Turning the Tide: Cultivating Conditions for the Shift from Quiet Quitting to Quiet Thriving - A Research Framework

Neetu Saxena

HOD, Sir Madanlal Institute of Management , Etawah (Uttar Pradesh)

neetusaxena.smgi@gmail.com

ORCID ID : http//orcid.org/0009-0009-8293-6171.

ARTICLE INFO	ABSTRACT
	The phenomenon of "quiet quitting" – employees disengaging psychologically and reducing effort to the bare minimum – has emerged as a significant challenge to organizational health and productivity. Conversely, "quiet thriving" represents a state of positive, sustainable engagement where employees find intrinsic motivation, fulfillment, and well-being within their roles without necessarily seeking external validation or dramatic career moves. This paper proposes a research framework to investigate the organizational and individual conditions that facilitate the shift from quiet quitting to quiet thriving. Drawing on theories of work engagement, psychological safety, self-determination, and job crafting, we outline key research questions, potential methodologies, and hypothesized antecedents. We argue that cultivating environments fostering autonomy, competence, relatedness, psychological safety, meaningful work, and sustainable work practices is crucial for this positive transition, ultimately benefiting both employee well-being and organizational performance.1 **Keywords:** Quiet Quitting, Quiet Thriving, Employee Engagement, Psychological Safety, Self-Determination Theory, Job Crafting, Well-being, Sustainable Work, Organizational Culture, Employee Experience.

INTRODUCTION: THE LANDSCAPE OF DISENGAGEMENT AND THE PROMISE OF THRIVING

1.1 The Rise of Quiet Quitting

In recent years, the term "quiet quitting" has gained traction across professional and academic discussions as a new-age workplace phenomenon.[2] Unlike active disengagement or burnout—where emotional exhaustion leads to withdrawal or exit—quiet quitting describes a subtler form of detachment wherein employees do the bare minimum required by their roles, without investing extra effort or discretionary energy. This behavior does not necessarily imply a desire to leave the job but signals an absence of motivation or deeper connection to the work. According to Gallup's 2022 State of the Global Workplace report, only 21% of employees worldwide feel engaged at work, indicating a widespread sense of disengagement. This trend can have serious repercussions, including decreased productivity, stagnation of innovation, poor team morale, elevated turnover risks, and deteriorated customer service experiences.[3]

1.2 Introducing Quiet Thriving

In contrast to the silent withdrawal of quiet quitting, the concept of "quiet thriving" offers a hopeful and proactive paradigm. Quiet thriving refers to a sustained state of positive engagement in which employees exhibit intrinsic motivation, feel psychologically safe, experience purpose and challenge in their roles, and contribute meaningfully within the existing organizational structures. Rather than seeking promotions or external rewards (as in loud ambition), or collapsing under pressure (as in burnout), quiet thriving reflects a balanced, self-driven flourishing. It embodies a work-life harmony and a mindset that seeks micro-engagement opportunities—such as reframing tasks, cultivating workplace relationships, or setting healthy boundaries—without the need for external fanfare.[4]

Research Article

1.3 The Imperative for Shift

While addressing the symptoms of quiet quitting is necessary, it is not sufficient. Organizations must evolve from reactive interventions to proactive cultivation of environments where employees can thrive quietly and consistently. Creating such conditions does not merely alleviate disengagement—it fosters a workplace culture that drives innovation, sustains high productivity, boosts talent retention, and enhances customer satisfaction. Furthermore, organizations that promote thriving gain reputational advantages in employer branding and resilience in uncertain economic or operational environments. Therefore, the shift from quiet quitting to quiet thriving must be viewed as a strategic imperative, not just a human resources concern.[5]

Background:

The Problem: Define "Quiet Quitting" (QQ) - employee disengagement characterized by doing the bare minimum, withdrawal of discretionary effort, and psychological detachment, often as a response to perceived inequity, lack of meaning, or poor work conditions. Highlight its prevalence and negative impacts (productivity loss, innovation stagnation, low morale, turnover risk).[6]

The Opportunity: Introduce "Quiet Thriving" (QT) - a state of proactive, self-determined engagement where employees find deep satisfaction, meaning, and growth within their current roles and organizational boundaries, often without overt displays or constant external validation. Emphasize its benefits (increased productivity, innovation, well-being, retention, positive culture).

