The Impacts of Organizational Changes on Work Engagement and Quiet Quitting

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Change has become a constant theme in the world where all organizations face new challenges and opportunities that require them to constantly adapt and evolve. The COVID-19 pandemic highlighted the importance of organizational agility and adaptability in the face of challenges and uncertainties. A recent Gallup poll revealed that most workers in the U.S. workforce are either quiet quitting or highly disengaged. This study aims to investigate the relationship between various organizational changes and the likelihood of work engagement, quiet quitting, and high disengagement. Drawing on a survey on 252 employees in various companies, we find that organizational changes including higher demand for competence, improved results monitoring, enhanced informal communication, and job redesign increased the likelihood of work engagement relative to quiet quitting and high disengagement. Furthermore, organizational and job characteristics such as perceived organizational support and job autonomy moderated the relationship between organizational changes and the likelihood of work engagement, quiet quitting, and high disengagement. Practical implications and suggestions for future research are discussed.

Keywords: organizational changes, work engagement, quiet quitting, COVID-19

INTRODUCTION

Business practitioners have had immense interest in work engagement, as it fosters job satisfaction, enhances organizational commitment, and contributes to an organization's performance and competitive advantage. (Knight, et al., 2017; Macey et al., 2011; Schohat & Vigoda-Gadot, 2010). Work engagement has become an even more important workplace issue since the COVID-19 pandemic, given the changes in both people's way of working and people's way of relating to work. According to Gallup's global

workplace report for 2022, only 21% of global employees were engaged at work. Similarly, the NHS Staff Survey 2022 found a decrease in employee morale and engagement (Tapper, 2022).

Quiet quitting as a catchphrase related to work engagement emerged in the business world during the development of the pandemic (Christian, 2022). This term first hit the internet in March 2022 and then quickly went viral and became a corporate buzzword and a cultural phenomenon (Salvucci, 2023). Quiet quitting is not quitting a job but doing exactly what one is required to do—no more, no less—which becomes a midpoint between underperforming and overperforming. People who are quiet quitting perform only the minimum job responsibilities and do only the required tasks associated with work. A recent Gallup poll of 15,091 employees identified three types of U.S. workers: engaged workers, quiet quitters, and highly disengaged workers. 32% of the U.S. workforce are engaged, 18% highly disengaged, and the remaining 50% are quitting quietly (Harter, 2022).

The pandemic was certainly a big challenge across the world, and the frequency and intensity of crises and challenges have increased dramatically over the last decade. Organizations have experienced increasing internal and external pressures for change in this turbulent world. The cumulative effect of these pressures has created a constant need for organizations to change their structures, jobs, and work processes, etc. Drawing on social exchange theory (Gouldner, 1960; Homans, 1958), we explore the influences of various types of organizational change, including changes in organizational structure, redesigned jobs and tasks, work process updates, higher demand for competence, increased use of part-time, temporary, and virtual employees, improved results monitoring, and enhanced informal communication, on work engagement, quiet quitting, and high disengagement. Different types of organizational change may have distinct effects. For example, a large number of organizations had part-time, temporary, and virtual workers during the COVID-19 pandemic (Dalton & Groen, 2022). A study of using part-time and virtual employees as an organizational change and its effect on important employee outcomes such as work engagement and quiet quitting would be informative and provide theoretical and practical insights.

Moreover, we argue that the influences of organizational changes on the likelihood of work engagement relative to quiet quitting and high disengagement are contingent on organizational and job characteristics. First, we posit that organizational factors such as perceived organizational support play moderating roles in the impact of organizational changes on the likelihood of work engagement relative to quiet quitting, and high disengagement. Employees believe that their organization cares about their well-being and values their contribution when they perceive strong support from their organization (Coyle-Shapiro & Conway, 2005). They are more likely to positively view an organizational change and feel a deep connection to their organization. Second, according to job characteristics model (Hackman & Oldham, 1980), core job characteristics such as autonomy enable employees to have more discretion and control over their work, thereby increasing their work engagement (Kahn, 1990; Saks, 2006). Autonomy is likely to interact with how organizational changes affect employee outcomes. With work autonomy, employees have substantial freedom to schedule their work, determine job procedures, and make decisions, which increase their work engagement and decrease quiet quitting and high disengagement during an organizational change.

This study contributes to the extant literatures of work engagement and organizational changes in three ways. First, in response to Saks' (2006) call for more research on work engagement in the academic literature, we seek to contribute to the work engagement literature by exploring the antecedents of work engagement. In addition, quiet quitting has become prevalent in the workplace since the pandemic. Although the media had a field day with this "new" term, to our knowledge, limited empirical articles about quiet quitting have been published in academic journals. Our study is one of the first empirical research efforts investigating quiet quitting. Second, organizations must continually change and evolve to adapt to the dynamic business environment. Some types of organizational change positively impact work engagement; whereas others have negative impacts. This study bridges the organizational change and work engagement literatures by attempting to test competing hypotheses and disentangle the positive and negative impacts of a variety of organizational changes on the likelihood of work engagement relative to quiet quitting and high disengagement. Third, this study advances our understanding of the relationship between organizational changes and work engagement by exploring organizational and job characteristics

as contingency factors for the influences of organizational changes on the likelihood of work engagement relative to quiet quitting and high disengagement.

THEORY AND HYPOTHESES

Types of Organizational Change

Change has become a constant theme in the world. In today's rapidly changing business environment, all organizations constantly face new challenges and opportunities that require them to adapt and evolve to compete, grow, succeed, and survive. Increased competition, technological innovations, and globalization are just a few factors that impact the business world and require organizations to be agile and responsive. Due to various forces for constant change, organizations have initiated various changes. For example, a large number of organizations including Microsoft, Amazon, and Netflix have changed their organizational structures (Anthony, Trotter, & Schwartz, 2019). Organizations have also redesigned jobs and tasks by incorporating job enlargement, job rotation, job enrichment, and core job characteristics (Hackman & Oldham, 1980) into work. Next, organizations have reexamined their work processes to cut unnecessary work steps and reduce downtime between work steps. In addition, from the human resource management perspective, there is increased demand for competence, experience, and skills by organizations in order to gain and sustain a competitive advantage as the pace of change continues to accelerate.

COVID-19 highlighted the importance of agility and adaptability in the face of challenges and uncertainties. The pandemic has brought significant changes to organizations in terms of day-to-day operations and long-term strategies, leading organizations to adopt new ways of working, communication, and collaboration. For example, most organizations shifted to remote work to ensure the safety of their employees and customers after the onset of the pandemic (Dalton & Groen, 2022). In addition to virtual employees, a lot of organizations have also hired part-time or temporary employees due to the so-called Great Resignation and labor shortages associated with the pandemic. Because of telework, informal communication has become more frequent. Similarly, increased monitoring of performance, results, and outcomes is used as the basis for human resource decisions such as pay, bonuses, and promotions. As we move towards a post-pandemic world, these changes are likely to continue and evolve as organizations navigate the new normal.

