

Chapter 2

Positive Leadership and the Quiet Quitting Movement in Organizations

Ana Filipa Vieira Lopes Joaquim

Faculdade de Ciências Sociais e Humanas, Portugal

Paula Cristina Nunes Figueiredo

Universidade Lusófona, Portugal

Vasco Rafael Costa Silva

Instituto Politécnico de Gestão e Tecnologia, Portugal

Cristina Nogueira da Fonseca

Instituto Politécnico de Gestão e Tecnologia, Portugal

ABSTRACT

This chapter seeks to highlight the importance of positive leadership in combating the phenomenon of quiet quitting. This phenomenon is not new, but it has gone viral with the COVID-19 pandemic, being more ‘visible’ in the organizational context. Thus, the objective of this research is to identify the main advantages of positive leadership in mitigating the quiet quitting movement. The research methodology is qualitative and starts by conceptualizing and identifying the main causes and consequences of the quiet quitting movement. Afterwards, the advantages of positive leadership are identified and, finally, this leadership style is systematized in relation to happiness and well-being at work. This research thus integrates the positive leadership approach with practices to improve employee engagement and organizational culture, highlighting the importance of human resource management practices to attract, integrate and manage talent in companies.

INTRODUCTION

There is a dearth of scientific studies on the Quiet Quitting movement, not only because it is a new

DOI: 10.4018/978-1-6684-8257-5.ch002

term for workers who want to get their work tasks done but because the movement began with this new nomenclature in the summer of 2022 by Tik Tok Influencer, such as Khaby Lame, Charli d' Amelio or Addison Rae, just to name a few.

This phenomenon has gone viral; however, it is essential to emphasize that this behavior of workers is not new, as there have always been unmotivated workers (Aydın & Azizoglu, 2022). More than a productivity reduction problem, the frustrations that lead to quiet quitting are increasingly mental health issues that leaders and organizations must be aware of (Singh et al., 2022; Singh et al., 2022)

People tend to have mixed feelings about their jobs, not only due to the intergenerational co-worker's reality (Figueiredo & Joaquim, 2022) but also because the expectations and the goals achievements are different from one individual. However, nowadays, competitiveness on the business level is exceptionally high, and workers spend several hours per day in their workplaces (OECD.Stat, 2021).

Until 2020, employees had not fully realized their working hours, not only because they had traditional methods and established schedules, but they had an office to attend to, so their perception about work and personal life were two different matters that were explicitly divided on their lives (De Smet et al., 2021; Stahl, 2022). Nevertheless, all that changed in the year mentioned because of COVID-19 lockdown measures worldwide.

Workers were forced to adapt their working procedures to remote work or telecommuting during this period, blurring the distinction between professional and personal life. As a result, according to Schmidt (2010), individuals felt overwhelmed, and burnout became a real and concerning mental health issue.

Workers started to realize that their daily tasks were beyond their job description; consequently, their personal life was neglected in favor of their professional life, resulting in lower engagement feelings about work (Aydın & Azizoglu, 2022; Thompson, 2022).

Happiness at work has become a natural feeling to improve efficiency and productivity (Sohail Butt et al., 2020). According to Maenapothi (2007) (referred in Chaiprasit & Santidhiraku, 2011), "happiness at the workplace means a situation at the workplace when personnel is happy working and not feeling like it is work, are efficient and achieve targeted goals, both at the personnel and organizational levels" (2011, p. 191).

Regarding Windham-Bradstock (2022), there are three solutions to mitigate quiet quitting: communication, setting expectations, and cultivating trust. These are also significant assumptions for positive leadership. This leadership style emerged at the beginning of the 21st century, integrating leadership theories and the positive psychology approach. Although positive leadership is not univocally defined, evidence shows that positive leadership theories are based on positive psychology (Gauthier, 2015; Stander & Coxen, 2017).

Evidence has shown positive effects of positive psychology on improving work outcomes (Donaldson et al., 2019; Rudolph et al., 2017). In addition, positive leadership stimulates individuals' potential since leaders encourage exceptional performance by focusing on virtue and eudemonism.

In this research, the authors aim to understand the importance of positive leadership in combating the phenomenon of quiet quitting. The main question relies on the following:

- **What are the key advantages of positive leadership for organizations to mitigate the quiet quitting movement?**

The objectives of this research rely on the following:

Positive Leadership and Quiet Quitting Movements in Organizations

- O1 – Conceptualize and identify the leading causes and consequences of the quiet quitting movement.
- O2 – Identify and conceptualize the critical advantages of positive leadership for organizations to mitigate the quiet quitting movement.
- O3 - Systematize positive leadership regarding happiness in the workplace.

The structure of the chapter is based on three main sections, first, quiet quitting: the new trend where the causes and consequences of this phenomenon will be exposed; the second section intends to conceptualize and systematize corporate happiness theories; and the last section discusses issues regarding the integration of positive leadership in companies to improve the engagement between workers and business culture.

METHODS

The research method of the chapter is based on a qualitative overview of the literature review of academic articles, HRM studies, and opinion articles by HRM experts in internationally renowned online magazines and newspapers and transnational organizations' websites.

A comprehensive search was conducted in the dominant databases, namely Scopus, SAGE, Emeralds, Science Direct, and EBSCOhost, following the keywords for article selection presented in Table 1. In addition, studies and reports on this theme developed by private entities were also considered.

