Quiet Quitting - Perspectives of Silent Disengagement in Current Work Dynamics

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Highlights:

- Quiet Quitting: A subtle form of disengagement phenomenon in the modern workplace.

- "Safety Zone" - Visual chart to identify patterns of productivity and employee disengagement.

- SWOT Analysis: Identification of strengths, weaknesses, opportunities, and threats related to Quiet Quitting in organizations.

- Proposals for mitigating organizational strategies to address and prevent quiet quitting behaviors.

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Abstract

Quitting quietly has become a common difficulty for organizations in today's work environment because many employees no longer give their jobs their all and merely perform the bare minimum. The purpose of this paper is to conduct an analysis of this trend in the dynamics of the modern workplace, drawing on relevant references. It was determined that this is not a recent labor movement and has been occurring in the workplace subtly for a considerable amount of time; that certain circumstances can encourage employees to practice quiet quitting, and that this tendency affects employees of all ages and is not just present in younger generations. In addition, a "safety zone" chart was drawn, and a SWOT analysis carried out. It was observed that the main mitigating organizational strategies include the implementation of physical and mental health programs, training, professional development and recognition, open communication, and organizational flexibility.

Keywords: Quiet Quitting; Job Satisfaction; Employee Engagement; Work well-being; Safety Zone; SWOT Analysis; Mitigating Organizational Strategies.

1. Introduction

Quiet quitting is a trend in the current context of workforce dynamics worldwide, in which workers stop committing to their jobs and only do the minimum required, without making any additional effort. Although the term implies "quitting", it's not necessarily about abandoning the job, but rather a gradual, unannounced withdrawal from work responsibilities (Hamouche et al., 2023; Liu-Lastres et al, 2024; Mahand & Caldwell, 2023).

In effect, workers quietly disengage from their work and positions, are no longer fully committed to their tasks, and only do the bare minimum to meet the demands of the job (Mahand & Caldwell, 2023). This means that workers may not explicitly give up their jobs and positions, but they become increasingly disengaged, staying within the reasonable limits of the demands of the job. Some of these quiet quitting workers may choose to change jobs, sectors, retire early or even start their own

business (Serenko, 2024). However, it is important to note that the phenomenon does not refer to mass layoffs, but rather to a change in workers' approach to balancing work, family, and personal life (Hamouche et al., 2023; Xueyun et al., 2023).

The terminology quiet quitting emerged in the Internet sphere in March 2022 by Bryan Creely, an American Gen-X career coach and employment influencer, who introduced the term when discussing an article about workers who were "slowing down" at work, particularly influenced by the Covid-19 pandemic (Öztürk et al., 2023). The hashtag #quietquitting quickly went viral on the social network TikTok, especially among younger workers.

Many discussions around this term also make mention of a movement originating in China, which emerged in 2021, known as "tang ping", which translates as "lying flat" literally. This movement is characterized by a resistance to social pressure to work long, strenuous hours to the detriment of personal well-being (Hsu, 2022; Jingyi, 2022).

Another viral movement on social media is called "I no longer dream of labor", in which many users, mostly young people, share that they simply don't have a dream job. However, the "quiet quitting", "tang ping" and "I no longer dream of labor" phenomena are not the only "revolutions" in the labor market. The "Great Dismissal" and "Great Resignation" have caused huge labor shortages, bringing difficulties in filling specific jobs, with devastating effects in several countries, during and after the Covid-19 pandemic, for example in Germany, Italy, Brazil, and the USA (Cossa et al., 2021). The Great Dismissal refers to a scenario in which many workers are laid off by their employers, usually due to economic crises, organizational restructuring, and is often a consequence of external factors affecting organizations, leading to widespread job losses and workforce restructuring (Marks, 2023). The Great Resignation refers to a scenario in which workers voluntarily leave their jobs in masse, motivated by factors such as the search for a better work-life balance, career progression or greater job satisfaction (Marks, 2023; Sheather & Slattery, 2021).

In addition to these phenomena, other expressions have emerged in the labor market, essentially linked to younger workers, and debated on social networks, especially with a viral trend on TikTok:

- "Bare Minimum Monday" – this expression refers to the phenomenon in which workers make the minimum effort on Mondays, seen as a day to reduce the workload, as it is the start of the coming week. Thus, by reducing their expectations, workers may feel less anxious on Sunday evenings and less overloaded on Monday mornings, in line with the conclusions of the study by Butler et al. (2014).

- "Lazy girl job" – this is a movement for women, especially young women, promoting the importance of female empowerment and advocating more flexible jobs, allowing them to prioritize their well-being and work-life balance. It should not be confused with the "lazy girl" stereotype, but rather as a way of challenging traditional social norms in relation to work and gender expectations, corroborating the study by Rani and Priya (2023).

- "Rage applying" – refers to workers who are frustrated or dissatisfied with their current job (salaries, benefits, overload, ambiguity, lack of personal and professional prospects), who look for new opportunities and apply for other vacancies even though they are still employed, in line with the study by Slaughter and Allen (2024).

- "Quiet ambition" – these are workers, especially younger ones, who choose to decline the prestige or status associated with positions or titles in order to prioritize their work-life balance and, in some cases, their academic life. This expression also applies to professionals who choose to remain in technical careers, prioritizing learning, and professional development over management positions, according to the conclusions of the study by Fournier et al. (2020).

- "Loud quitting" – Workers who take "noisy" actions and openly express their dissatisfaction with their working lives, with the aim of directly damaging the organization. These workers who tend to "noisily quit" embark on behaviors that have a negative impact on organizations, such as resigning without warning, refusing to carry out tasks assigned to them, making inflammatory posts online, having unpleasant attitudes in public and carrying

out disruptive and potentially sabotaging actions, corroborating the study by Utkarsh et al. (2019).

All of these phenomena deserve a close look, as it is important to reflect on and re-signify the value that is attributed to work, especially nowadays, when the world of work has undergone very significant transformations.

Despite its popularity and being a phenomenon with a potential impact on society, academic questions have been limited. In the literature, although there are few studies about quiet quitting, no study has addressed the phenomenon in a comprehensive way, exploring its association with job satisfaction and employee engagement. The aim of this article is therefore to carry out a critical analysis of quiet quitting, based on relevant references, about the factors that contribute to quiet quitting, its implications for workers and organizations, and to suggest effective strategies for preventing and mitigating this phenomenon. In order to emphasize an important aspect of this topic, a chart, similar to a Quality Control Chart, is presented which illustrates the concept of "safety zone" in the work environment. Additionally, a SWOT (Strengths, Weaknesses, Opportunities, and Threats) analysis is presented, aligned with possible organizational strategies, which could allow the development of an action plan to mitigate quiet quitting while keeping employees engaged.

As a result, several questions arose which led to this research, namely: What are the recent trends related to the phenomenon of quiet quitting in the workplace? How has it evolved? What factors contribute to worker disengagement and the emergence of quiet quitting? How do the unique characteristics and motivations of the younger generations (Y and Z) influence the propensity for quiet quitting in the workplace? Is quiet quitting also prevalent among workers from other previous generations? What are the possible mitigating organizational strategies to promote a healthy and positive work environment that reduces the incidence of quiet quitting?

After this contextualization of the topic and presentation of the starting questions for the research, the method used is presented. Next, the trends in quiet quitting are analyzed, the relationship between this phenomenon and younger workers is discussed, the factors that contribute to employee

disengagement are identified, the chart "safety zone" and a SWOT analysis is presented, followed by the identification of some organizational strategies for promoting a healthy and positive work environment that reduces the incidence of quiet quitting are presented. Finally, some concluding remarks are presented, highlighting the study's practical and theoretical implications, limitations, and recommendations for future research.

2. Methodology

In the current work dynamics, marked by a fast pace and increasing pressure, workers' commitment to their work seems to have changed in a more evident way. For this reason, we felt the need to write an article that would allow us to aggregate information that would answer the various questions raised above. A literature review was therefore carried out between January and April 2024, which was accomplished through the following stages: identification of the topic; definition of the inclusion and exclusion criteria for the selected articles; evaluation of the selected articles and interpretation of the respective results; and presentation of the final considerations.

The inclusion criteria established for the selection of literature were publication period in the last 5 years, language, indexing in relevant databases and authors relevant to the topic outside the defined publication period.

The process of identifying the publications was carried out by combining the following descriptors/ keywords: Quiet Quitting, Job Satisfaction and Employee Engagement, which were always searched together as being obligatory and to which the other descriptors were added in turn: Motivation, Organizational Behavior and Work well-being. Quiet Quitting, Job Satisfaction and Employee Engagement were closely associated, and, for this reason, it was decided to carry out the search based on these descriptors. Filters were applied according to the inclusion and exclusion criteria. This search yielded a total of 413 publications, of which 34 were considered valid after careful reading of the titles and respective abstracts. The excluded publications did not meet the

criteria established in this search or were repeated articles. Table 1 shows the methodology used to select the publications.

