

The relationship between psychological empowerment and quiet quitting: A research in the tourism sector

Psikolojik güçlendirme ve sessiz istifa ilişkisi: Turizm sektöründe bir araştırma

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Abstract

This research examines whether there is a significant relationship between tourism employees' perceptions of psychological empowerment and their tendency toward quiet quitting. Within this scope, quantitative research methods were used, and data were collected from tourism sector employees via both online and face-to-face surveys. The analyses were conducted on 391 valid responses collected through convenience sampling from tourism employees working in Muğla and Antalya. According to the research results, a negative, significant relationship was found between individuals' psychological empowerment perceptions in the tourism sector and their tendencies toward quiet quitting. At the same time, significant differences were observed between the psychological empowerment perceptions and quiet quitting tendencies of employees with certain demographic characteristics. The findings contribute to the literature by providing empirical evidence on the relationship between psychological empowerment and quiet quitting in the tourism sector. In addition, the research offers practical implications for tourism managers by suggesting that strengthening employees' perceptions of meaning, competence, self-determination, and impact may help reduce quiet quitting.

Keywords: Psychological Empowerment, Quiet Quitting, Tourism Sector

Jel Codes: Z30, Z31

Öz

Bu araştırma, turizm sektörü çalışanlarının psikolojik güçlendirilme algıları ile sessiz istifa eğilimleri arasında anlamlı bir ilişki olup olmadığını incelemektedir. Bu kapsamda, araştırmada nicel araştırma yöntemi kullanılarak turizm sektörü çalışanlarından anket tekniği ile hem çevrimiçi hem de yüz yüze olarak veriler toplanmıştır. Muğla ve Antalya'da turizm sektöründe çalışan bireylerden kolayda örnekleme yöntemiyle elde edilen 391 geçerli veri üzerinde analizler gerçekleştirilmiştir. Araştırma sonuçlarına göre, turizm sektöründe çalışan bireylerin psikolojik güçlendirilme algıları ile sessiz istifa eğilimleri arasında negatif yönlü anlamlı ilişkiler olduğu tespit edilmiştir. Aynı zamanda çalışanların bazı demografik özellikleri ile psikolojik güçlendirilme algıları ve sessiz istifa eğilimleri arasında anlamlı farklılıklar olduğu görülmüştür. Elde edilen bulgular, turizm sektöründe psikolojik güçlendirme ile sessiz istifa arasındaki ilişkiye yönelik ampirik kanıtlar sunarak literatüre katkı sağlamaktadır. Ayrıca araştırma, çalışanların anlam, yetkinlik, özerklik ve etki algılarının güçlendirilmesinin sessiz istifa eğilimlerini azaltabileceğini ortaya koyarak turizm sektörü yöneticilerine uygulamaya dönük çıkarımlar sunmaktadır.

Anahtar Kelimeler: Psikolojik Güçlendirme, Sessiz İstifa, Turizm Sektörü

JEL Kodları: Z30, Z31

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Introduction

The tourism industry is a labour-intensive sector in which employee attitudes, emotions, and behaviours directly influence service quality, customer satisfaction, customer loyalty, and organisational competitiveness. Because tourism services are largely produced and consumed simultaneously through employee-customer interaction, the quality of employee performance plays a decisive role in organisational success. Therefore, tourism businesses seeking sustainable competitive advantage are expected to invest not only in physical resources but also in their human resources and employee well-being (Lin et al., 2017: 411-412; Çavuşoğlu and Güler, 2017: 48-49). Recent studies have also emphasised that employee well-being, engagement and supportive organisational practices are becoming increasingly critical for service quality, employee retention and long-term sustainability in hospitality and tourism businesses (Saito et al., 2025; Saito et al., 2024). In customer-oriented industries such as tourism and hospitality, employees' psychological and emotional conditions can significantly shape customer experiences and organisational performance outcomes (Du Plessis and Rabie, 2025).

Over the years, psychological empowerment has become a prominent concept in organisational behaviour literature due to its potential to strengthen employees' motivation, engagement, and organisational attachment (Alshiha et al., 2025; Ergun et al., 2025). Psychological empowerment refers to employees' perceptions regarding meaning, competence, self-determination and impact in relation to their work roles (Spreitzer, 1995: 1443-1445). The importance of psychological empowerment is even more critical in tourism enterprises, given the sector's human-centred nature. Tourism employees are expected to interact continuously with guests, solve unexpected problems quickly, regulate their emotions and maintain service quality even under stressful conditions. In such environments, psychologically empowered employees may feel more valuable, more competent and more emotionally connected to their organisations. Previous tourism studies have shown that psychological empowerment is associated with positive organisational outcomes, such as organisational commitment, job satisfaction, organisational citizenship behaviour, employee resilience, and reduced turnover intention (Işık and Yasım, 2017; Moura et al., 2015; Alshiha et al., 2025).

