



Faculdade de Design,  
Tecnologia e Comunicação  
 Universidade Europeia

2023

**JOÃO PEDRO LIMA  
DA FONSECA**

**A CALL FOR ACTION: UNDERSTANDING THE  
NEW TRENDS OF A POST-PANDEMIC  
WORKPLACE AND EXPLORING  
STRATEGIES TO ADDRESS THEM**



**2023**

**JOÃO PEDRO LIMA  
DA FONSECA**

**A CALL FOR ACTION: UNDERSTANDING THE  
NEW TRENDS OF A POST-PANDEMIC  
WORKPLACE AND EXPLORING  
STRATEGIES TO ADDRESS THEM**

Dissertation project presented to IADE – Faculty of Design,  
Technology and Communication at the European  
University, to fulfill the requirements necessary to obtain  
the degree of Master in Design Management held under the  
scientific guidance of Doctor Carlos Guilherme Alves  
Rosa, Professor Doctor at IADE.



## Inscription

I dedicate this thesis to my parents, for their unwavering support, love, and encouragement throughout my academic journey in the field of design. Your belief in my abilities and your sacrifices have been the foundation upon which I have built my success. Thank you for always pushing me to pursue my passion and for instilling in me the values of hard work and determination. This achievement would not have been possible without your unwavering guidance and support. Also I dedicate this thesis to my friends who have been a guiding force in my life always telling me I could make it. Your constant presence, laughter, and support have been a source of motivation and inspiration.

To my mentor, Doctor Carlos Guilherme Alves Rosa, Professor Doctor at IADE. I am deeply grateful for his guidance, wisdom, and expertise in the field of design management. His mentorship has shaped my understanding, challenged my perspectives, and pushed me to strive for excellence.

Finally, this dedication is not only to my parents, friends, and mentor but also to the field of design management itself.

May this thesis contribute to the advancement of design management, its practices, and its impact on organizations and society.



## Acknowledgments

I would like to take this opportunity to express my heartfelt gratitude to my parents, whose unwavering support, love, and belief in my abilities have been the driving force behind my pursuit of knowledge in the field of design management. Your constant encouragement, sacrifices, and understanding have been instrumental in my academic journey. I am forever grateful for your unwavering faith in me and for providing me with the tools and life knowledge that nobody else could have given me.

To my dear friends, I extend my deepest appreciation for your friendship, laughter, and unwavering support throughout this thesis journey. Your presence, both in good times and during moments of challenge, has been a source of strength and inspiration.

I am indebted to my mentor, Doctor Carlos Guilherme Alves Rosa, whose guidance, expertise, and unwavering support have shaped my understanding of design management. His commitment to nurturing my growth, providing constructive feedback, and pushing me beyond my limits have been invaluable. His belief in my potential and dedication to my success have had a profound impact on my development as a researcher and practitioner. I am privileged to have had the opportunity to learn from such an exceptional mentor. I would also like to express my gratitude to the faculty and staff at IADE. Their dedication to academic excellence, passion for teaching, and commitment to fostering a stimulating learning environment have enriched my educational experience.

Lastly, I want to express my profound gratitude to the field of design management and its community. The countless scholars, researchers, and practitioners who have dedicated their lives to advancing the discipline have paved the way for my own journey. To all those who have supported, guided, and believed in me, I offer my deepest appreciation. Your contributions have been fundamental to the completion of this thesis.

Thank you



**Keywords** “The Great Resignation”; Quiet Quitting; Quiet Firing; Design Management; Workplace

## **Abstract**

“The Great Resignation”, a term coined to describe the surge of employees leaving their jobs during and after the COVID-19 pandemic, has sparked a renewed interest in the phenomenon of quiet quitting and quiet firing. This thesis examines the impact of these three related but distinct phenomena on the workplace, with a particular focus on their causes, consequences, and potential solutions.

Using a mixed-methods approach, this study analyzes survey data from employees who have experienced quiet quitting or quiet firing and conducts in-depth interviews with stakeholders to explore what they know about them, the causes and impacts of these phenomena. The findings suggest that the Great Resignation has led to an increase in both quiet quitting and quiet firing, with significant consequences for both employees and employers.

This thesis argues that quiet quitting and quiet firing are symptoms of a broader problem in the workplace, namely, a lack of empathy, a human factor concern and communication between employees and employers. The study reveals that when employees feel undervalued or disengaged from their work, they are more likely to engage in quiet quitting or be subject to quiet firing.

The implications of this study for organizations are significant. By creating a workplace culture that values transparency, communication, and trust, employers can reduce the risk of quiet quitting and quiet firing and promote employee engagement and retention. Additionally, organizations may need to rethink their talent management strategies in light of “The Great Resignation”, taking specific steps to attract and retain top talent in a highly competitive job market.



## Index

Introduction.....	13
<b>Chapter 1 - Literature Review.....</b>	<b>15</b>
<b>1.1 Summary of the Chapter.....</b>	<b>15</b>
1.2 Covid-19 Pandemic.....	16
1.3 “The Great Resignation”.....	19
1.4 Quiet quitting.....	23
1.5 Quiet Firing.....	27
1.6 Organizational inclusion.....	29
1.7 Interest and motivation in the workplace.....	32
1.8 Emotional Involvement.....	34
1.9 Knowledge Management.....	38
1.10 Gamification.....	42
1.11 Two Systems - the decision-making process.....	45
1.12 Design Management.....	47
<b>Chapter 2 - Investigating Methodology.....</b>	<b>50</b>
2.1 Concept of the Method.....	50
2.2 Problem, Hypothesis & Objectives.....	51
<b>Chapter 3 - Results and Analyses of the results.....</b>	<b>53</b>
<b>3.1 Individual Interviews - Phase 1 - Exploratory Phase.....</b>	<b>53</b>
3.1.1 Results.....	53
3.1.2 Analysis of the results - Phase 1.....	55
<b>3.2 Questionnaire - Phase 2 - Confirmatory Phase.....</b>	<b>60</b>
3.2.1 Results.....	60

3.2.2 Analyses of the Results - Phase 2.....	62
<b>Chapter 4 - Final Considerations.....</b>	<b>68</b>
<b>4.1 Study limitations.....</b>	<b>68</b>
<b>4.2 Discussion.....</b>	<b>70</b>
<b>4.3 Conclusion.....</b>	<b>75</b>
<b>References.....</b>	<b>77</b>

## Figures Index

Figure 1. Employer Research Survey (Randstad).....	21
Figure 2. % of respondents that decided not to pursue or accept a position because they believe the organization would not be an inclusive workplace (McKinsey&Company, 2015) .....	29
Figure 3. Linear sequence model by mixed methods .....	50
Figure 4. Hierarchical value map .....	55
Figure 5. Hierarchical value map (connections).....	55
Figure 6. Age of the sample population.....	60
Figure 7. Gender of the sample population.....	60
Figure 8. Professional situation of the sample population.....	61

## Tables Index

Table 1. Cronbach's alpha coefficient.....	61
Table 2. Means of each dimension .....	62
Table 3. Histogram of the inclusion and diversity dimension.....	63
Table 4. Histogram of the motivation dimension.....	64
Table 5. Histogram of the value dimension.....	64
Table 6. Histogram of the flexibility dimension.....	65
Table 7. Histogram of the human factor dimension.....	65
Table 8. Pearson Correlations tale between each dimension.....	66
Table 9. Correlations meaning.....	66

## **Abbreviations Index**

AET - Affective Events Theory

APA - The American Psychological Association

DEI - Diversity, Equity, and Inclusion

HCD - Human-Centered Design

IBM - International Business Machines Corporation

POS - Perceived Organizational Support

SPSS - Statistical Package for the Social Sciences

WHO - World Health Organization



## Introduction

The COVID-19 pandemic, which began in late 2019, has had far-reaching and unprecedented consequences on the global socioeconomic landscape. As nations grappled with the challenges posed by the virus, various aspects of life were disrupted, including public health systems, economies, and labor markets. This thesis examines the impact of the COVID-19 pandemic on employment dynamics, focusing on the phenomenon of "The Great Resignation," quiet quitting, and quiet firing. By delving into these topics, the aim is to have a better understanding of this phenomena and look to find strategies to proactively address their consequences for the workplace and foster a more resilient and adaptive workforce.

"The Great Resignation" refers to the mass voluntary exodus of employees from their workplaces during and in the aftermath of the pandemic. This large-scale shift was driven by various factors, including burnout, a reevaluation of personal priorities, and an increased desire for flexibility, work-life balance and other factors. Quiet quitting, a less conspicuous but equally significant trend, occurs when employees disengage from their work responsibilities without formally resigning, leading to a decline in productivity and organizational commitment. On the other hand, quiet firing refers to the subtle dismissal of employees by organizations, often through strategies such as reducing hours, offering unfavorable work conditions, or neglecting employee development, ultimately prompting employees to resign.

**The primary objectives of this thesis** revolve around understanding the true impact of these three phenomena on the workplace and the manner in which they manifest. Subsequently, the intention was to identify key areas in need of improvement, which formed the core purpose of exploring the five dimensions. Lastly, a final goal is to propose viable solutions to address these issues.

Two investigation thesis questions were formulated that made the foundation for the research:

1. What are the underlying factors contributing to the rise of the Great Resignation, quiet quitting, and quiet firing, and how do they impact the workplace dynamics and organizational performance?

2. What strategies and interventions can organizations adopt to effectively address the challenges posed by the Great Resignation, quiet quitting, and quiet firing, and create a more engaging and fulfilling work environment to enhance employee retention and organizational success?

This thesis is organized into four chapters in hopes of creating a straight line that has the goal of understanding this phenomena better and seek to then answer the underlining questions and reach the objectives of this thesis, it's structured as follows:

1. **Chapter One** presents an overview of the literature review and we delve into the three main trends this thesis aims to better understand and some of the implications in organizations today. Also this chapter strives to seek and examine possible solutions already studied by other researchers and look for possible connections with these trends.
2. **Chapter Two** investigates these three phenomena in the field taking into account the problem and hypothesis of the thesis and collects the data from relevant stakeholders using a mixed research method.
3. **Chapter Three** analyses the data and presents it. Seeking correlations between the five dimensions artificially created for the sake of the quantitative research.
4. **Chapter Four** discusses the results comparing them to the hypothesis and the problem of the thesis. It explores possible solutions to the problem of the thesis and gives recommendations for future researchers into this topics.

## **Chapter 1 - Literature Review**

### **1.1 Summary of the Chapter**

**The first four sub-chapters of the literary review:** 1.2 Covid-19 Pandemic; 1.3 “The Great Resignation”; 1.4 Quiet Quitting; 1.5 Quiet Firing seek to research, explore and understand better the three phenomena that are the main focus of the thesis and part of its primary objective. Seeking to answer question like: where they come from, how they came to be and what are the consequences of said phenomena in the workplace and in organizations themselves. The organization of this sub-chapters looks to create a narrative of events of this phenomena in the world and the workplace.

**The next three sub-chapters:** 1.6 Organizational Inclusion; 1.7 Interest and Motivation; 1.8 Emotional Involvement are important topics that, along the inicial research for this three phenomena, where mentioned a number of times as important areas to be considered in the workplace and in employee experience inside organizations. They where chosen for this thesis because they represent crucial discussion points and themes for this bigger theme that is the workplace nowadays.

**The subsequent sub-chapters:** 1.9 Knowledge Management; 1.10 Gamification; 1.11 Two Systems - the decision making process; 1.12 Design Management where selected because they portray possible areas of interest where feasible solutions for the consequences of this phenomena could come from and/or could help in formulating one.

## 1.2 Covid-19 Pandemic

The COVID-19 pandemic has been one of the most significant global health crises in recent history, with far-reaching consequences on virtually every aspect of society. Since the outbreak of the virus in late 2019, it has spread rapidly around the world, infecting millions of people and resulting in millions of deaths. One of the most immediate and significant consequences of the COVID-19 pandemic has been its impact on public health. Healthcare systems around the world have been put under immense strain, with hospitals and medical professionals struggling to keep up with the number of patients. Many countries have been forced to implement lockdowns and other measures to slow the spread of the virus, resulting in significant disruption to daily life for millions of people. In summary the COVID-19 pandemic has had a number of economical, social, geopolitical, environmental and technological consequences for the world. These consequences bring challenges, changes, innovations but also opportunities for growth and understanding (Schwab, Malleret, 2020).

With this in mind it is no surprise that the COVID-19 pandemic has significantly transformed the workplace as well, resulting in various changes in working conditions, employee expectations, and labor market dynamics. One notable consequence of these changes is the rise of what has been termed "The Great Resignation," characterized by an unprecedented wave of voluntary job departures (Wilson et al. 2020). This section explores the connection between the pandemic and The Great Resignation, highlighting key factors and implications.

As the pandemic unfolded, organizations swiftly adapted to new ways of working to protect employee health and maintain operations. Remote work became a widely adopted solution, with a notable increase in the number of remote workers in the United States, as estimated by Brynjolfsson et al. (2020). For example, a study by Gallup conducted in April 2020 found that 62% of employed Americans worked remotely during the pandemic, compared to just 31% before the pandemic. This study also highlighted the fact that in late March of 2020, an initial survey indicated that 36% of Americans had implemented modifications in their work routines, resulting in increased job difficulty. This percentage escalated to 44% in April and consistently remained at 40% or higher until October of the same year. Another study by FlexJobs and Global Workplace Analytics estimated that by the end of 2021, 25-30% of the workforce in the United States could work remotely multiple days a week. The Career Pulse

Survey conducted by FlexJobs between July and August 2022 revealed a remarkable trend: 65% of survey respondents expressed their preference for full-time remote work, while 32% indicated a desire for a hybrid work setup. This astonishingly high demand for remote work translates to an overwhelming 97% of workers seeking some form of remote work arrangement with their organizations.