Table 1. Keywords criteria used to select research

Quiet Quitting	Corporate Happiness	Positive Leadership
Engagement with business culture	Well-being The balance between professional and personal life	Leadership Leadership style

The lack of academic literature forced to open the research spectrum to studies carried out in the labor market by transnational and private organizations and opinion articles by HRM experts in internationally renowned online magazines. Also, newspapers were considered to integrate multi-disciplinary subjects better.

Our main goal was to systematize the critical advantages of positive leadership for organizations to mitigate the quiet quitting movement. The next step in the study was to define the objectives and chapter approach to the literature researched.

Methodological quality and quantity of evidence were based on several case studies where the quiet quitting movement became a trend.

To understand the causes and consequences of this phenomenon, it was necessary to correlate it with the effects of positive leadership.

During the research, the authors identified, read, and analyzed over ninety academic articles (95) regarding positive leadership and corporate happiness, twenty opinion articles by HRM experts (20), and ten (10) databases of international organizations regarding the quiet quitting movement versus employee engagement. In addition, the authors decided to exclude ten (10) opinion daily newspaper articles from their research that were not based on practical or academic research.

The multiplicity of research methods aims to be the first approach to investigating the advantages of practicing positive leadership to improve corporate happiness and lessen negative feelings about corporate cultures. Far from being a closed analysis, it is intended to be the trigger for understanding the emotional importance of positive leadership on employees.

QUIET QUITTING: THE NEW TREND

Quiet quitting has become a new trend, according to Aydın & Azizoglu (2022), “More than 19 million US workers—and counting—have quit their jobs since April 2021” (De Smet et al., 2021, p. 1), but this is a worldwide movement that has become a tremendous problem at the business level.

Although for Thompson (2022), this is a trend that has been studied by Gallup (2022) since 2010, and the data indicate that 26% of United States (US) workers felt disengaged from their work in 2010. In 2018, there were 34%.

Despite all the buzziness in social media, the author believes that quiet quitting is not a real trend.

Aydın & Azizoglu (2022) also reiterate that “Quiet Quitting has been conceptualized under different names in the field of organizational behavior for decades” (2022, p. 287).

This movement started in the summer of 2022, after COVID-19 lockdown measures worldwide, with Tik Tok influencers defending that it is possible to have a job without it taking over their lives (Thompson, 2022) and media widely disseminated the concept (Aydın & Azizoglu, 2022).

It is essential to understand the real meaning of this phenomenon.

Quiet quitting is not about workers leaving their jobs regarding mass layoffs but about balancing working and social life. According to Stahl (2022), “workers are no longer willing to go above and beyond the scope of their job descriptions if it means sacrificing their mental health, and instead, they are staying within the limits of their job description”(2022). Employees realized they felt overwhelmed during the COVID-19 pandemic when they were obliged to manage their tasks through remote work. As a result, the disengagement between workers and their jobs in the United States grew to 36% in 2020 (Gallup, 2022).

Thompson (2022) minimizes this movement, saying that quiet quitting is not more than “in previous decades, simply known as “having a job” and “the term has taken off in part because burned-out or bored workers are simply desperate for a fresh vocabulary to describe their feelings” (2022, p. 1). Despite this argument, the truth is that “people are switching jobs and industries, moving from traditional to nontraditional roles, retiring early, or starting their businesses. They are taking time to tend to their personal lives or embarking on sabbaticals” (De Smet et al., 2021).

To understand the Quiet Quitting phenomenon, it is essential to identify its causes. During 2020 the world experienced a new type of global pandemic, COVID-19, and nations worldwide applied lockdown measures to mitigate the spread of the virus. As a result, companies and employees had to adjust their working habits and procedures to a remote work model in their homes (Aydın & Azizoglu, 2022).

Positive Leadership and Quiet Quitting Movements in Organizations

The internet had become the *Holy Grail* of their lives, and the balance between their personal and professional life was measured through a fine line that some workers could not differentiate (Figueiredo & Joaquim, 2022). As a result, mental health becomes an important issue to maintain because of the loneliness and the lack of physical connections with the companies and other co-workers. (Schmidt, 2010; Vieira De Faria & Zanotelli De Alvarenga, 2021).

Individuals tend to need “interactions, not just transactions” (De Smet et al., 2021) because they feel that they have lost the “sense of shared identity” (De Smet et al., 2021).

Despite most studies and articles being related to the US working class reality (De Smet et al., 2022; Harter, 2022; Stahl, 2022), Quiet Quitting has become a worldwide movement, primarily thanks to the advent of new technologies, particularly social networking platforms (Graham, 2022).

In Portugal, Afonso (2022) exposes his concern regarding predicting an economic recession that will be experienced nationally.¹, expressing concerns that people publishing on social media live their position about Quiet quitting may be the first ones companies will lay off.

As noticed before, the lack of engagement with business culture is not the principal cause of this movement., In Afonso’s (2022) words, the causes also relied on the “permanent environment of stress at work, fostered by the pressure of absurdly short deadlines and the quick achievement of results. For many companies, man is now treated as a mere production instrument” (2022, p. 2).

Schindler (2022) alludes that this company behavior is caused by extreme globalization; in other words, competition on the business level extrapolated the demand for revenues through a working process that relies on full availability from the workers.

FlexJobs (2022), between July 13 and July 31, 2022, surveyed over 2,000 employed professionals to get their insight on important topics surrounding the current work landscape. The report explored how workers think about engagement, job satisfaction, flexibility, and return-to-office plans. Regarding engagement, “the slight majority (51%) of workers say they are only “somewhat” engaged (42%) or “not at all” engaged (9%) at work,” and only 15% are highly engaged. Regarding how workers feel in their job, the majority answered “okay,” with 40% (Howington, 2022).