Table 1 – Methodology for publications selection

Subject: Quiet Quitting	Definition of inclusion and exclusion criteria			Descriptors/Keywords			Number of publications	
							Identified	Selected
		Publication period	2019 a 2024	1. Quiet Quitting 2. Job Satisfaction 3. Employee Engagement		Work well-being	5	34
		Language	Portuguese and English			Motivation	239	
		Relevant databases	Web of Science, Scielo, Elsevier, Google Scholar			Organizational Behavior	149	
				Others Relevant publications to the topic				12
		Relevant publications to the topic outside the defined publication period		Butler et al. (2014); Oldham (2015)				2

It is worth noting that the publications selected were read in full, so that it was possible to extract the information considered relevant to the aim of the study and to answer the questions raised.

It should be noted that despite the existence of publications on this subject in other databases (albeit insignificant), the publications indexed in Scopus or Web of Science, and considering together the 3 descriptors considered mandatory for this work (Quiet Quitting, Job Satisfaction and Employee Engagement), there were no publications, so this gap reinforces the relevance of this study.

In this scientific article, a graph called the "Safety Zone" was developed, inspired by the concept introduced by Johnson (2023) to analyze workers' behavior in the context of quiet quitting. This graph, similar to a control chart, portrays the profile of workers (High Performers, Careerists, Middle Workers, Accommodators and Wage Criminals) in relation to expected and actual productivity. It allows a visual understanding of the variation in productivity over time, between two limit lines: the upper line, which represents the maximum performance that the individual or group can achieve, while the lower line refers to the minimum performance acceptable to leadership. This graph is particularly useful for leadership as it allows them to visualize actual productivity in relation to the established limits and can identify patterns of productive behavior or

signs of employee disengagement. It also makes it easier to devise intervention strategies to encourage workers to leave the "safety zone" and increase their engagement and productivity.

In order to address the problem of quiet quitting and identify mitigating organizational strategies, a SWOT (Strengths, Weaknesses, Opportunities, and Threats) analysis was carried out in this article. This methodology was chosen due to its recognized effectiveness in assessing internal and external environments, allowing an understanding of the strengths, weaknesses, opportunities, and threats related to the phenomenon of quiet quitting. SWOT analysis is particularly useful for identifying possible strategies that organizations can implement to mitigate behaviors that negatively impact employee productivity and well-being.

Thus, after reviewing the existing literature on quiet quitting, to obtain a clear view of the concept, its causes and consequences, it was identified that there was a significant gap in the literature, since there are no articles that present mitigating organizational strategic measures using SWOT analysis. Therefore, based on the scientific articles, the internal factors (strengths and weaknesses) and external factors (opportunities and threats) that influence quiet quitting were identified. The strengths and weaknesses were determined by analyzing the internal policies, organizational culture and management practices reported in the case studies in the scientific articles. Opportunities and threats were identified by considering market trends, socio-economic influences, and technological changes. Each factor identified was assessed for its potential impact and likelihood of occurrence. This step was crucial in order to prioritize the areas in need of organizational intervention and subsequently identify mitigating organizational strategies for quiet quitting that encompassed all quadrants of the SWOT analysis.

3. Prospects and Realities of Quiet Quitting

The growing concern about the phenomenon of quiet quitting in the workplace has aroused the interest of researchers and human resources professionals around the world. This behavior, characterized by workers quietly quitting their jobs and engaging with their tasks, has been

observed in several organizations, impacting not only productivity and individual performance, but also the organizational climate as a whole. In this context, it is essential to analyze and understand whether quiet quitting is a recent phenomenon (or not) and what is new about this trend.

3.1. Quiet Quitting: Exploring a Potential New Reality

In the labor market, this behavior by quiet quitting workers is nothing new! What is new is the term adopted, and the fact that workers are increasingly talking about this terminology in public forums (Liu-Lastres et al., 2024; Serenko, 2024). The underlying reality is not new, as there have always been workers who get involved enough not to be fired, and don't push themselves beyond what is necessary. Quietly quitting does not mean failing to meet the demands of the job, it means doing as little as possible to keep your job, doing what is specified in your job description (no more, no less) (Hamouche et al., 2023).
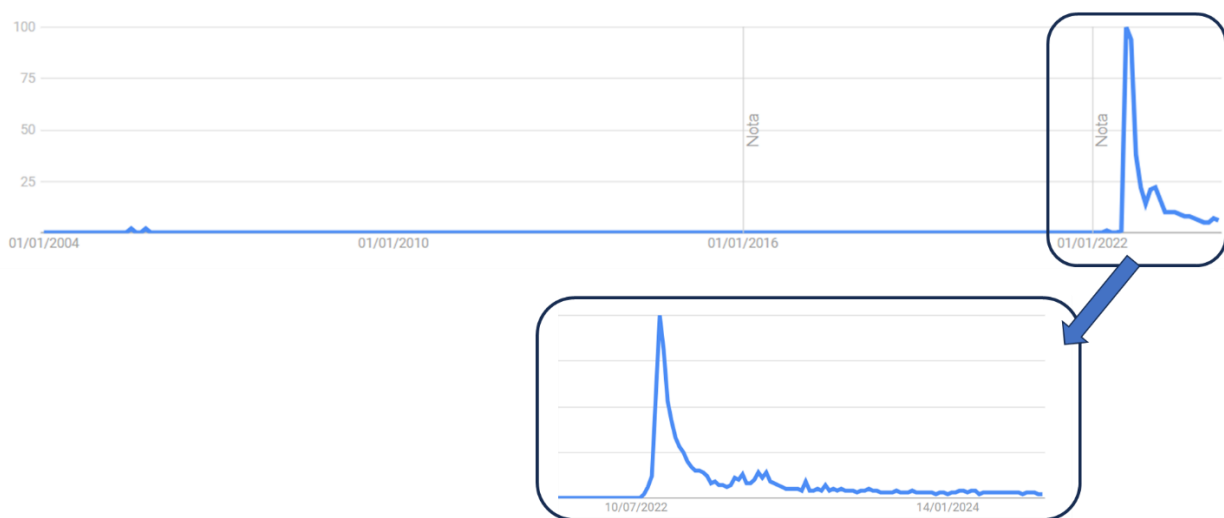
In fact, this new name "quiet quitting" represents an evolution of an old method of industrial action, historically used by trade unions: "work to rule", as a form of collective action, in which workers strictly comply with the rules and procedures described in their contracts or work manuals, in order to protest or demonstrate dissatisfaction with their working conditions. In this practice, workers meticulously perform their duties as required by the rules, which can decrease productivity and disrupt normal operations in organizations (Oldham, 2015).

So while "work to rule" was a frequent form of collective action to disrupt operations in a company during labor disputes, quiet quitting reflects a quieter, more personal approach by workers to work-life balance. This paradigm shift suggests a new dynamic in working relationships, where workers seek to establish healthy boundaries, avoid professional burnout, and prioritize what really matters in their professional, personal and family lives. Unlike traditional union actions, quiet quitting is not an explicit form of protest, but rather a more subtle way for workers to express their needs and desires in the workplace. Such a change poses a challenge to organizations, as they need to pay

attention to more individualized needs and ensure a working environment that promotes workers' well-being and happiness.

In order to obtain a longitudinal overview of the worldwide popularity of quiet quitting, interest in the term was monitored in searches carried out worldwide from 2004 to the present-day using Google Trends (see Figure 1).

Figure 1 - Evolution in the number of searches for the term "quiet quitting", worldwide, between 2004 and 2024, according to Google Trends
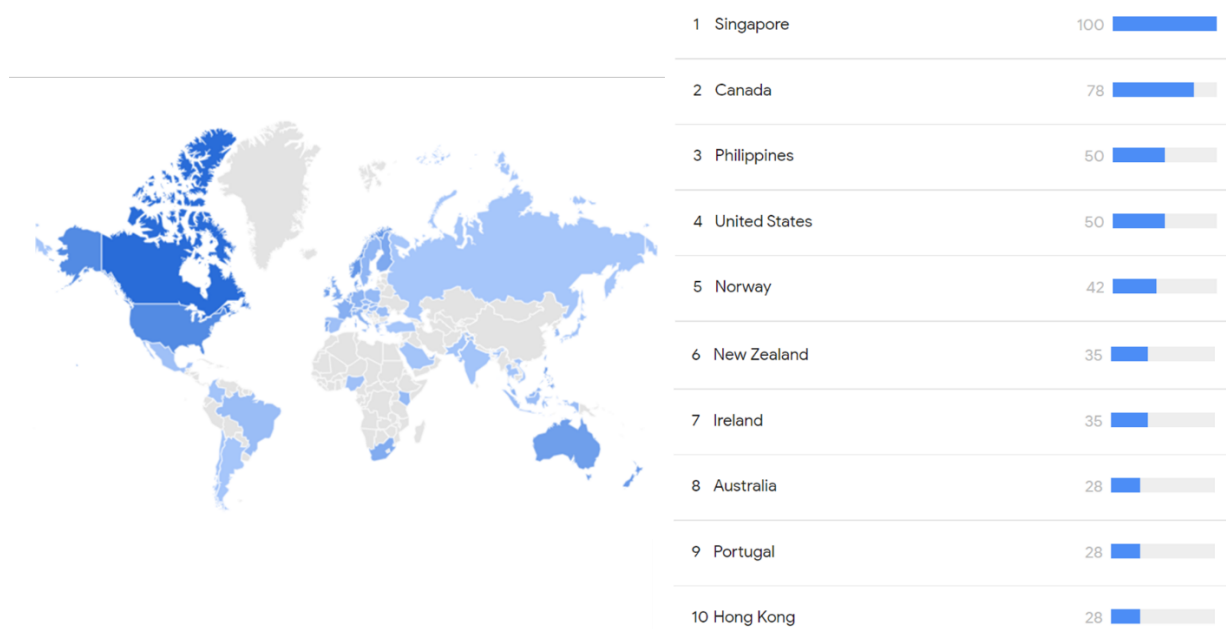

Source: Google Trends, available at https://trends.google.com/trends, accessed in 2024, 29th June.