This shift to remote work, coupled with the uncertainty and anxiety brought about by the pandemic, prompted many employees to reassess their work-life balance and overall job satisfaction, also reassessing their own ways of working and seeking alternative options, as noted by Alon et al. (2020) and Bellmann & Hübler (2020).

The emergence of "The Great Resignation" can be attributed to several interconnected factors, many of which stem from the consequences of the pandemic. Hill, R., Jones, J. (2021) argue that the pandemic compelled workers to reevaluate their work, life, and career choices, leading to a surge of resignations.

These factors can be categorized into four main groups:

1. **Reevaluation of priorities:** Confronting mortality during the pandemic prompted individuals to reconsider their priorities, resulting in a shift in work values. Employees began placing greater importance on work-life balance, autonomy, and meaningful work (Kalleberg & Marsden, 2019).
2. **Burnout:** The sudden shift to remote work, increased workloads, and blurred boundaries between work and personal life contributed to heightened levels of burnout among employees. Hayes et al (2021) note that the pandemic exacerbated burnout risks and stress levels in some specific age groups and generations, leading some employees to quit their jobs in search of better working conditions and a healthier work-life balance (Gabriel & Aguinis, 2021)
3. **Job opportunities:** The pandemic created new employment prospects in industries experiencing heightened demand, such as healthcare, logistics, and e-commerce. The availability of alternative job options such as an increase in work-from-home options

and innovations in technologies facilitated the decision to leave existing positions (Barrero et al., 2020).

4. Government support: Government responses to the pandemic, such as stimulus payments, enhanced unemployment benefits, and support for small businesses, provided a financial safety net for many individuals. This support enabled some employees to leave their jobs without immediate financial repercussions (Carnevale & Smith, 2020).

Understanding these underlying factors and their impact on workplace dynamics and organizational performance is crucial for addressing the challenges posed by "The Great Resignation", quiet quitting, and quiet firing. Organizations need to implement strategies and interventions to adapt to the evolving work environment. "The Great Resignation" has had wide-ranging implications for industries and economies. Hill, R., Jones, J. (2021) explain that the pandemic in a way has resulted in labor shortages, increased wage pressures, and a shift in power dynamics favoring workers. Employers now face the challenge of adapting to the new expectations and preferences of the workforce in order to attract and retain talent.

The COVID-19 pandemic has had a profound impact on the workplace, influencing employee behavior and expectations, and giving rise to "The Great Resignation" and other workplace phenomena. The pandemic opened the door to this phenomena and by addressing the underlying factors and consequences of the pandemic we can start to find solutions and preventative measures that could be put in place to face them.

In summary, the COVID-19 pandemic is closely related to both of this thesis questions. It has influenced the underlying factors contributing to the rise of "The Great Resignation", quiet quitting, and quiet firing, while also highlighting the need for organizations to adopt strategies and interventions to effectively address these challenges and create a more engaging and fulfilling work environment. As the world moves towards a post-pandemic reality, organizations must recognize and adapt to these changes in order to thrive in the evolving modern workplace landscape.

### 1.3 “The Great Resignation”

Anthony Klotz, a management professor at Texas A&M University, captured the mood of the workplace world during the pandemic years in a single expression - “The Great Resignation”. Even he was surprised at how quickly this phrase grew in popularity. In short, this expression is referring to the massive amount (millions actually) of workers that quit their jobs during the pandemic. The data speaks for itself, over the course of six weeks in 2020 ending on April 25, nearly 28 million individuals in the United States submitted new applications for unemployment benefits (Barrero, Bloom, Davis, 2020) and a Microsoft survey conducted in 2021 found that over 40% of global workers were considering leaving their current employers within the next year. Why during the pandemic? Well, Klotz believes that the health crises that Covid-19 brought to the whole world made people around the globe stop and think about what really made them happy and fulfilled. Being reminded of their own fragility by being in contact with disease and death made millions of workers stop and ponder about their own lives and how they want to live them. Having no control over this disease and how fast it was spreading across the world workers believe that by quitting their jobs they are in a way retaking control of their own personal and professional lives.

Some scholars like Fernández (2022) believe that this phenomenon and others that followed it were adapted from another movement that started not from the USA but all the way from China. The Tang Ping Movement, also known as the "Lying Flat Movement" or "Reclining Movement," emerged as a socio-cultural phenomenon in China in the mid-2020s. It represents a form of passive resistance or non-participation in the intense work and competitive culture prevalent in Chinese society. The term "Tang Ping" derives from the Chinese phrase "tang ping wo shui," which translates to "lying flat and taking a rest." The movement gained attention and popularity through online discussions, social media platforms, and word-of-mouth, primarily among the younger generation. This movement can be seen as a response to societal pressures, including long work hours, high living costs, limited job opportunities, and the pursuit of material success. Participants advocate for a more relaxed and minimalistic lifestyle, rejecting the traditional notion of hard work leading to success and instead emphasizing personal well-being and contentment (Fernández, 2022).

Supporters of the Tang Ping Movement believe that by minimizing their involvement in the competitive rat race, they can avoid the stress and demands associated with societal expectations. They encourage a focus on personal happiness, self-care, and pursuing activities that bring joy and fulfillment outside of conventional work pursuits (Fernández, 2022).

Despite this, other studies show that this quitting trend was already in motion years ago. A BBC article (Morgan, 2022) shows that the quitting rates were already increasing for the past 10 years; the pandemic only accelerated it even more. The later generations are moving now closer to retirement and newer generations that are now coming into the working markets have different views and expectations of the working models and cultures. Nowadays the number of resignations in various countries is massive. In the year 2021 in the United States, alone 47.8 million Americans have decided to quit their jobs voluntarily compared to the numbers of 2020 that were significantly lower with 35.9 million resignations, according to a study done by the U.S. Bureau of Labor Statistics.

The American continent is not the only one, for the first time ever recorded in the United Kingdom the number of job openings is bigger than the number of unemployed people in the country (Morgan, 2022). This seems to trigger a cascading effect since more job openings mean workers now have more options in the working market and if they are not satisfied in their current company they can quickly find alternative solutions. In March of 2022 alone we saw a record number of job openings in the US of 11.5 million by the end of the month. Also in the US, an average of 4 million people per month quit their jobs. (Soares, Esteves, 2022)

So grabbing and keeping more talent inside a company has become far more difficult than in previous years and the pandemic has only accelerated this process. In the Portuguese journal *Expresso*, a research done found that 520 thousand people quit their job between the end of 2021 and the beginning of 2022 in France alone (Soares, Esteves, 2022).

The infographic below shows the percentage of workers planning to quit their jobs at the beginning of 2022. (study done by RANDSTAD) (Soares, Esteves, 2022)

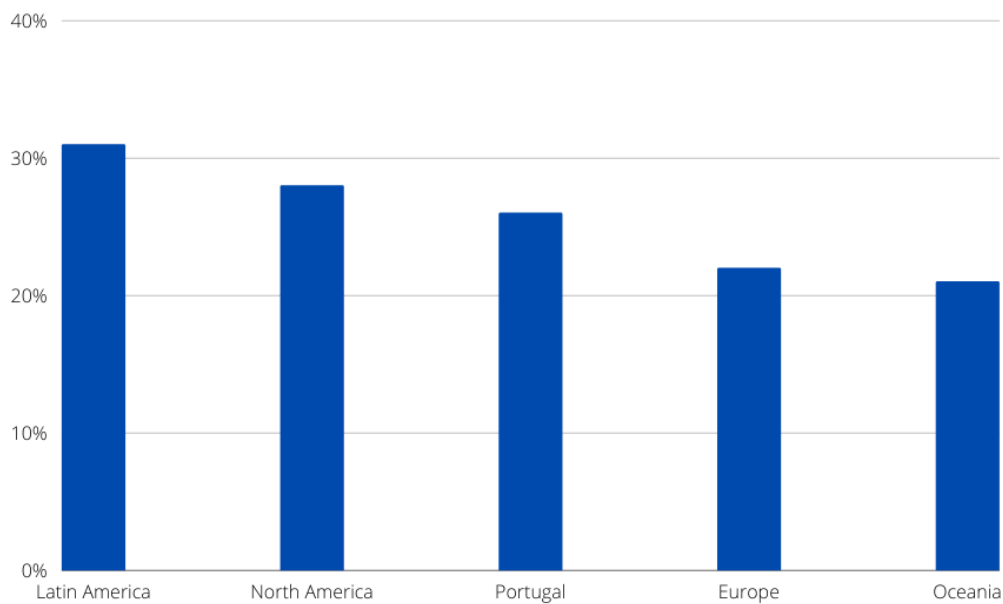


Figure 1 - Employer Brand Research Survey 2022 (Randstad). Fieldwork was conducted in January 2022.

In Portugal, it reaches 26% of the working force. The article (Soares, Esteves, 2022) also points out that a lot of these workers desire not only to quit their jobs but also to move to another sector of activities that offers bigger incentives and other benefits. It also reveals a similar example in Portugal where workers in the tourism sector are quitting more and more because of job insecurity and fewer benefits and changing to more secure and profitable jobs in other areas. New trends also seem to be emerging from “The Great Resignation” like a hybrid working model (Iqbal & Barykin, 2021) where workers can choose the days of the week that they want to work at home or in the office. A mix between the physical and virtual spaces of the workplace that combine to offer more flexibility to employees and benefit a more work-life balance. The offering of career progression is also something that people are looking for in companies nowadays.

Companies that pay for continuing training and education of their employees have become more attractive to new candidates. The normalization of the mental health of the employees and offering help and support to them is an issue that has sparked multiple conversations in the job market and has become a popular and important trend in the workplace. In fact, it has become so crucial that some countries are debating implementing days off in order for their employees to be able to take care of their mental health. According to a report by the World

Health Organization (WHO), mental health conditions, such as depression and anxiety, have a substantial impact on the global workforce. It is estimated that depression and anxiety disorders cost the global economy around \$1 trillion per year in lost productivity. This highlights the need for organizations to address mental health concerns and implement supportive measures. The American Psychological Association (APA) emphasizes the significance of creating psychologically healthy workplaces. They recommend that organizations prioritize mental health promotion, foster a positive work environment, provide access to mental health resources, and reduce stigma surrounding mental health issues. By implementing such practices, employers can contribute to improved employee well-being and performance.

The article (Soares, Esteves, 2022) also emphasizes the growing concern of the younger generations of the working force for climate change and the need for more companies to have “green” policies put in place, and the value that it can have when attracting young talent. This article quotes the company PricewaterhouseCoopers (Pwc)<sup>1</sup> study that shows that 53% of employees give significant importance to their companies' role in fighting the climate change crisis the world is facing today. Nonetheless, the “Great Resignation” era seems like it has come to stay. More and more people keep quitting their jobs for numerous reasons but nowadays it seems that this trend has transformed into something a little different.

---

<sup>1</sup> PwC, also known as PricewaterhouseCoopers, is one of the world's leading professional services firms. It is a multinational network of firms that provide various services in the areas of audit and assurance, consulting, tax, and financial advisory.

## 1.4 Quiet quitting

"The Great Resignation" has been a remarkable labor market phenomenon, marked by a massive voluntary departure of employees from their jobs. While this wave of resignations has attracted significant attention, it has also led to the emergence of another notable trend: quiet quitting. This section explains the relationship between "The Great Resignation" and quiet quitting. Despite the name "quiet quitting" doesn't necessarily mean quitting your job for good. Quiet quitting refers to a situation in which employees disengage from their work responsibilities without formally resigning, leading to a decline in productivity and organizational commitment (Mahand & Caldwell, 2023).

"As opposed to quitting their jobs, quiet quitters reject the idea that their lives should be dominated by work. A quiet quitter who is asked to perform at a high level but who is not treated as a valued individual by his or her supervisor responds by refusing to perform with maximum dedication (Smith, 2022)." - Mahand & Caldwell, 2022, pg 10.

One notable study by Hirschman (1970) introduced the term "exit" as one of the responses individuals can have when faced with dissatisfying situations. This can manifest as employees quietly disengaging and passively withdrawing from their work. In a similar vein, Kiefer (2002) examined the concept of "withdrawal behaviors," which encompass various forms of disengagement, including reduced effort and decreased organizational citizenship behaviors and the consequences of negative emotions in organizations and how they influence employees.

Another study by Fugate, Prussia and Kinicki (2010) focused on "cognitive withdrawal," which refers to employees mentally detaching from their work while physically remaining present. This type of withdrawal can involve reduced attention, lack of focus, and decreased motivation to contribute to the organization. Additionally, Cooper and Lu (2018) explored the concept of "presenteeism," where employees are physically present but emotionally disconnected and unproductive due to various factors such as job dissatisfaction or personal stressors (Silva Vieira, 2018) In their study, Cooper and Lu (2018) investigate the effects of presenteeism on both individuals and organizations. They argue that presenteeism can have detrimental consequences, including decreased job satisfaction, reduced well-being, increased

stress levels, and compromised job performance. Employees who experience presenteeism may struggle with focusing on tasks, maintaining productivity, and maintaining overall job engagement. The study highlights that presenteeism can arise from a range of factors, including organizational culture, work demands, job stressors, and personal circumstances. It underscores the importance of recognizing and addressing these factors to mitigate the negative impacts of presenteeism.