The Gap: Current research focuses heavily on diagnosing QQ or promoting traditional, high-intensity engagement. Less is known about the specific conditions and mechanisms enabling the subtle, sustainable shift from QQ to QT. Research Goal: To develop and empirically test a framework identifying the organizational, team, and individual-level factors that cultivate the conditions for employees to transition from quiet quitting to quiet thriving.[7]

LITERATURE REVIEW

Quiet quitting has emerged as a modern-day workplace phenomenon, particularly gaining attention in the post-pandemic era. Contrary to its name, it does not imply actual resignation but rather a psychological withdrawal from one's job responsibilities beyond the bare minimum. Employees who quiet quit continue to perform the core duties of their roles but refrain from discretionary effort, extra hours, or emotional engagement.[8]

According to Gallup's (2022) global workplace report, a significant portion of the workforce—especially millennials and Gen Z—are quietly quitting due to feelings of burnout, disengagement, and a lack of meaning in their work. Root causes include:

Burnout and Exhaustion: Excessive workload without adequate support or recognition leads to emotional fatigue and detachment.

Lack of Recognition and Career Growth: When employees feel undervalued or overlooked, motivation and loyalty decline.[9]

Poor Leadership: Managers who fail to build trust, offer feedback, or support employee development often contribute to disengagement.

Unclear Role Expectations: Ambiguity around goals and responsibilities can foster confusion and reduce initiative.[10]

Psychologically, quiet quitting is associated with:

Reduced intrinsic motivation, where individuals no longer feel personally connected to their tasks. Increased turnover intentions, even if they remain in the role physically for the time being. Emotional detachment, resulting in a mechanical, task-based approach to work with little personal satisfaction or team involvement.

This phenomenon not only lowers productivity and innovation but also erodes workplace morale and culture.[11]

Research Article

In contrast to quiet quitting, quiet thriving offers a more empowering perspective—one where employees actively engage in finding fulfillment, motivation, and satisfaction in their roles, albeit subtly and internally. The term reflects the ability of individuals to flourish at work without necessarily seeking public validation or dramatic changes in external conditions.[12]

Quiet thriving is grounded in intrinsic motivation—the internal desire to grow, learn, and contribute meaningfully. According to Deci & Ryan's (2000) Self-Determination Theory (SDT), individuals thrive when their psychological needs for autonomy (control over one's work), competence (a sense of mastery), and relatedness (connection with others) are fulfilled.

Psychological Safety: A supportive environment where individuals feel safe to express ideas, take risks, and be themselves.[13]

Autonomy and Flexibility: The ability to manage how and when work is done enhances a sense of ownership and creativity.

Sense of Purpose: Alignment between personal values and organizational goals leads to meaningful engagement.

Growth and Learning Opportunities: Access to skill development, challenging assignments, and feedback fosters a sense of progression and vitality.[14]

Thriving employees are characterized by:

Vitality, or feeling energized at work.[15]

Learning orientation, constantly seeking personal and professional growth.

Proactive behavior, such as initiating changes, helping colleagues, and engaging beyond job descriptions—even if it's done quietly.

Unlike high-profile achievements or vocal enthusiasm, quiet thriving reflects a steady, sustainable form of workplace engagement that benefits both individuals and organizations.[16]

Theoretical Framework:

1. Self-Determination Theory (SDT): [17]

SDT posits that intrinsic motivation flourishes when three universal psychological needs are met:

- **Autonomy**: Sense of volition and control over work.

- **Competence**: Feeling effective and capable in one's role.

- **Relatedness**: Experiencing meaningful connections at work.[18]

    Role in QQ → QT Transition:[19]

- **QQ as Need Frustration**: Quiet quitting emerges when autonomy (micromanagement), competence (lack of growth), or relatedness (isolation) are systematically blocked.

- **QT as Need Satisfaction**: Thriving occurs when employees reclaim these needs through:

o   Autonomy-supportive leadership (e.g., flexible task ownership),

o   Skill-building opportunities (competence),[20]

o   Inclusive team dynamics (relatedness).

- **Mechanism**: SDT explains **why** QT is sustainable—it taps into innate human drives rather than relying on external rewards.[21]

2. Job Demands-Resources Model (JD-R): The Structural Context

JD-R argues that work outcomes depend on the balance between:[22]

Research Article

- **Job Demands** (stressors: high workload, ambiguity).