Work Engagement and Quiet Quitting

Work engagement is "a positive, fulfilling, work-related state of mind characterized by vigor, dedication, and absorption" (Schaufeli et al., 2002: 74). Vigor refers to high energy and enthusiasm that an individual invests in work. Vigorous employees are full of energy while working and persist in facing difficulties. Dedication refers to the sense of significance, inspiration, pride, and challenge that an individual experiences in his or her work. Dedicated employees have a deep emotional attachment to their work and feel a sense of purpose and meaning in their jobs. Absorption refers to the extent to which an individual becomes fully concentrated and focused on their work. Absorbed employees lose track of time and forget about surroundings as they become fully immersed in their work. Together, these three dimensions form the core of work engagement and are regarded as important predictors of positive organizational outcomes such as high job performance (e.g., Biggs, et al., 2014; Christian, et al., 2011; Rich, et al., 2010).

The concept of quiet quitting, closely tied to work engagement, gained prominence in the business world during the pandemic era (Christian, 2022). Rather than leaving a job, quiet quitting refers to fulfilling only the basic responsibilities of a job role—no more and no less—positioning itself as a middle ground between being fully engaged and highly disengaged. Quiet quitting employees focus solely on completing the minimum tasks required for their job, do not go above and beyond job descriptions, and are psychologically detached from their work (Atalay & Dağıstan, 2024; Smith, 2022). Although there has been limited empirical academic research about quiet quitting yet, some research institutes and consulting firms find that quiet quitters typically answer "neutral" to their survey questions that measure work engagement (Rogel, 2022). While engaged employees are highly enthusiastic about their work and

disengaged workers actively pull against their organization, quiet quitters lie somewhere in between (Christian, 2022).

Social Exchange Theory

Social exchange theory (Gouldner, 1960; Homans, 1958) provides a theoretical framework for understanding the reciprocal nature of work engagement and quiet quitting and how they are influenced by the exchange of resources between employees and their organizations. According to social exchange theory, social interactions are based on a process of exchange where individuals give and receive resources from each other. Employees and their organizations are in a state of reciprocal interdependence (Cropanzano & Mitchell, 2005; Sake and Rotman, 2006). Employees engage in social exchanges with their organizations, investing time, effort, enthusiasm, and competence into their work in exchange for organizational rewards such as pay, benefits, resources, and career opportunities (Kahn, 1990; Saks, 2006).

Additionally, social exchange theory points out that individuals consciously or unconsciously weigh the costs of a social exchange against its rewards and commit to rewarding exchanges (Kim et al., 2015). When individuals perceive they receive more benefits than costs from a social exchange, they are more likely to be satisfied and then committed to the exchange. In work, employees measure the costs and benefits of exchanges with their organizations. When employees feel that they receive sufficient benefits and rewards for what they put into work, they are more likely to be engaged and committed to their job goals. The more employees perceive that their work is rewarding, meaningful, and challenging, the more likely they are to engage in positive social exchanges with their organization, which leads to high levels of work engagement and reduces the likelihood of quiet quitting and high disengagement.

The Influences of Organizational Changes

In the ever-changing business world, all organizations must become flexible and adaptable to changes in their environments. Organizational changes that aim to improve performance and enable organizations to remain competitive and sustainable are perceived as positive and necessary. According to social exchange theory, employees view these organizational changes as rewarding and meaningful and tend to exchange their work engagement for rewarding and meaningful changes in order to further receive more benefits and rewards from their organization. Hence, organizational changes stimulate and inspire workers to feel more valued and involved, enhancing work engagement while decreasing quiet quitting and disengagement.

Organizational changes lead to increased communication and collaboration among managers and employees, which help break down silos and encourage employees to work together towards common goals. Because of great volatility in the business world, employees and their organizations should re-frame their relationships and enhance communication and transparency with each other in order to remedy the problems associated with quiet quitting and work disengagement (Cook, 2022). The increased use of informal communication thus becomes a useful approach to re-framing the relationships between employees and their organizations. When an organization makes changes that promote informal communication, it can increase employee work engagement. Similarly, in the context of the pandemic, when there is increased use of results monitoring and the results are used as the basis for main human resources and administrative decisions, employees are more likely to become engaged at work in exchange for benefits and resources provided by their organizations (Saks, 2006).

Furthermore, when an organization undergoes changes, it can lead to a re-evaluation of organizational goals and strategies. This process allows employees to better understand the purpose of their work and how it contributes to the overall organizational success. When employees believe they are working towards something meaningful, they tend to invest their energy, enthusiasm, and dedication into their work. Organizational changes can also create new opportunities for employees to learn and grow. For example, employees must learn new knowledge and skills when their organization has increased demands for competence. This can motivate employees who seek opportunities for personal growth and career advancement. Therefore, we propose that organizational changes are more likely to increase work engagement while decreasing quiet quitting and high disengagement.

H1a: *Organizational changes are positively related to the likelihood of work engagement relative to quiet quitting and high disengagement.*

Social exchange theory suggests a process of cost-benefit analysis that people may terminate or abandon a social interaction if the costs of the interaction are greater than the benefits (Rusbult & Van Lange, 2003). When employees believe the costs of an organizational change are higher than the rewards they receive from their organization, they will be less likely to put their time and effort into their work and will be more likely to become quiet quitters or disengaged workers.

First, organizational changes such as restructuring can create uncertainties from the employees' perspective (Konlechner, et al., 2019), especially when they are not sure how the organizational restructuring will affect them and their jobs, which can result in anxiety, stress, dissatisfaction, quiet quitting, and disengagement. Second, work routines or processes changes can be disruptive because employees have to adjust to new workflows or learn new skills. This can lead to frustration and a feeling of burnout (Rafferty & Griffin, 2006), which lowers their work engagement levels. Third, not every employee likes organizational changes. For example, some employees who are strongly attached to the status quo may resist organizational changes. The resistance creates tension and conflict within the organization, negatively influencing work engagement (Oreg, Vakola, & Armenakis, 2011; Rafferty, Jimmieson, & Armenakis, 2013). Hence, we argue that organizational changes will be more likely to decrease work engagement while increasing quiet quitting and high disengagement.