The BBC article (Morgan, 2022) referenced earlier brings to light an interesting point about the working culture differences that the pandemic has sparked. As long as we can remember the culture of many companies has been that working long hours in the office proportionally correlates to how effective their work is. Nowadays we see that this fact is not necessarily true and that companies have to pay more attention to how effectively people work than how much time they spend working.

These changes in the working culture could be one of the reasons that this phenomenon called quiet quitting has emerged from the great resignation. As "The Great Resignation" has unfolded, it has contributed to the rise of quiet quitting in several ways:

1. The rise of quiet quitting has been influenced by a shift in work values, as individuals have reevaluated their priorities and what they value in their work. According to Kalleberg and Marsden (2019), changing work values, such as an increased focus on achieving work-life balance, autonomy, and finding meaning in work, have contributed to employees becoming disengaged from their current jobs. This reevaluation of work values has played a role in the growing phenomenon of quiet quitting, as employees seek opportunities that align better with their desired work-life balance, autonomy, and the desire for meaningful work experiences.
2. Burnout and disengagement: The heightened levels of burnout observed during the pandemic and linked to The Great Resignation have also contributed to quiet quitting. Employees experiencing burnout may choose to quietly quit rather than formally resign, as a means of coping with their exhaustion and dissatisfaction (Gabriel & Aguinis, 2021).
3. Uncertainty and risk aversion: In the context of the ongoing pandemic and labor market upheaval, some employees may be reluctant to formally resign from their jobs

due to the uncertainty and potential risks associated with finding new employment. As a result, they may choose to quietly quit, allowing them to retain their positions while disengaging from their work (Mahand & Caldwell, 2023).

The rise of quiet quitting has several implications for organizations and the broader labor market:

1. The **decline in productivity** is a significant consequence that accompanies the phenomenon of quiet quitting. As employees disengage from their work, it has a detrimental impact on the overall productivity of organizations. Mahand & Caldwell (2023) assert that quiet quitting can result in a decline in both individual and team performance, as disengaged employees contribute less to the organization, either because of lack of career progress opportunities, not so favorable work conditions or because of the lack of value and trust by the organizations. This decrease in productivity can manifest through reduced effort, decreased quality of work, missed deadlines, and a lack of innovation or initiative. The consequences of quiet quitting on productivity highlight the importance of addressing employee disengagement and creating an environment that fosters motivation, satisfaction, and commitment to work.
2. **Increased turnover:** While quiet quitting may not immediately result in employee departures, it can contribute to a higher likelihood of turnover in the long run. Disengaged employees are more likely to eventually leave their organizations when they find alternative employment opportunities (Hill, Jones, 2021).
3. The prevalence of quiet quitting poses significant **organizational challenges**, particularly in terms of identifying disengaged employees and addressing the underlying causes of their dissatisfaction. Mahand & Caldwell (2023) emphasize the importance of recognizing and addressing the root causes of quiet quitting for organizations aiming to enhance employee engagement and retention. By identifying disengaged employees and understanding the factors contributing to their disengagement, organizations can implement targeted strategies to address these issues effectively. This may involve creating a supportive work environment,

enhancing communication channels, providing opportunities for growth and development, and addressing work-life balance concerns. Effectively tackling the challenges associated with quiet quitting can lead to improved employee engagement, increased retention, and a more productive and satisfied workforce.

"The Great Resignation" has not only led to a massive wave of resignations but has also contributed to the rise of quiet quitting. This phenomenon, in which employees disengage from their work without formally resigning, poses challenges for organizations and has implications for productivity and employee turnover. As the labor market continues to evolve in the wake of the pandemic, understanding and addressing the factors driving quiet quitting will be essential for organizations seeking to foster a productive and engaged workforce.

A Deloitte study that joined thousands of millennials and Gen Z workers across 44 countries pointed out that younger generations of workers give a significant priority to flexible working hours and the value of their work more than previous generations and that shows as a consequence of the shift that is happening in the workplaces today. Also younger generations want organizations to know that work and personal life are separate and they want them for both. Concerns with costs of living and harassment in the workplace is on the rise. All these new trends reveal that this "workaholic" mentality and culture is ending in favor of a more balanced and effective way of working (Fernández, 2021). Most of these movements can be tracked down to bad management for years but the pandemic has triggered a self-awareness in employees today that made them rethink the way they are working and engaging in their private and professional lives and instead of testing and implementing new healthy practices managers and leaders are combating "quiet quitting" with "quiet firing".

## 1.5 Quiet Firing

The phenomenon of quiet quitting, where employees disengage from their work responsibilities without formally resigning, has emerged alongside the mass voluntary departure of employees from their jobs. This subtle form of disengagement can result in decreased productivity and organizational commitment (Giurge & Bohns, 2021). Giurge and Bohns (2021) use the example of email sending and responding and its fastness rates as a form of aggressive control by some managers and organizations to invade employees personal life and blur the lines of work and life. In response to the rise of quiet quitting, organizations have adopted an indirect approach to employee termination known as quiet firing. Quiet firing is characterized by the discreet dismissal of employees without explicitly stating the reasons for their termination. This can be achieved through methods such as reducing an employee's responsibilities, excluding them from important meetings, or gradually diminishing their presence within the organization. As quiet quitting becomes more prevalent, organizations are increasingly turning to quiet firing as a means of addressing the resulting challenges (Gallup, 2022)

The growing trend of employee disengagement, as seen with quiet quitting, has led to a decline in productivity within organizations. This decline in productivity prompts organizations to quietly terminate underperforming employees or quiet quitters to mitigate the overall impact (Gallup, 2022). Moreover, quiet quitting can also lead to decreased team morale, as disengaged employees may negatively affect the work environment and culture. In such situations, organizations may resort to quiet firing to protect the well-being and productivity of their remaining staff (Gallup, 2022).

In the context of increased employee turnover, organizations may opt for quiet firing as a means of managing the risk of litigation or negative publicity associated with traditional termination processes (Glover, 2023). However, this approach to employee termination raises ethical questions about the fairness and transparency of organizational practices. As Glover (2023) notes, organizations should consider the ethical implications of quiet firing and strive to create a culture of open communication and accountability.

Nevertheless, the increase in employees disengaging from their work, as seen with quiet quitting, has led to the emergence of quiet firing as a response by organizations to address the

challenges posed by disengaged employees. (Robinson, 2022) While quiet firing may offer a seemingly discreet solution to the problem, it raises ethical concerns and can have negative consequences for organizations and employees alike. In one study pool done by LinkedIn, the number one platform for job opening, with almost 20.000 respondents 40% of those said that they have seen situations in their workplaces of quiet firing, and more than 35% said that they have felt it themselves and related to the symptoms. This are worrying figures, but despite this not we can't find today many controlled studies on the subject for the reason that it is still today a very recent trend that still needs more research done.

The rise of remote work during the pandemic has contributed to the increase in quiet quitting, as employees may feel more disconnected from their organizations and colleagues (Brynjolfsson et al., 2020). In some cases, remote work arrangements have diminished the sense of belonging and engagement employees once experienced in the workplace. This can exacerbate feelings of disconnection and dissatisfaction, prompting some employees to quietly disengage from their work responsibilities.

As organizations grapple with the challenges posed by quiet quitting, they may inadvertently contribute to the issue by resorting to quiet firing. This practice can create a vicious cycle, as quiet firing may further erode trust and contribute to a culture of fear and uncertainty within the organization. Employees who witness quiet firing may become more inclined to engage in quiet quitting themselves, as they may perceive their work environment as unstable and unsupportive.

## 1.6 Organizational inclusion

Inclusion can be defined in two ways in the English dictionary. First is the simple act of including someone or something as part of a larger group, collection, organization, etc. Secondly, as a bigger concept and/or idea that everyone no matter their race, sexual orientation, disabilities, gender, generation, cultural or financial situation should be able to use the same facilities, take part in the same exercises and discussions and enjoy the same opportunities and experiences. (Cambridge University Press, 2023)

Nowadays the issue of inclusion has never been more important than before. Studies show that younger generations, Millennials, and Gen Z workers, are more in tune with the issues of discrimination in the workplace and no longer want to work for companies that don't put the questions of diversity and inclusion at the center of their business practices (Delloite, 2022). Research shows that young career seekers are attentive to the questions of diversity and inclusion in companies that they are applying for and it can be a big factor in their decision to accept or refuse a job offer (Washington Post, 2021). It also brought into question the false advertising that some companies make about their DEI - Diversity, Equity, and Inclusion policies the so call surface-level diversity.

Some companies, they tell us, although they talk about DEI on their websites and in interviews, don't have a plan to tackle these issues inside their organizations. They don't go deeper into the issue of inclusion in the workplace and employees believe that in the end organizations don't act enough to deliver on their promises of more inclusion.

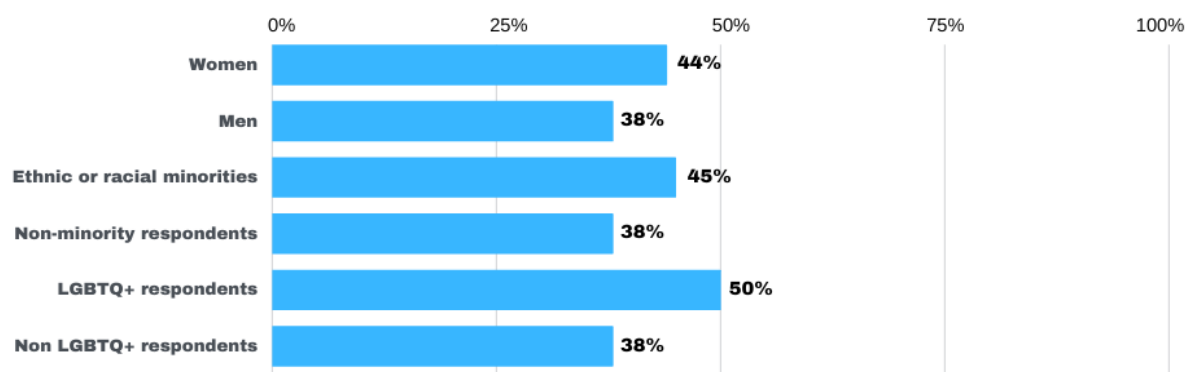


Figure 2 - % of respondents that decided not to pursue or accept a position because they believe the organization would not be an inclusive workplace (McKinsey&Company, 2015)

In this graph, we can clearly see that minority groups and women when looking for a job more often than not decide to turn down the job offer if they do not clearly see a DEI plan embodied in the job description or on a company website. For companies to understand better the importance of inclusion is very important, they understand its values.

*"We know intuitively that diversity matters. It's also increasingly clear that it makes sense in purely business terms. Our latest research finds that companies in the top quartile for gender or racial and ethnic diversity are more likely to have financial returns above their national industry medians. Companies in the bottom quartile in these dimensions are statistically less likely to achieve above-average returns." - (McKinsey&Company, 2015, pag.1)*

The company McKinsey&Company (2015)<sup>2</sup> made several pieces of research that show a correlation between inclusion, diversity, and financial returns but they are not the only ones. Many studies show that being more inclusive in the talent searching stages of the hiring process eventually brings more diverse talent to the company and in return financial returns increase in time. Another study done by the Boston Consulting Group and the Technical University of Munich (2017) shows that higher diversity in management positions in companies contributed to increased "innovation revenue". Credit Suisse (2019) also did a study with 3,000 companies that showed that companies, where women held 20% or even more of the management roles, generated 2.04% higher cash flow returns on investment than companies with 15% or fewer women in the same roles.

All this research shows us that companies need to go beyond statements and conversations and start acting by making a plan to really be more inclusive in all stages of the employee experience. McKinsey&Company comes up with one in three simple steps:

**Conversion** - including all employees in the conversations about inclusion in the workplace.  
Employee-experience surveys

**Representation** - build more representative teams that include more diverse groups of people.

**Behavior** - Company leaders need to adopt inclusive behaviors so that other employees around them follow. Also bringing awareness to underrepresented groups and talent.

---

<sup>2</sup> McKinsey & Company, commonly known as McKinsey, is a global management consulting firm.

Despite this, there are many benefits to enacting real and meaningful changes in inclusion in organizations today. These studies reveal that when these deep transformations are made profit comes along with it and companies can only grow and prosper from them. Every decision made for inclusion and diversity in the workplace needs to be made with a business approach. That means taking into account how the organization can profit more from more policies and training regarding these issues. Generations today that are entering the workforce demand bigger and more relevant changes. Millennials and Gen Zs are more educated than any other generations before them and grew up in a more connected, global, and technological world.

## 1.7 Interest and motivation in the workplace

Interest is defined in the English dictionary as the feeling of wanting to dedicate your attention to something or wanting to give your time and energy to be involved and learn more about something. It can also be defined as a quality that makes you believe that something is inherently interesting. Both of these definitions show us already why work should be something interesting for an employee. It should be an environment where employees want to **learn more** and be more **involved** in their work.

