

# QUIET QUITTING IN THE SECURITY FORCES: THE INFLUENCE OF MOTIVATION ON WELL-BEING AND ORGANIZATIONAL HAPPINESS

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## ABSTRACT

### Objective:

Portuguese security forces are particularly vulnerable to workplace stress, and their success depends on a good understanding of the factors that affect the well-being of their members. The combination of low levels of motivation and commitment, coupled with a reduced perception of well-being and happiness in the workplace, results in phenomena such as quiet quitting.

Thus, this research is guided by the following question: what factors analyzed in the Job Demands\_Resources Theory influence the motivation, well-being, and happiness of Portuguese Security Forces workers, and how are these dimensions related to the phenomenon of quiet quitting?

In this sense, the overall objective of this study is to investigate how motivational factors impact the well-being and happiness of Portuguese Security Forces workers, in accordance with the NP ISO 4590: 2023, and how these dimensions relate to the phenomenon of quiet quitting, as well as to propose possible organizational strategies that promote the motivation, well-being, and happiness of Portuguese Security Forces workers, contributing to the mitigation of quiet quitting.

### Methodology:

The proposed methodology follows a mixed research approach (qualitative and quantitative) which includes interviews with their leaders, complemented by a questionnaire survey applied to Security Forces workers, based both on the results of the interviews and on the literature review.

### Originality:

Investigation of the factors that affect the motivation, well-being and happiness of Portuguese Security Forces workers and how these elements are related to the phenomenon of quiet quitting.

### Results:

The expected results show us that: 1) job resources can have a positive impact on motivation, well-being, and happiness, 2) job demands can be negatively associated with well-being and happiness, especially when they are scarce, 3) the presence of motivating leaders can significantly reduce quiet quitting, 4) organizational happiness reduces the predisposition to quiet quitting, 5) well-being can act as a mediator between motivation and quiet quitting, 6) excessive workloads and emotional pressures can reduce well-being.

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**Practical implications:**

Implementation of possible strategies to promote well-being and organizational happiness, as well as to mitigate quiet quitting, such as programs to promote the mental and physical health of professionals, more effective recognition and reward policies, re-evaluation of workloads to avoid burnout or the creation of an environment where professionals feel valued and have a clear purpose.

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**Keywords:**

Motivation; Organizational Well-Being and Happiness; Quiet Quitting; Security Forces.

**Acknowledgement:**

The author would like to thank Professor Teresa Nogueiro for her comments and suggestions during the 10th Doctoral Consortium at the University of Évora, where a preliminary version of this work was presented.

**Artificial Intelligence:**

The authors confirm that the use of artificial intelligence (AI) for translation and/or corrections has not compromised the authorship of the abstracts.