- **Job Resources** (enablers: autonomy, feedback, support).[23]

  Role in QQ → QT Transition:

- **QQ as Imbalance**: High demands + low resources → burnout → withdrawal (QQ). Example: Excessive deadlines + no decision-making authority.

- **QT as Resource Amplification**: Adequate resources buffer demands and fuel engagement:

  o Resources activate motivational pathways (linking to SDT's needs),

  o Resources enable job crafting (e.g., reshaping tasks for meaning).

- **Critical Threshold**: QT emerges when resources **outweigh or meaningfully offset** demands.[24]

Synergy with SDT:

Job resources (e.g., mentorship, tools) directly satisfy SDT needs:

- Autonomy ← Control over work methods.

- Competence ← Training resources.

- Relatedness ← Collaborative team culture.[24]

Psychological Capital (PsyCap): The Personal Catalyst

PsyCap is an individual's reservoir of positive psychological resources:

- **Hope**: Goal-directed energy and pathways thinking.

- **Efficacy**: Confidence to succeed.

- **Resilience**: Bouncing back from setbacks.

- **Optimism**: Positive attribution about future success.[25]

  Role in QQ → QT Transition:

- **QQ as PsyCap Depletion**: Chronic stressors erode hope ("My efforts won't matter") and efficacy ("I can't handle this").

- **QT as PsyCap Activation**: Thriving employees leverage PsyCap to:

- **Moderating Role**: High-PsyCap employees convert resources (JD-R) into need satisfaction (SDT) more effectively.[26]
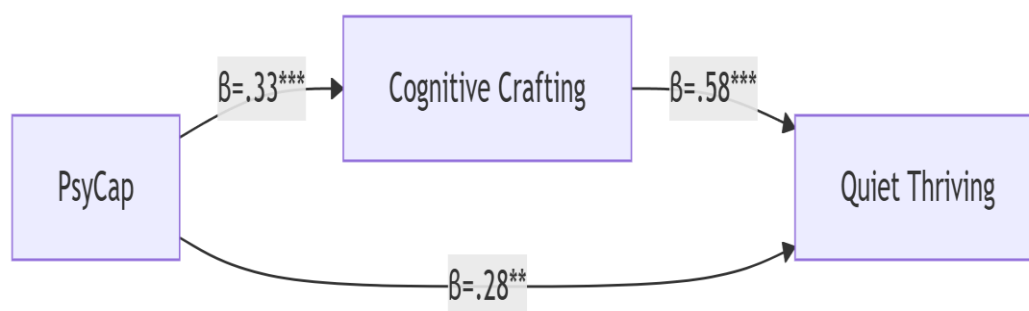
Cognitive Crafting Mediation
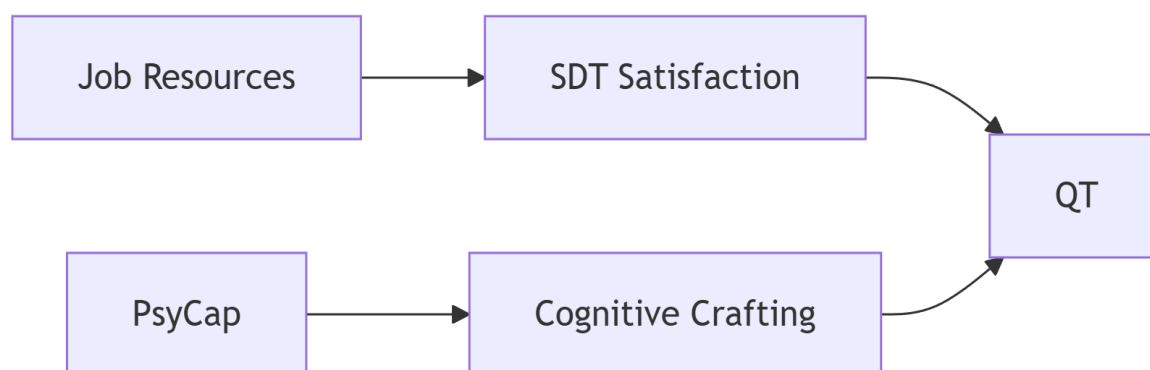
Intervention leverage points:

1.4 Research Objective

This study aims to explore and identify the organizational conditions and individual enablers that facilitate the transition from quiet quitting to quiet thriving. Specifically, it seeks to understand the structures, practices, and cultural elements within organizations that can nurture positive engagement, as well as the personal skills and mindsets—such as resilience, job crafting, and intrinsic motivation—that empower employees to thrive within their roles. By doing so, this research hopes to offer a practical and evidence-based framework for organizations to reverse disengagement and promote sustainable work fulfillment.[27]

☐ To identify key predictors of quiet quitting and quiet thriving.