Motivation, on the other hand, can be defined as the feeling of enthusiasm for doing something or the need/reason to achieve something. There are two distinct types of motivation and both have different values depending on the task the employee is doing:

- **Intrinsic motivation:** Employees resort to this type of motivation to drive their ambitions, work and research forward. It's a type of motivation that comes from within the individual, from passion, and deep interest in their work or field, it's an internal desire to create something new and valuable and to contribute to their society or area of expertise.
- **Extrinsic motivation:** This type of motivation comes from an external source that offers a reward, most commonly money, to a person to achieve a specific goal.

The values of intrinsic and extrinsic motivation can be seen in a study done by Garbarino (1975) where the results were interesting in recording the main differences when someone has an extrinsic reward and when it does not. The results of the test were more impressive even when we saw that both of these motivations are necessary and important depending on the task and purpose that is attached to it. In a more minimal and empirical task the test saw a far more impressive result with the extrinsic motivation but when the task was more creative oriented intrinsic motivation proved to lead to more creative and surprising achievements. This study demonstrates that extrinsic and intrinsic motivation both play a key role in enhancing or diminishing employees' ability to come up with creative solutions and ideas. So interest keeps employees involved in the workplace environment and makes them want to keep learning more about their work. Intrinsic and extrinsic motivation allows the employees

to keep pursuing new and creative ideas/solutions for their work. Both are very important to keep employee engagement striving.

Some researchers talk about another factor in motivation in the workplace which is distributive justice or organizational justice (Colquitt, 2012). This could be defined as the perceived righteousness of decisions made in contexts relating to the organization that the employee is working for. An example of this would be the praise that someone gets after they conclude a task successfully or if they get paid according to the effort and time they put into their work. Of course, this is only possible if there is a sense of transparency inside the organizations as well. This distributive justice is crucial because it shows concern and support from the organization of its employees. It shows they care about fairness and being just when it comes to rewards and pay. This in part motivates employees to do more and go beyond what is expected of them in order to unlock those fair rewards.

## 1.8 Emotional Involvement

Emotions carry a big value in influencing inclusion, motivation, and interest in the workplace. The feeling of happiness or sadness can affect our day-to-day activities at work and as a consequence our problem-solving capabilities. Emotional involvement in the workplace refers to the level of emotional attachment, investment, and engagement that employees have towards their work, colleagues, and the organization as a whole. It encompasses the emotional connection and commitment that individuals feel towards their work environment, which can significantly impact their job satisfaction, performance, and overall well-being. Several studies have explored the concept of emotional involvement in the workplace and its implications for employees and organizations.

One study by Meyer and Allen (1991) introduced the concept of organizational commitment, which includes emotional involvement as one of its dimensions. Organizational commitment represents the extent to which employees feel a sense of belonging and loyalty to the organization. Emotional involvement, as a component of organizational commitment, reflects the emotional attachment and identification that employees have towards their organization, leading to increased job satisfaction and motivation.

In another study conducted by Eisenberger et al. (2001), researchers examined the impact of perceived organizational support (POS) on employees' emotional involvement. They found that when employees perceive that their organization values their contributions and supports their well-being, they are more likely to experience higher levels of emotional involvement. This emotional involvement, in turn, leads to positive outcomes such as increased job satisfaction, organizational citizenship behaviors, and reduced turnover intentions. Another study by Ashforth and Humphrey (1995) explored the concept of emotional labor, which refers to the management of one's emotions as part of their job role. The study emphasized the emotional involvement required in certain occupations, such as service or caregiving roles, where employees need to display and manage emotions to meet organizational and customer expectations. Emotional involvement in these roles can have both positive and negative effects on employees' well-being and job satisfaction, depending on the level of authenticity and emotional dissonance experienced.

Additionally, a study by Saks (2006) highlighted the importance of emotional involvement in the context of employee engagement. Emotional involvement was identified as a crucial component of engagement, representing the emotional energy and connection that employees bring to their work. This emotional involvement, when combined with cognitive and behavioral engagement, leads to higher levels of job satisfaction, commitment, and performance

Emotion involvement in the workplace also affects the culture itself of the company making it an environment where everyone feels included and happy to go to work, on the other negative spectrum can make it a toxic place to work where finding and nurturing talent can become very difficult.

Both work and personal life events that cause positive or negative emotions can impact employee engagement at work. Positive emotions at work can be optimism, joy, excitement, and/or emotional stability when under pressure. Negative emotions can be frustrating when we are stuck or struggling to finish a task, angry towards a client or a coworker, disappointed over a project that was cut, or an idea that a manager or superior didn't follow through.

All these emotions and others can affect our ability to remain motivated and interested in our role within the company. Can also affect the emotion we feel for the company itself. That is why emotional involvement is so important not only for the employee but also for the perception of clients of the company. If it's a company people are happy working in people will associate it with positive emotions. Evaluating the emotional involvement of an employee can be measured by asking questions like:

- Would you recommend other people to work for your company?
- Would you work for it again in the future?
- Are you satisfied with your role?
- If you stopped working in your company would you be happier or unhappier?

A theory developed by Howard Weiss and Russell Cropanzano (1996) called **AET - Affective Events Theory** studied the impact in the workplace of six different emotions three positive emotions: surprise, joy, and love, and three negative emotions: anger, sadness, and fear.

Their research showed that different types of events in the workplace bring out different kinds of emotions and consequently different behaviors and decision-making. For example, if a coworker or a superior gives you praise and guidance in your work, you feel happier and

more motivated to help another colleague with his work or do more hours when the job demands it. On the other hand, if you get a bad review or a manager doesn't appreciate your role in the company as often as you would like then an employee can become demotivated and sad making him become more isolated or detached from their work and environment.

Bakker et al. (2014) conducted a study to investigate the relationship between emotional involvement and burnout among healthcare workers. Emotional involvement is the level of emotional investment an employee has in their job and the organization they work for. The study found that emotional exhaustion, a key component of burnout, was positively related to emotional involvement. The authors suggest that employees who are highly emotionally involved in their work may have a greater risk of burnout because they are more likely to experience high levels of emotional demands and job stress.

The study also found that emotional involvement was negatively related to personal accomplishment, which is another component of burnout. This suggests that highly emotionally involved employees may experience feelings of reduced competence and achievement in their work, which can further contribute to burnout. The authors note that their study highlights the importance of addressing emotional involvement and burnout in the workplace, particularly in high-stress occupations like healthcare. They suggest that organizations can help reduce the risk of burnout by providing employees with the resources and support they need to manage their emotional demands and cope with job stress.

“Jobs that are high in negative emotion can lead to frustration and **burnout**—an ongoing negative emotional state resulting from dissatisfaction (Lee & Ashforth, 1996; Maslach, 1982; Maslach & Jackson, 1981). Depression, anxiety, anger, physical illness, increased drug, and alcohol use, and insomnia can result from frustration and burnout, with frustration being somewhat more active and burnout more passive. The effects of both conditions can impact coworkers, customers, and clients as anger boil over and is expressed in one's interactions with others (Lewandowski, 2003). “

- (University of Minnesota Libraries Publishing, 2017)

Emotional involvement in the workplace is closely linked to organizational culture, as it can affect the way employees perceive and interact with the company. In a positive work environment, emotional involvement can lead to greater job satisfaction, engagement, and

loyalty among employees. On the other hand, in a negative work environment, emotional involvement can lead to burnout, disengagement, and turnover.

In order to create a positive work environment that fosters emotional involvement, it is important for organizations to promote a culture of inclusion and empathy. This can involve creating opportunities for employees to connect with one another, providing emotional support for employees during times of stress, and encouraging open communication and feedback. Moreover, leaders and managers can play a crucial role in promoting emotional involvement by demonstrating emotional intelligence and empathy in their interactions with employees. By acknowledging and responding to employees' emotional needs, leaders can create a more positive work environment and foster greater emotional involvement among employees, Dutton, J. E., & Ragins, B. R. (2007).

In conclusion, emotional involvement in the workplace is a crucial factor in employee well-being and organizational success. Studies on organizational commitment, perceived organizational support, emotional labor, and employee engagement highlight the importance of emotional involvement in fostering job satisfaction, commitment, and performance. By nurturing a positive work environment that values employees' contributions, provides support, and promotes authentic emotional expression, organizations can cultivate higher levels of emotional involvement and create a more engaged and satisfied workforce.

## 1.9 Knowledge Management

The Industrial Revolution brought many changes to society and the world. One of those is the discovery of the power and versatility of technology and how it can be the main element for innovation and add value to organizations. This technology revolution came to put into focus new ways of managing innovation inside corporations. Technology was used together with preexisting knowledge to be the main booster for productivity and transformation in human society. All of these changes and revolutions were the results of the intrinsic need of the human condition to make more with less.

In the wake of this technology revolution, organizations started to realize that with technology advancing at a faster rate than anything seen before people inside companies could not keep track of all these transformations happening around them, and subsequently, institutions that were unable to adapt were at a competitive disadvantage. Quickly people started to notice that while technology was the focus for more and more continuous development the same could not be said for organizational knowledge. This created grounds for a knowledge revolution and a managing strategic style based on organizational knowledge (Markopoulos, 2017).

It is important however to distinguish different types of knowledge in organizations. There are different arguments as to how many types of knowledge one should consider to be able to have a good perspective on how they are used in organizations, for the purpose of this thesis project we will consider four different types of knowledge (Novakovic, 2016):

**Personal knowledge** is the knowledge that is acquired by the personal lived experiences of an employee or individual and is intrinsic to them.

**Propositional knowledge** is acquired by two conditions: first one has to believe that a proposition is true and then secondly it has to be sustained by scientific facts and proven data that has been viewed and reviewed by specialists in the area.

**Procedural knowledge** is acquired by hands-on practice of a task or job. It is the know-how that helps employees to actually keep performing their jobs on a day-to-day basis. A good

example of this type of knowledge is the policies and procedures of a company that all employees must follow in order to maintain their respective positions in organizations.

**Tacit Knowledge** could be defined as the knowledge that is based on or encoded in us and we use it without really knowing we are using it. An example of this type of knowledge would be the fast-paced decisions we make in our day-to-day activities or our intuition to know if something is right or wrong.

**Knowledge management** is the achievement of organizational objectives by making the best use of knowledge. Aiming to attract, develop, and share among the employees that knowledge. Typically this process of knowledge management has three different stages each of them evolves with the organization (King, 2009) (IBM, 2021):

Knowledge Creation: identification and development of new knowledge that the organization deems to be important for the innovation of the organization;

Knowledge Storage: knowledge is then stored in technological programs that allow this knowledge to then be accessed by employees whenever necessary;

Knowledge Sharing: sharing of new and stored knowledge inside the organization.

Knowledge management it's also the recognition that knowledge, not technology is the main promoter of innovation and in turn prosperity and success. Technology is more of a tool to solve problems rather than answering the question by itself. It's people and employees that have the power and the knowledge to recognize and understand the problem at hand and then find the best path to finding those answers. Organizational knowledge lives within people and is intrinsic to them and needs to be developed and nurtured for innovation to happen, that's why finding and/or bringing about a knowledge management model is so important for any organization (Markopoulos, 2015).

**Knowledge sharing** is important to face the challenges that knowledge management faces today. Razak et others (2016) talked about these same challenges: Organizations' commitment to knowledge management, perceived business support, employee engagement, job satisfaction, and others. Knowledge sharing could be defined as the process of obtaining experience from others, ideally from inside the organization (Rasak et others, 2016).

“Recent to date, refer to Witherspoon, Jason, Cam, & Dan, (2013), knowledge sharing is a process in knowledge management that used to creating, harvesting, and sustaining business processes.” - (Rasak et others, 2016, pag. 547)

The organization has to manage its employees in a way that boosts their willingness to share knowledge to help employee engagement and enrich the organization's culture. This organizational culture is also important in order to understand and in order for a culture of knowledge management and sharing to be able to grow (Novakovic, 2016).

**Organizational culture** understood by Schien (2004) is the group of underlying assumptions that one makes about an organization and what is valued, how people should behave, and its beliefs. Schien developed a model (Hogan & Coote, 2013) for an organizational culture that organizations could use to achieve innovation within the same organization. That modeled based on supporting values, for example - open communication or cooperation would form norms and policies, these are expectations about the application of those same values for example - the expectation of acceptance of new ideas because of the value of open communication or expectation of transparency on benefits.

These values and norms would be put in motion with artifacts and these are actions taken by the organization to actually put into practice those same values and norms. All of this would incentivize employees' behavior to gradually change, sustaining innovation and making them able to problem-solve in new creative ways. Making also knowledge sharing and management possible.

**Knowledge management** has some **obstacles** in its path today which can hinder its development or implementation in organizations today (Harvard, 2000):

**Lack of a business purpose:** Without a clear business problem to solve the implementation of a Knowledge management model for the pure sake of sharing and communicating set knowledge that same model becomes shallow and without any real purpose of existing (Dixon, 2000);

**Lack of resources and bad planning:** spending few resources and having a badly organized knowledge management plan can hurt the company and the effort to actually get the best from this process;

**Lack of accountability:** an organization needs to understand that in order for this process to work you need a team of skilled individuals in the management and IT areas that work solely for the purpose of creating a well-thought-out plan for knowledge management implementation. They also need to be given the resources and credibility to implement this process with time and resources from the organization in order for it to succeed;

**Lack of customization:** knowledge management is not a one size fits all kind of process so it needs to be personalized to the type of organization that is to be implemented on and also needs to be in accordance with the core values of the organization to reach the end goal of innovation and sustainable profit and growth.