As Figure 1 shows, interest in the term "quiet quitting" in worldwide searches only emerged in 2022, having reached its peak popularity in August 2022 (a value of 100). Since then, search interest has been on a downward trajectory, with two not very significant peaks, one in January and the other in March 2023, and the lowest points in January, March and June 2024. This raises some questions: Has interest in the term waned? Or are we looking at a gradual "disappearance" of quiet quitting? Or will it return to what it was in the past, invisible but with "fans" who don't talk about it? At the threshold, the interest may disappear, but the underlying problem will not, as long as the root cause remains.

Figure 2 shows the countries worldwide with the highest volume of searches for the term "quiet quitting" between 2004 and 2024, highlighting the top 10 countries, in ascending order of highest

search volume, out of a total of 50 countries worldwide: Singapore, Canada, Philippines, United

States, Norway, New Zealand, Ireland, Australia, Portugal and Hong Kong.

Figure 2 - Regions with the highest volume of searches for the term "quiet quitting",

worldwide, between 2004 and 2024, according to Google Trends

1	Singapore	100
2	Canada	78
3	Philippines	50
4	United States	50
5	Norway	42
6	New Zealand	35
7	Ireland	35
8	Australia	28
9	Portugal	28
10	Hong Kong	28

Source: Google Trends, available at https://trends.google.com/trends, accessed at 2024, 29th June.

Quiet quitting can have damaging effects on both the worker and the organization. If workers stop

going above and beyond the minimum requirements to keep their jobs, this will probably affect

productivity in the organization, leading to a decrease in its results (profits). It is therefore

important to understand the factors that contribute to quiet quitting.

3.2. Factors Contributing to Quiet Quitting

The subject of quiet quitting has been the subject of several studies, which have identified factors

that lead workers to quit quietly. Henke (2023) states that quiet quitting behavior is closely linked to

fundamental human characteristics, such as needs, values and purpose. The intrinsic link between

workers' human needs, their personal values, and the sense of purpose they derive from their work

forms the basis for their level of engagement, involvement, and satisfaction within the

organizational context. Therefore, unmet needs, conflicting values, and a lack of perceived purpose in the workplace contribute to disengagement, non-involvement, and dissatisfaction among workers and, consequently, can lead to a "silent resignation".

In addition, the studies by Joaquim et al. (2023), Kachhap and Singh (2024) and Serenko (2024) demonstrate the detrimental impact of "bad" management and ineffective leadership on workers' well-being, safety, talent retention and organizational results, and are identified as significant contributors to quiet quitting.

Undervaluation and lack of respect in the workplace are other factors referred to in the literature, highlighting the importance of addressing these issues to mitigate the prevalence of quiet quitting (Livingston, 2023).

Galanis et al. (2023 refer to professional burnout as a key predictor of quiet quitting, further emphasizing the intricate interaction between workers' well-being, job satisfaction and organizational engagement. Serenko (2024) and Xueyun et al. (2023) also point out that the idea of a worker "quietly quitting" is not that they are lazy at work, but rather that it is a strategy to avoid burnout.

Other factors, such as job dissatisfaction, lack of growth opportunities, lack of recognition, unresolved interpersonal conflicts, a culture of intense work and lack of clarity of purpose, misalignment with the company's values, the search for a balance between professional, personal and family life, are also indicated in the literature as motivators for the practice of quiet quitting by workers (Gabelaia, & Bagociunaite, 2024; Hamouche et al., 2023; Shah & Parekh, 2023; Serenko, 2024; Xueyun et al., 2023).

According to Kruse and Tata-Mbeng (2023), the implications of quiet quitting go beyond individual dissatisfaction, as it affects the psychological and physiological well-being of workers, particularly among the younger segments of the workforce, with potential repercussions for the overall performance of workers, organizations, and economies. It is therefore important to understand

whether there is a significant relationship between quiet quitting and workers from younger generations, such as Millennials (Generation Y) and Generation Z.

3.3. Quiet Quitting Relates to Younger Workers

According to Öztürk et al. (2023) and Formica & Sfodera (2022), quiet quitting behavior is often associated with younger Generation Y and Z workers in the workplace. These generations are more likely to demonstrate this behavior when they feel dissatisfied with the conditions of the work environment or disconnected from the organization's mission.

Generation Y individuals, also known as "digital natives" or "Millennials", have grown up in a world full of technology, which is constantly changing, and all their activities take place on a digital screen. These individuals, born between 1981 and 1996, are currently aged between 25 and 40 and are more connected than previous generations (Generation X and Baby Boomers), where technology is part of their daily lives (Azimi et al., 2021). In the job market, Millennials are considered highly qualified, collaborative, and adaptable. They have a collaborative mindset, as they enjoy working in groups, discussing ideas with colleagues, and learning from each other; continuous learning is part of their identity; and they adapt quickly to change. They are expected to make up 75% of the global workforce by 2025 and Generation Z workers are expected to overtake Generation Y by 2050 (García et al., 2019; Xueyun et al., 2023).

Generation Z individuals, also known as "Centenial" or "Post-millenial" (or iGen and Zoomers), were born between 1997 and 2010, and are currently under 25 years old. This generation is characterized by its proficiency in the use of technology, which can apparently result in less emphasis on interpersonal relationships. However, paradoxically, these Generation Z individuals demonstrate a strong involvement in social issues such as sustainability, gender equality, diversity and inclusion, using digital platforms as a means of expression and mobilization (Parry, & Battista, 2019). In the job market, iGen is the youngest generation, which prefers to work individually, autonomously. It represents diversity at its best, as these individuals grew up with classmates,

friends and family from various communities and expect to see the same scenario when they enter the world of work (Fenton, 2019).

As Aydin e Azizoğlu (2022), point out, Generation Z individuals are described as impatient, courageous, and not afraid to be pioneers, with the ability to challenge existing ideas and have the courage to express their desire to maintain a work-life balance, not going beyond their professional responsibilities. Compared to Generation Y, Generation Z individuals are portrayed as more willing to break with traditional norms and expectations, which makes them more likely to engage in behaviors such as quiet quitting.

According to Formica e Sfodera (2022), these younger generations (Y and Z) constitute a substantial segment of the workforce in which there is a demonstration of "quiet quitting" traits. This means that many younger Millennials and Generation Z workers are not fully engaged in their work and may not go beyond the basics of their job description, and there is a significant relationship with quiet quitting. For these same authors, Generation Z and Millennials are the main players in the phenomenon of quiet quitting, with a significant proportion of workers from these groups showing signs of disengagement at work. Therefore, in order to curb this phenomenon and improve efforts to engage and retain workers, organizations need to understand their unique characteristics and motivations.

However, since quiet quitting is not a new phenomenon in the workplace, it is important to understand whether this trend is limited to specific generational groups, such as younger workers from Generations Y and Z, or whether it can also affect workers from other age groups.
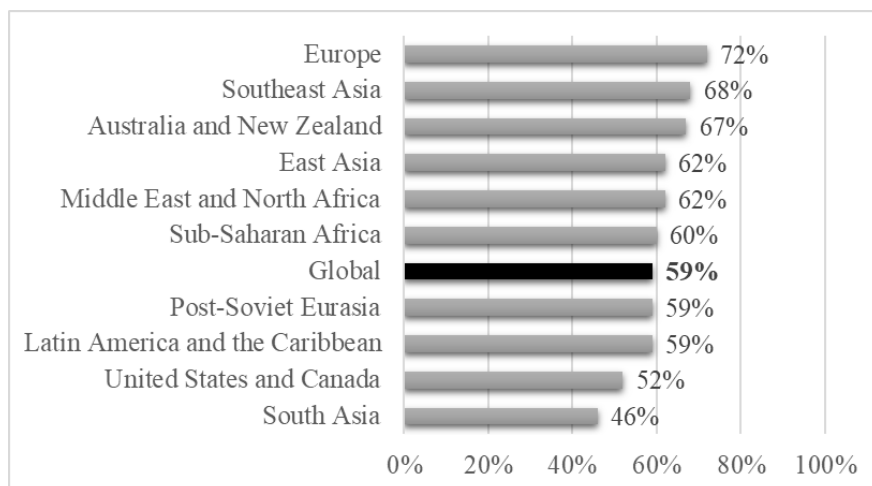
3.4. Quiet Quitting Across Generational Groups

Quiet quitting is not just restricted to younger generations, such as Generation Y and Z. Recent studies (Alisha Johar et al., 2023; Hamouche et al., 2023; Serenko, 2024) show that workers from other previous generations can also manifest quiet quitting behaviors. Therefore, quiet quitting is not only prevalent among iGen workers and Millennials, but also similarly preeminent among

workers from other (older) generational groups, who are dissatisfied with ineffective management within organizations (Mahand & Caldwell, 2023).

