that utilizes scientific publication statistics to reveal important insights into publication trends, thematic focus, and collaboration networks within the field [6].

2.1 Data Collection

The tool used was google scholar and was used as the main source in collecting related scientific journals due to its wide coverage and access to various academic and general journals. the search process was carried out systematically by applying the keyword "quiet quitting on corporate company" to find documents relevant to this topic. In addition, publications within a certain time span were analyzed to trace the development of research related to the research phenomenon in this field.

2.2 Bibliometric Indicators

This Research aims to assess the development of a field by analyzing publication trends over a period of time. The number of publications per year is evaluated to identify patterns, gaps, and changes in research direction. Different types of publications, such as journal articles, conference proceedings, book chapters and scientific reviews, were classified to understand variations in research findings [7]. A global contribution analysis was conducted to review the distribution of publications across different countries and determine the actors that have significant influence in this field. In addition, collaboration patterns between researchers were analysis to understand the scientific cooperation networks formed [8]. In mapping the interrelationships between research themes, using VOSviewer software as a bibliometric analysis tool to identify thematic relationships and interdisciplinary patterns in research. highlighting key areas of interest and emerging trends in the field.

2.3 Data Visuazation

Various forms of visualizations such as trend charts, ranking diagrams, and thematic networks are used to represent various bibliometric indicators comprehensively. The use of these visualizations plays an important role in facilitating the interpretation of complex data patterns, thus enabling a

deeper understanding of the development of research dynamics in a field of study.

2.4 Interpretation and implications

This publication trend analysis was conducted to uncover or identify periods of high interest, find gaps, and identify changes in the research focus. An evaluation of the influence of major platforms was conducted by understanding the main pathways in the dissemination of studies on "Quiet quitting on corporate company". Meanwhile, mapping publications by country and institution provided insights into global contributions and the level of collaboration between developed and developing countries. In addition, thematic analysis was instrumental in identifying linkages between topics, interdisciplinary work, and opportunities for future research development [9].

2.5 Stages of bibliometric analysis

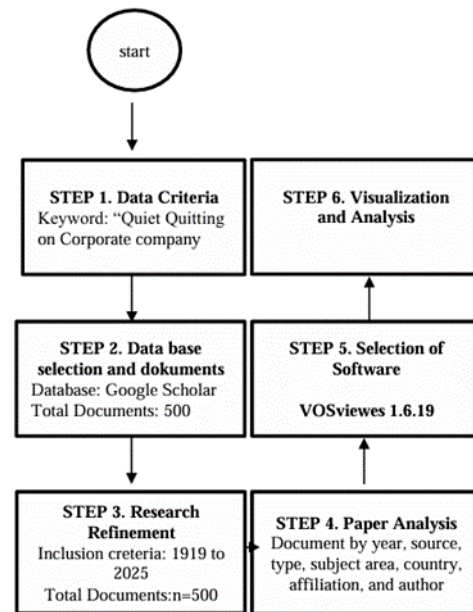The steps involved in the bibliometric analysis paper are illustrated in Figure 1.

Figure 1. *Stages of Bibliometric Analysis*

3. RESULTS

3.1 Publication Trend Analysis

A search for documents on "quiet quitting on corporate company" in the Google Scholar database yielded 500 documents covering the publication period from 1919 to 2025. The documents can be seen in Table 1, regarding research objectives, research location, research methodology, and findings presented in previous research.

Table 1. Some previous research with publications "quiet quitting on corporate company"

No	Author(s)	Research Objectives	Location	Methodology	Findings
1.	[10]	Aims to review and synthesize the available academic literature on the phenomenon of "quiet quitting" regarding definitions, trends, motivations, cognitions, and theories related to the behavior.	Sydney	The method used is exploratory qualitative using the main method of scoping review based on the PRISMA (Preferred Reporting Items for Systematic Reviews and Meta-Analyses) framework, based on scientific article data sources from the Scopus and Web of Science (WoS)	The phenomenon of "Quiet Quitting" is gaining widespread attention in 2022, The term describes employees who no longer go above and beyond in their jobs, only performing the tasks set out in their jobs.