H1b: *Organizational changes are negatively related to the likelihood of work engagement relative to quiet quitting and high disengagement.*

The Moderating Effects of Organizational and Job Characteristics

According to the organizational change literature, perceived organizational characteristics and job aspects can be important contingency factors in examining the effects of organizational changes on employee performance and outcomes. For example, Coupaud (2023) provides evidence that support from the organizational hierarchy has a moderating role in the effects of organizational change on workers' health. Snell, et al. (2000) point out that job characteristics such as task uncertainty and interdependence moderate the impacts of integrated manufacturing on staffing and training. Building on these insights, we propose that the influences of organizational changes on the likelihood of work engagement relative to quiet quitting and high disengagement are contingent on organizational and job factors in the workplace such as perceived organizational support (POS) and autonomy.

Eisenberger and his colleagues (1986) define POS as employees' perception of how much their organization "values their contributions and cares about their well-being" (1986: 501). It captures employees' beliefs of being valued and cared about by an organization and reflects their perceptions regarding organizational assistance with working conditions and job performance (Coyle-Shapiro & Conway, 2005; Rhoades & Eisenberger, 2002). As Tapper (2022) notes, employees want to be respected for what they do and valued in some way by their organization. Additionally, the pandemic has highlighted the importance of employee well-being, which leads organizations to prioritize POS by providing flexible work arrangements (i.e., telework), mental health support, and other well-being initiatives.

Oldham and Hackman (2010) suggest that as long as organizational support and resources can meet employees' psychological needs, their willingness to work will be enhanced. POS has also been found to mitigate the negative effects of stress on work engagement (Zacher & Winter, 2011). In times of organizational change, organizations must provide support and resources to help employees adapt to the changes and maintain or improve their engagement levels. When employees perceive high POS, they are more likely to stay engaged and less likely to become quiet quitters or disengaged workers during changes. Consequently, we hypothesize that POS moderates the relationship between organizational changes and the probabilities of work engagement, quiet quitting, and high disengagement.

H2: *Perceived organizational support will moderate the relationship between organizational changes and the likelihood of work engagement relative to quiet quitting and high disengagement.*

We propose that job characteristics also serve as contingency factors that influence the relationship between organizational changes and the likelihood of work engagement vs. quiet quitting vs. high disengagement. According to the job demands-resources model (JD-R; Bakker & Demerouti, 2007; Demerouti, et al., 2001), job characteristics such as autonomy enhance work engagement (Crawford et al., 2010; Van De Voorde, et al., 2016). Autonomy can play a key role in moderating the chances of organizational changes affecting work engagement, quiet quitting, and high disengagement. Autonomy provides employees with a greater sense of control over their work in the midst of organizational changes. For example, autonomy allows employees to either have a voice in proposed changes in the work process or are able to navigate such changes more easily due to role-specific freedom to adapt to the changes. As a result, autonomy in the midst of organizational changes should increase employee confidence and sense of empowerment. Although Freeburg and Klein (2022) suggest that quiet quitting may emerge as a workaround to the so-called autonomy paradox, we argue that autonomy enables employees to become more adaptable and resilient in the face of change. That is, autonomy can make them more likely to embrace and adjust to organizational changes, rather than resorting to quiet quitting to avoid the discomfort and uncertainty that often accompany changes. We thus propose that autonomy moderates the relationship between organizational changes and varying engagement levels like high engagement, quiet quitting, and high disengagement.

H3: *Autonomy will moderate the relationship between organizational changes and the likelihood of work engagement relative to quiet quitting and high disengagement.*

METHODS

Data and Sample

The questionnaire was validated through preliminary interviews with managers from several companies, who provided valuable feedback, particularly on the survey items related to organizational change. Based on their insights, we refined the questionnaire and decided to focus on seven types of organizational change in this study. We then administered the questionnaire via Survey Monkey, distributing it to employees across a diverse range of organizations in various industries, classified as manufacturing, services, and primary resources, in the U.S. in 2021. We conducted a lottery for ten $25 Amazon gift cards to encourage participants to take the survey. Participants who completed the survey were entered into a drawing and had a chance of winning an Amazon gift card. A consent form, informing all participants that their participation in the study was voluntary and assuring them of anonymity, was included in each survey. A total of 258 surveys were returned. Six surveys were returned unusable, resulting in a final sample of 252. 62% of the respondents were male, 48% were between 20 and 39, 48% were between 40 and 59, and 4% were 60 or older. The highest level of education for 14% was a Ph.D., 49% had earned a master's degree, 30% had earned a bachelor's degree, and 7% had earned a high school diploma. Respondents' occupations included technical (17.37%), professional (33.05%), managerial (34.32%), and consulting (15.25%) jobs. The organizational tenure was less than one year for 21% of respondents, 43% had been at their organizations between one and five years, 20% between six and ten years, 7% between eleven and fifteen years, and 9% had been with their organizations for more than fifteen years.

Measures

The dependent variable in the analysis is the level of engagement in work, which was measured with the Utrecht Work Engagement Scale developed by Schaufeli, Bakker, and Salanova (2006), consisting of 9 items (e.g., "At my work, I feel bursting with energy"). Each of the items is measured on a 7-point scale (1 = "never" and 7 = "always/every day"). Building on prior studies that point out three categories of the engagement measure, with quiet quitting positioned between high disengagement and work engagement

(Christian, 2022; Rogel, 2022; Smith, 2022), we categorized the variable into high disengagement, quiet quitting, and work engagement where responses of 1 and 2 were coded as High Disengagement, 3 and 4 as Quiet Quitting, and 5 to 7 as Work Engagement.

The independent variables were seven types of organizational change. The seven types include changes in organizational structure, use of results monitoring, changes in work processes, higher demand for competence, increased use of informal control and communication, use of part-time, temporary, and virtual employees, and redesign of jobs. The extent of the existence of these changes within the respondents' organizations was measured using a 5-point scale (1 = "none" and 5 = "a lot").

The moderating variables were perceived organizational support (POS) and autonomy. POS was measured with the 9-item version of the Survey of Perceived Organizational Support (Eisenberger, et al., 1986, 1990). It was measured on a 5-point scale anchored by 1 = "strongly disagree" and 5 = "strongly agree" (e.g., My organization's management has strongly considered my goals and values). Autonomy was measured with three items from the Job Diagnostic Survey (Hackman and Oldham, 1974), using a 5-point scale anchored by 1 = "very little" and 5 = "very much" (e.g., The job gives me considerable opportunity for independence and freedom in how I do the work.). The reliability estimates of the scales used in study were .923 and .852 for POS and autonomy, respectively.

Control variables included respondents' demographic information, such as age, gender, child status (yes or no), marital status (married, single, and alternative), and education (diploma, bachelor, master, Ph.D., other). Other control variables include industrial sector (manufacturing or service), job type (technical, professional, managerial, consulting, other), and tenure.