This fact has been corroborated by the data available in the Gallup Report (2023), regarding employee engagement with the organization's goals and mission. The Gallup Report tracks employee engagement in thousands of organizations around the world, measuring employees' perspectives on the most crucial elements of workplace culture. In 2023, the report highlights that the majority of workers worldwide fall into the quiet quitting category, with 59% of workers "not engaged". Figure 3 shows the percentage of "not engaged" workers for the different regions of the world, following the Gallup Report (2023).

Figure 3 – Quiet Quitting by Region, worldwide, according to the Gallup Report (2023)
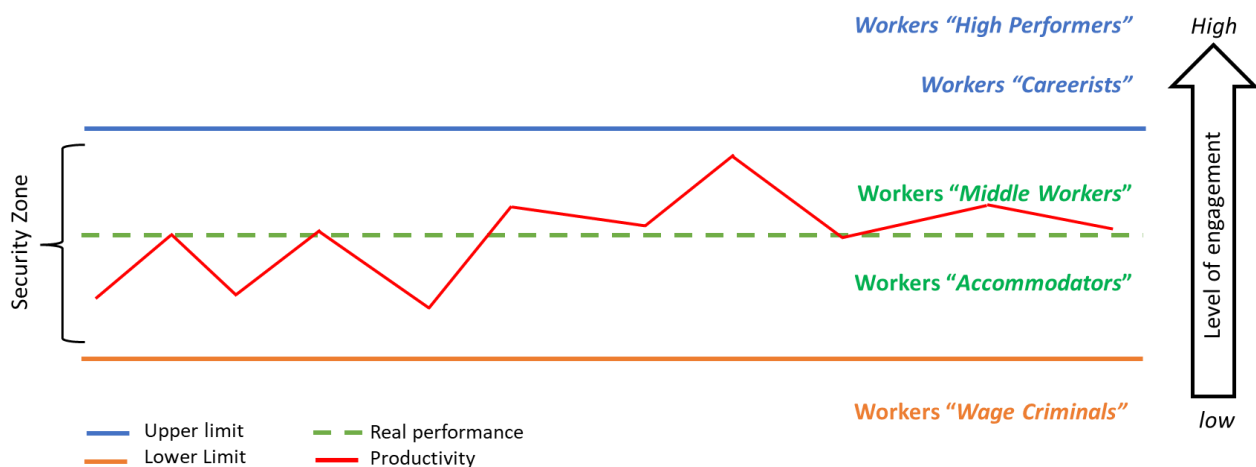

Looking at Figure 3 reveals a worrying trend of disengagement in the workplace among workers in different parts of the globe. Most regions have a significant proportion of "not engaged" workers, with Europe leading the way (72%), followed by Southeast Asia (68%). This data is relevant to understanding the phenomenon of quiet quitting, as worker disengagement can have a negative impact on the work environment and, consequently, lead to high costs in lost productivity.

In this regard, Johnson (2023) introduces the concept of a "safety zone" to explain why workers may choose to do only the minimum necessary in the workplace, i.e. quiet quitting. This zone is influenced by various factors (e.g. organizational culture, leadership, reward, and recognition

policies). In addition, the author incorporates an economic approach to analyze workers' behavior within the "safety zone". According to this approach, workers respond to incentives and opportunity costs in their work environment. If the benefits of committing more at work (e.g. recognition, promotions or salary increases) are not perceived as significant in relation to the costs (e.g. stress, additional effort, lack of recognition), workers may choose to remain in the "safety zone" and do only the bare minimum.

Based on these conclusions regarding Johnson's "safety zone" (2023), the authors of this article have drawn up a chart, in every way like a Control Chart, which illustrates the concept of the "safety zone" in the workplace, where the profile of workers is mirrored in relation to what is expected as a result of their productivity (See Figure 4). The upper threshold refers to the performance that the individual or group can achieve. The lower threshold refers to the performance deemed acceptable by the supervisor. The irregular line in the middle represents actual performance over time, reflecting the real productivity of an individual or group.

Figure 4 – Productivity variation and the "safety zone" in the workplace

The elements in Figure 4 help to visually illustrate the variation in productivity over time, highlighting the established performance limits and the actual performance of workers within the "safety zone".

The "safety zone" represents a state in the work environment in which workers feel comfortable performing the minimum necessary to keep their jobs, without pushing themselves beyond it.

Within this "zone", workers avoid attracting attention, either positively or negatively, and tend to avoid additional risks and efforts, opting to fulfill only the minimum expectations in order to avoid problems or conflicts.

Figure 4 also shows worker profiles, which illustrate how workers inside and outside the "safety zone" can position themselves in relation to the established performance limits and how their attitudes and behaviors can influence their productivity and engagement at work. Therefore, while "Middle Workers" and "Accommodators" fall within the safety zone, "High Performers", "Careerists" and "Wage Criminals" tend to operate outside these limits, for different reasons related to their behaviors and goals in the workplace.

Thus, "High Performers" are workers who constantly seek to exceed the established upper limit of productivity, actively seeking success and recognition through exceptional performance. These workers show a high level of engagement with their tasks and responsibilities and consistently exceed expectations. They are intrinsically motivated, proactively demonstrate autonomy and initiative at work and are resilient in the face of challenges and setbacks. As well as excelling individually, "High Performers" are also able to collaborate effectively with teammates and lead projects or initiatives when necessary. They value constructive feedback and always look for opportunities to learn and develop. They are recognized as leaders and role models within the organization, in line with the conclusions of the studies by Hajra and Jayalakshmi (2024) and Pandey and Chauhan (2021).

"Careerists" are workers who also tend to operate above the safety zone, as they are focused on their professional career, working hard, and setting clear goals to achieve professional success. These workers show high professional ambition, with high self-confidence in their abilities. They are proactive in seeking opportunities for growth and development in order to progress professionally, and they value networking and building professional relationships. Although they are highly dedicated to their careers, these workers also value work-life balance, corroborating the studies by Fan and Sheng (2023) and Järlström et al. (2020)

"Middle workers" maintain consistent productivity that does not exceed the upper limit but does not fall below the lower limit either. These workers try to avoid standing out to their superiors and colleagues, staying within a range of performance considered acceptable (in the "safety zone"), to avoid problems and drawing attention to themselves. They are reliable and competent workers but may not actively seek opportunities for growth or promotion, as they value stability and work-life balance, corroborating the conclusions of the study by Farivar et al. (2023).

"Accommodators" are workers who adopt a passive, adaptable and conformist stance in the workplace, following instructions and established norms without questioning or challenging the status quo. They prefer to stay within the established boundaries ("safety zone") and avoid situations that could result in conflict or friction in the workplace, opting to maintain harmony and stability, even if this means not expressing their opinions assertively or disagreeing with decisions. These workers tend to avoid drawing attention to themselves, preferring to remain relatively "invisible" in the workplace, carrying out their tasks discreetly and without seeking recognition or prominence. They value work-life balance, seeking to maintain a clear separation between their professional responsibilities and their personal needs, avoiding overloading themselves with excess work, according to studies by Man et al. (2020) e Raval (2021).

"Wage Criminals" are workers who operate below the safety zone, violating workplace rules and regulations and failing to meet minimum expected performance standards. They represent a challenge, acting in a harmful and dishonest way, as they tend to perform only the minimum necessary to fulfill their responsibilities at work, showing disinterest, lack of motivation towards their tasks and the work environment in general, resulting in low engagement and productivity. They avoid taking on complementary responsibilities and extra tasks that may require additional effort, as they tend to do as little as possible to avoid work overload. This approach can lead to conflicts with coworkers or superiors, especially as it has a negative impact on the work environment and the team's productivity. Although they try to go unnoticed, these workers run the

risk of being identified as uncommitted and ineffective in their roles, which can result in dismissal, corroborating the studies by Fan and Sheng (2023) e Järlström et al. (2020).

The "safety zone" can be seen as a state of equilibrium for workers, where they try to avoid situations of stress or emotional exhaustion, opting for a more passive approach to work. However, by remaining in this zone, workers may display disengagement behaviors, such as quiet quitting, in which they disconnect emotionally and reduce their productivity. Therefore, understanding the dynamics of the "safety zone" is essential for organizations wishing to promote a healthy work environment and encourage workers to leave this comfort zone and become more meaningfully involved in their activities, promoting a more productive and satisfying work environment for everyone involved. It is therefore important to understand what organizational strategies should be adopted with workers to prevent the practice of quiet quitting.

4. Discussion on mitigating Quiet Quitting through SWOT Analysis

As noted above, a significant proportion of these uncommitted workers belong to Generation Z and the Millennials. Everything indicates that these Generations are more predisposed to "quitting quietly" and often prioritize meaningful work and personal growth and, when these aspects are lacking and/or while waiting for a good opportunity to resign, they tend to disengage from their jobs and do the strict minimum required (Mahmoud et al., 2020). To reverse this scenario, organizations must adopt strategies that promote employee engagement, regardless of generation and age, in order to improve the work environment.

Therefore, in order to prevent quiet quitting, it is necessary to create measures that promote healthy and positive working environments, as they not only benefit organizations individually, but also contribute to a more sustainable society as a whole, creating a positive impact not only on workers' lives, but also on their families and surrounding communities.