The *more or less* feeling must be a red flag to employers because “workers are tired of being asked to do more without the compensation to back their responsibility level” (Stahl, 2022). Although despite understanding the reasons for this, most companies tend to give material benefits to their employees without success (De Smet et al., 2021). “Employers should understand the common themes that reveal what people most value or most dislike about a job” (De Smet et al., 2022, p. 5).

Nowadays, workers need to feel involved and engaged with their work and balance their professional and personal life (Rudolph et al., 2017; Sohail Butt et al., 2020).

According to Aydın & Azizoglu (2022), Generation Z where the leading group that “raised their voice” against excessive tasks and working hours (2022, p. 286). This generation is characterized by their pioneer skills and behavior (Figueiredo & Joaquim, 2022).

Today, organizations are not in a position to guarantee jobs but only to offer employability and further training to employees (De Smet et al., 2021, 2022). Therefore, one of the significant challenges that companies face is to create a learning and development culture that starts at the leadership level and spreads to the remaining employees. So “21st-century leaders recognize that creating the leadership potential in their organizations will be the biggest differentiator for success to come” (Kets de Vries & Korotov, 2012, p. 6).

Since 2020, companies worldwide have faced structural changes because of the lockdown measures regarding the COVID-19 pandemic; workers were forced to adapt their working procedures to remote

work. However, despite all the constraints, most employees have understood that the traditional way of doing their work affects their balance between professional and personal life (De Smet et al., 2022; Figueiredo & Joaquim, 2022).

By constraints, the literature acknowledges that the lack of digital literacy and working feelings and behavior between generations are the main issues in telecommuting work (Figueiredo & Fonseca, 2022; Figueiredo & Joaquim, 2022; Scott, 2018).

After the easing of measures, employees were called to return to their offices. They realized they were no longer happy in their working place because they felt overwhelmed, stressed, and disconnected from their jobs, colleagues, and corporate culture (De Smet et al., 2022).

“Employees are tired, and many are grieving. They want a renewed and revised sense of purpose in their work. They want social and interpersonal connections with their colleagues and managers” (2022, p. 1).

If in previous generations, engagement with work was not a problem (e.g., baby boomers), but for the new generations (e.g., millennials and generation x), being emotionally involved is one of the most essential items to be considered in a job (Figueiredo & Joaquim, 2022).

Robison (2021) wrote that in 2021, about 75% of some millennials were engaged at work, despite 35% of the national average, in 2019, in the US. Because they can have remote work (i), a plan of action (ii), academic preparation and digital skills (iii), managers that provide information (iv), and well-being concerns (v) in opposition to the previous generations (Figueiredo & Joaquim, 2022).

Figueiredo & Joaquim (2022) realize that millennials² are.

(...) career-oriented, team-oriented, confident, and optimistic with a strong demand balance to ensure between social and professional life, true to be told, despite that they are a hard work generation with gold achievement but require recognition and detailed feedback in the workplace (2022, p. 76).

However, Harter (2022) and Aydın & Azizoglu (2022), despite the high level of engagement, are the generation that embraced the quiet quitting, with a particular focus on those born between 1990 and 2010, called Generation Z because, as mentioned before, they need to have purpose and meaning in their work task and, also, a more vital delimited balance with personal and professional life.

Rescuing the variables of engagement with work by millennials, Robison (2021) alludes that being able to have remote work (i) is one of the essential features to have the engagement feeling with work because it provides “flexibility and greater work-life balance.” Regarding having a plan of action (ii), about 56% of the data sample had identified this feature as a purpose in work because knowing their tasks, objectives, and goals (iii) allowed them to have more control over time and task planning (iv). Well-being (v) is not only about health; it “is a combination of social, community, financial, career and physical elements that affect each other” (Robison, 2021).

THE WORKPLACE SHOULD BE A HAPPY PLACE

According to the OECD. Stat (2021), the *average annual hours worked per worker* was the OECD workers, in 2020, 1668 hours, but in 2021 this number had increased to 1716. Regarding this data, the workers spent 33 hours weekly on their jobs. Although more hours in the workplace does not mean more productivity, to improve efficiency is essential that the employees engage with organizational culture.

The definitions of organizational culture are inconclusive, as the various cultures have different specificities that may or may not provide a better response to market stimuli due to globalization. Nevertheless, they can always be considered changeable and adaptable; therefore, Zheng et al. (2009) state that the extent “of definitions of the cultural organization also represents the range of assumptions, approaches, purposes and even paradigms in the study of what organizational culture is” (2009, p. 154).

Regardless of the various definitions, the authors conceptualize organizational culture as “composed of a set of shared assumptions, values, behavioral norms and artifacts that end up differentiating the groups” (2009, p. 154).

However, despite all the theories and models studied to explain better different cultures prevailing in organizations, there are still several aspects, according to Zheng et al. (2009), that raise some doubts, which are related to the fact that the existing studies have a static view on the term of organizational culture. In addition, organizations face different challenges that can develop culture through its nature, the competitive market, and the survival instinct needed.

Leaders play a crucial role in organizational culture change by promoting subcultures and adopting new technologies regarding mechanisms, mergers, acquisitions, or company reorganization (Zheng et al., 2009).

According to Unnu (2019), leaders must boost positivity and performance to create a productive and pleasing organizational climate between workers.

It is also very important to refer to the organizational climate as how the members of an organization perceive what surrounds them, and through how they see their environment and experience the different stimuli to which they are subject within the organization, it is more practical to be able to define the culture in which they are inserted and to be able to implement any change and perceive its impact since it will be automatically reflected in the environment experienced by all (Schneider & Barbera, 2014).