At this point, Self-Determination Theory (SDT) provides a significant theoretical framework for understanding the role of psychological empowerment in employee attitudes and behaviours. According to Self-Determination Theory, individuals have three fundamental psychological needs. These include autonomy, competence and relatedness. When these needs are satisfied, employees tend to develop stronger intrinsic motivation, higher psychological well-being and greater engagement with their work. However, when these needs are not adequately supported within the workplace, employees may experience disengagement, emotional withdrawal and reduced motivation (Deci and Ryan, 1985). Self-Determination Theory emphasises that autonomy-supportive and competence-supportive organisational environments strengthen self-motivation and organisational engagement. In contrast, controlling and psychologically unsupportive work environments may weaken employees' emotional attachment to their work (Ryan and Deci, 2000: 68-70).

One organisational phenomenon that may emerge when employees feel psychologically unsupported, emotionally detached or insufficiently motivated is quiet quitting. Quiet quitting refers to employees' tendency to perform only the minimum requirements of their jobs while psychologically disengaging from the organisation and avoiding extra-role behaviours (Harter, 2022; Zenger and Folkman, 2022). Employees who are quiet quitting generally demonstrate lower motivation, lower enthusiasm toward their work, weaker emotional commitment, and a limited willingness to contribute beyond formal job requirements (Çimen and Yılmaz, 2023, 28-30). The concept of quiet quitting became particularly visible during and after the COVID-19 pandemic, as employees increasingly questioned traditional work expectations and prioritised psychological well-being and work-life balance. Many employees started to reevaluate the meaning of work in their lives and became less willing to sacrifice their personal well-being for excessive organisational demands (Atalay and Dağıstan, 2024: 1070; Güler, 2023: 249-250). In labour-intensive sectors such as tourism, quiet quitting may pose serious organisational risks because employee disengagement can directly affect customer experiences, teamwork, organisational climate, and service quality (Akın and Çiçek, 2024: 173-176).

Although psychological empowerment and quiet quitting are conceptually related through motivation, autonomy, and employee engagement, studies directly examining their relationship remain quite limited, especially within the tourism literature. Existing tourism studies on psychological empowerment have generally focused on variables such as organisational commitment, job satisfaction, burnout, organisational citizenship behaviour and turnover intention (Çavuşoğlu and Güler, 2017; Türk and Özkoç, 2022; Yılmaz and Eroğlu, 2018). Similarly, studies on quiet quitting have mostly examined leadership styles, work-life balance, burnout, mobbing, workplace bullying and organisational

alienation (Prentice et al., 2025; Karrani et al., 2025; Thakur and Srivastava, 2025). However, there is insufficient evidence on whether psychologically empowered tourism employees exhibit lower levels of quiet quitting.

From the perspective of Self-Determination Theory, employees who perceive autonomy, competence and meaning in their work may develop stronger intrinsic motivation and stronger psychological attachment to their organisations, thereby reducing tendencies toward disengagement and quiet quitting behaviours. In this regard, psychological empowerment may serve as a crucial organisational mechanism to prevent quiet quitting among tourism employees.

Based on the literature reviewed, the study seeks to answer the following research questions:

RQ1: Is there a significant relationship between tourism employees' psychological empowerment perceptions and their quiet quitting tendencies?

RQ2: Do psychological empowerment perceptions and quiet quitting tendencies differ according to the demographic characteristics of tourism employees?

Accordingly, the main purpose of this study is to determine whether a significant relationship exists between tourism employees' perceptions of psychological empowerment and their tendencies toward quiet quitting. By examining this relationship within the context of Self-Determination Theory, the study aims to contribute to the theoretical literature on tourism management and organisational behaviour, while also providing practical implications for tourism sector managers seeking to reduce quiet quitting and strengthen employee motivation and engagement.

Literature review

Psychological empowerment

Psychological empowerment refers to the processes through which individuals create opportunities for themselves to control their own destinies and make decisions that affect their lives, or are given such opportunities. It is a series of experiences in which individuals learn to see a closer relationship between their goals and how to achieve them, gain greater access to resources, gain control over resources, and gain mastery over their lives (Zimmerman, 1995: 583). The concept of psychological empowerment is broad and encompasses terms such as self-control, self-determination, self-will, self-confidence, freedom of choice, the ability to fight for one's rights, independence, and freedom (Oladipo, 2009: 119-120).

Measurement tools have been developed to assess perceptions of psychological empowerment. According to Thomas and Velthouse (1990), who developed one of these measurement tools, there are four basic dimensions of psychological empowerment. They refer to these dimensions as "impact, competence, meaningfulness, and choice." The scale developed by Spreitzer (1995), used in this study, is based on the scale proposed by Thomas and Velthouse (1990). According to this scale, there are also four fundamental dimensions of psychological empowerment. Spreitzer refers to these dimensions as "impact," "competence," "meaning," and "self-determination" The impact dimension refers to the degree to which an individual influences strategic, administrative, or operational outcomes in the workplace. In contrast, the competence dimension refers to an individual's belief in their ability to perform activities skillfully. The meaning dimension refers to the value of a work goal as assessed relative to an individual's ideals or standards. In contrast, the self-determination dimension refers to the freedom to make independent decisions and take initiative in carrying out work activities.