Therefore, the authors of this study believe that, through a SWOT analysis, it is possible to identify organizational strategies to mitigate the characteristics of quiet quitting. With this SWOT analysis it

is possible to explore competitive organizational advantages (Strengths and Opportunities), while at the same time identifying areas that need improvement (Weaknesses and Threats). In addition, SWOT analysis facilitates proactive planning, with a clear view of the internal and external factors affecting the organization, in order to create a positive and engaging working environment, which is particularly important in mitigating quiet quitting. Table 2 presents a SWOT analysis, examining the internal and external factors within an organization to mitigate quiet quitting.

Table 2 – SWOT Analysis: Internal and External Dynamics of Organizations in Mitigating Quiet Quitting.

INTERNAL ENVIRONMENT	
Strengths	**Weaknesses**
Employee Well-being | Quiet quitting reflects employees prioritizing their well-being over organizational goals, indicating a focus on self-care and work-life balance.	***Reduced Productivity*** | Quiet quitting may lead to decreased employee performance and productivity as individuals limit their efforts to meet minimum expectations.
Psychological Detachment | Employees engaging in quiet quitting set boundaries on their discretionary efforts, potentially preventing burnout and stress.	***Negative Organizational Impact*** | Employees quietly quitting can result in reduced organizational effectiveness and hinder overall performance.
Employee Autonomy | Quiet quitting allows employees to limit work activities to their job description, exercising a degree of control over their workload.	***Lack of Employee Engagement*** | Quiet quitting signifies a lack of engagement and commitment among employees, potentially affecting team morale and collaboration.
	Limited Growth Opportunities | Employees engaging in quiet quitting may miss out on opportunities for skill development and career advancement.
Awareness and Research Focus | There is a growing awareness and research focus on quiet quitting, providing valuable insights into this phenomenon.	***Limited Research*** | There is a gap in comprehensive studies on quiet quitting, indicating a need for more in-depth analysis in this area.
EXTERNAL ENVIRONMENT	
Opportunities	**Threats**
Improved Communication | Organizations can improve communication channels to address underlying issues contributing to quiet quitting.	***Employee Disengagement*** | Continued quiet quitting behavior can lead to widespread employee disengagement, affecting team dynamics and organizational success.
Employee Engagement Initiatives | Implementing strategies to boost employee engagement can help prevent quiet quitting and foster a positive work environment.	***High Turnover*** | Quiet quitting may lead to increased turnover rates, resulting in talent loss and recruitment challenges for organizations.
Psychological Support | Providing mental health resources and support can help employees cope with stress and prevent quiet quitting.	***Organizational Inefficiency*** | Quiet quitting can hinder organizational efficiency and effectiveness, affecting overall performance and competitiveness.
Training and Development | Offering training programs and growth opportunities can motivate employees and reduce the likelihood of quiet quitting.	***Negative Workplace Culture*** | Persistent quiet quitting behavior can contribute to a negative workplace culture, impacting employee morale and job satisfaction.
Future Research | Opportunities exist for further research to delve deeper into various aspects of quiet quitting and its implications.	

4.1.Internal Environment: Strengths

This SWOT analysis, by addressing the Strengths in the internal dynamics of organizations, aims to highlight the positive aspects that emerge from the adoption of quiet quitting, without neglecting the downside of this practice.

The first aspect concerns employee well-being. Indeed, the growing trend of quiet quitting reflects a significant change in the prioritization of employee well-being over organizational objectives. This trend is a direct response to rising levels of burnout and dissatisfaction in the workplace, as highlighted by Galanis et al. (2023) and Henke (2023). Although a focus on self-care and work-life balance is essential for employee well-being, as addressed by Livingston (2023) and Hsu (2022), there is a risk that quiet quitting can be interpreted negatively by leadership, who may see this trend as a lack of employee engagement or motivation.

The second aspect is that quiet quitting can be seen as a psychological detachment strategy, where employees limit their discretionary efforts to prevent burnout and job stress. This approach is, in a way, a response to the highly demanding work environment, where excessive expectations can lead to emotional and physical exhaustion. As discussed by Galanis et al. (2023) and Serenko (2024), setting clear boundaries can help employees maintain a healthy work-life balance, thus promoting a more sustainable work environment. However, this psychological detachment can have negative implications for organizations, as it can reduce productivity and employee engagement, affecting organizational efficiency (Hamouche et al., 2023; Öztürk et al., 2023).

The third aspect is employee autonomy. Quiet quitting allows employees to limit their work activities to their job description, exercising a degree of control over their workload. In this way, employees manage their work responsibilities, which can be seen as an exercise in autonomy. Serenko (2024) and Mahand & Caldwell (2023) point out that this autonomy can be beneficial for employees, as it gives them greater control over their daily tasks and helps prevent work overload. However, this autonomy can have both positive and negative implications for organizations. So, by

controlling their workloads, employees can feel more satisfied and less likely to experience burnout, as discussed by Hamouche et al. (2023). But if too many employees adopt quiet quitting, there is a risk of reduced productivity and overall engagement, which can negatively affect organizational outcomes. Xueyun et al. (2023) and Öztürk et al. (2023) point out that, while autonomy is critical, organizations also need to ensure that performance expectations are clear and that there is alignment between individual and organizational goals.

Finally, the fourth aspect of strengths refers to the growing focus of research and awareness on quiet quitting. This phenomenon has gained relevance in discussions about the dynamics of modern work. Studies such as those by Alisha Johar et al. (2023) and Formica & Sfodera (2022) reveal that quiet quitting is not just a sign of individual discontent, but indicative of systemic problems in organizations, such as a lack of recognition, unrealistic work expectations and the absence of a healthy work-life balance. Research into quiet quitting has provided a better understanding of the factors that lead to employee disengagement and, consequently, the practice of quiet quitting, but there have not been enough studies. Gabelaia & Bagociunaite (2024) point out that by exposing issues of behavior and organizational culture, organizations can take proactive measures to create healthier and more productive work environments. Mahand & Caldwell (2023), Mazlan & Jambulingam (2023) and Serenko (2024) emphasize that raising awareness about quiet quitting can reveal opportunities for improving management processes and human capital management policies and practices. Serenko (2024) suggests that research-based recommendations should be implemented to address the underlying causes of disengagement. Öztürk et al. (2023) warn that the understanding and application of research findings should be ongoing and adapted to changing workplace dynamics. However, it is recommended that organizations move from theory to practice.

4.2. Internal Environment: Weaknesses

With regard to Weaknesses in the SWOT analysis, the aim is to analyze the negative aspects that quiet quitting can bring to organizations.

One of the main consequences is the potential reduction in productivity. This quiet quitting behavior can lead to a decrease in the team's overall performance and, consequently, in the organization's productivity (Gabelaia and Bagociunaite, 2024). Another negative implication of this phenomenon is the negative organizational impact, which prevents innovation and continuous improvement, essential for the sustainable growth of organizations (Alisha Johar et al., 2023; Gabelaia and Bagociunaite, 2024). Internally, it can negatively compromise the working environment or even the quality of the service provided and customer satisfaction due to lack of employee engagement (Hamouche et al., 2023; Nordgren and Ingemarsson Björs, 2023). Formica and Sfodera (2022) and Öztürk et al. (2023) also point out that this behavior can have a negative cascading effect, affecting team morale and collaboration between colleagues, damaging collective performance.

Another of the main weaknesses of quiet quitting is the limited growth of opportunities to develop skills and advance employees' careers. According to Farivar et al. (2023), employees who practice quiet quitting, by restricting their efforts to the minimum necessary and not fully committing to their work, may not fully exploit their potential or take advantage of the growth opportunities available to them. Equally, when employees limit their commitment and do not actively seek out development opportunities, they may miss out on opportunities for career progression and/or developing new skills, resulting in professional stagnation, not qualifying for new responsibilities, nor receiving additional training that could boost their careers (Fan and Sheng, 2023; Formica and Sfodera, 2022; Gabelaia and Bagociunaite, 2024; Hamouche et al., 2023; Öztürk et al., 2023). Also, when these opportunities for development and progression are not clearly communicated or encouraged, or in the absence of recognition and support from the leadership, employees can feel demotivated, dissatisfied and disengaged, perpetuating and exacerbating quiet quitting (Joaquim et al., 2023; Nordgren and Ingemarsson Björs, 2023).

Furthermore, although there are studies in the literature that address aspects related to demotivation and disengagement at work, there is a significant gap in specific and detailed research on quiet quitting. Existing studies, such as those by Formica and Sfodera (2022), Johnson (2023), Liu-

Lastres et al. (2024) and Serenko (2024), emphasize the need for more comprehensive and detailed research to fully understand the phenomenon of quiet quitting and its implications, allowing organizations to develop effective policies to mitigate this behavior. Johnson (2023) points out that although the concept of quiet quitting is not entirely new, critical, and systematic evaluation of this phenomenon remains scarce. Formica and Sfodera (2022) also suggest that future research should focus on more robust and comprehensive methodologies to capture the complexity and nuances of quiet quitting. Likewise, Kachhap and Singh (2024) and Liu-Lastres et al. (2024) stress that it is crucial to develop more detailed and specific studies to fully understand the implications of quiet quitting on organizational performance and employees' career development and its implications for talent management.