All of these revolutions, changes, and evolutions had a main focus in mind and that is to simplify what is complex. Knowledge management helps organizations to utilize their employees' skillsets and transform a once complex task into a simpler one that in turn drives faster innovations to take place. Simplifying processes and systems make them more transparent and easier to be understood by the junior employees and clients as well. The issue of simplifying the complex goes much deeper and more problematic than just simple company tasks. Has technology and science evolved and get covered by more and more layers of complex knowledge, finding people and talent that actually understand and are eager to learn that complex knowledge gets harder. In part, because there is so much more to learn, and education in those areas of expertise becomes much more arduous.

Subsequently, the motivation for people and younger generations to study those practices and courses diminishes. So there is a desperate need to find a solution that could be motivating, inspiring, fun, and educating for people to take on and improve organizational knowledge. Gamification is pointed out as a possible answer to this complex problem.

## 1.10 Gamification

Gamification is increasingly being incorporated into workplace trends as a strategy to enhance employee engagement, motivation, and productivity. It is important to mention in this thesis for it can be an integral part of a possible solution to this new phenomena in the workplace cultures of organizations and it can offer valuable insights into future research studies that are engaging into new management styles for their organizations. According to Werbach and Hunter (2012), gamification can be defined as the use of game elements, mechanics, and design principles in non-game contexts to engage and motivate individuals to achieve specific goals. It is a discipline that seeks to make complex and mundane tasks more fun and engaging for people, and there are numerous examples of gamification in our day-to-day activities, such as loyalty programs, fitness apps, and educational games. While it is still very much a discipline that is being developed and studied we can see examples of this type of solution in our day-to-day activities such as gas stations where you get points every time you fill your car tank and after you get x points you win a prize. Another example is movement games where you have to move to win the game seeking to make people exercise in a fun educating way. There are a lot of examples of gamification all around us already.

The benefits of gamification in managing practices could be immense (Werbach and Hunter, 2012). For once gamification can help in employee engagement by making employees engage with their work in a more meaningful and educating way. It can help with boredom and mental health. Games are supposed to be, more than anything, fun and it is that quality that attracts us to them in part so why not use that same quality to make the workplace and the work itself a happy environment where everyone can feel included?

The paper by Deterding et al. (2011), titled "From Game Design Elements to Gamefulness: Defining 'Gamification'", is a seminal work in the field of gamification. The authors define gamification as "the use of game design elements in non-game contexts" and suggest that gamification is distinct from games themselves, as it involves the application of game-like elements to activities that are not traditionally seen as games. The paper identifies several key design elements that are often used in gamification, including points, badges, leaderboards, and challenges. These elements are intended to make tasks more engaging and to encourage users to engage in desired behaviors. The authors note that while these design elements can

be effective in motivating users, they are not sufficient on their own to create a truly engaging and effective gamified experience. To create a truly engaging gamified experience, the authors suggest that gamification should focus on creating a sense of gamefulness, which they define as "the subjective experience of engaging in game-like activities". This sense of gamefulness is created through a combination of design elements, including meaningful goals, clear rules, and a sense of progression and mastery.

Oprescu, Jones & Katsikitis (2014) explore the use of gamification as a tool for reducing boredom and improving mental health in the workplace. The authors note that many jobs require employees to perform repetitive and monotonous tasks, which can lead to boredom and disengagement. This, in turn, can lead to decreased job satisfaction, lower productivity, and increased turnover rates.

To address this issue, the authors suggest that gamification can be used to make tasks more engaging and fun. By incorporating game-like elements such as challenges, rewards, and feedback, gamification can help to make even mundane tasks more interesting and enjoyable. The authors note that gamification can be particularly effective when used in conjunction with other approaches to job design, such as job rotation and enrichment. Their study offers ten principles in which they group to make a mnemonic called "I PLAY AT WORK" and in each of these principles they relay a possible strategy and/or guide book to use gamification as a management tool in the workplace. Oprescu, Jones & Katsikitis (2014) also suggest that gamification can have a positive impact on mental health in the workplace. By creating a more engaging and stimulating work environment, gamification can help to reduce stress and anxiety among employees. Furthermore, the social aspect of gamification can help to promote a sense of community and support among employees, which can contribute to a positive workplace culture.

Knowledge management models combined with gamification could transform each stage of their models into engaging levels that could enable the business itself to be more fun, and transparent and also reduce inequalities in the workplace.

Hierarchy in organizations has always been a difficult issue to address. Some say its advantages outweigh its limitations and others say that we should aim for a more flat hierarchy within all organizations. Gamification could help make communication between senior and junior employees easier and more dynamic. Making senior employees interact

with junior ones, sharing knowledge, and educating each other. This creates a workplace that is supportive, inclusive, happier, and more knowledgeable. One other benefit of gamification is that it is mostly measurable, and in that sense, it can be used to analyze performance, employee engagement, generated content, trends, etc. (Markopoulos, Luimula, 2017).

Of course, every solution can't be perfect and there are a few constraints that have been pointed out in this management model. Gamification needs, just as other management solutions, to be well planned and organically introduced in workplace models, or else it can be seen as an artificial and superficial solution to a more complex problem. Other critics say that most gamification systems nowadays do not include things like storytelling or more educating programs instead focusing on a system of rewards that is mostly shallow and short lasting. This could be a problem because if our purpose in knowledge management is for a continuous improvement of the organizational knowledge and technology then what organizations need is a more comprehensive solution or a deeper understanding and/or research into the gamification management models (Markopoulos, Luimula, 2017). Gamification can also bring new interest in important issues for today's society like sustainability. Making people boost their engagement in the workplace or in their communities by making it fun and interactive can help make sustainable choices easier to make. Since it is such an interdisciplinary strategy its uses and tools can be beneficial for different areas of interest.

In conclusion, gamification is a valuable tool for organizations seeking to enhance employee engagement, promote inclusivity, and improve learning and development. By incorporating game elements into management practices, organizations can create a more engaging, inclusive, and effective workplace culture. However, it is important to approach gamification with a critical eye, ensuring that it aligns with the organization's values and goals and is designed and integrated in a way that is effective and sustainable. Also we need to take into account that gamification requires a big amount of resources, time and training to have an organized and well-planned incorporation of a gamification management model.

## 1.11 Two Systems - the decision-making process

Daniel Kahneman (2011) describes in his research two different systems that are in control of our brains at all times, fighting for dominance of our actions and decisions at times to our benefit other times to our detriment. It is our job to learn how to control both and take advantage of them by choosing who to choose in different situations. This is important not only for our daily personal lives but also in terms of controlling our emotions in the workplace and when it comes to making difficult decisions especially when there is money involved.

The two systems that our brain functions on, suggested by Kahneman (2011) are called system 1 and system 2. System 1 is our fast thinking where everything is very automatic and intuitive like, for example riding a car or making some sentences in our head. System 2 is the opposite is the slow thinking that use for difficult problem-solving and focusing on a situation or an action. Examples of this system would be solving a math problem or writing a paper about a subject. The argument that Kahneman makes in his research book is that our brain is inherently lazy so in order to conserve energy sometimes in more difficult problems system 1 takes over and makes automatic associations that can be incorrect so that we can find the answer faster. This can be a very insightful factor when we analyze how we make decisions or solve problems under stress. When our brain is stressed and tired our system 1 activates and takes over so we make faster decisions but less accurately and correctly. So breaks and time to reflect are vital in order for our system 2 to activate and be able to function properly so we make better decisions and come up with better solutions for our day-to-day problems. This is especially true in our workplaces.

We also learn from this research that human beings because of our system 1 tend to step in more often when we are tired or stressed, we jump to conclusions more often than not. So we are biased in how things appear to us. One example of this would be if we see someone reading a newspaper perhaps we are quick to make the assumption that that person is educated maybe has a bachelor's degree or that is more intelligent than a person that is doing sports or that a person that plays video games is lazy. Those types of assumptions and jumping to conclusions can be harmful when it comes to communicating in the workplace with other team members and colleagues and also in terms of inclusion in organizations

nowadays things that we have discussed and seen how important they are for the job market today.

Another very important lesson in this book is the overconfidence factor in our thinking. We (human beings) tend to understand the world how we perceive it and be overconfident in how we perceive the world to be. That is why looking for other people for other perceptions of problems and solutions is key to being able to make take them into account when making decisions.

Taking time to reflect on our decisions, and weigh the factors and others' perception of a problem is key to activating our system 2 and making better and more informed decisions in the workplace and that can also depend on our work-life balance and the working models that organizations use today.

## 1.12 Design Management

Design management defined by dmi: design management institute is the business side of design. So everything from strategies, talent and technology management, and other functions inside an organization that seeks to promote and instigate innovation through the perspective of design are the area that the design manager can act on (dmi: design management institute)

Design management encompasses a wide range of activities, including the strategic integration of design thinking into organizational processes, the management of design resources, and the alignment of design goals with business objectives (Best, 2006). It involves understanding and leveraging the potential of design to drive product and service innovation, enhance customer experiences, and improve operational efficiency. Design management seeks to create a culture that values and nurtures creativity, collaboration, and problem-solving, fostering an environment that supports the development and execution of innovative ideas.

Furthermore, design management fosters a customer-centric mindset, ensuring that organizations remain focused on understanding and addressing the needs and preferences of their target audience. By adopting a human-centered approach to design, organizations can create products, services, and experiences that resonate with customers, ultimately driving customer loyalty and long-term success (Brown, 2009). Human-centered Design (HCD) is one of the bases for design management. IDEO, a leading company in its work with design thinking, argues that HCD is an approach to creative problem-solving that puts the person's needs as its core thinking. In regards to design thinking.

“Design thinking, as IDEO's Tim Brown explains, is a human-centered approach to innovation.(...) Successful innovations rely on some element of human-centered design research while balancing other elements. Design thinking helps achieve that balance.” - IDEO

<https://designthinking.ideo.com/faq/whats-the-difference-between-human-centered-design-and-design-thinking>

So HCD in this way could be called the baseline the designer uses to mentally approach the problem-solving and design thinking could be thought of as the way of navigating through

that process so that the final solution is functional, valuable, and appealing to the target audience. Norman (2013) in his paper “The Design of Everyday Things” argues that HCD is an approach that comes to solve the rising issues and challenges from the new interactions between new technologies and gadgets and the people who on a daily basis interact with them. According to Norman (2013), human-centered design involves a design philosophy that prioritizes a thorough understanding of people and their needs that the design aims to address. This definition of Norman is the most complete one. It looks at HCD as more than just a simple approach to the problem-solving process, like IDEO, and recognizes the bigger scope that HCD has and how good design in order to work and be creative needs a deeper understanding of the relation between psychology and technology (Norman 2013). HCD is about the communication and conversion that happens between the human and the machine and the results that can come from a good interaction and communication and a bad one.

Design Management seeks to use various tools and methods like HCD to reach innovation and add an advantageous sustainable value to organizations by focusing also on the human factor (consumers). The HCD model is interesting because it uses a necessary condition we talked about before when we discussed the two systems that control our brains which are divergent and convergent thinking (system 1 and system 2). Which is the ability to diverge from the common way of thought and look for different solutions or ideas and also converge your way of thought and make decisions. Being able to use these two types of thinking and change between them is a necessary step to achieving creativity and making something new and valuable. One of the key benefits of design management is that it can enhance innovation and creativity in the workplace. By incorporating design thinking into their processes, organizations can develop products and services that are more user-centered and aligned with customer needs.

Design management can also help to enhance employee engagement and job satisfaction in the workplace. As noted by Brown and Katz (2011), design thinking can help to create a more collaborative and inclusive workplace culture by encouraging employees to participate in the design process and contribute their ideas and expertise. By involving employees in the design process, organizations can create a sense of ownership and commitment among their staff, which can lead to higher levels of engagement and job satisfaction.

Another benefit of design management is that it can help to create more cohesive and effective teams. As noted by Liedtka and Ogilvie (2011), design thinking can help to break down silos and promote cross-functional collaboration by encouraging employees to work together on common goals. By incorporating design thinking into team processes, organizations can create a more agile and responsive workplace culture that is better able to adapt to changing market conditions.

Finally, design management is a vital discipline for organizations seeking to navigate the complexities of today's business landscape and maintain a competitive edge. By strategically integrating design thinking into organizational processes, managing design resources effectively, and aligning design goals with business objectives, organizations can drive innovation, enhance customer experiences, and achieve sustainable success, keeping in mind their employees' engagement levels, job satisfaction, emotional involvement and inclusivity inside organizations. This design management strategies could be detrimental to understanding and creating a solution for this phenomena: "The Great Resignation", quiet quitting and quiet firing. By implementing this human-centered design strategies, organizations could not only respond to this challenges but also be preventive and proactive instead of reactive. Bringing the employees into the conversation and facilitating communication inside the organizations are a key role of the design manager. As the role of design management continues to evolve, organizations must prioritize the development of design management capabilities to capitalize on the immense potential of this interdisciplinary field.