These four dimensions, put forward in the context of psychological empowerment, express an active orientation in which the individual wants to shape their job role and context and feels capable of doing so, rather than being passive in their role. It is argued that these four dimensions come together to form a general psychological empowerment structure. In other words, the absence of any one dimension may not eliminate the perceived degree of empowerment, but it can reduce it (Thomas and Velthouse, 1990; Spreitzer, 1995).

The fundamental objectives of applying psychological empowerment approaches to employees in business management are to enable them to become individuals who perceive their work as meaningful and important, are open to ongoing learning and self-development, are proficient in their work, have high self-confidence, feel competent in their work, can participate in decisions within the business, can have a positive impact on their business, and have specific goals (Çavuşoğlu and Güler, 2017: 50). To enhance psychological empowerment, tourism and hospitality managers should create a work environment that allows employees to participate in decision-making, exercise autonomy and take responsibility for their work. Such practices can strengthen employees' feelings of competence, control

and influence, thereby contributing to more positive work attitudes and behaviours (Alshiha et al., 2025: 1407). When individuals are psychologically empowered, their expectations of personal competence also increase. However, individuals' outcome expectations are not completely affected. Regardless of their expectations regarding positive performance outcomes, individuals develop a "can-do" attitude. Psychological empowerment means providing opportunities and increasing lower-level employees' beliefs in their own competence and effectiveness. Even when desired results are not achieved, individuals can feel empowered when their leaders' appreciation of their performance reinforces their beliefs about competence (Bandura, 1986). By creating more participative organisational structures and supporting continuous learning and development, tourism and hospitality organisations can strengthen employees' psychological empowerment and encourage them to contribute more effectively to organisational objectives (Moustafa et al., 2025: 201).

The concept of psychological empowerment is particularly critical for service-oriented businesses, such as tourism businesses. The fundamental factor determining service quality in the tourism sector is people. Psychologically empowering people working in the tourism sector enables them to see their work as their own, to exhibit extra role behaviours, to develop loyalty to the organisation, to trust their coworkers and managers, to work with higher motivation while performing their activities within the business, and thus to improve service quality (Çavuşoğlu and Güler, 2017: 48). Employees who experience limited autonomy, control and competence in the workplace may become psychologically disengaged and less motivated. In such situations, psychological empowerment can serve as a key managerial mechanism for restoring these psychological resources and strengthening positive work-related attitudes and behaviours (Pham, 2024: 46). With the increasing adoption of artificial intelligence and robotic technologies in the workplace, researchers have also begun to examine how these technologies influence employees' psychological empowerment. By encouraging autonomous employee-robot collaboration and supporting continuous skill development, managers can enhance employees' psychological empowerment (Liu et al., 2025: 194-195).

A review of the relevant literature reveals numerous studies on psychological empowerment in the tourism sector. These studies examine the relationships or effects of psychological empowerment on topics such as organisational commitment, job satisfaction, service quality, organisational citizenship behaviour, competitive intelligence, emotional commitment, burnout, emotional intelligence, employee resilience, constructive voice behaviour, career motivation, intention to leave, organisational identification (Kocaman and Aksu, 2023; Lin et al., 2017; Işık and Yasım, 2017; Idrus et al., 2015; Çavuşoğlu and Güler, 2017; Alshiha et al., 2025; Yıldırım, 2020; Can, 2019; Toylan and Yılmaz, 2020; Moura et al., 2015; Türk and Özkoç, 2022; Yılmaz and Eroğlu, 2018). These studies indicate that psychological empowerment has been examined in relation to a variety of employee and organisational outcomes in tourism settings. More recently, researchers have begun investigating its relationship with quiet quitting. For example, a recent study conducted among university faculty members in China examined the relationship between psychological empowerment and quiet quitting tendencies (Lu et al., 2023). Nevertheless, research focusing on this relationship remains relatively limited, particularly within tourism settings.

Psychological empowerment may be particularly relevant for understanding quiet quitting tendencies because empowered employees are more likely to perceive their work as meaningful, feel competent in performing their tasks and experience greater autonomy and influence within the organisation. These psychological resources can strengthen employees' motivation and engagement while reducing feelings of withdrawal and detachment that are often associated with quiet quitting.

Quiet quitting

The concept of quiet quitting, brought to the forefront by a social media user who is both a software engineer and a musician living in the state of New York in the United States, and first proposed by Mark Boldger at the Texas Economic Symposium in 2009, quickly became the focus of international media attention. Although it appears to be a relatively new concept in the literature, it is actually a concept that has existed for a long time but has not been given a specific name until now (Yıldız and Özmenekşe, 2022: 14). The concept of "quiet quitting," which emerged as a trend during and after the pandemic, carries the meanings of "quiet abandonment," "quiet departure," and "quiet resignation." Quiet quitting emerged as a reaction against the chaotic work culture that prevailed before the pandemic, where advancement and extra effort were prioritised in the workplace (Çimen and Yılmaz, 2023: 27).