4.3. External Environment: Opportunities

In the SWOT analysis presented in Table 2, the Opportunities represent the aspects in which organizations can implement changes and improvements in organizational strategies to mitigate the negative effects of quiet quitting.

One of the main opportunities lies in improving internal communication, as identified by Gabelaia and Bagociunaite (2024), Liu-Lastres et al. (2024) and Mahand and Caldwell (2023). These authors argue that organizations with improved communication can identify problems more quickly, before they lead to employee disengagement. In this context, the studies by Joaquim et al. (2023), Nordgren and Ingemarsson Björs (2023) and Serenko (2024) emphasize the need for open and transparent dialogue between leadership and employees, highlighting that leadership that promotes communication can create an environment of trust and engagement. Liu-Lastres et al. (2024) also emphasize that communication strategies involving continuous feedback and recognition can strengthen the relationship between employees and leadership. However, these improvements in communication must be accompanied by concrete actions and real improvements in working conditions to be truly effective. In this sense, Mazlan and Jambulingam (2023) point out that

effective communication can help align employee expectations with the organization's objectives, increasing engagement and job satisfaction. Shah and Parekh (2023) point out that the different generations in the workplace can have varying expectations of communication. Therefore, organizational communication must be two-way and inclusive, allowing all levels of the organization to be heard and understood.

In addition, another opportunity identified is the fact that organizations can invest in initiatives to engage and motivate employees, promoting a more positive and productive working environment. In this sense, Fan and Sheng (2023) suggest creating career development opportunities and providing clear promotion prospects. Farivar et al. (2023) address career stagnation and argue that by implementing initiatives that encourage personal and professional development, organizations can keep employees motivated and engaged, preventing quiet quitting. Serenko (2024) and Mahand and Caldwell (2023) also emphasize the need for recognition programs, development opportunities and continuous feedback to increase employee engagement. In this context, the study by Mazlan and Jambulingam (2023) emphasizes the importance of talent retention strategies that include engagement programs, as well as creating an inclusive work environment and encouraging active employee participation in organizational decisions.

Offering psychological and mental health support resources is another opportunity identified, as it can help employees manage stress, redefine their relationship with work and, consequently, avoid quiet quitting. In this sense, Henke (2023), Kruse and Tata-Mbeng (2023) Galanis et al. (2023) and Livingston (2023) argue that organizations that provide an environment where employees feel emotionally supported, that invest in psychological support resources, not only help employees deal with stress, burnout, or others, but can also strengthen employees' resilience, improve their general well-being and promote a healthier and more productive work environment and, consequently, decrease quiet disengagement. Sheather and Slattery (2021) also argue that organizations that provide this psychological support are also better able to retain talent and reduce employee turnover.

Training and professional development programs are also an opportunity to motivate employees, offering them clear paths for career growth and progression and reducing the likelihood of quiet quitting. Joaquim et al. (2023), Järlström et al. (2020) and Pandey and Chauhan (2021) explore how positive leadership, which encourages employee participation in training programs and provides opportunities for growth, career development and skills, achieves greater employee engagement. Serenko (2024) and Liu-Lastres et al. (2024) point out that these initiatives promote a positive working environment, which can strengthen employees' commitment to the organization and improve their performance, as well as their continuous development and professional growth. Mazlan and Jambulingam (2023) also refer to the importance of these programs as a talent retention strategy, since by offering continuous opportunities for professional development, they can increase employee satisfaction and loyalty, reducing their intention to leave quietly.

In addition, quiet quitting provides opportunities for future research in the area of human capital management, in order to study its implications in greater depth. In this sense, the study by Formica and Sfodera (2022) is particularly relevant in this context. The authors highlight the need for more research into the underlying causes and their long-term consequences. These authors argue that although there is an initial understanding of the phenomenon, there are still many unexplored areas that could provide valuable insights for organizations, given that there is a significant gap in knowledge about how these trends affect productivity and job satisfaction in the long term. Liu-Lastres et al. (2024) also point out that more research is needed to better understand the dynamics between quiet quitting, talent management practices (talent retention) and employee engagement, as well as to explore which measures are most effective in different organizational contexts. Shah and Parekh (2023) point to the need for further studies exploring how different generations deal with quiet quitting. These authors suggest a more detailed approach, using advanced techniques such as deep learning, can reveal patterns and trends that are not evident through traditional research methods. Serenko (2024) proposes the need to explore human capital management policies and their influences on quiet quitting, as well as the effectiveness of interventions at the organizational and

governmental level and the need to explore how different leadership styles and organizational cultures can influence quiet quitting. And Hamouche et al. (2023) stress that it is important to understand not only the causes but also the consequences of quiet quitting in different sectors.

4.4. External Environment: Threats

The Threats in the SWOT analysis represent the risks and challenges that the practice of quiet quitting can impose on organizations.

One of the main threats is widespread employee disengagement, which can negatively affect team dynamics and compromise long-term organizational success. Although at first glance quiet quitting may seem like a harmless form of demotivation, characterized by an intentional decrease in employee effort and commitment, this phenomenon has profound and potentially damaging implications for organizations. Since quiet quitting is characterized by the intentional reduction of employee effort and commitment, when this behavior becomes persistent, it can lead to widespread disengagement within the organization. Disengagement refers to a lack of interest and enthusiasm for work, which can damage team morale, group dynamics and ultimately organizational success, as stated by Formica & Sfodera (2022), Gabelaia and Bagociunaite (2024), Hamouche et al. (2023), Mahand & Caldwell (2023) and Öztürk et al. (2023).

In addition, quiet quitting can lead to high staff turnover, resulting in the loss of talent. Thus, the inability to effectively manage quiet quitting can result in high turnover rates among all employees in the different age groups, but mainly among younger Generation Y and Generation Z individuals, also intensifying the difficulties of retaining talent and exacerbating the challenges for recruitment in organizations (Alisha Johar et al., 2023; Formica & Sfodera, 2022; Gabelaia and Bagociunaite, 2024; Hamouche et al, 2023; Liu-Lastres et al., 2024; Mahand & Caldwell, 2023; Mazlan and Jambulingam, 2023; Öztürk et al., 2023, Xueyun et al., 2023).

Organizational inefficiency is another significant threat of quiet quitting, due to the lack of employee engagement, which if not properly managed, can affect the performance and overall

competitiveness of organizations (Formica & Sfodera, 2022; Gabelaia & Bagociunaite, 2024; Hamouche et al., 2023; Mahand & Caldwell, 2023; Öztürk et al., 2023). Similarly, the practice of quiet quitting can lead to a decrease in individual and collective productivity, since employees who adopt this attitude tend to fulfill only the bare minimum, avoiding any effort beyond their basic responsibilities. In addition, the persistence of quiet quitting can generate a work environment where mediocrity becomes a normal pattern, hindering innovation and organizational competitiveness. A lack of commitment and initiative among employees can result in an increase in errors, a lower quality of work, a general slowdown in operations and an inability to respond quickly to market changes, for example. This scenario is especially worrying in highly competitive sectors. Therefore, the inability to effectively manage quiet quitting can result in a significant loss of organizational effectiveness.

Finally, quiet quitting represents a significant threat to organizational culture, because when this practice becomes persistent, it can significantly contribute to a negative workplace culture. The studies by Formica & Sfodera (2022), Gabelaia and Bagociunaite (2024), Hamouche et al. (2023), Mahand & Caldwell (2023) and Öztürk et al. (2023) point out that the consequences of quiet quitting, and its persistence, can deteriorate the organizational climate, as it negatively impacts employee motivation and satisfaction, leading to widespread disengagement. When employees feel undervalued and demotivated, the organizational climate and culture suffers, leading to a cycle of disengagement that can be difficult to break. What's more, perpetuating a negative workplace culture not only harms employee well-being, but also impacts on team dynamics, productivity, and organizational effectiveness. When employees adopt quiet quitting, lack of commitment and disinterest can spread, creating a climate of apathy and demotivation. This not only affects employee morale, but can also reduce the quality of work, increase internal conflicts and reduce team cohesion. Therefore, inadequate management of quiet quitting can result in a downward spiral, where the negative workplace culture is continually reinforced, affecting the organizational culture. In addition, leadership must be alert to signs of disengagement and act quickly to address employee

concerns, promoting a culture of constant support and motivation. Furthermore, a negative workplace culture and climate can become a significant factor in increasing turnover, as employees are looking for more satisfying and healthier work environments. Since organizational culture is one of the fundamental pillars that sustains organizational effectiveness and productivity, organizations must recognize and address the underlying causes of quiet quitting, promoting a more positive and inclusive work environment and adopting proactive measures that can mitigate quiet quitting.