So, the importance of being happy in the workplace has become a massive issue for companies and employees because happy individuals tend to be more engaged with the organizational culture of the companies, and, consequently, more productive.

Niu (2021) understands that happiness is linked to positive feelings and pleasures thru individual tasks and activities that maintain the subjects in a state of commitment with their positive characteristics. The author identified pleasure, commitment, and meaning as the basis for happiness.

Unnu (2019) also reinforces that meaning is characterized by “positivity feelings” and how the individual can connect to them through a sense of belonging to serve something greater than them, such as a community, a religion, or a social group.

According to Fisher (2010), workplace happiness aggregates many constructs that have been the subject of further investigation in recent times. However, all are related to happiness in organizations by representing positive attitudes and pleasant experiences such as positive feelings, mood, emotions, and the involvement or flow individuals feel in the workplace (Niu, 2021; Redín et al., 2023).

The Covid-19 lockdown measures and telecommuting brought negative feelings to workers (P. Singh et al., 2022); as mentioned before, insecurity and anxiety were extrapolated (Niu, 2021). Therefore, positive psychology and leadership have become crucial issues in Human Resources Management (HRM).

Positive psychology was “first put forward by American psychologist Martin Seligman, who advocated that psychological research should focus on people’s actual potential, constructive power, and virtue” (Niu, 2021, p. 212). On the other hand, there has yet to be a consensus in the literature regarding positive leadership. However, in the words of Redín et al. (2023), “the positive leader automatically provides

followers with a vision of the end towards the common good and achieves to set his/her organization on a pathway towards excellence” (2023, p. 1).

Robertson & Cooper (2011) allude to the importance of positive psychology and psychological capital allied with the happiness felt by employees. For them, the building of psychological capital may be at the center of the results obtained by organizations that foster the happiness and well-being of their members.

People with elevated levels of well-being have better psychological resources for dealing with problems because they are more optimistic, more resilient, and have an unshakeable belief in their ability.

For companies to provide corporate happiness, which should be a change in leadership bias; in other words, to mitigate the quiet quitting movement, corporations must improve their leadership skills to a positive ideology to reconnect with their workers.

POSITIVE LEADERSHIP: A TOPIC THAT SHOULD BE A TREND

Positive leadership emerged at the beginning of the 21st century, integrating leadership theories and the positive psychology approach (Cameron, 2012; Seligman & Csikszentmihaly, 2000). Although positive leadership is not univocally defined, evidence shows that positive leadership theories are based on positive psychology (Cameron, 2012; Gauthier, 2015; Klug et al., 2022; Olckers et al., 2017; Unnu, 2019). Therefore, studies have been carried out to conceptualize this leadership style, more specifically, its nature, antecedents, and consequences (Cameron, 2012; Figueiredo & Fonseca, 2022; Gauthier, 2015; Redín et al., 2023; Stander & Coxen, 2017) and the search for positive leadership models (Gauthier, 2015).

Cameron (2012) established four fundamental principles underlying the development of the concept of positive leadership: (i) positive climate; (ii) positive relationships; (iii) positive communication, and (iv) positive purpose, as well as the practices associated with each one.

Thus, the optimistic leader fosters a positive work climate (i), identifying positive motivational elements tasks and the recognition and support of teams (ii); they promote positive communication (iii) based on affirmative and supportive language to the detriment of negative and critical language (iv); the leader does not fail to address negative aspects, but does so through a positive and constructive approach; the positive leader promotes positive relationships among members, fostering positive energy, diagnosing and building positive energy networks.

This type of leader ensures that work is associated with a positive purpose that keeps everyone focused and motivated on meaningful goals (Fisher, 2010).

A recent study demonstrated a positive relationship between high-performance human resource management practices, employee engagement, and effective leadership (Goswami et al., 2019).

A good leader must have certain qualities such as (i) the ability to inspire and empower his team members to achieve their full potential; (ii) the ability to provide clear direction; (iii) interpersonal, communication, team building, and motivational skills, and (iv) the ability to develop other leaders (Kets de Vries & Korotov, 2012). A leader guided by ethical values, authenticity, altruism, honesty, and fairness presents a unique environment of trust. Their subordinates react the same way, which gives rise to a stronger bond between both parties, arousing positive attitudes in employees, such as satisfaction, commitment, and motivation in their workplace (A. Singh et al., 2022). The ability of leaders to demonstrate optimism, calm, empathy, trust, resilience, and make informed decisions are characteristics of positive leadership (Figueiredo & Fonseca, 2022).

Positive Leadership and Quiet Quitting Movements in Organizations

Positive leaders who are optimistic and hopeful about the future positively impact leadership outcomes, such as greater employee engagement and increased employee productivity (Donaldson et al., 2019; Klug et al., 2022; Unnu, 2019).

Considering the flexibility, instability, and unpredictability that characterize today's organizations (Oleksa-Marewska & Tokar, 2022; Unnu, 2019), the importance of the presence of a positive, strategic leader is recognized (Figueiredo & Fonseca, 2022; Stander & Coxen, 2017), whose values are guided by participative leadership that induces others to be leaders themselves, thus favoring self-leadership; by the emphasis placed on teams, which translates into their valorization, so-called leader with coaching skills (Berg & Karlsen, 2016; Unnu, 2019).

This type of performance positively affects team performance and employees' attitudes and behaviors that are reflected in organizational terms (Berg & Karlsen, 2016; Unnu, 2019).