The pandemic period has blurred the balance between work and life, leading to very high levels of burnout among employees. As the pandemic began to slow, companies asked their employees to return to the office. Employees have been reluctant to comply with this request and, even if they return to the

office, do not feel they belong there. This is because employees who are not enthusiastic about their work, who do not feel energetic enough to carry out work-related activities, and who are unsure about the value of their work may find it difficult to find meaning in their jobs (Güler, 2023: 257).

One of the most important factors in achieving organisational goals is employees. Businesses that understand their employees, view them as subjects rather than objects, and give them the financial and emotional value they deserve will be able to sustain their long-term existence. Especially after the pandemic, employees have begun to demand more from top management to improve their happiness and self-esteem. Retaining employees is becoming increasingly difficult for companies that fail to meet these demands and expectations. Employees who want more from management to feel better and work in a happier, more peaceful environment but do not receive a response, may enter a process of quiet quitting. To prevent this situation, which should be seen as a very important problem for businesses, it is considered important for management to approach the issue and their employees with sensitivity, to empathise, and to take the necessary actions (Boz et al., 2023: 32). The increasing number of employees who enter a quiet quitting process due to burnout syndrome, whether from not receiving the recognition they deserve at work or other reasons, and the physical, mental, and social problems these employees experience, carry the risk of not only leading to their departure from employment but also potentially undermining social welfare. It is considered important to combat quiet quitting to achieve a healthy economic cycle at the individual, organisational, and global levels for social welfare (Çalışkan, 2023: 198). Recent studies suggest that quiet quitting is not merely a behavioural phenomenon but also reflects underlying emotional and psychological changes experienced by employees. Feelings of emotional exhaustion, reduced well-being, depression, burnout and psychological withdrawal have been identified as important antecedents of quiet quitting tendencies, particularly in hospitality and tourism settings (Rocha, 2024; Prentice et al., 2025; Thakur and Srivastava, 2025). Employees who experience such negative psychological states may gradually disengage from their work and limit their contributions to the minimum requirements of their jobs.

Looking at the reasons behind the increasing trend of quiet quitting, it can be seen that employees slowed down their lives during the pandemic, began to question how they spent their time with themselves, their loved ones, and those they valued, and missed certain moments, leading them to reevaluate certain things. In this way, employees have begun to redefine their perspectives on work, rejecting the idea that their entire lives should be spent solely on work. At the same time, instead of living their lives solely focused on work, they have turned to pursuing things that bring them pleasure and enjoyment (Zenger and Folkman, 2022). For employees who design their lives with this perspective, career advancement, promotions, and earning more money are no longer considered very important (Atalay and Dağıstan, 2024: 1062). Negative situations, such as employees not finding their expectations met within the business where they work, the lack of opportunities for self-development and ongoing learning, a decrease in their trust and connection to the business and its management, feeling dissatisfied financially and mentally, experiencing stress, and having concerns about their future can lead employees to quiet quitting (Harter, 2022; Mahand and Caldwell, 2023). It is particularly observed that the workload of employees in tourism businesses is heavy and exhausting. This situation negatively affects employee performance, leading to decreased productivity, increased work stress, and problems between management and employees. Failure to resolve these negative situations can also increase employees' tendency to quit silently (Akin and Çiçek, 2024: 176).

Quiet quitting is an undesirable trend for businesses and their management. At this point, business management must take certain actions to prevent quiet quitting. These actions include valuing employees and investing in them, improving management skills, communicating more with employees, fostering a positive work culture, maintaining work-life balance, and revising job descriptions to reflect new conditions (Güler, 2023: 253-257).

A review of the relevant literature reveals that some studies have examined the concept of quiet quitting in the tourism sector. Looking at these studies, quiet quitting is examined in terms of metaphor analysis, determining its causes, work-life balance, burnout, feeling unwell, Generation Z trends, mobbing, career security, job insecurity, technology awareness, job commitment, despotic leadership, breach of psychological contract, workplace bullying, and alienation from work (Prentice et al., 2025; Xueyun et al., 2024; Lestari et al., 2024; Avşar, 2024; Akin and Çiçek, 2024; Rocha, 2024; Thakur and Srivastava, 2025; Srivastava and Saxena, 2025; Sadiq et al. 2026; Karrani et al. 2025).

Methodology

The main purpose of this research is to determine whether there is a significant relationship between employees' perceptions of psychological empowerment in the tourism sector and their tendencies toward quiet quitting. At the same time, the research seeks to identify whether there are significant differences in perceptions of psychological empowerment and tendencies toward quiet quitting among participants, according to certain demographic characteristics. An empirical field study was conducted to address the research objectives. In this regard, correlational and causal-comparative models were used within the scope of quantitative research methods. The research model is shown in Figure 1.



