

# Koncept prepoznavanja dejavnikov tihe odpovedi v organizacijah: Integrativni pregled literature

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**Raziskovalno vprašanje (RV):** Kateri dejavniki pomembno vplivajo na koncept tihe odpovedi v organizacijah?

**Namen:** Namen integrativnega pregleda literature je podrobnejše preučiti koncept tihe odpovedi v organizacijah. Cilj izčrpнega pregleda je na podlagi relevantne literature identificirati dimenzije koncepta in prepoznati dejavnike, ki nanj vplivajo.

**Metoda:** Primarna raziskovalna metodologija temelji na integrativnem pregledu literature. Zbiranje podatkov je potekalo v skladu s smernicami, ki jih narekuje uveljavljen formalen postopek oziroma standard PRISMA. Osnovno orodje za pridobivanje relevantne in za našo raziskavo ustrezne literature predstavlja pripravljena matrika raziskovalnih baz in uporabljenih ključnih besed iskanja. Literatura je bila iskana v podatkovnih bazah SpringerLink, Scopus, ProQuest, ScienceDirect, Cobiss, dLib, Google Učenjak, Emerald in ResearchGate. Časovni okvir iskanja smo opredelili od leta 2019 do leta 2023. Izločili smo literaturo, ki se neposredno ne nanaša na naše področje raziskovanja in nima odprtrega dostopa. Zbrane podatke smo analizirali z metodo metasinteze.

**Rezultati:** Med dejavnike, ki pomembno vplivajo na koncept tihe odpovedi smo identificirali: slabo cenjeni zaposleni, pomanjkanje zavezanosti organizacij h kariernemu razvoju zaposlenih, neupoštevanje zaposlenih, izključenost zaposlenih pri organizacijskih odločitvah, nezadostna avtonomija pri delu in upad zaupanja v organizacijo. Iz tega sledi, da je prepoznavanje potreb zaposlenih ključni koncept na katerih je potrebno graditi strategije, ki vodijo v uspešno in učinkovito upravljanje tihe odpovedi.

**Organizacija:** Naša raziskava ponuja vpogled v razsežnost koncepta in prikazuje dejavnike vpliva, ki organizacijam omogočajo pravočasno in uspešno prepoznavanje koncepta v svojih sredinah.

**Družba:** Potencialno zmanjševanje prispevka posameznikov v gospodarstvu, v negativnem smislu vpliva tako na samo gospodarstvo, kot tudi na celotno družbo.

**Originalnost:** Tema je premalo raziskana, zato ocenujemo, da je potrebno nadaljnje poglobljeno raziskovanje navedenega področja.

**Omejitve/nadaljnje raziskovanje:** Preučevanje teme je zaznano, istočasno pa opaženo, da temu ne sledijo znanstvene raziskave. V analizo so bili uvrščeni izvirni članki, izločena pa je bila vsa literatura brez odprtrega dostopa. Pripravljen integrativni pregled omogoča nadaljnje poglobljeno raziskovanje tega področja.

**Ključne besede:** tiha odpoved dela, zaposleni, organizacija, zadržanje zaposlenih, pandemija covid-19, delovno mesto, delovno okolje, ravnanje s človeškimi viri.

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Nastja Pevec je magistrirala na Fakulteti za organizacijske študije v Novem mestu in na tej isti fakulteti nadaljuje z doktorskim študijem. Od leta 2008 je zaposlena v Krki, d. d. v Nabavi. Pridobljene kompetence in certifikati: leta 2012 mednarodno veljaven certifikat za poklic (kompetenco) ECQA certificirani vodja za družbeno odgovornost (ECQA Certified Social Responsibility Manager), leta 2021 certifikat FOŠ Animator kovčinga v organizaciji in Certifikat za notranjo presojevalko, leta 2022 certifikat za Menedžerko za dobro počutje na delovnem mestu.

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# The Concept of Identifying Factors of Quiet Quitting in Organizations: An Integrative Literature Review

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**Research Question (RQ):** Which factors have a significant impact on the concept of quiet quitting in organizations?

**Purpose:** The purpose of the integrative literature review is to examine in more detail the concept of quiet quitting in organizations. The objective of the comprehensive review is to identify the dimensions of the concept and to identify the factors influencing it, based on the relevant literature.

**Method:** The primary research methodology is based on an integrative literature review. Data collection followed the guidelines dictated by the established formal procedure or standard PRISMA. The main tool for retrieving relevant literature for our study is the prepared matrix of research databases and the keywords used in the search. Literature was searched in SpringerLink, Scopus, ProQuest, ScienceDirect, COBISS, dLib, Google Scholar, Emerald, and ResearchGate databases. We defined the timeframe of the search as 2019 to 2023. We excluded literature that is not directly relevant to our field of research and does not have open access. We analyzed the collected data using the meta-synthesis method.

**Results:** Among the factors that have a significant impact on the concept of quiet quitting, we identified: poorly valued employees, lack of organizational commitment to employee career development, disengagement of employees, exclusion of employees in organizational decisions, lack of autonomy at work, and a decline in trust in the organization. It follows that identifying the needs of employees is a key concept on which to build strategies that lead to successful and effective management of quiet quitting.

**Organization:** Our research provides insights into the dimension of the concept and illustrates the influencing factors that enable organisations to identify the concept in their midst in a timely and successful manner.

**Society:** The potential reduction in the contribution of individuals to the economy has a negative impact on the economy itself and on society as a whole.

**Originality:** The topic is under-researched and we consider that further in-depth research in this area is needed.

**Limitations / further research:** The study of the topic is perceived, but at the same time it is noticed that scientific research does not follow. Original articles were included in the analysis and all non-open access literature was excluded. The integrative review prepared allows for further in-depth research in this area.

**Keywords:** quiet quitting, employees, organization, employee retention, covid-19 pandemic, workplace, working environment, human resources management.

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**Nastja Pevec** has a Master's degree from the Faculty of Organisational Studies in Novo mesto and is continuing her doctoral studies at the same faculty. Since 2008 she has been employed at Krka, d. d. - Purchasing Department. Acquired competencies and certificates: In 2012 Internationally valid certificate for the profession (competence) ECQA Certified Social Responsibility Manager, in 2021 certificate FOŠ Coaching Animator in the Organisation and Certificate for Internal Auditor, in 2022 certificate for Workplace Well-being Manager.

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