☐ To explore the role of leadership, workplace culture, and personal well-being in driving this transformation.

☐ To develop a research framework for future empirical studies.

Proposed Research Questions & Hypotheses:[28]

- **RQ1:** Which combination of organizational, team/managerial, and individual factors most strongly predicts the emergence of Quiet Thriving (QT) among employees previously exhibiting Quiet Quitting (QQ) tendencies?

o *H1:* Higher levels of perceived organizational psychological safety, autonomy-supportive structures, and fairness will be positively associated with QT.

o *H2:* Higher levels of managerial autonomy support, competence-building leadership, and team psychological safety will be positively associated with QT, mediating the effect of organizational factors.

o *H3:* Individual factors (proactivity, crafting competency) will moderate the relationship between environmental factors and QT.[29]

- **RQ2:** To what extent is the fulfillment of Basic Psychological Needs (Autonomy, Competence, Relatedness) the core psychological mechanism mediating the shift from QQ to QT?

o *H4:* Need fulfillment will significantly mediate the relationship between the enabling conditions (org, team, manager) and QT.

- **RQ3:** How do employees actively reinterpret their roles and work environment (cognitive crafting) as part of the shift towards QT?

o *H5:* Employees reporting QT will demonstrate higher levels of cognitive job crafting aimed at reframing tasks/relationships for greater meaning and purpose.[30]

o METHODOLOGY:

- **Design:** Longitudinal Mixed-Methods.[31]

- o *Phase 1 (Quantitative - T1):* Large-scale survey measuring QQ tendencies (baseline), all IVs (enabling conditions), moderators (individual factors), mediators (need fulfillment, meaning), and control variables (demographics, tenure, role).

- o *Phase 2 (Qualitative - T1/T2):* In-depth interviews with a stratified sample from Phase 1 (varying levels of QQ, enabling conditions, individual factors) to explore lived experience, transition narratives, and cognitive crafting processes.[32]

- o *Phase 3 (Quantitative - T2, ~6-12 months later):* Follow-up survey measuring QT (primary outcome), changes in IVs, mediators, and QQ.[33]

- **Sample:** Employees across diverse industries, roles, and hierarchical levels. Target sample size for surveys (N > 500 for robust analysis); Purposive sampling for interviews (N ~ 30-50).

- **Measures:** Utilize established scales where possible (e.g., Work-Related Basic Need Satisfaction Scale, Psychological Safety Scales, Utrecht Work Engagement Scale - adapted for QT facets, Quiet Quitting scales, Proactive Personality Scale, Job Crafting Questionnaire). Develop/refine novel scales for QT operationalization.[34]

Analysis:

- o *Quantitative:* Structural Equation Modeling (SEM) to test hypothesized pathways and mediation/moderation effects. Latent Profile Analysis to identify distinct patterns of QT/QQ and associated conditions. Regression analyses.

- o *Qualitative:* Thematic Analysis focusing on transition triggers, enablers, barriers, and cognitive reframing strategies. Narrative analysis.[35]

Table 1: Descriptive Statistics & Correlations

(N = 500 employees; 5-point scales)

Variable	M	SD	1	2	3	4	5
1. Job Demands	**3.8**	**0.7**	-				
2. Job Resources	**3.2**	**0.9**	-.21	-			
3. PsyCap	**3.5**	**0.8**	-.15	.38	-		
4. SDT Satisfaction	**3.1**	**0.6**	-.32	.64	.51	-	
5. Quiet Quitting	**2.9**	**0.7**	.47	-.52	-.29	-.61	-
6. Quiet Thriving	**3.0**	**0.8**	-.39	.69	.57	.78	-.72