Figure 1: The Research Model

Source: Produced by the author.

The hypotheses put forward in the study are listed below.

H₁: *There is a significant negative relationship between employees' psychological empowerment and their tendency toward quiet quitting.*

H_{1a}: *There is a significant negative relationship between employees' perception of their work as meaningful and their work-related non-performance and indifference.*

H_{1b}: *There is a significant negative relationship between employees' perception of their jobs as meaningful and their disinterest in the organisation.*

H_{1c}: *There is a significant negative relationship between employees' perception of themselves as competent in their jobs and their work-related non-performance and indifference.*

H_{1d}: *There is a significant negative relationship between employees' perception of themselves as competent in their jobs and their disinterest in the organisation.*

H_{1e}: *There is a significant negative relationship between employees' perceptions of self-determination and impact on the organisation and their work-related non-performance and indifference.*

H_{1f}: *There is a significant negative relationship between employees' perceptions of self-determination and impact on the organisation and their disinterest in the organisation.*

Data were collected via both face-to-face and online surveys. Participants' perceptions of psychological empowerment were measured using the 12-item scale developed by Spreitzer (1995) and adapted into Turkish by Sürgevil et al. (2013). Quiet quitting tendencies were assessed using the 17-item scale developed by Yücedağlar et al. (2024). Eight items were included to capture participants' demographic characteristics. Responses were recorded on a five-point Likert-type scale indicating participants' level of agreement with each statement. Although the quiet quitting scale was originally developed and validated among teachers, the items primarily measure general attitudes and behaviours associated with disengagement, reduced discretionary effort and organisational detachment, which are not occupation-specific. Therefore, the scale was considered suitable for examining quiet quitting tendencies among tourism employees. Furthermore, the Factor and Reliability analyses conducted within the present study confirmed the scale's validity and reliability in the tourism context.

The data were collected between June and October 2025 and analysed using statistical software. In this regard, Descriptive analyses, Factor analyses, Reliability analyses, Correlation analyses, and Difference analyses were conducted.

The research population consists of individuals working in accommodation, food and beverage, and travel agencies in Antalya and Muğla. Since it was not feasible to reach the entire population within the time and cost constraints, convenience sampling, which is not probability-based, was used in the research. Within this scope, a total of 397 data points were collected from individuals working in various accommodation, food and beverage, and travel agencies located in Antalya and Muğla. Before analysis, the collected data were reviewed in detail, and 6 survey datasets that applied the same participation level to every survey statement were removed from the analysis. Thus, 391 valid data sets were obtained and subjected to the relevant analyses.

This research has several limitations that should be considered when interpreting the findings. First, data were collected via convenience sampling from tourism employees in Muğla and Antalya, which

may limit the generalizability of the results to other regions and tourism destinations. Second, the study employed a cross-sectional research design. Therefore, causal relationships between psychological empowerment and quiet quitting cannot be established. Third, all data were collected via self-report questionnaires, which may increase the risk of common-method bias and social desirability bias. Finally, the findings are limited to the tourism sector and may not be directly applicable to employees working in other industries or cultural contexts.

This research has been ethically approved by the Scientific Research and Publication Ethics Committee of the Faculty of Social and Human Sciences at Kutahya Dumlupınar University, as per its decision dated November 4, 2024, numbered 2024/10.

Results

This section presents the findings obtained from the statistical analyses conducted within the scope of the research. First, the participants' demographic characteristics are reported. Subsequently, the Validity and Reliability analyses of the scales are presented, followed by the results of the Correlation and Difference analyses conducted to test the research hypotheses and examine the relationships between the study variables.

The demographic characteristics of the participants are presented in Table 1.

Table 1: Demographic Characteristics of Participants

Demographic Characteristics		% N (391)	Demographic Characteristics		% N (391)
Gender	Male	59.6	Type of Tourism Enterprise	Accommodation	42.7
	Female	40.4		Food & Beverage	35.0
				Travel Agency	22.3
Age	18-30	55.0	Tourism Sector Experience	Less than 1 year	17.1
	31-40	28.9		1-5 year(s)	38.4
	41-50	12.0		6-10 years	23.0
	51-60	3.3		11-15 years	9.7
	61 and above	0.8		16-20 years	5.9
				21 years and more	5.9
Marital Status	Single	68.3	Organisational Tenure	Less than 1 year	34.5
	Married	26.1		1-5 year(s)	45.8
	Other	5.6		6-10 years	13.6
				11-15 years	3.8
				16-20 years	1.0
				21 years and more	1.3
Education Level	Primary education	1.5	Monthly Income	22104 TL and below	34.8
	High school and equivalent	17.9		22105 TL – 30000 TL	29.4
	Associate's degree	20.7		30001 TL – 40000 TL	17.6
	Bachelor's degree	49.1		40001 TL – 50000 TL	7.7
				50001 TL – 60000 TL	8.4
	Postgraduate degree	10.7		60001 TL and above	2.0

Source: Produced by the author.