## Chapter 2 - Investigating Methodology

### 2.1 Concept of the Method

The methodological approach of this investigation is of an empirical nature based on a case study.

The methodologies applied are mixed in nature, in a linear sequence of qualitative and quantitative methods (figure 3).

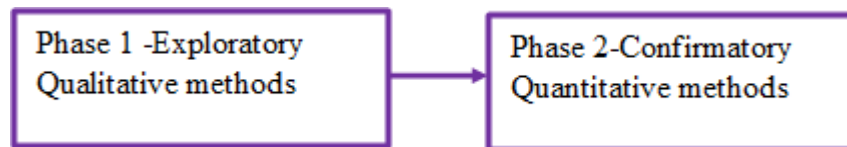


Figure 3 - Linear sequence model by mixed methods

Firstly, we applied the qualitative methods are applied in phase 1, Exploratory, in two stages: 1) as a literature review summarizing the published scientific theme related to the research objectives; and 2) as a battery of exploratory stakeholder interviews (n=14) carried out according to the Laddering methodology. The criteria for choosing stakeholders for these interviews were people that were employed by others, that have similar working spaces, those working spaces had to be in a office environment and it was important to have a mix of both hybrid working models and only physical working models.

Secondly, quantitative methods were applied, in Phase 2, Confirmatory, resulting from the content analysis of previous in-depth interviews. The confirmatory investigation was carried out mainly based on the personal experiences, opinions, and attitudes (behavioral beliefs) of the stakeholders by using an online inquiry with a set number of answers (n=125) that are the result of a ratio. Using a mixed research method allowed me to have a more complete picture of the problem and hypothesis and collect more significant data.

## 2.2 Problem, Hypothesis & Objectives

The literature review highlights the problems that different generations face in the workplace nowadays. Quiet quitting and quiet firing are the main ones that worry not only employees but also companies that seek to achieve more productivity and success. That success is closely related to the well-being of companies employees, not only physically well-being but also mentally. The employee experience in the workplace is important and companies are not doing enough to address this issue that impacts every aspect of a company's day-to-day activities.

As mentioned before in the literature review, quiet quitting, quiet firing, and “The Great Resignation” did not happen because of the Covid-19 pandemic but this global shock has fast-tracked these same issues and brought them to a new light because employees got face-to-face with the prospects of death and disease. This made them reevaluate their lives and rethink their life goals and professional objectives. Making them ask questions like - What's important in life? What do I value the most? What are my real-life aspirations? Quiet quitting and quiet firing and their consequences on today's companies and employees' experience in their workplaces are the two main problems this thesis seeks to understand and study.

With this in mind four hypotheses are raised in this thesis:

1. Hypothesis 1: Employees who feel included in a diversified workplace environment are more likely to feel motivated and valued in a organization.
2. Hypothesis 2: Employees who are motivated in the workplace are more likely to feel valued and included in their respective organizations.
3. Hypothesis 3: Flexibility and autonomy in the workplace is an important element in the workplace that employees consider in their organizations.

4. Hypothesis 4: Human relationships, communications and emotional connection between employees are highly correlated with feeling motivated and valued in the workplace.

The objectives for this thesis are, first to find out how these three phenomenons are really impacting the workplace and in what way. This was the main goal of the qualitative research (the individual interviews). Then find the main areas where we can improve - that is the main point of the five dimensions, and finally try to find solutions in order to tackle these issues.

## Chapter 3 - Results and Analyses of the results

### 3.1 Individual Interviews - Phase 1 - Exploratory Phase

#### 3.1.1 Results

The individual interviews were made following the Laddering methodology, with a sample population of fourteen individuals (n=14) with people ranging from 24 to 48 years old. The stakeholders worked mostly in similar workspaces and were employed on behalf of others, by making three questions about the three main phenomena of the thesis (“The Great Resignation”, quiet quitting and quiet firing): What do you know? What do you think? What do you feel?

The script for the interview was based on this three questions:

1. What do you know of this three phenomena that are being discussed nowadays in the workplace: “The Great Resignation”; Quiet quitting and quiet firing? (What do you know)
2. We will give you a brief explanation of each one.
3. Now that you know what this phenomena mean tell us. What do you think about them?
4. Now what do you feel about this trends?
5. Thank you.

The interview asked the stakeholders to discuss what they knew, thought, and felt about the term “The Great Resignation” that is a term (as I talked about in the literature review) that refers to the millions of people that resigned during the Covid-19 pandemic and the lockdown. Most stakeholders didn’t know the meaning of the expression and were surprised and compassionate about the millions of people that resigned to because of a re-avaluation of life priorities. Most felt that this phenomenon was justified and it was a clear example of how the pandemic influenced the mental health of employees around the world and the lockdown blurred the line between working and personal life.

From these interviews, interesting results were found depending on the age and work experience of each individual. Younger stakeholders were aware of the term “quiet quitting” not knowing exactly how to define it. Older stakeholders didn’t know about the term but after some quick definition, they were able to identify and sometimes relate to the trend. In all of my interviews, stakeholders could pinpoint peers or family members that have gone through similar experiences to the one described in the term. All of them could also recognize the importance of bringing light to the problem and try to find solutions to the same. They could relate in some way to these trends, especially younger individuals who said that although they were not keen on quitting their jobs they also felt that there were some key points in which the company they are working for could greatly improve. Also, something interesting to point out is that older generations although they didn't necessarily relate in a direct way to the trend and quoting “is a younger peoples problem” they also understood the struggles that the younger generation is different and should be taken into consideration by companies nowadays.

When debating the term “quiet firing” stakeholders of all ages felt a bit uneasy about its definition or meaning. Despite this, after an explanation, most of the individuals I interviewed felt strongly about the disadvantages of this trend or behavior and said that unfortunately they have seen or heard of situations like the ones depicted in this trend.

### 3.1.2 Analysis of the results - Phase 1

After all, the interviews were finished the next step was to build a hierarchical value map (seen below) that is the result of the information gathered and analyzed, manually, from the qualitative research.

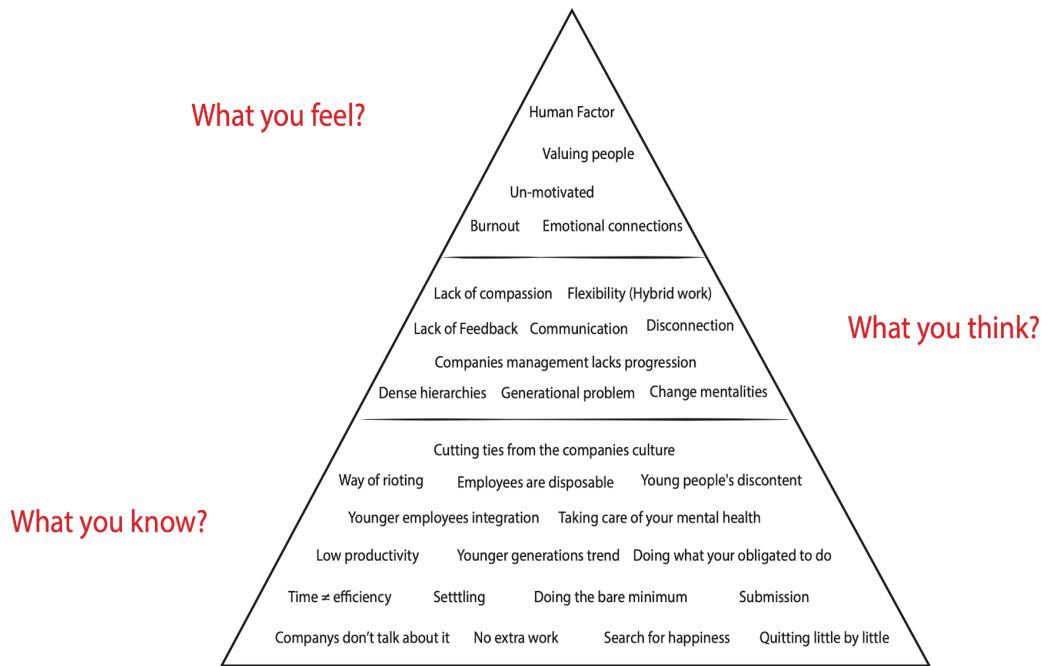


Figure 4 - Hierarchical value map

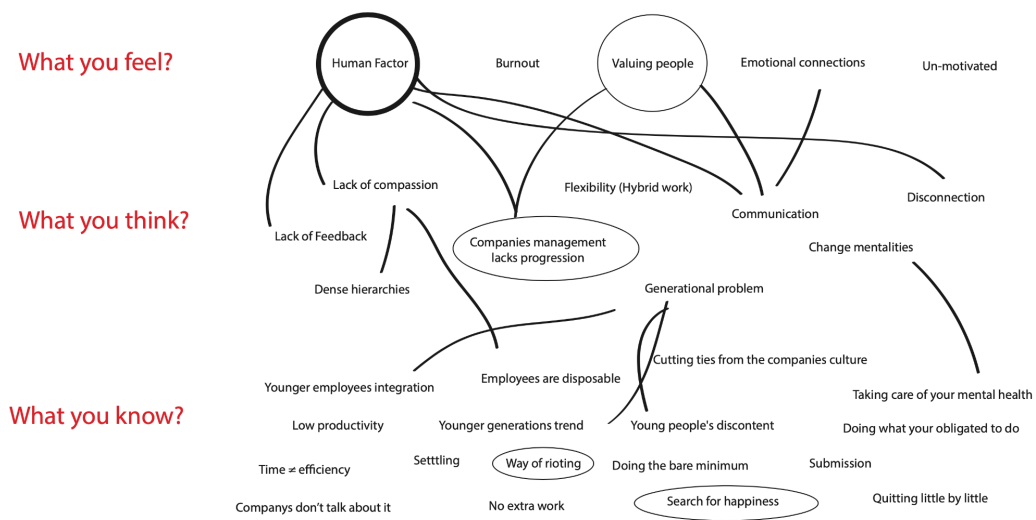


Figure 5 - Hierarchical value map (connections)

Both of these maps were made by putting together concepts, words, expressions, and other ways in which the individuals interviewed responded to the questions made and what they related to quiet quitting and quiet firing. As we can see when asked about **what they know** of these trends a large number responded and/or related these trends to a younger generation and has a generational problem or difference. They talked about the discontent that younger people feel about working conditions and long hours spent in the office which directly relates to a work-life balance problem in companies nowadays which they also pointed out. Mental health and taking care of your body and mind were an aspect that was considered in some interviews that people felt it was directly linked to dissatisfaction in the workplace and low productivity rates and it was a big concern (they felt) by the younger working population now then it was some years ago. When trying to describe these trends people used words like settling, doing the bare minimum, quitting little by little, and doing no extra work outside of what you are actually contractually obliged to do. There was also a sense that their own companies didn't discuss these issues in the workplace although they knew that it could be beneficial to debate it or learn more about the subject.

When asked more deeply about **what do they think** about these two trends words like disconnection, distancing themselves from the company's culture, and lack of communication inside the workplace were in different ways mentioned by a large number of individuals. They argued that employees found themselves mentally disconnecting from companies so they could get more individual freedom and fewer levels of stress in the workplace. That disconnection and break from the workplace culture were also directly allined with an absence of communication inside the company, especially between senior employees and junior employees. This could also relate to a lack of compassion for people who are struggling inside organizations, some people pointed out, and that leaves employees more isolated and less interested in their work and subsequently the organization itself. There were also a large number of people who highlighted the importance of flexibility in the workplace either by means of hybrid and remote work or by means of a schedule less restrictive and more open to changes. Surprisingly there were references to a lack of progression in portuguese companies managing styles and strategies that have changed little by the Covid-19 pandemic and there was a sense that “organizations were going back to their old ways of managing just like nothing had happened this past couple of years” and that would be a mistake in peoples view.

Finally when we arrived at the final part/question of the interview process individuals were asked **how they felt** about these two trends and their sudden emergence in the workplace. In this phase, people talked about some personal experiences where they felt or have heard a situation of burnout (excessive stress related to work experience) and had to take a break or had to distance themselves from their work environment in order to take care and preserve their mental health. This suggests that burnout events can be more frequent and common than people and organizations actually realize. An emotional connection with the organization itself was an issue people felt that was needed to be productive and it was closely linked to people especially younger employees being un-motivated in the workplace and has a result engaged in quiet quitting. From this concept, people felt that they were not being valued in their company, resulting in their work not being appreciated by their superiors or stakeholders.

Finally, we arrived at the conclusion that the concept that could more accurately describe the feelings of people from these trends was a lack of human factors in organizations. Humans have feelings, humans have lives outside of work that in one way or another they influence their productivity in the workplace. Humans crave connections, they crave new challenges and also they need validation from outside of themselves sometimes. Humans need help sometimes and feel sad and scared. All of these make the human factor in organizations that people felt was not being met or managed in the best way possible.