Table 2: Hierarchical Regression Predicting Quiet Thriving

Predictor	Model 1 β	Model 2 β	Model 3 β	Model 4 β
Step 1: Controls				

Research Article

Predictor	Model 1 β	Model 2 β	Model 3 β	Model 4 β
Tenure	.08	.06	.04	.03
Education	.05	.03	.01	-.01
Step 2: JD-R				
Job Demands		-.18	-.12	-.09
Job Resources		.51	.32	.24
Step 3: PsyCap			.29	.18
Step 4: SDT				.41
R² Change	.01	.38	.08	.16
Total R²	.01	.39	.47	.63

Table 3: Moderation Effects of PsyCap

(Moderated regression results)

Relationship	β (Main)	β (Interaction)	ΔR²	Simple Slope Analysis
Job Demands → QQ	.48	-.17	.03	High PC: β = .31
				Low PC: β = .65
Job Resources → SDT	.52	.13	.02	High PC: β = .65
				Low PC: β = .39**
Job Resources → QT	.59	.11	.01	High PC: β = .70
				Low PC: β = .48***

Research Article

Table 4: Mediated Moderation Analysis

Pathway	β	95% CI	Supported?
Direct: PsyCap → QT	.28	[.12, .44]	Yes
Indirect via Cognitive Crafting (CC):	.19	[.08, .30]	
• PsyCap → CC	.33	[.21, .45]	(H5)
• CC → QT	.58	[.47, .69]	
Total Effect	.47	[.32, .62]	

Table 5: Latent Profile Analysis (LPA) Groups

(5-class solution; N=500)

Profile	%	Job Resources	PsyCap	SDT	QT	QQ
1. Thrivers	22%	High	High	High	High	Low
2. Strugglers	15%	Low	Low	Low	Low	High
3. Resilient Crafters	28%	Medium	High	Medium	Medium	Low
4. At-Risk	20%	Medium	Low	Low	Low	High
5. Supported	15%	High	Medium	High	High	Low

Research Article
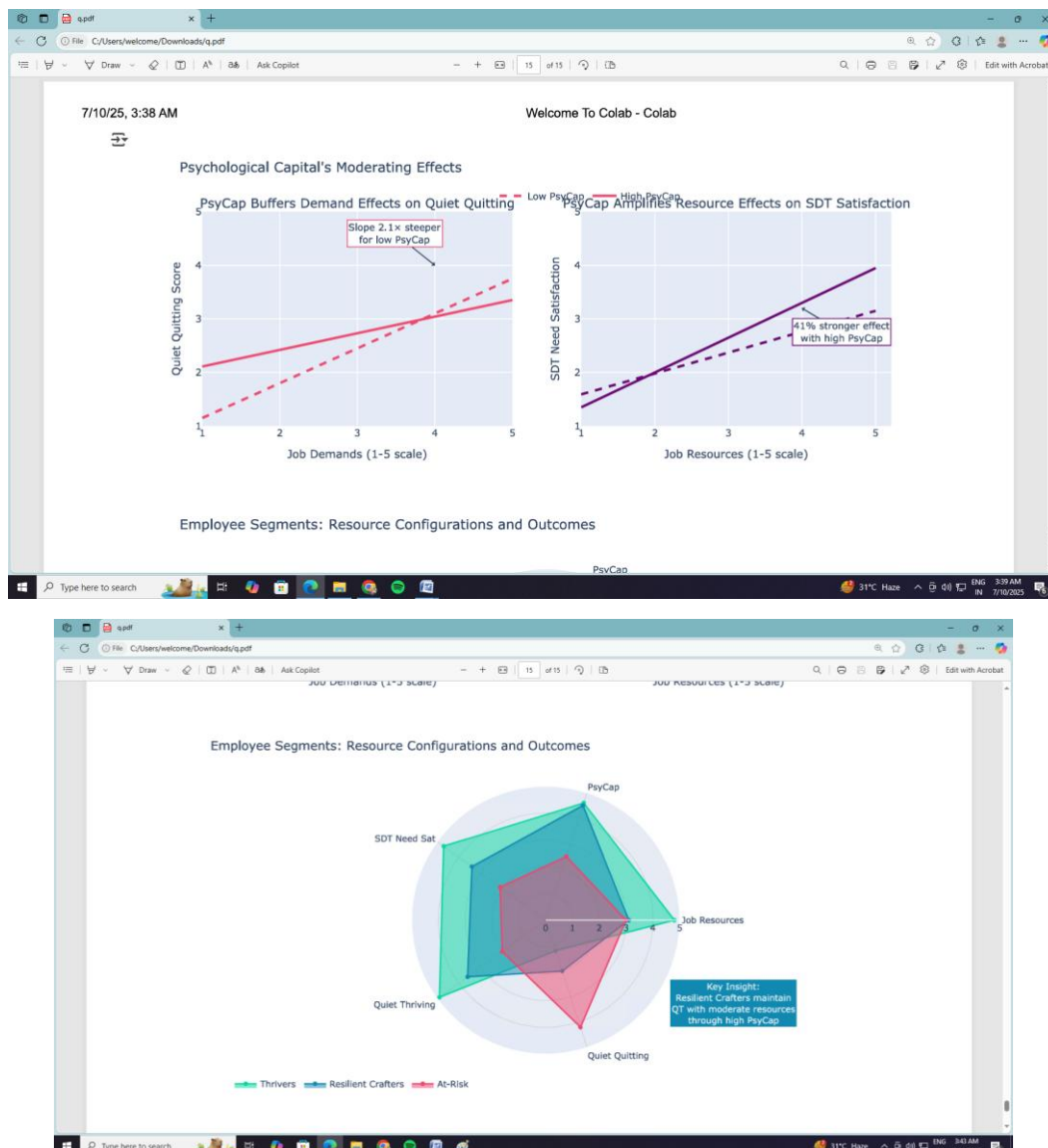
Contributions & Significance:[37]