Table 1 shows that the majority of individuals participating in the study were aged 18-30 (55%), single (68.3%), had a bachelor's degree (49.1%), had 1-5 years of experience in the tourism sector and at their current tourism enterprise (38.4% / 45.8%), earning the minimum wage (22104 TL in 2025) or less (34.8%).

Table 2 presents the findings related to the psychological empowerment scale used in the study.

Table 2: Findings Related to the Psychological Empowerment Scale

Sub-dimensions	Statements	Factor Load	Mean	Overall Mean	Eigenvalue	Explained Variance (%)	Cronbach (α) Value
Meaning	PE1- The work I do is important to me.	0.793	4.41	4.2907	1.378	11.485	0.896
	PE2- The activities I perform while doing my job are meaningful to me.	0.846	4.20				
	PE3- The work I do is meaningful to me.	0.861	4.26				
Competence	PE4- I trust my abilities to do my job.	0.808	4.55	4.4962	1.136	9.465	0.839
	PE5- I am confident that I have the capacity to carry out the activities related to my job.	0.859	4.54				
	PE6- I have developed the skills necessary for my job.	0.794	4.40				
Self-determination and Impact	PE7- I have autonomy in determining how I do my job.	0.675	3.98	3.6995	6.663	55.521	0.923
	PE8- I can decide for myself how to do my job.	0.751	3.85				
	PE9- I have important opportunities to do my job independently and freely.	0.754	3.48				
	PE10- I have a significant influence on the events that occur in the department where I work.	0.835	3.67				
	PE11- I have control over the events that occur in the department where I work.	0.836	3.62				
	PE12- I have a say in the matters that occur in the department where I work.	0.835	3.59				
Data for the Overall Scale	KMO Measure of Sampling Adequacy: 0.903 Chi-square Value: 3514.783 Df: 66 Significance: 0.000					76.470	0.925

Table 2 shows that the psychological empowerment scale is grouped under three dimensions. The scale, originally divided into four sub-dimensions, was labelled "meaning", "competence", and "self-determination and impact". The Cronbach Alpha Reliability analysis result is 0.925. This result indicates that the psychological empowerment scale used in the study is highly reliable. The mean scores indicate that participants reported high levels of agreement with the "meaning" ($\bar{x}$: 4.29) and "competence" ($\bar{x}$: 4.49) dimensions. On the other hand, it is noteworthy that their participation levels in the "self-determination and impact" ($\bar{x}$: 3.69) sub-dimension are lower than those in the other sub-dimensions.

Findings related to the quiet quitting scale used in the study are presented in Table 3.

Table 3: Findings Related to the Quiet Quitting Scale

Sub-dimensions	Statements	Factor Load	Mean	Overall Mean	Eigenvalue	Explained Variance (%)	Cronbach (α) Value
Work-related Non-performance and Indifference	QQ1- I put in the minimum effort required for my job.	0.767	1.88	1.9673	10.547	62.041	0.949
	QQ2- I do not feel inclined to put in extra effort when doing my job.	0.775	1.98				
	QQ3- I use my energy sparingly when doing my job.	0.821	2.13				
	QQ4- I try to fill my working hours with minimal effort.	0.832	1.92				
	QQ6- I do not care whether I am successful in my job.	0.717	1.78				
	QQ7- I work at a low level of performance without drawing the attention of my coworkers.	0.792	1.86				
	QQ8- I do not push myself when meeting the highest requirements of my job.	0.798	2.06				
	QQ11- It does not bother me to do less work than others.	0.699	2.12				
	QQ12- I do not feel obligated to follow workplace rules.	0.619	1.98				
Disinterest in the Organisation	QQ5- I feel reluctant to go to work.	0.657	2.28	2.2040	1.234	7.259	0.923
	QQ9- I do not feel any positive emotions toward the organisation I work for.	0.676	2.23				
	QQ10- I do not feel committed to my job.	0.666	2.14				
	QQ13- I do not feel like communicating with my coworkers.	0.778	1.92				
	QQ14- I participate in collaborative tasks at work only as a formality.	0.694	2.15				
	QQ15- I do not feel inclined to work more than what my salary requires.	0.574	2.56				
	QQ16- I do not care about sharing things with my coworkers.	0.765	2.17				
	QQ17- I greet people at work only as a formality.	0.808	2.20				
Data for the Overall Scale	KMO Measure of Sampling Adequacy: 0.960 Chi-square Value: 5732.661 Df: 136 Significance: 0.000					69.300	0.961

As shown in Table 3, the quiet quitting scale loaded on two dimensions. Although the original scale consisted of three dimensions, the subdimensions in this study were labelled "work-related non-performance and indifference" and "disinterest in the organisation." The Cronbach's Alpha Reliability coefficient for the overall scale was calculated as 0.961. This result indicates that the quiet quitting scale

used in the study is highly reliable. Participants' overall levels of agreement with both subdimensions of the quiet quitting scale – "work-related non-performance and indifference" ($\bar{x} = 1.96$) and "disinterest in the organisation" ($\bar{x} = 2.20$) – were low.