5. Organizational Strategies to Mitigate Quiet Quitting

Quiet quitting, characterized by the intentional reduction of employee effort and involvement, represents a significant challenge for contemporary organizations. This phenomenon is also characterized by disengaged employees, who tend to be less productive, have a higher rate of absenteeism and contribute less to innovation and continuous improvement. This scenario can create a vicious cycle, where the disengagement of some employees negatively influences others, spreading a culture of apathy and demotivation, which in turn negatively affects cohesion and collaboration within the organization. The cumulative impact of this behavior can be devastating for the organization, not only in terms of immediate performance, but also in its ability to attract and retain talent in the long term by increasing turnover. The departure of experienced employees can demoralize the rest, leading to a negative impact on team morale, as well as an increase in disengagement and, eventually, more turnover. This high turnover represents a high financial cost for organizations, as it results in a constant need to recruit and train new employees. What's more, with this high turnover comes a constant influx of new employees, which can disrupt team cohesion and slow down organizational progress, with a negative impact on productivity.

Inadequate management of quiet quitting can therefore lead to a downward spiral of disengagement. With employee disengagement being one of the biggest challenges for modern organizations, as it directly affects productivity and organizational effectiveness, organizations must mitigate these

negative effects by developing effective and proactive organizational strategies to re-engage their employees in order to promote an engaging and motivating work environment.

The key is then to implement effective strategies to mitigate this behavior, which promote both individual well-being and organizational productivity, by adopting a holistic approach that considers the needs of employees and the goals of the organization. Therefore, based on the factors identified that can contribute to quiet quitting, the identification of employee profiles in the "Safety Zone" Chart and the SWOT analysis, the following are possible organizational strategies to mitigate quiet quitting.

5.1. Physical and Mental Health Programs

To mitigate quiet quitting and significantly improve employee well-being, organizations can adopt a series of programs that promote physical and mental health. Among them are initiatives such as gymnastics at work, which aims to reduce muscle tension, improve posture, and increase willingness to work, and can be implemented through short physical exercise sessions carried out during working hours, with the guidance of a physical education professional. In addition, yoga and meditation sessions can relieve stress, improve concentration, and promote general well-being. These sessions can be offered either face-to-face or online, depending on the needs of the employees. Other measures are programs to encourage exercise, such as subsidies for gyms, walking/running groups, fitness challenges between employees and the organization of corporate sports events.

Another aspect is to encourage regular breaks during working hours. During these breaks, employees can get up, stretch, and rest their minds, which can help maintain energy levels and concentration throughout the day. To effectively implement these breaks, break alerts can be used via software to remind employees to take regular breaks. In addition, creating comfortable rest areas where employees can relax during breaks and offering activities such as stretching sessions, yoga or meditation during breaks are other possibilities for organizational strategies.

In addition to these programs, the promotion of health campaigns that encourage healthy lifestyle habits. For example, balanced eating campaigns, with the aim of promoting healthy diets that improve employees' energy and health in general. These measures can be implemented through workshops on nutrition, making healthy options available in canteens and vending machines, and distributing information material on balanced eating.

Another aspect is providing a working environment that is ergonomically adapted and promotes the physical comfort and mental health of employees. This includes everything from the choice of suitable furniture (e.g. adjustable chairs, height-adjustable tables, and footrests) to the layout of the physical space, including easy access to the different work areas and adequate lighting, both natural and artificial. However, although implementing an ergonomic work environment requires a significant initial investment, the long-term benefits in terms of employee health and productivity justify this cost. In addition, an ongoing commitment to maintaining the right conditions is essential, through regular assessments and constant updates to furniture and ergonomic practices.

Another aspect is access to psychological appointments, which aim to provide emotional support and help resolve personal and professional problems. Organizations can establish partnerships with psychologists and therapists, offering free or subsidized appointments, as well as creating special programs for employees. However, it is necessary to recognize that the effectiveness of these psychological support initiatives depends on the creation of an organizational culture that values and normalizes the search for emotional help. Often, employees may be reluctant to use these mental health and psychological support resources because of the associated stigma. Therefore, it is up to organizations not only to offer these resources, but also to work to achieve this destigmatization, as well as to ensure that these programs are integrated into the organizational culture.

However, these workplace wellness programs must be implemented on an ongoing basis and not just as a temporary response to crises. Likewise, these organizational strategies to mitigate quiet quitting should be part of a holistic approach, which includes other wellbeing initiatives, and should

not be seen as an isolated solution. Thus, these employee engagement programs require a serious commitment and substantial resources from organizations, something that not all are willing or able to provide. Furthermore, the effectiveness of these initiatives depends on promoting innovative organizational commitment and a personalized approach that considers the different needs and expectations of employees. However, engagement initiatives are often innovative in a superficial or sporadic way, which can limit their long-term effectiveness. Moreover, the cultural and individual specificities of employees must be considered when developing these initiatives, ensuring that the strategies are adaptable and relevant to everyone. Furthermore, such employee engagement initiatives require an ongoing effort and genuine commitment from organizational leadership. Without their robust support and a persistent focus on employee well-being and development, any attempt to increase engagement may not reach its potential.

5.2. Professional Development and Recognition Programs

In order to mitigate quiet quitting and demonstrate their commitment to the continuous growth of their employees, organizations can facilitate access to training courses and skills development, both technical and behavioral. This approach not only improves employees' qualifications but can also increase their engagement and loyalty to the organization. To do this, it is necessary to offer a variety of courses, with specific training related to the functions performed by employees, including courses that develop soft skills (e.g. effective communication, leadership, time management, conflict resolution and emotional intelligence) necessary for professional performance and team dynamics.

To facilitate access to these courses, organizations can use e-learning platforms, which allow employees to access training at any time and from anywhere, making it easier to reconcile with their daily responsibilities. Furthermore, offering subsidies for external courses or professional certifications can encourage the demand for continuous training. In addition, the organization can offer mentoring and coaching programs for the professional development of employees. Mentoring

involves ongoing guidance from experienced mentors who can support employees in developing their careers, providing practical advice and helping to define professional goals. Coaching, on the other hand, can help employees identify and overcome specific obstacles, improve performance and achieve specific professional goals, through one-to-one sessions with qualified coaches. However, these initiatives require careful planning and a significant investment of time and resources, which can be a challenge for organizations with limited budgets. Therefore, before implementing any training program, it is necessary to carry out a detailed analysis of the needs of both the employees and the organization. This ensures that the courses offered are aligned with the organization's strategic goals and the aspirations of the employees. Furthermore, it is necessary to create an annual training and professional development calendar, allowing employees to plan their participation in advance. In addition, these initiatives require considerable investment, including hiring qualified trainers, developing quality content, acquiring suitable technological tools and ensuring the necessary infrastructure (e.g. training rooms, technological equipment and e-learning platforms).

In addition, establishing recognition and reward programs that encourage productivity can reinforce positive behavior and increase employee engagement. These programs can include various forms of recognition, such as monetary awards, certificates of merit, professional development opportunities and/or additional days off, among others. However, it is essential to ensure that these programs do not create an overly competitive or stressful environment. Healthy competition can be beneficial, but it must be balanced with collaboration and teamwork.

Moreover, offering bonuses, salary increases, promotions and other incentives based on individual performance and contributions can be other strategies to keep employees motivated and engaged. However, these incentives must be fair and transparent, and the criteria for awarding them must be clearly communicated to all employees. Furthermore, these incentives should not only be seen as financial rewards, but also as recognition of employees' effort and dedication.

Likewise, when evaluating performance, setting clear and achievable goals for employees, which are aligned with organizational objectives, can ensure that everyone is working in the same direction. Performance management tools (e.g. Objectives and Key Results - OKRs and Key Performance Indicators - KPIs) can be used to monitor and evaluate employee progress. These tools allow employees to see the impact of their work on the organization's overall objectives, which can increase their sense of purpose and belonging.

Additionally, offering constructive and timely feedback can keep employees motivated and committed. However, feedback must be specific, focused on observable behaviors and accompanied by suggestions for improvement. Furthermore, this feedback should be given on a regular basis and not just during annual performance appraisals.

However, the feedback must be specific, focused on observable behaviors and accompanied by suggestions for improvement. Furthermore, this feedback should be given on a regular basis and not just during annual performance appraisals. Frequent feedback sessions help to resolve problems quickly and steer employees in the right direction.

To prevent performance management practices and recognition programs from creating an overly competitive environment, organizations can include implementing work-life balance policies, promoting an inclusive work environment and offering emotional and psychological support to employees.

However, organizations that implement training, development and professional recognition programs not only improve employee performance, but also increase employee commitment and loyalty and can create a more attractive and motivating work environment, which helps to reduce turnover and quiet quitting. However, simply offering such programs is not enough. Organizations must create a culture that values continuous growth and development, and that employees feel these opportunities are relevant and aligned with their career goals. In addition, these programs must be accessible and inclusive for all employees.

5.3. Communication Programs and Organizational Flexibility

Clear and open communication helps to build an environment of transparency, where everyone is aware of the organization's goals, challenges, and progress. This can reduce the feeling of disconnection and demotivation that leads to quiet quitting. When employees know that they can express their opinions without fear of retaliation, trust between the different hierarchical levels is strengthened and can lead to continued engagement. Open discussions and the sharing of ideas encourage collaboration between departments, resulting in more creative and effective solutions. An environment that values the contribution of all employees is more likely to generate innovative ideas, increasing employee satisfaction and a sense of belonging.