Analysis

Ordered logit regression was used to test the hypotheses because our dependent variable is ordinal—high disengagement in work, quiet quitting, and work engagement representing three levels of engagement. The ordered logit regression aims to examine how well a given response can be predicted by the responses of other questions (Wooldridge, 2002). For example, the likelihood of work engagement shows how well it is predicted relative to quiet quitting and high disengagement. In practice, the three response categories of the ordered logit regression model should follow a certain rank order. For example, the choice of work engagement is stronger than that of quiet quitting while the choice of quiet quitting is stronger than that of high disengagement. So there is a baseline to which the likelihood of the other two responses can be compared.

RESULTS

Pairwise correlations among the study variables are reported in Table 1. The analysis results are contained in Tables 2 and 3. Hypotheses 1a and 1b investigate the impacts of organizational changes on work engagement. Models 1, 3, 5, 7, and 9 in Table 2 tested the main effects of organizational changes on the probability of changes among the three levels of engagement. The results show that higher demand for competence (β = .541, p < .01), improved results monitoring (β = .248, p < .05), enhanced informal communication (β = .362, p < .01), and job redesign (β = .226, p < .10) increased the chances of improvement in work engagement. So, Hypothesis 1a was partially supported while Hypothesis 1b was not.

Hypothesis 2 states that POS moderates the relationship between organizational changes and the likelihood of work engagement, quiet quitting, and high disengagement. Results in Table 2 (Models 2, 4, 6, 8, and 10) partially support this. Although POS alone was not statistically significant, the interaction terms with demand for competence (β = .489, p < 0.05), informal communication (β = .568, p < 0.05), and job redesign (β = .547, p < 0.05) were significant. Figures 1A-1C illustrate that, with high POS, an increase in demand for competence, informal communication, or job redesign raises the probability of work engagement and reduces the probability of quiet quitting and high disengagement. Conversely, low POS leads to quiet quitting as the most likely outcome. Increased informal communication or job redesign with low POS actually reduces work engagement.

Hypothesis 3, which posits autonomy's moderating effect, was tested in Table 3 (Models 12, 14, 16, 18, and 20). Model 18 shows that while updating work processes tends to reduce work engagement ($\beta = -.937$, $p < 0.1$), autonomy moderates this effect positively ($\beta = .29$, $p < 0.05$). Figure 2A indicates that with high autonomy, work process changes boost work engagement and reduce the likelihood of quiet quitting and high disengagement. Model 20 reveals a similar effect for job redesign ($\beta = .23$, $p < 0.1$), as shown in Figure 2B. High autonomy improves work engagement with job redesign, whereas low autonomy makes quiet quitting more likely. Hypothesis 3 was thus partially supported.

DISCUSSION AND CONCLUSION

Overall, drawing on social exchange theory (Cropanzano & Mitchell, 2005; Gouldner, 1960; Homans, 1958), this study bridges the literatures on organizational changes and work engagement by investigating the influences of a variety of organizational changes on the likelihood of work engagement, quiet quitting, and high disengagement. In today's rapidly changing business landscape, understanding the effects of different types of organizational changes on work engagement and quiet quitting is essential. Our research reveals that organizational changes such as increased demand for competence, improved results monitoring, enhanced informal communication, and job redesign increased the likelihood of work engagement while reducing the likelihood of quiet quitting and high disengagement. These findings highlight the positive impacts of organizational changes on employee engagement levels and add to our understanding of social exchange theory.

TABLE 1
PAIRWISE CORRELATIONS

Variables	Mean	Std. Dev.	(1)	(2)	(3)	(4)	(5)	(6)	(7)	(8)	(9)	(10)
(1) Level of Engagement	2.42	0.67	1.00									
(2) Service	0.27	0.45	0.04	1.00								
(3) Manufacturing	0.6	0.49	-0.07	-0.76	1.00							
(4) Age	3.61	1.04	0.04	-0.06	-0.03	1.00						
(5) Female	0.38	0.49	0.16	-0.08	0.19	-0.23	1.00					
(6) Children	0.6	0.49	0.03	-0.14	0.07	0.59	-0.19	1.00				
(7) Married	0.54	0.5	0.10	-0.02	0.12	0.44	-0.15	0.65	1.00			
(8) Alternative	0.15	0.35	0.00	-0.20	-0.05	0.04	-0.03	0.01	-0.45	1.00		
(9) Education	2.69	0.8	0.16	0.08	0.04	0.01	-0.05	-0.01	0.17	-0.07	1.00	
(10) Consulting	0.14	0.35	0.12	0.26	-0.18	-0.03	0.03	-0.12	-0.03	-0.11	0.08	1.00
(11) Managerial	0.32	0.47	0.07	0.00	0.16	0.13	-0.08	0.17	0.21	-0.07	0.16	-0.28
(12) Technical	0.16	0.37	-0.17	-0.20	0.14	-0.01	0.03	-0.02	-0.04	-0.06	-0.10	-0.18
(13) Tenure	2.41	1.17	-0.06	-0.21	0.05	0.46	-0.10	0.32	0.21	0.06	-0.10	-0.13
(14) Competence	3.66	1.15	0.27	0.06	0.01	-0.03	0.11	-0.11	-0.10	0.12	-0.03	0.06
(15) Results Monitoring	3.26	1.26	0.14	-0.01	0.02	-0.02	0.05	-0.05	-0.03	0.06	-0.01	0.05
(16) Informal Communication	3.34	1.18	0.18	0.02	0.08	-0.14	-0.03	-0.12	-0.02	0.04	0.02	0.05
(17) Work Process Change	3.61	1.09	0.09	-0.03	0.09	-0.02	0.08	-0.06	-0.07	0.17	0.07	-0.02
(18) Redesigned Jobs	3.48	1.18	0.15	-0.02	0.04	-0.01	0.07	-0.05	-0.08	0.20	0.06	0.05
(19) Org. Structural Change	3.75	1.09	-0.06	-0.01	0.10	0.05	0.04	-0.04	-0.02	0.09	0.02	-0.03
(20) Part-time & Virtual Employee	3.16	1.18	0.11	-0.10	0.14	-0.07	0.06	0.03	0.04	0.08	0.04	-0.05
(21) POS	3.21	0.59	0.54	-0.03	-0.01	-0.02	0.08	0.01	-0.01	-0.01	0.14	0.02
(22) Autonomy	4.07	0.97	0.46	0.08	0.00	-0.09	0.10	-0.05	-0.01	0.04	0.23	0.15