Osula & Ng (2014) argued that leadership strategies cannot be understood as a series of activities but as decision-making and vision. In this context, leadership development necessarily involves action and reflection, and both are necessary to enhance critical skills such as analysis, strategic planning, and critical awareness (Kets de Vries & Korotov, 2012).

Importantly, studies on the outcome of effective leadership on employee retention, performance, and well-being attend to two primary constructs: satisfaction with activities performed and affective organizational commitment (Cameron, 2012; Donaldson et al., 2019; Goswami et al., 2019).

Affective organizational commitment is a positive emotional effect that fosters an individual's involvement in the organization where he or she works (Olckers et al., 2017) positive leader.

In all types of organizations, whether for-profit or non-profit, organizational affective commitment has proven to be strongly related to the internalization of organizational values, dedication, and loyalty, as well as by alignment with the organization's goals. At the same time, it needs leadership capable of inspiring employees to perform tasks for the overall good of the organization (Cameron, 2012; Fisher, 2010; Gauthier, 2015).

Positive leadership thus leads to positive emotions (Olckers et al., 2017; Stander & Coxen, 2017), increased social well-being, improved organizational citizenship behavior, and individual and organizational performance (Gauthier, 2015).

Literature has revealed that the leader's actions can dramatically affect how an individual feels about work and self, both good and evil (Gauthier, 2015; Klug et al., 2022; Seligman & Csikszentmihalyi, 2000). Thus, leaders can have a toxic influence on organizations by potentiating emotional exhaustion in their employees (Kets de Vries & Korotov, 2012). Furthermore, since emotional exhaustion leads to burnout in the workplace (Donaldson et al., 2019), it can harm both employees and their employers (Klug et al., 2022).

Evidence has shown that emotional exhaustion correlates positively with poor health and well-being, lower job satisfaction and commitment, higher turnover rates, and lower performance (Donaldson et al., 2019; Kets de Vries & Korotov, 2012; Klug et al., 2022). In contrast, job satisfaction, the result of a high level of commitment and positive trust in the leader, contributed to higher worker engagement associated with feelings of enthusiasm, inspiration, pride, meaning, and challenge (Fairlie, 2011; Gauthier, 2015; Kets de Vries & Korotov, 2012). In addition, evidence has revealed that job satisfaction can offer valuable outcomes: i) greater vigor, dedication, and absorption (Fairlie, 2011); ii) more excellent health and well-being (Klug et al., 2022; Olckers et al., 2017) and lower rates of absenteeism (Cameron, 2012; Olckers et al., 2017).

Happiness at work is undoubtedly essential for higher productivity rates in organizations (Sohail Butt et al., 2020). Satisfied employees work harder and are more productive since they feel motivation and confidence are indispensable to work performance, which increases engagement and commitment, perhaps mitigating the quiet quitting movement (Windham-Bradstock, 2022).

A positive leader builds favorable structures by appointing the right talent, sharing their vision and goals, and focusing on organizational effectiveness (Gauthier, 2015). In addition, this type of leader seeks to assess patterns and trends in employee performance, create awareness through continuous feedback, provide learning experiences, allow opportunities for reflection, and collaborate in planning actions and identifying critical steps to achieve goals (Cameron, 2012; Figueiredo & Fonseca, 2022; Seligman & Csikszentmihaly, 2000).

According to Goleman (2000), emotional intelligence is far more critical than other subjects regarding individuals in their work. However, the author still needs to remove the importance of physical and academic skills. He understands that workers more attached to their feelings and emotions are more effective and productive than others.

As mentioned before, this is a collaborative procedure, not only because it should be implemented through positive leadership, as should be fostered, and continued work in the companies.

Nowadays, professional qualifications and physical profiles have changed a lot. After all, they are relegated to an almost secondary role because companies are looking for other skills in their job candidates (De Smet et al., 2022). Regardless, positive leadership must be present to create and maintain well-being and job satisfaction in their workers. So, looking for social, emotional, or engagement skills and commitment are not a one-way path. It should be conquered and applied through positive leadership and corporate happiness.

In short, positive leadership can contribute decisively to job satisfaction, which leads to happiness in the workplace, which contributes to improved performance and employee productivity (Cameron, 2012) and mitigates the feeling of disengagement that consequently tends to be part of the quiet quitting movement (Graham, 2022).

CONCLUSION AND IMPLICATIONS

Conceptualize and identify the leading causes and consequences of the quiet quitting movement.

The leading causes of the quiet quitting movement rely on an absence of engagement between the organization's culture and the workers, not only because of the worker's lack of work/life balance but because they understood the remote work forced by the lockdown measures to mitigate the spread of the COVID-19 virus, that they felt overwhelmed with their job tasks.

The meaning of quiet quitting movement is not a layoff mass movement; instead, it relies on employees doing strictly what is their job description.

Workers do not feel happy in their workplace; according to the FlexJobs survey, most of the workers (40%) felt okay on their jobs (2022), as a consequence of this, they felt disengaged with the company values and consequentially, their productiveness suffer a decrease (Sohail Butt et al., 2020).

Employers should understand what their workers most value in their work. Then, regardless of offering material benefits, they should create a productive system based on communication, path, purpose, and flexibility that allows workers to create a positive balance between professional/social life bias.

Positive Leadership and Quiet Quitting Movements in Organizations

Goleman (2000) believes workers who understand their emotional intelligence are more engaged with their job tasks. Hence, the probability of quitting their jobs becomes lower than the disengaged individuals.

For this achievement, the leadership model must be changed to a positive one.