However, in order to implement this culture of open communication, it is necessary to hold regular meetings to discuss the progress of projects, align expectations and resolve outstanding issues. These meetings should be an opportunity for all team members to contribute. One-to-one sessions between leadership and employees to discuss feedback, professional development and any concerns should be frequent and structured to address relevant topics. The use of internal communication tools facilitates instant communication and information sharing. Additionally, implementing anonymous feedback systems allows employees to express their concerns or suggestions safely, without fear of reprisals. However, it's not enough just to collect feedback, you need to implement measures based on employees' suggestions and concerns. Leadership that clearly communicates the decisions made based on the feedback received, explaining the reasoning behind these actions, helps to build a cycle of trust and continuous improvement.

Resistance to change is a common challenge, but it can be mitigated through education and training on the importance and benefits of open communication. Leadership should exemplify this practice, showing that they are willing to listen and share information.

However, organizations should adapt communication strategies to meet the specific needs of each age group, which can prevent disengagement and promote a more harmonious working environment. Furthermore, the effective implementation of these communication strategies requires

a genuine commitment from organizational leadership. Without their adequate support and a culture that values open communication, any improvement in communication channels can be superficial and ineffective. Therefore, for organizations to really benefit from the opportunities provided by better communication, there must be a holistic approach that includes training, adequate resources and a cultural change that promotes transparency and collaboration. It is also important to note that effective communication is not only relevant in times of crisis but must be an ongoing practice and integrated into the organizational culture.

Furthermore, the introduction of remote working policies and flexible working hours has proved to be an adequate response to the modern needs of workers. These policies allow for a better balance between personal, family, and professional life, increasing employee satisfaction and engagement. Flexible working hours policies must be accompanied by a mentality that values employee autonomy and responsibility, encouraging mutual trust between staff and leadership. Promoting virtual integration events, regular meetings and constant feedback can enable team cohesion and strengthen professional relationships.

The possibility of working remotely offers employees the flexibility to better manage their schedules, avoiding long commuting times and allowing for a more comfortable working environment adapted to their personal needs. However, the effectiveness of this approach depends significantly on the organization's ability to manage remotely and maintain team cohesion at a distance. Managing remote teams requires new skills and adaptations, both in terms of leadership and the employees themselves. Both must be prepared to lead effectively in a virtual environment, which includes the ability to communicate clearly, set measurable goals and maintain team motivation. To overcome the challenges associated with remote working, organizations must invest in technology and collaboration tools. Video conferencing tools, project management platforms and real-time collaboration applications are key to ensuring that teams can communicate and collaborate effectively, regardless of location. These technological resources make it easier to share

information, manage tasks and coordinate projects, promoting a cohesive and productive working environment.

To implement these policies and transform the work experience, organizations must invest in technology and tools that make it easier for employees to work, which can significantly improve operational efficiency and employee satisfaction. Collaboration tools, project management software and the automation of repetitive tasks can reduce the manual workload and allow employees to focus on more strategic and creative tasks. This investment not only makes employees' daily work easier, but also demonstrates that the organization is committed to providing the best possible resources for their success. To this end, adequate training in the use of these technologies should be provided to ensure that all employees can make the most of the resources available. Training sessions, online tutorials and face-to-face workshops are some of the ways in which organizations can ensure that their employees are well prepared to use the new tools. Ongoing training can also enable employees to keep up to date with the latest features and best practices.

However, the implementation of new technologies must be accompanied by careful change management to avoid resistance and ensure successful adoption. Change management involves clearly communicating the benefits of new technologies, listening to employee concerns and providing ongoing support during transition.

6. Final Considerations

This article discusses quiet quitting in the workplace, the essence of which lies in the lack of engagement on the part of workers, who do only the minimum necessary to keep their jobs. This trend in the workplace indicates an increase in concern about worker disengagement, especially among younger generations such as Generation Z and Millennials. This quiet quitting behavior has evolved as employees' expectations of work and the organizational environment change, highlighting the importance of understanding and addressing its causes and consequences. Several factors contribute to worker disengagement and the emergence of quiet quitting. Among the main drivers identified are unmet needs, conflicting values, and a lack of perceived purpose in the

workplace. In addition, poor management and ineffective leadership, undervaluation, and lack of respect in the workplace are also significant factors contributing to employee disengagement. Job dissatisfaction, lack of growth opportunities, unresolved interpersonal conflicts and the search for work-life balance are other motivators highlighted in the literature.

But the unique characteristics and motivations of workers from younger generations, such as Generation Z and Millennials, influence the propensity for quiet quitting in the workplace. These generations, known for their familiarity with technology and expectations of an inclusive and diverse work environment, may be more likely to adopt quiet quitting when they feel dissatisfied with working conditions or disconnected from the organization's mission. Although quiet quitting is often associated with younger generations, evidence indicates that this phenomenon is not limited to these workers and can also affect workers from previous generations, especially when there is ineffective management in organizations.

This article presents a chart, like a Quality Control Chart, which illustrates the concept of a "safety zone" in the workplace. This chart, not found in any other article, offers a visual representation that helps organizations identify normal and abnormal behaviors, facilitating the interpretation of the type of workers the organization has, associated with their level of engagement and, given the reality and dynamics identified, the organization may be able to create a healthy work environment and be more productive. Workers who remain in this zone ("Middle Workers" and "Accommodators") can show signs of disengagement, such as quiet quitting, where they disconnect emotionally and decrease their productivity. Thus, understanding this dynamic is crucial for organizations that want to create a healthy working environment. Encouraging workers to get out of their comfort zone and commit more to their tasks can lead to a more productive and satisfying environment for everyone.

Moreover, a SWOT analysis was carried out in this study, filling a gap in the existing literature, where it was possible to identify and evaluate the strengths, weaknesses, opportunities and threats surrounding this emerging behavior in the workplace. Therefore, in order to mitigate quiet quitting

in the workplace, it is advisable to adopt effective organizational strategies. Several approaches are suggested in this paper, including promoting a positive and inclusive work environment, effective leadership that inspires and motivates employees, providing adequate support and feedback, and paying attention to workers' needs and concerns. In addition, the early identification of signs of disengagement, the use of technology in the workplace, the promotion of autonomy and professional development, and the implementation of well-being and work-life balance standards are recommended measures to prevent quiet quitting.

Therefore, this research provides guidance for organizations and contributes to the advancement of knowledge in this area, providing new perspectives and significant insights for theory, practice, and society in general. In fact, identifying the signs of quiet quitting and understanding the factors that contribute to the phenomenon can guide organizations in implementing effective strategies preventively and proactively, promoting employee engagement and improving productivity, and thus avoiding or mitigating silent employee disengagement.

However, some limitations can be identified in this work. One of them is the emphasis given to the younger generations, such as Generation Z and the Millennials, neglecting a more in-depth analysis of workers from other age groups and other generations (X and Baby Boomers). Furthermore, this analysis did not consider the cultural and contextual differences that can influence quiet quitting in different work environments. With regard to the SWOT analysis, the proposal of mitigating organizational strategies will depend on the case studies in the literature under analysis and will be subject to biases and limitations. On the other hand, these identified strategies may need to be adapted to specific contexts and the trends and external factors identified in the analysis may change over time, which may affect the validity and relevance of the proposed strategies. Technological evolution, economic changes and other market dynamics may require periodic revisions of the SWOT analysis.

These limitations highlight the need for more comprehensive and in-depth studies for a more complete understanding of quiet quitting. Therefore, several proposals for future research can be

considered. One is to investigate the difference between the concept of Quiet Quitting and traditional forms of dismissal. Another would be to analyze and compare all the "new" trends in the labor market, namely "Quiet Quitting", "Tang Ping", "I no longer dream of labor", "Great Dismissal" and "Great Resignation", "Bare Minimum Monday", "Lazy girl job", "Rage applying", "Quiet ambition", "Loud quitting" and others.

Other research could also delve deeper into various aspects associated with the subject, such as including workers from different age groups and cultural backgrounds, in order to better understand how quiet quitting manifests itself in different populations and work environments. It would also be interesting to carry out comparative studies between organizations that have implemented strategies to mitigate quiet quitting and those that have not, which would make it possible to assess the effectiveness of these approaches and identify best practices.

Future studies could analyze the association between characteristics such as organizational commitment, employee engagement and leadership styles follow the chart "safety zone" showing employee behaviors in the workplace.

Another research proposal would be to analyze specific cases of organizations that have implemented the mitigating measures identified in this article, especially based on the SWOT analysis. Such a study could provide practical and detailed examples of success or failure, allowing for critical reflection on best practices and necessary adjustments. It would also be appropriate to combine SWOT analysis with other strategic management methodologies (e.g. PESTEL analysis - Political, Economic, Social, Technological, Ecological and Legal), which could provide a more holistic and detailed view of the factors influencing quiet quitting and the most effective strategies for mitigating it. In addition, the use of other research methodologies, which include more advanced and innovative techniques (e.g. big data analysis and artificial intelligence), as well as integrating perspectives from different disciplinary areas (e.g. psychology, sociology, management, and economics) could provide a more robust and complete understanding of the phenomenon. Similarly, cultural, and organizational diversity, since quiet quitting can manifest itself in different ways in

different sectors and regions, as well as international collaboration and data sharing could build a

clearer global picture of quiet quitting. Finally, it would also be interesting to carry out longitudinal

research to follow the evolution of quiet quitting over time, in order to identify possible trends or

changes in the causes and consequences of this phenomenon.

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