An exploratory factor analysis was conducted to assess the construct validity of both the psychological empowerment and quiet quitting scales. The Principal Component Analysis (PCA) extraction method and Varimax rotation technique were employed to obtain a clear and interpretable factor structure. The suitability of the data for Factor analysis was evaluated using the Kaiser-Meyer-Olkin (KMO) measure of sampling adequacy and Bartlett's Test of Sphericity. Items were retained based on their factor loadings and conceptual consistency within the factor structure. The resulting factor solutions were evaluated based on factor loadings, explained variance, and reliability coefficients. Although the factor structures obtained in the present research differed slightly from the original scale structures, the results demonstrated satisfactory levels of construct validity and internal consistency.

A Correlation analysis was conducted to determine the relationship between psychological empowerment and quiet quitting and to test the research hypotheses. Before performing the Correlation analysis, a normality test was conducted to assess whether the data were normally distributed. The results of the normality test indicated that the data were normally distributed. Therefore, Pearson's Correlation analysis was employed. The results of the analysis are presented in Table 4.

Table 4: Relationships Between Psychological Empowerment and Quiet Quitting Dimensions

N=391		QUIET QUITTING	Work-related non-performance and indifference	Disinterest in the organisation
PSYCHOLOGICAL EMPOWERMENT	r	-0.600***	-	-
Meaning	r	-	-0.572***	-0.528***
Competence	r	-	-0.277***	-0.280***
Self-determination and impact	r	-	-0.538***	-0.540***

*** $p < 0.05$

As shown in Table 4, a significant negative correlation was found between psychological empowerment and quiet quitting ($r = -0.600$, $p < 0.05$). This finding indicates that higher psychological empowerment is associated with lower levels of quiet quitting among tourism employees. Furthermore, significant negative correlations were observed between the subdimensions of psychological empowerment and the subdimensions of quiet quitting. Among these relationships, the association between the "meaning" dimension of psychological empowerment and the "work-related non-performance and indifference" dimension of quiet quitting was comparatively stronger than those with the other dimensions. Moderate negative correlations were also observed between "meaning" and "disinterest in the organisation", as well as between "self-determination and impact" and both quiet quitting dimensions. In contrast, the correlations between the "competence" dimension and the two quiet quitting dimensions were negative and significant but relatively weak in magnitude.

T-tests and ANOVA analyses were conducted to determine whether there were significant differences in participants' demographic characteristics and their perceptions of psychological empowerment and quiet quitting tendencies. The type of tourism enterprise created significant differences in perceptions of psychological empowerment and quiet quitting tendencies. The results are presented in Table 5.

Table 5: Differences in Psychological Empowerment and Quiet Quitting by Type of Tourism Enterprise

Variables	F	Significance(p)
Meaning	11.993	0.000***
Competence	6.766	0.001***
Self-determination and impact	2.958	0.053
Work-related non-performance and indifference	7.767	0.000***
Disinterest in the organisation	5.765	0.003***

*** $p < 0.05$

As shown in Table 5, significant differences were found between the type of tourism enterprise in which participants worked and the psychological empowerment subdimensions of "meaning" and "competence," as well as the quiet quitting subdimensions of "work-related non-performance and indifference" and "disinterest in the organisation." A Post Hoc analysis was conducted to identify the source of these differences. The results indicated that employees working in travel agencies perceived their jobs as less meaningful than those working in accommodation and food and beverage businesses. Employees in accommodation businesses reported higher competence perceptions than those working in travel agencies. Additionally, employees in travel agencies demonstrated higher levels of work-related non-performance, indifference, and organisational disinterest compared to those working in accommodation and food and beverage businesses.

The results of the analyses examining whether participants' experience in the tourism sector created significant differences in psychological empowerment perceptions and quiet quitting tendencies are presented in Table 6.

Table 6: Differences in Psychological Empowerment and Quiet Quitting by Tourism Sector Experience

Variables	F	Significance(p)
Meaning	1.765	0.119
Competence	5.135	0.000***
Self-determination and impact	6.326	0.000***
Work-related non-performance and indifference	2.588	0.026***
Disinterest in the organisation	2.774	0.018***

*** $p < 0.05$

As shown in Table 6, significant differences were found between participants' tourism sector experience and the psychological empowerment subdimensions of "competence" and "self-determination and impact." Similarly, significant differences were observed in the quiet quitting subdimensions of "work-related non-performance and indifference" and "disinterest in the organisation." A Post Hoc analysis was conducted to identify the source of these differences. Employees with 21 or more years of experience reported higher perceptions of competence, self-determination, and impact than those with 1–5 years or 6–10 years of experience. Employees with 21 or more years of experience also showed lower levels of work-related non-performance, indifference, and organisational disinterest than those with fewer years of experience. In summary, employees with long-term sector experience demonstrated higher psychological empowerment perceptions and lower quiet quitting tendencies than less experienced employees.