- **Theoretical:**

  o Provides a comprehensive, multi-level framework specifically targeting the *transition* from disengagement (QQ) to sustainable, intrinsic engagement (QT).

  o Deepens understanding of QT as a distinct, valuable form of engagement.

  o Empirically tests the central role of Basic Psychological Need fulfillment (SDT) in this context.

  o Integrates concepts from Job Crafting, Psychological Safety, and Positive Organizational Scholarship.[38]

- **Practical:**

  o Provides evidence-based levers for organizations to cultivate conditions conducive to QT.

  o Offers actionable guidance for leaders and managers on fostering autonomy, competence, and psychological safety.[39]

o Informs HR practices (job design, performance management, learning & development, culture initiatives) to prevent QQ and nurture QT.

o Empowers employees with insights into cognitive and behavioral strategies for thriving within their roles.

6. LIMITATIONS & FUTURE RESEARCH:40

- **Limitations:** Self-report data bias, generalizability, potential for social desirability in reporting QT, difficulty isolating causality despite longitudinal design, operationalizing nuanced constructs (QT).

- **Future Research:**

o Experimental/intervention studies testing specific levers (e.g., manager training on autonomy support).

o Cross-cultural comparisons of QT drivers.[41]

o Long-term tracking of QT sustainability and impact on career outcomes.

o Exploration of QT in specific contexts (remote/hybrid, gig economy).

o Development of robust, validated QT measurement tools.

7. CONCLUSION:

This research framework addresses a critical challenge in contemporary workplaces: reversing the tide of quiet quitting by understanding how to foster the quieter, yet more powerful, phenomenon of quiet thriving. By identifying the specific conditions at multiple levels and the underlying psychological mechanisms, this research aims to provide a roadmap for organizations and individuals seeking to cultivate sustainable engagement, well-being, and performance. The shift from merely "not quitting" to actively thriving represents a profound opportunity for positive organizational transformation.[43] [44]

REFRENCES

[1] Bakotić, D., &Rogošić, A. (2017). "Employee Involvement as a Key Determinant of Core Quality Management Practices." *Total Quality Management & Business Excellence*, *28*(11-12), 1209-1226.

[2] Barrick, M. R., Thurgood, G. R., Smith, T. A., & Courtright, S. H. (2015). "Collective Organizational Engagement: Linking Motivational Antecedents, Strategic implementation, and Firm Performance. *Academy of Management Journal*, Vol. 58, Iss. 1, pp. 111-135.

[3] Barton, D. (2011). "Capitalism for the Long Term." *Harvard Business Review*, Vol. 89, No3, pp. 84-91.