From the information gathered from the hierarchical value map and its analysis, **5 dimensions** were created artificially in order to evaluate how current and future employees from different organizations feel about their relevance in the workplace and how they change or impact the workplace environment in their respective workplaces:

- **Inclusion and diversity;**
- **Motivation;**
- **Value;**
- **Flexibility;**
- **Human Factor**

After these dimensions were created a questionnaire was built for the confirmatory phase of the thesis incorporating these dimensions into it. In each dimension, **five questions** were

made so a total of 25 questions (not counting the personal information questions). These questions were chosen from the information gathered in the exploratory phase (interviews) and the literature review. They are as followed:

### **Inclusion and diversity:**

- I feel included in the work culture of the company where I work
- I feel that there is a culture of diversity and inclusion in the company where I work
- My company has an inclusion, diversity, and equality plan
- This plan is known to all employees
- This same plan is put in place and updated regularly

### **Motivation**

- I feel motivated in my workspace
- I feel motivated to complete work outside my working hours
- I'm motivated to stay with my company for a long period of time
- My company actively seeks to motivate me
- The physical space of my organization where I work affects my motivation

### **Value**

- I feel valued in my company
- I feel that my company values my opinions
- My company values the extra time I take out of my personal life to complete work
- I feel that my company values having a better balance between my professional and personal life
- I get constant feedback on my work

### **Flexibility**

- My company has flexible working hours.
- Flexibility with schedules is important to me
- Hybrid work (working remotely and in the office) is important to me
- I feel that I have autonomy in my workplace
- There is trust to have more flexibility and autonomy in my company

### **Human Factor**

- I feel emotionally connected to my company's culture
- I feel understood in my workspace
- I've been in a burnout situation (professional exhaustion)
- I feel that there is transparency in my company
- I feel that there is open and honest communication in my company and with my colleagues

## 3.2 Questionnaire - Phase 2 - Confirmatory Phase

### 3.2.1 Results

From the five dimensions that were artificially created in phase one of the thesis, a questionnaire was built to evaluate those same dimensions and how they influence the workplace of employees.

For my quantitative method, the investigation was carried out online according to a convenience sample of n=125 respondents, based on the Malhotra ratio (1:5), with an instrument of 25 closed questions (e.g., Likert-type scale with 5 terms: 1=Strongly Disagree to 5=Strongly Agree, with the neutral term: 3=neither disagree/neither agree). Below, there are some figures that illustrate the same population for this phase of the field study.

#### Age

125 respostas

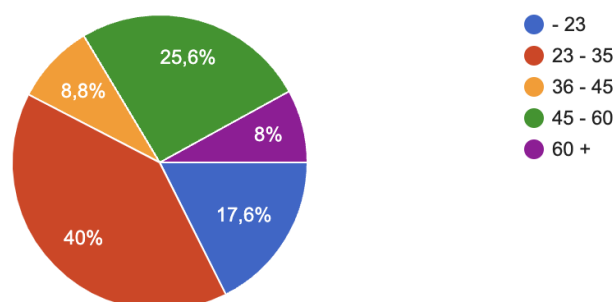


Figure 6 - Age of the sample population

#### Gender

125 respostas

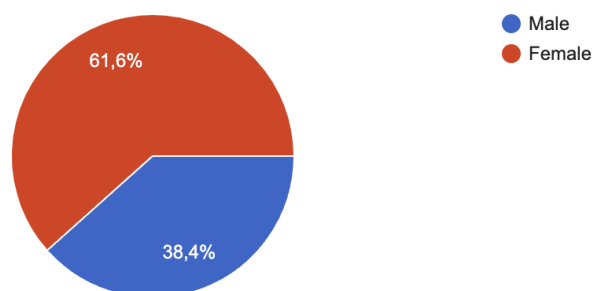


Figure 7 - Gender of the sample population

## Professional Situation

125 respostas

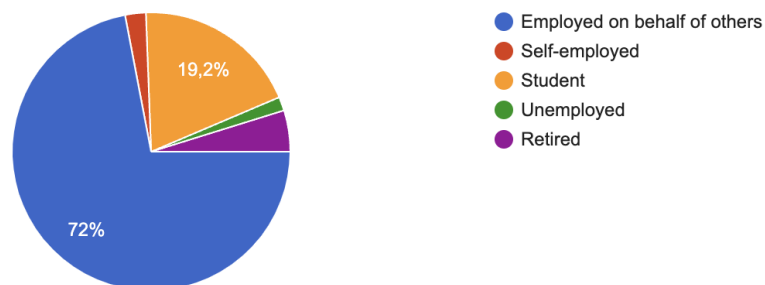


Figure 8 - Professional situation of the sample population

These figures illustrate that the sample population of my quantitative research was composed of people from different generations but a big part (40%) was from a younger generation of people and also a big amount from people that were employed on behalf of others (72%).

To access the consistency of the questionnaire a reliability test was made using the SPSS program and calculating Cronbach's alpha coefficient which measures the internal consistency of a set of survey items.

### Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.934	.936	25

Table 1 - Cronbach's alpha coefficient

This resulted in a coefficient of 0.934 which according to most of the interpretations of these values it's considered excellent. Everything above 0.7 is considered very good but sometimes values that exceed 0.95 or 0.99 can be seen as "too high" so questions in the survey itself can be seen as not very relevant and too similar. With this result (0.934) the questionnaire is indeed reliable.

### 3.2.2 Analyses of the Results - Phase 2

After the necessary number of responses had been acquired from the questionnaire and all the data had been collected it was analyzed by using the IBM<sup>3</sup> SPSS platform<sup>4</sup> to evaluate if the questionnaire was valid and what type of correlation and conclusions could be made from the analysis.

	Mean	Std. Deviation	N
Inclusiondiversity	3.4624	.98092	125
motivation	3.3808	.89782	125
value	3.2688	.96055	125
flexibility	3.9696	.75607	125
humanfactor	3.1968	.77999	125

Table 2 - Means of each dimension

This figure shows the means of each dimension and it was calculated by making the means of the five questions belonging to each dimension. We can notice that there was greater consistency and agreement in the flexibility dimension where people agreed that flexibility was a very important factor in the workplace. Next inclusion and diversity was a factor where more people answered with a bigger agreement value. The questions included in this dimension suggest people feel that their workplaces are inclusive and diverse and that most companies have an inclusion and diversity plan. It's important to know that a greater number of respondents when asked the question: "This inclusion and diversity plan is known to all employees" and "This plan is updated regularly" the answers were much less agreeable and a significant amount of respondents answered with 1 or 2 values.

Motivation is the third dimension with the highest mean value. Respondents agreed with a value of 4 on how motivated they are in the workplace not many answered with 5. These

---

<sup>3</sup> IBM, which stands for International Business Machines Corporation, is a multinational technology company based in the United States. It is one of the oldest and largest technology companies in the world.

<sup>4</sup> The IBM SPSS platform refers to a suite of software products developed by IBM that focuses on advanced statistical analysis, data management, and predictive modeling. SPSS stands for Statistical Package for the Social Sciences,

values were much more dispersed when asked if their company actively sought to motivate them and if they were motivated to stay with their companies for a more extended period of time. Value (appreciation) was among the ones with the lowest mean value and where people were asked questions that related to the value that their organizations gave to them for the extra work they do, if they feel valued in their workplaces, and if their organizations value a more balanced professional and personal life.

Lastly, the human factor dimension had the lowest mean value. Questions that were asked in this dimension were: “I feel emotionally connected to my company culture”, “I’ve been in a burnout situation (professional exhaustion)”, and “I feel that there is transparency in my company”. To these questions, responses were much more dispersed and a great number of people answered with values 1, 2, or 3 suggesting a pattern relating to the “quiet quitting” trend.