Variables	(11)	(12)	(13)	(14)	(15)	(16)	(17)	(18)	(19)	(20)	(21)	(22)
(11) Managerial	1.00											
(12) Technical	-0.30	1.00										
(13) Tenure	0.07	0.08	1.00									
(14) Competence	0.03	-0.05	0.09	1.00								
(15) Results Monitoring	-0.01	-0.04	-0.06	0.44	1.00							
(16) Informal Communication	0.11	-0.07	-0.17	0.50	0.41	1.00						
(17) Work Process Change	-0.01	-0.08	0.00	0.46	0.42	0.43	1.00					
(18) Redesigned Jobs	-0.01	-0.05	-0.08	0.43	0.37	0.42	0.61	1.00				
(19) Org. Structural Change	0.05	-0.03	0.03	0.33	0.32	0.32	0.52	0.57	1.00			
(20) Part-time & Virtual Employee	0.00	-0.01	-0.09	0.40	0.40	0.41	0.40	0.40	0.36	1.00		
(21) POS	0.02	-0.03	-0.05	0.25	0.24	0.19	0.09	0.16	0.01	0.18	1.00	
(22) Autonomy	0.14	-0.29	-0.17	0.22	0.10	0.24	0.05	0.14	0.03	0.04	0.47	1.00

By exploring organizational and job characteristics as contingency factors for the influences of organizational changes on the likelihood of work engagement, quiet quitting, and high disengagement, this study contributes a valuable perspective to the literatures on organizational changes and work engagement by showing how POS and autonomy interact with organizational changes to increase work engagement

while decreasing quiet quitting and high disengagement. Our findings suggest that, like the "human soul," employees thrive in a positive work environment or organizational climate (Tapper, 2022). A productive workplace requires cultivating and maintaining an environment that fosters holistic social exchange, enriching employees' mental well-being.

Our study stands out as one of the pioneering empirical efforts to examine quiet quitting. Given its recent emergence, empirical evidence on this seemingly "new" concept remains limited (Atalay & Dağıstan, 2024). By empirically scrutinizing quiet quitting, this study enhances our understanding of this phenomenon and lays groundwork for future research. Notably, research institutes and consulting firms such as Gallup position quiet quitting as an intermediary state on the work engagement spectrum, situated between highly engaged and disengaged workers (Christian, 2022; Harter, 2022; Rogel, 2022). In line with this perspective, we regarded engagement levels as an ordinal variable where work engagement, quiet quitting, and high disengagement represent three levels of engagement with quiet quitting being in the middle of the engagement scale. Our findings reveal that various organizational changes influence quiet quitting, with POS and autonomy moderating these effects.

TABLE 2
ORGANIZATIONAL CHANGES AND PERCEIVED ORGANIZATIONAL SUPPORT

	(1)	(2)	(3)	(4)	(5)	(6)	(7)	(8)	(9)	(10)
Service	-2.201***	-2.104***	-1.807**	-1.813**	-1.942***	-1.939***	-1.851***	-1.856**	-1.772**	-1.931***
	(.746)	(.776)	(.708)	(.747)	(.712)	(.738)	(.717)	(.748)	(.714)	(.746)
Manufacturing	-2.236***	-2.272***	-1.912***	-2.062***	-2.058***	-2.175***	-1.947***	-2.087***	-1.857***	-2.044***
	(0.701)	(0.725)	(0.667)	(0.709)	(0.673)	(0.691)	(0.676)	(0.708)	(0.672)	(0.699)
Age	0.057	0.172	0.079	0.147	0.137	0.171	0.078	0.15	0.076	0.153
	(.179)	(.198)	(.175)	(.193)	(.177)	(.194)	(.176)	(.194)	(.176)	(.193)
female	0.716**	0.632*	0.837***	0.727**	0.927***	0.736**	0.829***	0.756**	0.832***	0.738**
	(0.301)	(0.333)	(0.296)	(0.325)	(0.297)	(0.331)	(0.294)	(0.328)	(0.295)	(0.328)
Children	-0.195	-0.597	-0.3	-0.648	-0.241	-0.576	-0.312	-0.66	-0.293	-0.701
	(0.446)	(0.495)	(0.448)	(0.491)	(0.442)	(0.487)	(0.447)	(0.489)	(0.445)	(0.496)
Married	0.868**	1.265***	0.835*	1.221**	0.732*	1.181**	0.864*	1.323***	0.838*	1.332***
	(0.443)	(0.488)	(0.445)	(0.483)	(0.44)	(0.483)	(0.443)	(0.487)	(0.441)	(0.49)
Alternative	0.526	1.268*	0.744	1.33**	0.572	1.367**	0.656	1.301**	0.547	1.168*
	(0.576)	(0.668)	(0.583)	(0.647)	(0.579)	(0.663)	(0.577)	(0.654)	(0.58)	(0.667)
Education	0.47**	0.304	0.421**	0.261	0.425**	0.265	0.383**	0.257	0.377**	0.253
	(0.183)	(0.202)	(0.179)	(0.197)	(0.178)	(0.2)	(0.177)	(0.196)	(0.177)	(0.197)
Consulting	0.338	0.364	0.422	0.483	0.384	0.449	0.519	0.502	0.48	0.413
	(0.443)	(0.492)	(0.438)	(0.482)	(0.438)	(0.486)	(0.438)	(0.483)	(0.438)	(0.487)
Managerial	0.191	0.083	0.285	0.231	0.201	0.172	0.342	0.219	0.329	0.156
	(0.345)	(0.384)	(0.338)	(0.373)	(0.341)	(0.379)	(0.337)	(0.375)	(0.337)	(0.38)
Technical	-0.759*	-0.985**	-0.654*	-0.937**	-0.71*	-0.925**	-0.593	-0.87**	-0.62	-0.965**
	(0.405)	(0.444)	(0.397)	(0.435)	(0.399)	(0.443)	(0.395)	(0.437)	(0.395)	(0.439)
Tenure	-0.175	-0.172	-0.189	-0.221	-0.17	-0.195	-0.211	-0.227	-0.18	-0.221
	(0.134)	(0.149)	(0.131)	(0.147)	(0.132)	(0.148)	(0.131)	(0.147)	(0.131)	(0.148)
Competence	.541***	-1.147								
	(0.124)	(0.77)								
POS		0.595		2.484***		0.577		1.147		0.561
		(0.908)		(0.772)		(0.83)		(0.954)		(0.882)
POS X Competence		0.489**								
		(0.249)								
Results Monitoring			0.248**	0.062						
			(0.108)	(0.717)						
POS X Results Monitoring				-0.014						
				(0.226)						
Informal Control & Comms					0.362***	-1.561**				
					(0.121)	(0.787)				
POS X Informal Control & Comms						0.568**				
						(0.248)				
Work Process							0.194	-1.013		
							(0.128)	(0.784)		
POS X Work Process								0.361		
								(0.256)		
Redesigned Jobs									0.226*	-1.55**
									(0.115)	(0.756)
POS X Redesigned Jobs										0.547**
										(0.249)
Cut Point 1	-0.994	-0.215	-1.735*	4.344*	-1.282	-0.926	-1.977*	0.548	-1.795*	-1.207
	(1.06)	(2.84)	(1.041)	(2.482)	(1.063)	(2.806)	(1.04)	(2.975)	(1.052)	(2.827)
Cut Point 2	1.549	3	0.673	7.5***	1.17	2.266	0.415	3.716	0.607	1.958
	(1.062)	(2.872)	(1.03)	(2.537)	(1.058)	(2.822)	(1.028)	(2.996)	(1.041)	(2.843)
Observations	232	232	232	232	232	232	232	232	232	232
Pseudo R^2	0.122	0.284	0.088	0.26	0.097	0.278	0.081	0.265	0.085	0.273