Identify and conceptualize the critical advantages of positive leadership for organizations to mitigate the quiet quitting movement.

Workers tend to be more productive when they are happy and when the organizational environment is based on interpersonal relationships and the purpose of their job tasks. That does not mean that leaders should let their workers do whatever they please, but through open communication and structure, companies will realize their workers' values, goals, and expectations (Fairlie, 2011). So "many senior executives will be challenged to reimagine how they lead" (De Smet et al., 2022, p. 2)

An environment based on trust is more profitable than a negative one (Windham-Bradstock, 2022). The key advantages of positive leadership for organizations to mitigate the quiet quitting movement are based on three essential factors, according to Windham-Bradstock (2022) communication, setting expectations, and cultivating trust.

De Smet et al. (2022) identifies twelve reasons for people to quit their traditional job. However, for this chapter, the authors identified the three most important for the author and data sample based on his surveys: career development and advancement, adequate total compensation, meaningful work, and workplace flexibility.

Positive leadership embraces the Windham-Bradstock (2022) theory. Although, as mentioned before, positive leadership is not univocally defined; evidence shows that positive leadership theories are based on positive psychology (Cameron, 2012; Gauthier, 2015; Klug et al., 2022; Olckers et al., 2017; Unnu, 2019). However, Cameron (2012) established four fundamental principles underlying the development of the concept of leadership: i) positive climate; ii) positive relationships; iii) positive communication, and iv) positive purpose, as well as the practices associated with each one.

In conclusion, the key advantages of positive leadership are responding to employees' needs to attend to happiness in their workplace and renouncing the quiet quitting phenomenon.

Systematize positive leadership regarding happiness at the workplace.

According to Zheng et al. (2009), leaders have a privileged role in organizational culture because they can change that.

Leaders are the primary tools for changing and promoting a healthy and positive environment in the workplace; they are obliged to create a safe space to improve the happiness of their workers.

Gauthier (2015) alludes that a positive leader can build a cohesive, productive team by appointing the right talent, sharing their vision and goals, and focusing on organizational effectiveness. Figueiredo & Fonseca (2022) reiterates by exposing that a leader should create awareness through continuous feedback, provide learning experiences, allow opportunities for reflection, and collaborate in planning actions and identifying critical steps to help their workers achieve goals. This is only possible when the employees feel safe, validated, recognized, and happy in their workplace.

The implications of the research on human resource management and leadership are highlighted. As for HRM, there is a need to listen to the teams and adopt the best hiring, integration, and talent management practices, as they are essential to keep companies competitive and attractive to professionals. It is

also important to know the reasons for demotivation and what leads to the quiet quitting of a worker, which can quickly spread to other workers. Regarding the implications at the leadership level, emphasis is placed on the need for more significant concern with burnout and mental health situations. The leader must take on a more active role, speaking openly about the issue and internally promoting a mental health strategy. This type of leader is essential to find direct impacts in terms of productivity and results of companies. In today's context of intergenerational differences, leaders still need to pay more attention to how they attract and include multiple generations in the workplace.

LIMITATIONS AND RECOMMENDATIONS FOR FUTURE RESEARCH

This research is intended to become a first-line investigation concerning the quiet quitting movement phenomenon and positive leadership.

According to the literature review, several topics represent the phenomenon's cause, so this research's theme is still ongoing. However, the importance of the theme is understood when there is a gap in the correlation between quiet quitting and leadership *per se*.

It is vital to research individuals' feelings regarding their jobs so they do not feel the need to quit. Nevertheless, this research is far from over and must be knowledge as one of the most critical subjects in Human Resource Management.

Until 2020, the lack of engagement was decreasing among American workers, according to Gallup (2022). However, when workers had remote or hybrid work models, the absence of human contact already demonstrated workers' perception of being overwhelmed in their work. During that period, according to Aydın & Azizoglu (2022) and Oleksa-Marewska & Tokar (2022), individuals forgot to create and establish boundaries on their working schedules, as well as their employers, so they became overwhelmed, and mental health was a big issue (Haciyakupoglu et al., 2018).

There was a step-learning process during COVID-19 lockdown measures, and no one knew how to react. Companies and leaders acted the same way as they acted before in a traditional company environment, with the aggravating factor that workers were alone in their houses trying to manage family, work, and several other's obligations away from the business environment.

In 2021, workers were called to return to their offices to reestablish the traditional way of their tasks and schedules. Although according to FlexJobs (2022), about 26% and 22% are allowed to maintain the hybrid and remote work system, respectively, because they assumed that it is easier to balance life and work.

In the same survey, 37% had to return to the office full-time, but 51% felt "somewhat" engaged with their work and company. The number of disengaged workers with the company culture grew after COVID-19 lockdown measures.

Schindler (2022) claims that "a leader must take a long hard look not only at the employee but also at themselves as a manager and the corporate culture that may be demotivating employees."

This literature review intended to fill the gap in the academic literature regarding the quiet quitting movement and positive leadership through a catch-all overview of the major themes about these topics.

The authors' contribution is related to identifying different variables that needed more clarity in academia.