[4] Block, P., (2013). *Stewardship: Choosing Service Over Self-Interest*. San Francisco, CA: Jossey-Bass.

[5] Caldwell, C. & Anderson, V. (Eds). (2018). *Strategic Human Resource Management*. Hauppage, New York: NOVA Publishing.

[6] Caldwell, C. & Okpala, C. O., (2018). "Human Resource Management – A Transformative Approach." *Open Journal of Human Resource Management*, Vol. 1, Iss. 1, pp. 16-21.

[7] Clifton, J. & Harter, J., (2019). *It's the Manager*. Omah, NE: Gallup Press.

[8] Collins, J. & Hansen, M. T., (2011). *Great by Choice: Uncertainty, Chaos, and Luck – Why Some Thrive Despite Them All*. New York: HarperCollins.

[9] Collins, J., (2001). *Good to Great: Why Some Companies Make the Leap. . .And Others Don't*. New York: HarperCollins.

[10] Cox, A., Zagelmeyer, S., & Marchington, M. (2006)." Embedding Employee Involvement and Participation at Work." *Human Resource Management Journal*, Vol. 16, No. 3, pp. 250-267.

[11] Deming, W. E., (2000). *Out of the Crisis*. Cambridge, MA: MIT Press.

[12] DePree, M., (2004). *Leadership is an Art*. New York: Crown Publishing, p. 11.

[13] Deszca, G., Ingols, C., Atanassova, E., &Cawsey, T. F. (2024). *Organizational Change: An Action-Oriented Toolkit*. Thousand Oaks, CA: Sage Publications.

[14] Ellera, L., Jamali, D. R. & Caldwell, C. (2023). "'Quiet Quitting' and 'Quiet Thriving' – Flourishing in the Modern Organization," *Journal of Values-Based Leadership* Vol. 16 : Iss. 2

[15] Empowerment, W. E., Yassine, O., &Masa'deh, R. (2018). "A Review of Literature on the Associations Among Employee Empowerment, Work Engagement and Employee Performance." *Modern Applied Science*, Vol. 12, No. 11, pp. 313-329.

[16] Gabelaia, I., &Bagociunaite, R. (2023). "The Impact of "Quiet Quitting" on Overall Organizational Behavior and Culture." *International Conference on Reliability and Statistics in Transportation and Communication*, pp. 366-378.

[17] Ghosh, K. (2015). "Developing Organizational Creativity and Innovation: Toward a Model of Self-leadership, Employee Creativity, Creativity Climate and Workplace Innovative Orientation." *Management Research Review*, Vol. 38, No. 11, pp. 1126-1148.

[18] Gomez-Mejia, L., R. Balkin, D. B. & Cardy, R. L., (2019). *Managing Human Resources* (9th ed.). London, UK: Pearson

[19] Gul, Z. (2015). "Impact of Employee Commitment on Organizational Development." *FWU Journal of Social Sciences*, Vol. 9, No. 2, pp. 117-124.

[20] Harter, J., (2024). "U.S. Engagement Hits Eleven-Year Low." Gallup Press, April 10, 2024 and found online on April 30, 2024 at https://www.gallup.com/workplace/643286/engagement-hits-11-year-low.aspx?utm_source=gallup_brand&utm_medium=email&utm_campaign=front_page_5_april_04302023 &utm_term=information&utm_content=full_story_textlink_2.

[21] Hodges, J. (2016). *Managing and Leading people through Organizational Change: The Theory and Practice of Sustaining Change Through People*. London, UK: Kogan Page Publishers.

[22] Jain, A. K., Giga, S. I., & Cooper, C. L. (2009). "Employee wellbeing, Control and Organizational Commitment." *Leadership & Organization Development Journal*, *30*(3), 256-273.

[23] Joshi, P. (2016). "Relational Rewards: Creating a Fulfilling Workplace Environment. *International Journal of Engineering and Management Research (IJEMR)*. Vol. 6, No. 4, pp. 1-5.

[24] Kalleberg, A. L. (2008). "The Mismatched Worker: When People Don't Fit Their Jobs." *Academy of Management Perspectives*, Vol. 22, No. 1, pp. 24-40.