Standard errors are in parentheses
**** p<.01, ** p<.05, * p<.1*
Note: The main effects and interacting effects of both changes in organizational structure and use of part-time, temporary, and virtual employees were insignificant, which were not reported in the table.

FIGURE 1A
THE EFFECTS OF POS AND INCREASED DEMAND FOR COMPETENCE

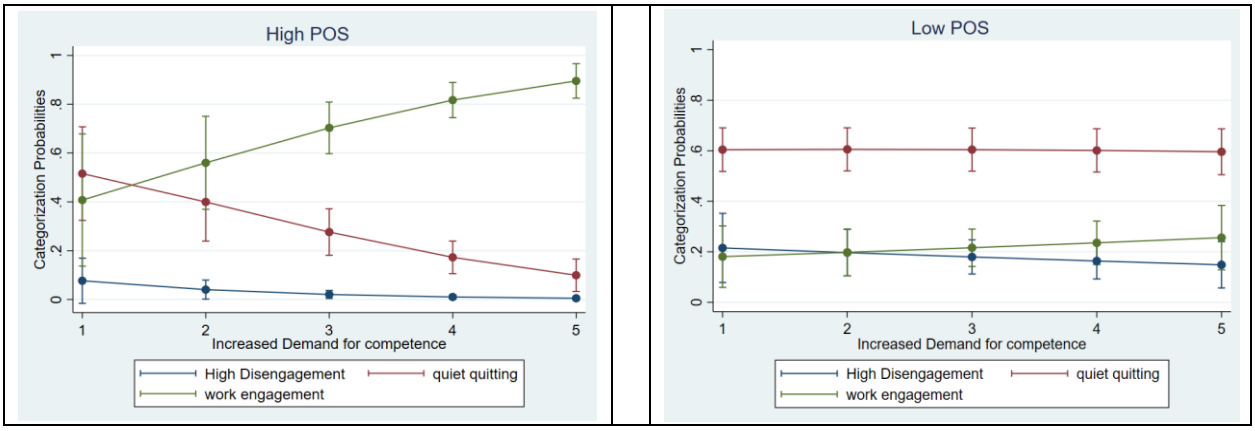


FIGURE 1B
THE EFFECTS OF POS AND INCREASED USE OF INFORMAL COMMUNICATION

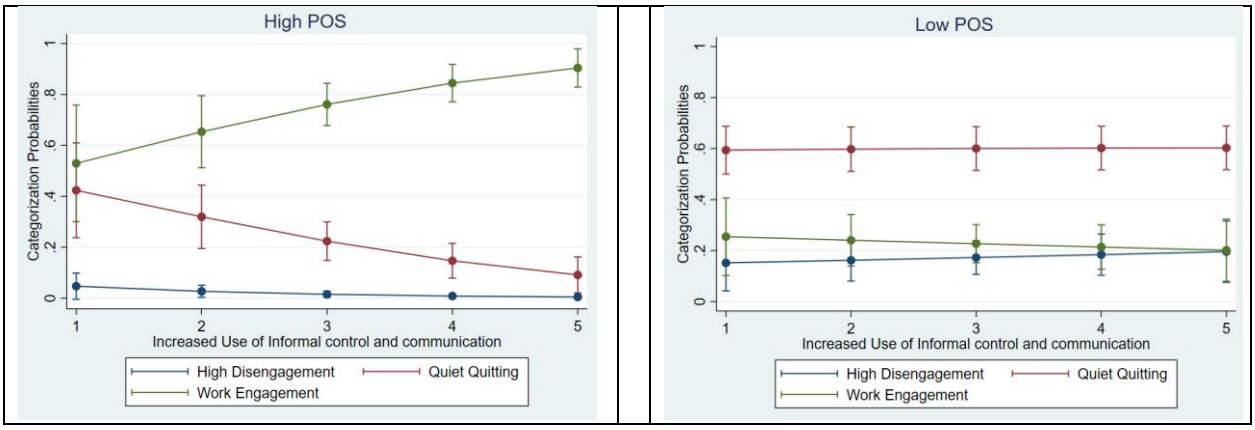


FIGURE 1C
THE EFFECTS OF POS AND REDESIGNED JOBS

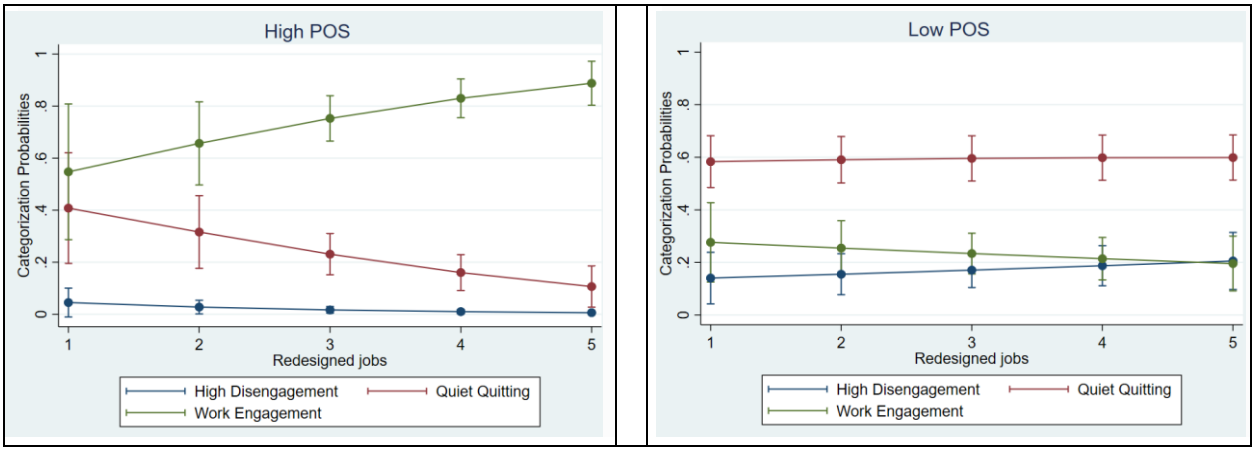


TABLE 3
ORGANIZATIONAL CHANGES AND AUTONOMY

	(11)	(12)	(13)	(14)	(15)	(16)	(17)	(18)	(19)	(20)
Service	-2.201***	-2.193***	-1.807**	-1.908***	-1.942***	-1.957***	-1.851***	-1.798**	-1.772**	-1.794**
	(0.746)	(0.756)	(0.708)	(0.708)	(0.712)	(0.715)	(0.717)	(0.713)	(0.714)	(0.708)
Manufacturing	-2.236***	-2.23***	-1.912***	-2.012***	-2.058***	-2.078***	-1.947***	-1.828***	-1.857***	-1.815***
	(0.701)	(0.705)	(0.667)	(0.665)	(0.673)	(0.672)	(0.676)	(0.674)	(0.672)	(0.662)
Age	0.057	0.148	0.079	0.165	0.137	0.21	0.078	0.181	0.076	0.199
	(0.179)	(0.185)	(0.175)	(0.182)	(0.177)	(0.183)	(0.176)	(0.184)	(0.176)	(0.185)
female	0.716**	0.599*	0.837***	0.695**	0.927***	0.775**	0.829***	0.769**	0.832***	0.73**
	(0.301)	(0.313)	(0.296)	(0.306)	(0.297)	(0.307)	(0.294)	(0.311)	(0.295)	(0.309)
Children	-0.195	-0.252	-0.3	-0.368	-0.241	-0.322	-0.312	-0.413	-0.293	-0.448
	(0.446)	(0.458)	(0.448)	(0.453)	(0.442)	(0.45)	(0.447)	(0.459)	(0.445)	(0.459)
Married	0.868**	0.862*	0.835*	0.863*	0.732*	0.787*	0.864*	0.979**	0.838*	0.935**
	(0.443)	(0.452)	(0.445)	(0.446)	(0.44)	(0.443)	(0.443)	(0.458)	(0.441)	(0.449)
Alternative	0.526	0.352	0.744	0.497	0.572	0.4	0.656	0.179	0.547	0.245
	(0.576)	(0.6)	(0.583)	(0.595)	(0.579)	(0.593)	(0.577)	(0.604)	(0.58)	(0.604)
Education	0.47**	0.28	0.421**	0.22	0.425**	0.222	0.383**	0.186	0.377**	0.175
	(0.183)	(0.19)	(0.179)	(0.185)	(0.178)	(0.185)	(0.177)	(0.184)	(0.177)	(0.184)