REFERENCES

- Afonso, P. (2022). A demissão silenciosa (quiet quitting) vai acabar mal. *Observador Jornal Online*. <https://observador.pt/opiniao/a-demissao-silenciosa-quiet-quitting-vai-acabar-mal/>
- Aydın, E., & Azizoglu, O. (2022). *A new term for an existing concept: Quiet Quitting - A self-determination perspective*. V International Congress on Critical Debates in Social Sciences (ICCDSS). <https://www.researchgate.net/publication/366530514>
- Banco de Portugal. (2022). *Taxa de inflação*. Bpstat. <https://bpstat.bportugal.pt/conteudos/noticias/1299>
- Berg, M. E., & Karlsen, J. T. (2016). A study of coaching leadership style practice in projects. *Management Research Review*, 39(9), 1122–1142. doi:10.1108/MRR-07-2015-0157
- Cameron, K. (2012). *Positive Leadership: Strategies for Extraordinary Performance*. Berrett-Koehler Publishers.
- Chaiprasit, K., & Santidhiraku, O. (2011). Happiness at Work of Employees in Small and Medium-sized Enterprises, Thailand. *Procedia: Social and Behavioral Sciences*, 25, 189–200. doi:10.1016/j.sbspro.2011.10.540
- De Smet, A., Dowling, B., Hancock, B., & Schaninger, B. (2022). The Great Attrition is making hiring harder. Are you searching the right talent pools ? *McKinsey Quarterly*, July.
- De Smet, A., Dowling, B., Mugayar-Baldocchi, M., & Schaninger, B. (2021). “Great Attraction” or “Great Attrition”? The choice is yours. *The McKinsey Quarterly*, (September), 1–8. <https://www.mckinsey.com/business-functions/people-and-organizational-performance/our-insights/great-attrition-or-great-attraction-the-choice-is-yours>
- Donaldson, S. I., Lee, J. Y., & Donaldson, S. I. (2019). Evaluating Positive Psychology Interventions at Work: A Systematic Review and Meta-Analysis. *International Journal of Applied Positive Psychology*, 4(3), 113–134. doi:10.1007/41042-019-00021-8
- Fairlie, P. (2011). Meaningful work, employee engagement, and other key employee outcomes: Implications for human resource development. *Advances in Developing Human Resources*, 13(4), 508–525. doi:10.1177/1523422311431679
- Figueiredo, P., & Fonseca, C. (2022). Leadership and Followership in an Organizational Change Context: Positive leader development: Theoretical model proposal, 161–196.
- Figueiredo, P., & Joaquim, A. F. (2022). The impact of artificial intelligence and intergenerational diversity. In F. Ince (Ed.), *Leadership Perspectives on Effective Intergenerational Communication and Management* (p. 28). IGI Global.
- Fisher, C. D. (2010). Happiness at Work. *International Journal of Management Reviews*, 12(4), 384–412. doi:10.1111/j.1468-2370.2009.00270.x

Gauthier, H. (2015). A Multi-Dimensional Model for Positive Leadership. *Strategic Leadership Review*, 5(1), 6–16. <https://slr.scholasticahq.com/article/9-a-multi-dimensional-model-for-positive-leadership>

Goleman, D. (2000). *Emotional Intelligence & Working With Emotional Intelligence*. Bantam; Reprint edition.

Goswami, B. K., Singh, J., & Goswami, A. (2019). Impact Of High Performance Human Resource Management Practices On Employee Engagement With The Moderating Role Of Ethical Leadership. *International Journal of Advanced Science and Technology*, 28(19), 331–334. <http://sersc.org/journals/index.php/IJAST/article/view/2538>

Graham, J. T. (2022). The Quiet Quitting Movement. *Sage HR Blog*. <https://blog.sage.hr/the-quiet-quitting-movement/>

Haciyakupoglu, G., Hui, J. Y., Suguna, V. S., Leong, D., Bin, M. F., & Rahman, A. (2018). *Countering Fake News A Survey Of Recent Global Initiatives*. S. Rajaratnam School of International Studies. <https://think-asia.org/handle/11540/8063>

H a r t e r , J . (2 0 2 2) . I s Q u i - e t Q u i t t i n g R e a l ? Gallup. <https://www.gallup.com/workplace/398306/quiet-quitting-real.aspx>

Howington, J. (2022). *Employee Engagement Report: Job Satisfaction and Work Flexibility*. FlexJobs for Employers. <https://www.flexjobs.com/employer-blog/employee-engagement-report-job-satisfaction-work-flexibility/>

Incentive Research Foundation. (2015). Generations in the Workforce & Marketplace : Preferences in Rewards. *Recognition & Incentives*, (January), 2018.

Kets de Vries, M. F. R., & Korotov, K. (2012). Developing Leaders and Leadership Development. *SSRN Electronic Journal*. doi:10.2139/ssrn.1684001

Klug, K., Felfe, J., & Krick, A. (2022). Does Self-Care Make You a Better Leader? A Multisource Study Linking Leader Self-Care to Health-Oriented Leadership, Employee Self-Care, and Health. *International Journal of Environmental Research and Public Health*, 19(11), 6733. doi:10.3390/ijerph19116733 PMID:35682319

Niu, Y. (2021). Enlightenment of Positive Psychology on Human Resource Management. *Modern Management Forum*, 5(1), 30. 10.18686/mmfv5i1.3169

OECD. Stat. (2021). *Average annual hours actually worked per worker*. Labour Force Statistics. <https://stats.oecd.org/index.aspx?DataSetCode=ANHRS>

Olckers, C., van Zyl, L., & van der Vaart, L. (2017). *Theoretical Orientations and Practical Applications of Psychological Ownership*, 1–332. doi:10.1007/978-3-319-70247-6