				databases with data extracted.	
2.	[11]	To explore the phenomenon of quiet quitting in Romanian companies and examine how organizational culture, leadership style, peer pressure, and demographic factors influence the phenomenon.	Romania	This research uses quantitative methods using a survey approach through online questionnaires and descriptive and inferential statistical analysis techniques using PSPP software.	The phenomenon of "Quiet Quitting" is gaining widespread attention in 2022, The term describes employees who no longer go above and beyond in their jobs, only performing the tasks set out in their jobs.
3.	[12]	Aims to examine the effect of "quiet quitting" on work-life balance in health sector workers.	Turkey	Quantitative research type, based on relational survey model with convenience sampling data collection method on a voluntary basis, with measuring instruments quiet quitting scale and work-life balance scale.	The concept of "quiet quitting" is used to describe situations where employees who are unhappy with their jobs continue their work with minimal effort instead of quitting. This concept is used for employees who continue their work in their job without engaging in extra role behaviors outside of their designated work.
4.	[13]	To investigate the phenomenon of quiet quitting among healthcare workers in Greece. By identifying the reasons why HCWs choose not to go beyond basic job duties. To explore its impact on patient care and organizational performance and provide	Yunani	The research method in this journal uses a type of qualitative research through the data collection technique of semi structured interviews face to-face with health workers in private hospitals in Athens, Greece.	"Quiet quitting" has become an increasingly significant issue in the Healthcare sector, especially after the COVID-19 pandemic. "Quiet quitting" refers to an employee's unwillingness to go beyond the basic tasks assigned to them, as it prioritizes personal well-being over

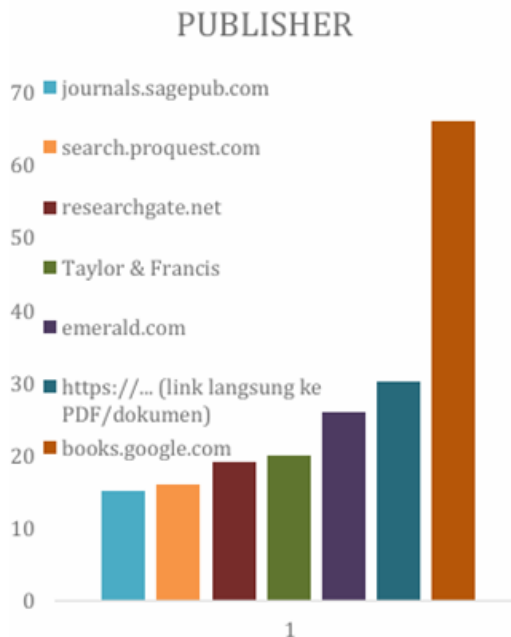| 5.	[14]	To identify the factors that influence such behavior, sep organization and workload	Indonesia	This research is a quantitative study using a survey method through an online questionnaire.	"Quiet quitting" is a behavior where workers are in accordance with tasks, targets and targets and orders or in other words work moderately.
					professional obligations.

Fig 2. Illustrates the trend of publications that discuss the topic of "Quiet Quitting on Corporate Company" over a period of time. Based on the graph, discussions on this topic began to be identified since the beginning of the 20th century, but the number of publications is still very limited and inconsistent. The first publication appeared in 1919, then there was no significant publication activity until the next few decades. It wasn't until the early 200s that publications began to show up almost every year, albeit in small numbers. From 2001 to 2008, the graph shows publications appearing almost every year, albeit in very low numbers, generally no more than 2 documents per year. However, from 2020 to 2025, there is a huge spike in the number of publications.
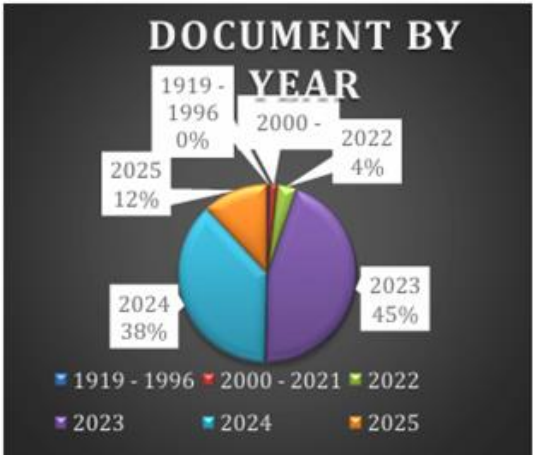
The year 2023 recorded the highest number of publications, exceeding 140 documents, indicating the peak of academic attention to the phenomenon of quiet quitting in companies. This shows that the issue has become particularly relevant in the post pandemic era, where the concepts of work-life balance, burnout, and work expectations have begun to undergo major shifts. Despite a slight decline in 2024, the number of publications remained at 2025, with more than 40 publications recorded. This pattern shows that academic attention to the topic of "Quiet Quitting on Corporate Company" has increased very sharply and significantly in the last five years. This phenomenon also indicates that this topic is very potential to continue to be studied in depth, because it is closely related to modern organizational dynamics, changes in work culture, and employee engagement. With a consistently increasing publication pattern, "Quiet Quitting on Corporate Company" is predicted to become one of the central topics in management and organizational behavior research in the future.