Consulting	0.338	0.227	0.422	0.271	0.384	0.257	0.519	0.369	0.48	0.243
	(0.443)	(0.465)	(0.438)	(0.456)	(0.438)	(0.455)	(0.438)	(0.462)	(0.438)	(0.462)
Managerial	0.191	0.058	0.285	0.148	0.201	0.103	0.342	0.197	0.329	0.108
	(0.345)	(0.364)	(0.338)	(0.355)	(0.341)	(0.357)	(0.337)	(0.359)	(0.337)	(0.361)
Technical	-0.759*	-0.349	-.0654*	-0.269	-0.71*	-0.343	-0.593	-0.176	-0.62	-0.265
	(0.405)	(0.427)	(0.397)	(0.417)	(0.399)	(0.418)	(0.395)	(0.42)	(0.395)	(0.416)
Tenure	-0.175	-0.115	-0.189	-0.128	-0.17	-0.112	-0.211	-0.163	-0.18	-0.154
	(0.134)	(0.14)	(0.131)	(0.137)	(0.132)	(0.138)	(0.131)	(0.139)	(0.131)	(0.14)
Competence	0.541***	0.019								
	(0.124)	(0.447)								
Autonomy		0.486		0.793**		0.738*		-0.087		0.158
		(0.426)		(0.372)		(0.4)		(0.491)		(0.434)
Autonomy X Competence		0.117								
		(0.111)								
Results Monitoring			0.248**	0.001						
			(.108)	(0.443)						
Autonomy X Results Monitoring				0.052						
				(0.108)						
Informal Communication					0.362***	0.026				
					(0.121)	(0.477)				
Autonomy X Informal Communication						0.058				
						(0.117)				
Work Process							0.194	-0.937*		
							(0.128)	(0.525)		
Autonomy X Work Process								0.29**		
								(0.129)		
Redesigned Jobs									0.226*	-0.724
									(0.115)	(0.476)
Autonomy X Redesigned Jobs										0.23*
										(0.118)
Cut Point 1	-0.994	0.408	-1.735*	0.754	-1.282	0.841	-1.977*	-2.532	-1.795*	-1.687
	(1.06)	(1.837)	(1.041)	(1.703)	(1.063)	(1.767)	(1.04)	(2.101)	(1.052)	(1.914)
Cut Point 2	1.549	3.318*	0.673	3.577**	1.17	3.672**	0.415	0.314	0.607	1.129
	(1.062)	(1.867)	(1.03)	(1.737)	(1.058)	(1.802)	(1.028)	(2.099)	(1.041)	(1.923)
Observations	232	232	232	232	232	232	232	232	232	232
Pseudo R^2	0.122	0.201	0.088	0.175	0.097	0.177	0.081	0.184	0.085	0.181

Standard errors are in parentheses
*** p<.01, ** p<.05, * p<.1*
Note: The main effects and interacting effects of both changes in organizational structure and use of part-time, temporary, and virtual employees were insignificant, which were not reported in the table.