- Oleksa-Marewska, K., & Tokar, J. (2022). Facing the Post-Pandemic Challenges: The Role of Leadership Effectiveness in Shaping the Affective Well-Being of Healthcare Providers Working in a Hybrid Work Mode. *International Journal of Environmental Research and Public Health*, 19(21), 14388. doi:10.3390/ijerph192114388 PMID:36361264
- Osula, B., & Ng, E. C. W. (2014). Toward a Collaborative, Transformative Model of Non-Profit Leadership: Some Conceptual Building Blocks. *Administrative Sciences*, 4(2), 87–104. doi:10.3390/admsci4020087
- Redín, D. M., Meyer, M., & Rego, A. (2023). Positive leadership action framework: Simply doing good and doing well. *Frontiers in Psychology*, 13(January), 1–14. doi:10.3389/fpsyg.2022.977750 PMID:36687856
- Robertson, I., & Cooper, C. (2011). *Well-being Productivity and Happiness at Work*. Palgrave Macmillan London. doi.org/10.1057/9780230306738
- Robison, J. (2021). *What Disruption Reveals About Engaging Millennial Employees*. Gallup. <https://www.gallup.com/workplace/328121/disruption-reveals-engaging-millennial-employees.aspx>
- Rudolph, C. W., Katz, I. M., Lavigne, K. N., & Zacher, H. (2017). Job crafting: A meta-analysis of relationships with individual differences, job characteristics, and work outcomes. *Journal of Vocational Behavior*, 102(314), 112–138. doi:10.1016/j.jvb.2017.05.008
- Schindler, J. (2022). How To Identify And Manage Quiet Quitting. *Forbes*. <https://www.forbes.com/sites/forbescoachescouncil/2022/10/28/how-to-identify-and-manage-quiet-quitting/?sh=3f1d95c24c4f>
- Schmidt, M. (2010). Trabalho e saúde mental na visão da OIT. *Revista Do Tribunal Regional Do Trabalho*, 51(81), 489–526.
- Scott, A. (2018). *How Artificial Intelligence and Intergenerational Diversity Are Creating Anxiety in The Workplace*. Institute for Public Relations. <https://instituteforpr.org/how-artificial-intelligence-and-intergenerational-diversity-is-creating-anxiety-in-the-workplace/>
- Seligman, M. E., & Csikszentmihaly, M. (2000). Positive Psychology. In American Psychologist Association, 55(1), 5–14.
- Singh, A., Jha, S., Srivastava, D. K., & Somarajan, A. (2022). Future of work: A systematic literature review and evolution of themes. *Foresight*, 24(1), 99–125. doi:10.1108/FS-09-2020-0093
- Singh, P., Bala, H., Dey, B. L., & Filieri, R. (2022). Enforced remote working: The impact of digital platform-induced stress and remote working experience on technology exhaustion and subjective well-being. *Journal of Business Research*, 151(August 2021), 269–286. doi:10.1016/j.jbusres.2022.07.002
- Sohail Butt, R., Wen, X., & Yassir Hussain, R. (2020). Mediated Effect of Employee Job Satisfaction on Employees' Happiness at Work and Analysis of Motivational Factors: Evidence from Telecommunication Sector. *Asian Business Research Journal*, 5(September), 19–27. doi:10.20448/journal.518.2020.5.19.27
- Spiro, C. (2006). Generation Y in the Workplace. *Defense AT, L*(November- December), 16–19.

Stahl, A. (2022). What's Really Happening With Quiet Quitting? *Forbes*. <https://www.forbes.com/sites/ashleystahl/2022/11/02/whats-really-happening-with-quiet-quitting/?sh=3d6f676c2ab1>

Stander, M. W., & Coxen, L. (2017). A Review of the Relationship Between Positive Leadership Styles and Psychological Ownership. In *Theoretical Orientations and Practical Applications of Psychological Ownership*. Springer International Publishing. doi:10.1007/978-3-319-70247-6_3

Thompson, D. (2022). Quiet Quitting Is a Fake Trend. Why Does It Feel Real? *The Atlantic*. <https://www.theatlantic.com/newsletters/archive/2022/09/quiet-quitting-trend-employee-disengagement/671436/>

Unnu, N. A. A. (2019). Boosting positivity and performance: A case study of organizational coaching. *Handbook of Research on Positive Organizational Behavior for Improved Workplace Performance*, 34–54. doi:10.4018/978-1-7998-0058-3.ch003

Vieira De Faria, R., & Zanotelli De Alvarenga, R. (2021). A Convenção 190 Da Oit E a Proteção À Saúde Mental Dos Trabalhadores. *Ano*, 7, 1257–1285.

Windham-Bradstock, C. (2022). Three Solutions To Quiet Quitting. *Forbes*. <https://www.forbes.com/sites/forbeshumanresourcescouncil/2022/10/12/three-solutions-to-quiet-quitting/?sh=64327b435f1b>

Zheng, W., Qu, Q., & Yang, B. (2009). *Toward a theory of Organizational Culture Evolution*. Human Resource Development Review. <https://www.semanticscholar.org/paper/Toward-a-Theory-of-Organizational-Cultural-Zheng-Qu/ef7901609c74b998aee4c6bcfea3376221c4d554>

ENDNOTES

¹ In 2020, in Portugal, the Inflation Rate had grown to 10%. However, nominal wages do not keep up with similar increases, reducing the purchasing power of families and, consequently, national economic growth (Banco de Portugal, 2022).

² “Some authors allude that Millennials are the generation that comes after X, a macro group that includes Generation Y, Digital Generation, and Echo Boomers (Incentive Research Foundation, 2015), but it is important for this Chapter to subdivide this macro generation into two main generations, the first one was born between 1981 and 1993 (Spiro, 2006), so-called Generation Y and the other is known as the Millennials generation who had been born until 2000” (Figueiredo & Joaquim, 2022).