Fig 3. Publications on the topic of "Quiet Quitting on Corporate Company" are dominated by sources from books.goggle.com with a total of 66 publications, indicating that this topic has been widely discussed in various books, digital references, and widely accessible open literature. The second position is occupied by emerald.com with 26 publications, researchgate.net with 19 publications, and search.proquest.com with 16 publications, all of which are trusted academic and professional sources that are often used in the preparation of scientific research.

PUBLISHER

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4. INTERNCONNECTED RESEARCH THEMES

Fig 4. Created using VOSviewer visually represents the "Quiet Quitting on Corporate Company" research network. The visualization displays the interconnections between terms from various literatures, indicating the multidisciplinary nature of this study. The word "quitting" is the main center that connects various themes such as engagement, burnout, career, corporation, and gen Z.
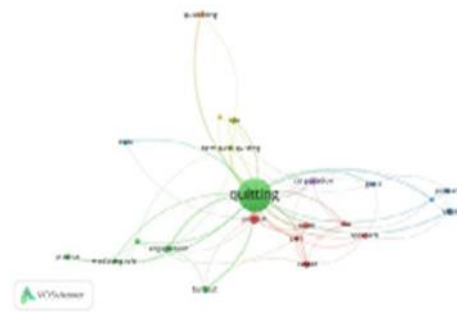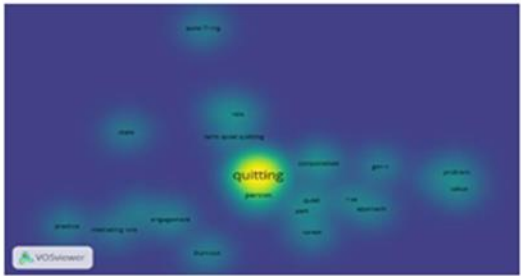

The visualization also features related concepts such as quiet firing and quiet quitting as new terms in the work context. The relationship between these keywords illustrates that the phenomenon of quiet quitting encompasses psychological, social, and organizational aspects in a corporate company.

Fig 5. This overlay visualization shows the development of research studies on "Quiet Quitting on Corporate Company" over time. The term "quitting" takes center stage, with strong links to "quiet firing" and "role", which have been increasingly discussed recently.
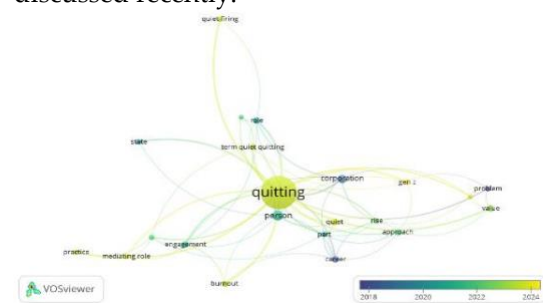
Terms such as "gen Z", 'problem' and "value" also emerged as new topics, reflecting a shift in focus to generational aspects and work values. In contrast, terms such as "career" and "corporation" appear early, signaling an early focus on work structures. This overlay confirms the shift in study from structural aspects to cultural and individual responses in organizations.