FIGURE 2A
THE EFFECTS OF AUTONOMY AND WORK PROCESS CHANGE

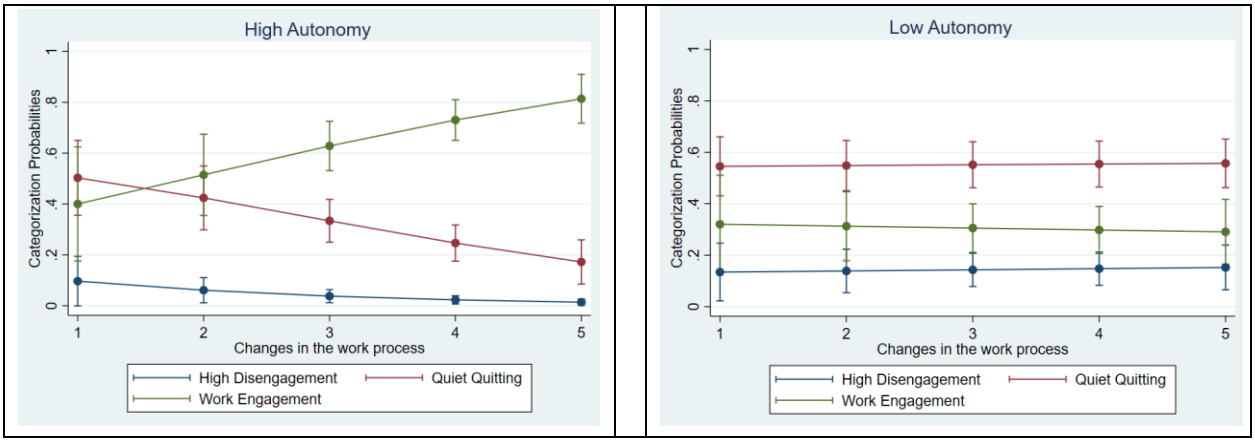
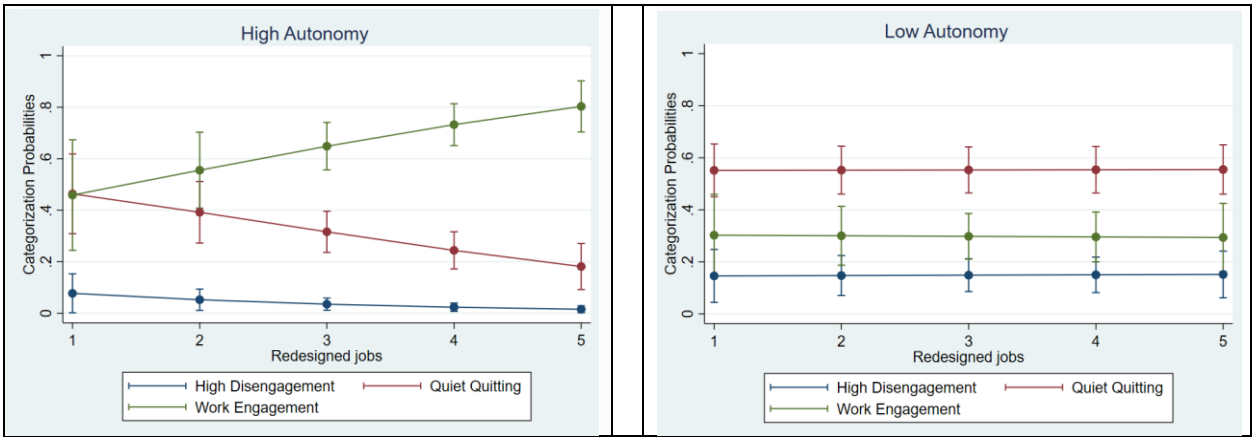


FIGURE 2B
THE EFFECTS OF AUTONOMY AND REDESIGNED JOBS



The most interesting findings arise when the moderators are added, allowing us to untangle the main effects after accounting for the moderators. For example, higher demand for competence positively affects work engagement over quiet quitting and high disengagement, but this effect becomes insignificant within the context of POS. Similarly, increased informal communication has a positive main effect on the level of engagement but turns negative when moderated by POS. A similar pattern appears with job redesign. These findings imply that organizational changes promote work engagement only when POS is high; low POS consistently leads to higher quiet quitting.

Autonomy also moderates the impacts of organizational changes on the likelihood of work engagement, quiet quitting, and high disengagement. When autonomy is high, changes in work processes and job redesign foster work engagement. However, low autonomy consistently predicts quiet quitting, regardless of organizational changes. These insights may shed light on employers' post-pandemic push for the "return to office" movement (Robinson, 2023), which lowers work flexibility, potentially leading to a higher likelihood of quiet quitting.

The practical implications are evident: organizations prioritizing employee well-being and autonomy will likely see positive outcomes. Organizational support for employees can be crucial through its interactions with organizational changes; when POS is high, workers are more likely to be engaged, whereas when it is low, the likelihood of quiet quitting is high. Likewise, job autonomy provides benefits in

conjunction with organizational changes, with high autonomy fostering work engagement and low autonomy contributing to quiet quitting. Therefore, organizations need to cultivate a positive work environment that nurtures the human soul by ensuring that employees feel supported and enjoy a high degree of autonomy. It is only when these elements are there that organizational changes such as enhanced informal communication, increased demand for competence, and redesigned jobs can effectively boost work engagement. Ensuring that these elements are present could thus help improve organizational functioning.

Regarding limitations and future research, examining work engagement levels in different stages of an organizational change might be interesting. For instance, employees' engagement levels may fluctuate during an organizational change's unfreezing, changing, and refreezing stages (Lewin, 1951). As this study is cross-sectional, it could be valuable for future research to examine work engagement and quiet quitting over time. Looking at various time points, prior to, during, and after an organizational change (van den Heuvel, Demerouti, & Bakker, 1983), might provide deeper insights into work engagement and quiet quitting.

It might also be useful to investigate the impacts of other types of organizational changes beyond what we have studied. For example, downsizing (e.g., Dlouhy & Casper, 2021) and job insecurity (e.g., Shin & Hur, 2021) may affect work engagement and quiet quitting that may warrant future studies in this regard. Contrary to our expectations, we did not find any significant impacts of the use of part-time, temporary, and virtual employees. Given that part-time and virtual work may have distinct effects on work engagement and quiet quitting, future could explore these effects separately.

Next, future research could also examine if work engagement and quiet quitting mediate the relationship between organizational changes and job performance. Belschak et al. (2020) propose that work engagement mediates the influence of change on employee turnover intentions. Eldor and Harpaz (2016) argue that work engagement mediates the relationship between perceived learning climate and extra-role performance. In a similar vein, we posit that work engagement and quiet quitting could potentially serve as mediators in the relationship between organizational change and job performance.

Finally, future studies could explore additional contingency factors. For example, we advocate for the need to broaden the concept of organizational justice beyond distributional and procedural perspectives (Colquitt et al., 2013) to include diversity, equity and inclusion (DEI), and to investigate how organizational justice and DEI influence the roles of organizational changes in work engagement and quiet quitting. In addition, as evidenced in prior research (e.g., Breevaart, et al., 2016), employees' need for leadership may also serve as a moderator. We assert that considering a broader range of contingency factors could provide deeper insights into how organizational changes affect work engagement and quiet quitting.

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