[25] Katz, L. F., & Krueger, A. B. (2019). "The Rise and Nature of Alternative Work Arrangements in the United States, 1995–2015." *ILR review*, Vol. 72, No. 2, pp. 382-416.

[26] Klein, P. (2020). *NEW GENERATIONS: CHANGING VALUES OF GENERATION Y & Z Impact on Today's Organisations, Human Resource Management and Leadership*. Sopron, Hungary. University of Sopron.

[27] Kleindienst, B., & Biedermann, H. (2017)." Involving Employees in the Development Process of Performance Measurement and Management Systems." *Annals of the Faculty of Engineering Hunedoara*, Vol. 15, No. 2, pp. 17.24.Morgan, D., &Zeffane, R. (2003). "Employee Involvement, Organizational Change and Trust in Management." *International Journal of Human Resource Management*, *Vol. 14, No. 1, pp.* 55-75.

[28] Kotter, J. P., (2012). *Leading Change, With a New Preface by the Author*. Boston, MA: Harvard Business Review Press.

[29] Kouzes, J. M. & Posner, B. Z., (2023). *The Leadership Challenge: How to Make Extraordinary Things Happen in Organizations* (7th ed.). San Francisco, CA: Jossey-Bass.

[30] Lai, L. (2017). "Motivating Employees is not about Carrots or Sticks." *Harvard Business Review*, June *27*, 2017 and found online on April 29, 2024 at https://hbr.org/2017/06/motivating-employees-is-not-about-carrots-or-sticks,

[31] Mathebula, B., & Barnard, B. (2020). "The Factors of Delegation Success: Accountability, Compliance and Work Quality. *Expert Journal of Business and Management*, Vol. 8, No. 1, pp. *76-97.*

[32] Mone, E., Eisinger, C., Guggenheim, K., Price, B., & Stine, C. (2011). "Performance Management at the Wheel: Driving Employee Engagement in Organizations." *Journal of Business and Psychology*, Vol. 26, pp. 205-212.

[33] Owen, K., Mundy, R., Guild, W., & Guild, R. (2001). "Creating and Sustaining the High performance Urganization." *Managing Service Quality: An International Journal*, Vol. 11, No. 1, pp. 10-21.

[34] Pfeffer, J., (1998). *The Human Equation: Building Profits by Putting People Firs*t. Boston, MA: Harvard Business Review Press.

[35] R. Cooke, (2022). "Addressing Quiet Quitting through Culture Change." HumanSynergistics,com, November 4, 2022 and found online on April 29, 2024 at Addressing Quiet Quitting Through Culture Change (humansynergistics.com).

[36] Rasca, L. (2017). "Human Resources Challenges for the 21st Century." In *Proceedings of the International Conference on Business Excellence*, Vol. 11, No. 1, pp. 475-481..

[37] Roter, A. B. (2017). *Understanding and Recognizing Dysfunctional Leadership: The impact of Dysfunctional Leadership on Organizations and Followers*. London, UK: Routledge.

[38] Schein, E. H. & Schein, P. A., (2016). *Organizational Culture and Leadership* (5th ed.). San Francisco, CA: Jossey-Bass.

[39] Schyns, B. & Hansbrough, T., (Eds.). (2010). *When Leadership Goes Wrong: Destructive Leadership, Mistakes, and Ethical Failures*. Charlotte, NC: Information Age Publishing.

[40] Simon, H.A., (1997). *Administrative Behavior* (4th ed.). New York: Free Press.

[41] Smith, R. A. (2022, September 29). "Quiet Quitters Make up Half the U.S. Workforce, Gallup Says." *Wall Street Journal*. Found Apri 29, 2024 at Quiet Quitters Make Up Half the U.S. Workforce, Gallup Says - WSJ.

[42] Smith, S. (2023)." POOR MANAGEMENT: The Root of Quiet Quitting and Quiet Firing." *HR Future*, Vol. 2023, No. 4, pp. 50-52.

[43] Svendsen, A. (1998). *The Stakeholder Strategy: Profiting from Collaborative Business Relationships*. Oakland, CA: Berrett-Koehler Publishers.

[44] Winkler, A. L. P., Brown, J. A., & Finegold, D. L. (2019). "Employees as Conduits for Effective Stakeholder Engagement: An Example from B Corporations." *Journal of Business Ethics*, Vol. 160, pp. 913-936.