Fig 5. This density visualization shows the global concentration of research related to "Quiet Quitting on Corporate Companies." The lightest colors indicate areas of high research intensity, where terms like"quitting."

focus on personal and organizational impacts. The emergence of the words "gen Z", "engagement", and "quiet firing" show that research also addresses generational factors, work engagement, and managerial responses. So this visualization shows the trends and direction of research in understanding the impact of quiet quitting in the corporate environment.

Related terms such as "person", "corporation", "career", "burnout" reflect the

NO	CLUSTER	EXPLANATION
1.	Red	Shows the clustering of research themes related to "Quiet Quitting on Corporate Company". Themes such as career, approach, quiet, and rise appear as part of the cluster that addresses this phenomenon. This identifies that research on quiet quitting in the Corporate context, perceptions of career paths, as well as the increasing trend of employees choosing to work only the minimum. In addition, the emergence of themes such as part and person also shows the connection between individuals and organizational dynamics, albeit of a more general nature.
2.	Green	The clustering of themes such as burnout, employee engagement, engagement, and mediating role indicates that the research in this cluster addresses quiet quitting in the corporate environment. This confirms that quiet quitting often arises as a result of unhealthy working conditions, lack of effective managerial practices, and a mismatch between employee expectations and organizational reality.
3.	Blue	This visualization illustrates the interconnectedness of the concept of "Quiet Quitting on Corporate Company". It appears that Gen Z has a close relationship with terms such as quitting, problem, approach, person, and the term quiet quitting, which shows the important role of this generation in the phenomenon. The size and color indicate the frequency and strength of the relationship between topics. The term quitting is at the center of the discussion with strong connections to other terms. This visualization illustrates that quiet quitting is a significant issue that companies need to pay attention to, especially regarding Gen Z's changing work attitudes.
4.	Yellow	Shows the clustering of research themes related to "Quiet Quitting on Corporate Company". The term role is central in this cluster which is connected to concepts such as quitting, quiet firing, engagement, and corporation. This indicates that the employee's role in the organization is a key triggering factor. This visualization highlights the importance of role structure clarity to prevent disengagement in the corporate environment.
5.	Purple	This cluster illustrates the relationship between the phenomenon of quiet quitting and various aspects of the corporate environment. The relationships in these clusters show that the topic of quiet quitting in corporate companies does not stand alone, but is closely related to issues with employee roles, work engagement, rising trends, and variations of resignation forms such as loud quitting. This visualization provides an understanding of how the phenomenon of quiet quitting is mapped and studied in the context of the corporate world.

6.	Navy Blue	This visualization illustrates that the phenomenon of quiet quitting is widely studied in the context of employee states and personal characteristics that influence the decision to quiet quit. And it provides insights into research contributions to understanding the dynamics of quiet quitting in corporate enterprises, highlighting psychology and individual states as the dominant focus.
7.	Oren	This cluster shows that the phenomenon of quiet quitting in the corporate environment does not stand alone, but is related to the practice of quiet firing by the company and the role of individuals in the organization. That is, quiet quitting often arises as a reaction to passive organizational treatment such as neglect or reduction of responsibilities without direct communication.

5. CONCLUSION

This research shows that the phenomenon of quiet quitting is increasingly in the spotlight in academia and management practice, especially in the context of corporate companies. Through a bibliometric analysis of 500 publications from various academic and professional sources, it was found that this topic has grown rapidly since 2020, with the peak number of publications occurring in 2023, signaling increasing awareness and concern about the shifting attitudes of employees in carrying out their roles in the workplace.

The thematic visualization of this study reveals that the content of quiet quitting is not only rooted in individual disengagement, but is also closely related to the values espoused by the younger generation, increasing workload, role clarity in the organization, and the effectiveness of managerial strategies. This phenomenon reflects an increasingly evident tension need for better work-life balance and mental health.

This finding confirms the importance of a paradigm shift in human resource management, emphasizing the need to create a work environment that not only demands performance, but also supports employee well-being, pays attention to their voice, and provides space for continuous engagement.

This study also provides directions for further research. There are still a number of gaps in the literature, particularly with regard to cultural context, industry sector differences, and effective managerial approaches in addressing quiet quitting. Future research could deepen the understanding through a qualitative, cross-cultural study. Thus, the results of this study not only contribute theoretically, but also provide a practical foundation for more adaptive policy making in the modern work era.

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