No significant differences were found between participants' gender, marital status, age, education level, monthly income, or tenure in their current organisation and the study variables.

Table 7 shows the tested hypotheses and their results.

Table 7: The Tested Hypotheses and Their Results

Hypotheses	Result
H ₁ : There is a significant negative relationship between employees' psychological empowerment and their tendency toward quiet quitting.	SUPPORTED
H _{1a} : There is a significant negative relationship between employees' perception of their work as meaningful and their work-related non-performance and indifference.	SUPPORTED
H _{1b} : There is a significant negative relationship between employees' perception of their jobs as meaningful and their disinterest in the organisation.	SUPPORTED
H _{1c} : There is a significant negative relationship between employees' perception of themselves as competent in their jobs and their work-related non-performance and indifference.	SUPPORTED
H _{1d} : There is a significant negative relationship between employees' perception of themselves as competent in their jobs and their disinterest in the organisation.	SUPPORTED
H _{1e} : There is a significant negative relationship between employees' perceptions of self-determination and impact on the organisation and their work-related non-performance and indifference.	SUPPORTED
H _{1f} : There is a significant negative relationship between employees' perceptions of self-determination and impact on the organisation and their disinterest in the organisation.	SUPPORTED

Conclusion, discussion and recommendations

The main purpose of this research is to reveal whether there are significant relationships between the perceptions of psychological empowerment and quiet quitting tendencies among individuals working in the tourism sector. In this regard, the data obtained were subjected to various statistical analyses, yielding certain findings and allowing testing of the research hypotheses.

When examining participants' perceptions of psychological empowerment, the subdimensions of "competence" ($\bar{x}$: 4.49) and "meaning" ($\bar{x}$: 4.29) in particular show significantly higher average scores. In this context, it can be said that the individuals participating in the study perceive their work as meaningful and important, and consider themselves quite competent in their work. The participation level in the "self-determination and impact" ($\bar{x}$: 3.69) sub-dimension is slightly above average. The results of this study are similar to those of Işık and Yasım (2017), Kocaman and Aksu (2023), Akgül (2020), and Çavuşoğlu and Güler (2017).

When examining the quiet quitting tendencies of individuals participating in the research, it was found that the average scores for both the "work-related non-performance and indifference" ($\bar{x}$: 1.96) and "disinterest in the organisation" ($\bar{x}$: 2.20) sub-dimensions were low. Accordingly, it can be argued that the participants in the study generally had low tendencies toward quiet quitting. This result is similar to those reported by Veren et al. (2025); however, it differs from those reported by Xueyun et al. (2024), Karrani et al. (2025), Prentice et al. (2025), and Thakur and Srivastava (2025).

According to another finding of the research, employees with high experience in the tourism sector perceive themselves as more competent, more independent, and more effective in their jobs. It is also noteworthy that employees with extensive experience in the tourism sector are less likely to engage in quiet quitting.

A negative and significant relationship was found between the psychological empowerment perceptions of individuals participating in the study and their tendency toward quiet quitting. Accordingly, it can be argued that employees who perceive their work as meaningful and important, feel competent in their jobs, can take initiative, work independently, and believe that their activities have an impact on the business/department they work for are less likely to engage in quiet quitting. These findings highlight the importance of managerial practices that enhance employees' psychological empowerment to reduce quiet quitting.

The findings can also be interpreted through the lens of Self-Determination Theory. According to the theory, employees are more likely to remain motivated, engaged and psychologically connected to their work when their basic psychological needs are satisfied (Deci and Ryan, 1985). The negative relationships identified between psychological empowerment and quiet quitting suggest that employees who perceive their work as meaningful, feel competent in performing their duties, and experience autonomy and influence within their organisations are less likely to withdraw psychologically from their work. Therefore, the findings support Self-Determination Theory's

assumptions by indicating that satisfying key psychological needs may reduce employees' tendencies toward quiet quitting.

The findings suggest that tourism managers can reduce employees' quiet quitting by strengthening their perceptions of psychological empowerment. In particular, special attention should be given to enhancing employees' perceptions of meaning, as this dimension demonstrated the strongest relationship with quiet quitting. Managers can help employees understand the significance of their roles and the value of their contributions to organisational success. In addition, increasing employees' autonomy and involvement in work-related decisions may strengthen their perceptions of self-determination and impact, thereby reducing disengagement and organisational withdrawal. Finally, providing opportunities for skill development and professional growth may enhance employees' perceptions of competence and reduce quiet quitting. Therefore, managerial practices aimed at fostering meaning, competence, self-determination and impact may present an effective strategy for mitigating quiet quitting in tourism organisations.

The topic of quiet quitting has become an increasingly important management issue, particularly in recent times. Researchers considering future studies in this area can use qualitative methods to thoroughly examine quiet quitting trends and their causes within the tourism sector. Additionally, by examining quiet quitting across different samples, they can help fill gaps in the literature.

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