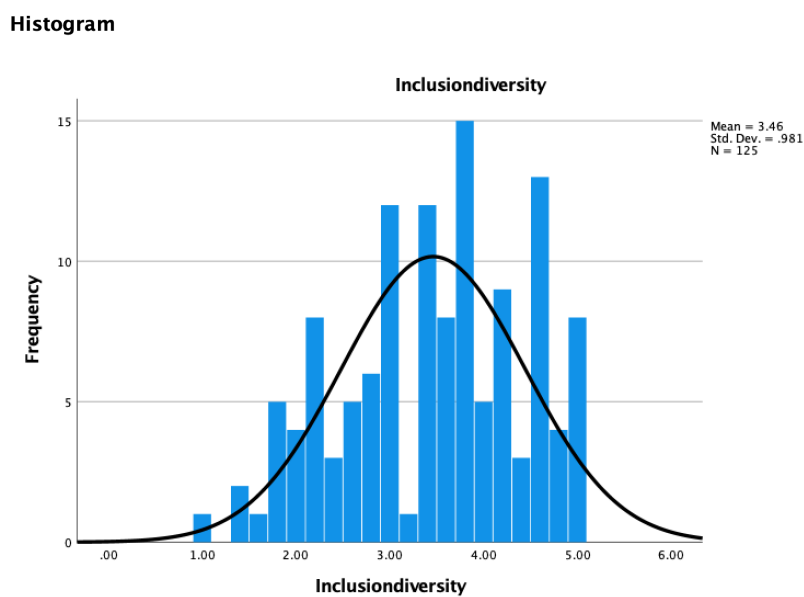


Table 3 - Histogram of the inclusion and diversity dimension

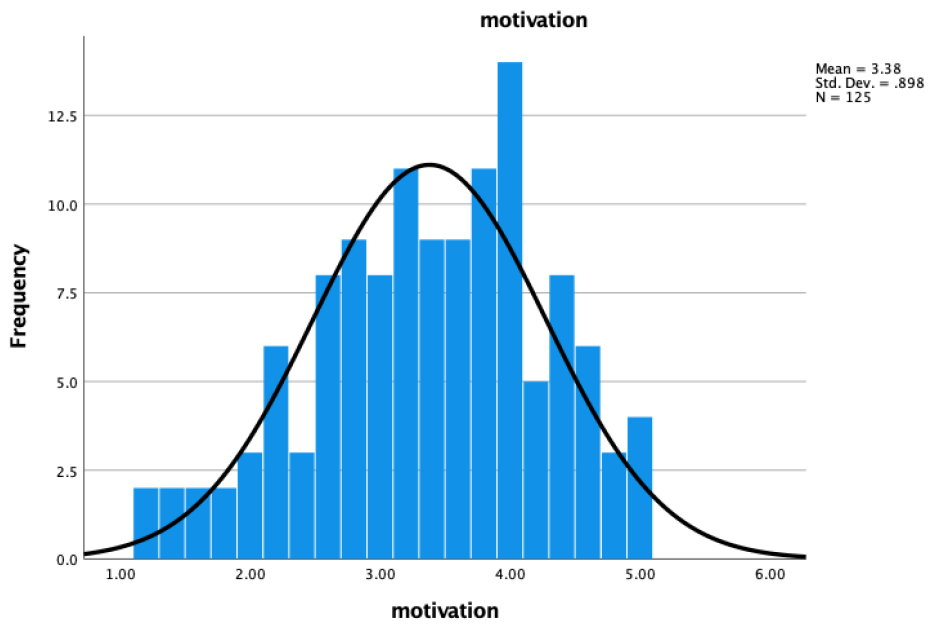


Table 4 - Histogram of the motivation dimension

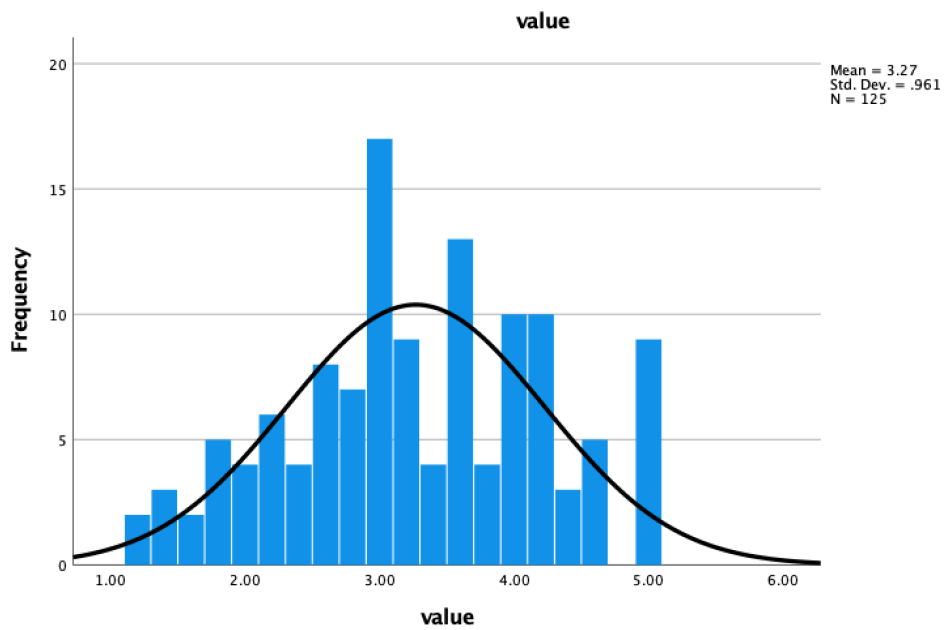


Table 5 - Histogram of the value dimension

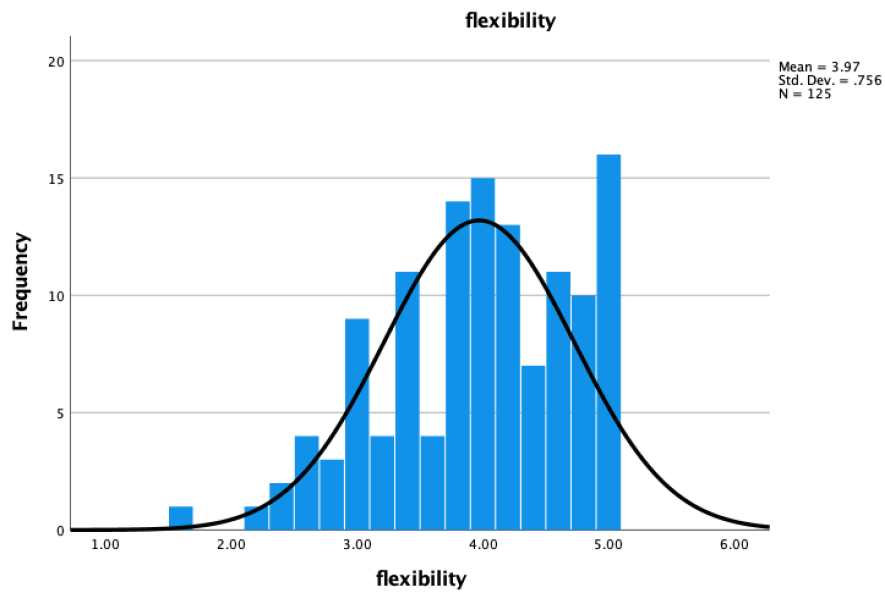


Table 6 - Histogram of the flexibility dimension

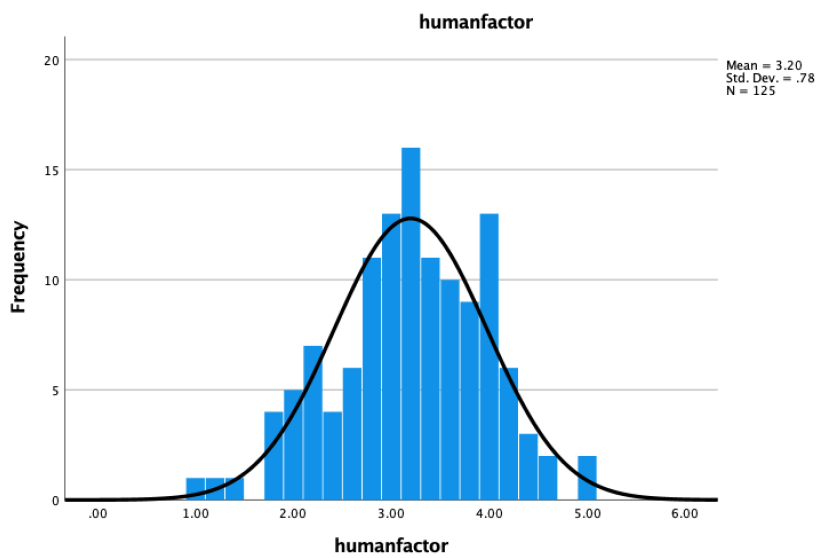


Table 7 - Histogram of the human factor dimension

These tables show us that these dimensions are all normally distributed which is why we used the Pearson correlation to draw conclusions from.

### Correlations

		Inclusiondiversity	motivation	value	flexibility	humanfactor
Inclusiondiversity	Pearson Correlation	1	.658**	.609**	.570**	.589**
	Sig. (2-tailed)		<.001	<.001	<.001	<.001
	N	125	125	125	125	125
motivation	Pearson Correlation	.658**	1	.781**	.571**	.725**
	Sig. (2-tailed)	<.001		<.001	<.001	<.001
	N	125	125	125	125	125
value	Pearson Correlation	.609**	.781**	1	.563**	.710**
	Sig. (2-tailed)	<.001	<.001		<.001	<.001
	N	125	125	125	125	125
flexibility	Pearson Correlation	.570**	.571**	.563**	1	.592**
	Sig. (2-tailed)	<.001	<.001	<.001		<.001
	N	125	125	125	125	125
humanfactor	Pearson Correlation	.589**	.725**	.710**	.592**	1
	Sig. (2-tailed)	<.001	<.001	<.001	<.001	
	N	125	125	125	125	125

\*\* . Correlation is significant at the 0.01 level (2-tailed).

Table 8 - Pearson Correlations table between each dimension

The correlation table shows us the correlation between each dimension. These values can range from -1 to 1 (perfect correlation). This next table show us how to interpret the results of the Pearson correlation coefficient.

Size of Correlation	Interpretation
.90 to 1.00 (-.90 to -1.00)	Very high positive (negative) correlation
.70 to .90 (-.70 to -.90)	High positive (negative) correlation
.50 to .70 (-.50 to -.70)	Moderate positive (negative) correlation
.30 to .50 (-.30 to -.50)	Low positive (negative) correlation
.00 to .30 (.00 to -.30)	negligible correlation

Table 9 - Correlations meaning - (Ahammad, 2019)

By understanding this table and the Pearson<sup>5</sup> correlation we can deduce from the questionnaire that the human factor dimension has a high positive correlation with the value dimension and the motivation dimension and this can give us some insight into how these five dimensions relate to each other. Value and motivation are also two dimensions with a high positive correlation between them. Next we discuss this analysis, the limitations of this thesis and some final conclusions.

---

<sup>5</sup> Pearson refers to Karl Pearson, a British mathematician and statistician who is widely recognized for his contributions to the field of statistics. Karl Pearson is best known for developing the Pearson correlation coefficient, which measures the linear relationship between two variables.

## Chapter 4 - Final Considerations

### 4.1 Study limitations

Despite the rigorous approach and comprehensive analysis conducted in this study, several limitations should be acknowledged to provide a balanced understanding of the research findings and the conclusions reached in this thesis. There are several constraints that had an influence in the thesis. The sample size for the qualitative research was 14 individuals of a similar geographic area and for the quantitative research it was 125 participants with a bigger geographic area (some individuals were from different countries like England, Spain and others) this may limit the generalizability of the findings to a broader population. Future research, with more resources, should aim to include a larger and more diverse sample to enhance the external validity of the study results.

In spite of a lot of efforts to ensure participants' confidentiality and anonymity, there remains a possibility of **response biases in self-reported data**. Participants may have provided socially desirable responses or experienced recall biases, affecting the accuracy and reliability of the collected data. There are other factors that could pose limitations for the study like time and resources. There were some **time and resources constraints** in the sense that the sample size couldn't be bigger for the sake of progression of the thesis and the analyses of the results themselves. Future research with extended timelines and sufficient resources could delve deeper into the research questions and investigate additional factors that might influence the phenomena under study.

**Limitations of statistical analyses** should be taken into account. While appropriate statistical analyses were employed in this study, it is essential to acknowledge the limitations associated with the specific statistical techniques used. Different statistical models or analytical approaches could yield alternative interpretations or provide additional insights into the data. Future research may consider utilizing different statistical methods to validate the findings and explore potential nuances within the data. Also, the findings of this study may be influenced by **specific contextual factors**, such as the cultural, social, or organizational context in which the research was conducted. These contextual factors could limit the generalizability of the results to different settings or populations. Replication studies

conducted in various contexts would be valuable in determining the robustness and applicability of the findings across diverse settings.

In addition to the study limitations discussed, it is strongly recommended to conduct an **exploratory factor analysis** to validate the five proposed dimensions and the scale employed in this research. This analyses can provide valuable insights into the underlying structure of the data, helping ensure the robustness and reliability of the measurement instrument. By examining the factor loadings and interrelationships among variables, this analyses can also enhance the study's credibility and contribute to a more comprehensive understanding of the constructs under investigation.

## 4.2 Discussion

“The Great Resignation” - the name given to a phenomenon that occurred during the covid-19 pandemic where millions of people around the globe quit their jobs for others that were more in line with their values and needs. This in time brought two new workplace trends among organizations. Quiet quitting as seen before is the dismissal of any extra work outside of normal working hours by employees and in some instances doing the minimal amount of work that is required to keep their jobs. Quiet firing - the response to quiet quitting by team managers. These tendencies in organizations were explored in the interview phase of the thesis, where stakeholders identified some issues that could be the cause of these new trends in the workplace. In the hierarchy value map, it was explored some of the concerns of stakeholders about quiet quitting and quiet firing like lack of motivation, burnout situations (professional exhaustion), emotional disconnection from the organizations, and others... From this hierarchical value map, we grouped these concerns into five distinct dimensions artificially created. This was done in order to, in a confirmatory phase, test these dimensions and issues, with people from across multiple generations, and see how impactful they are in the workplace and how they relate to each other.

Some surprising results were drawn from analyzing the questionnaire that helped to answer the hypothesis of the thesis.

**Hypothesis 1: Employees who feel included in a diversified workplace environment are more likely to feel motivated and valued in a organization.** From the correlation table we can take certain conclusions that points us to a positive correlation between the inclusion and diversity dimensions and the motivation and value dimension. From this we can see that organizations that focus on inclusivity and diversity in the workplace have more chances to keep their employees motivated and feeling valued in their jobs keeping them from quiet quitting and from searching other job options.

**Hypothesis 2: Employees who are motivated in the workplace are more likely to feel valued and included in their respective organizations.** The same conclusion could be said for the motivation dimension. Where there was a positive correlation with the inclusion and

diversity dimension and a high correlation with the value dimension. Organizations that can keep their employees motivated and engaged will help employees feel value in their jobs.

**Hypothesis 3: Flexibility and autonomy in the workplace is an important element in the workplace that employees consider in their organizations.** Flexibility, both in terms of schedule and hybrid or remote work, nowadays for stakeholders is one of the most important dimensions in the workplace. It is also the dimension where there was the most consensus with a mean of 3,9. This shows that flexibility needs to be a priority in the organizational management of businesses.

**Hypothesis 4: Human relationships, communications and emotional connection between employees are highly correlated with feeling motivated and valued in the workplace.**

The human factor dimension was created when in the exploratory phase (interviews) stakeholders could not identify a specific element of factor that was missing or was the cause for this phenomena in the workplace. Despite this they pointed out that what some organizations were missing was a “human factor”. When they were asked to describe this terminology it was clear that they meant the human connections and communications between colleagues and friends that happen in the workplace. That emotional connection that happens when you are working with other human beings to achieve a goal - when you work together. By examining the correlations between dimensions we can notice that this human factor had a highly positive correlation with both the motivation and value dimension this was an important finding in terms of working towards a possible solution to this phenomena in the workplace.

Another interesting discovery from the analyses of the results was the realization that employees don't seem to be motivated to stay with their organization for an extended period of time may be because they regularly search for other alternatives while still working for their present company. Secondly, value (appreciation) was one of the dimensions with the lowest mean value where more people felt that there were not being valued in their company, that when they did extra work because it was needed their organization didn't seem to value that extra time working. Also, a large number of respondents also seemed to not feel like their organization valued a more balanced professional and personal life for their employees.

The most important and surprising result we observed was the high correlation between three dimension: **human factor**, **motivation**, and **value**. Human factor (the feelings and connections of the employees) was highly correlated with motivation. Also very highly correlated with the value dimension. We can draw some arguments with this discovery. The increase in quality of this human factor in organizations and the increase in focus of this dimension in organizational management can somehow lead to an increase in both motivation of employees and the feeling of appreciation inside the workplace and the organization itself. In order for an employee feels that his job has value also relates to his motivation to do his job correctly and productively (value and motivation also had a high positive correlation) and the human factor - the more compassionate and understanding human part has a very close relation to how well these two dimensions work and evolve and also (subsequently) on how well an organization succeeds.

**The human factor dimension** seems to be a key element that is still underdeveloped in organizational management frameworks nowadays. These new trends of quiet quitting and quiet firing only came to highlight that exact point. The phenomena of “the Great Resignation”, quiet quitting and quiet firing, highlights the need for organizations to re-evaluate their approach to employee management. As more employees seek out work that aligns with their values and needs, it is important for organizations to recognize and adapt to these changing expectations. This dimension encompasses the emotional and social aspects of work, such as the relationships between colleagues and the level of trust and support within the organization. A positive human factor can lead to higher motivation and productivity, as well as increased job satisfaction and retention. To address these issues, organizations can prioritize creating a positive work environment that values and supports employees. This can include offering flexible work arrangements, recognizing and rewarding employee contributions, providing opportunities for growth and development, and fostering positive relationships between colleagues.

The **fundamental goals of this thesis** focused on grasping the genuine effects of these three phenomena within the work environment and how they materialize. Following that, the aim was to pinpoint crucial sectors requiring enhancement, which became the central motivation behind examining the five dimensions. Ultimately, the final objective involved suggesting feasible strategies to rectify these concerns. The literature review was used in order to achieve the goals of understanding and examining those phenomena and their consequences

for the workplace and businesses like: lack of productivity, burnout and mental health issues for the employee, increased turnover, employee disengagement and disconnection from their work and other organizational challenges. The literature review tied to the exploratory phase of this thesis research where used to find crucial elements or areas that had connections with the workplace culture that could be improved and/or innovated, resulting in the five elements artificially created for the quantitative research. In relation to finding solutions for this phenomena through the exploration of the five dimensions, this thesis begins to formulate an avenue to a possible solution or framework that could pose as such. The human factor dimension, as explained before, could be a key element in that same solution.

More **future research** could be important in defining better this human factor and the ways in which it expresses in multigenerational workplaces. Also reformulating existing frameworks or creating new days focusing on this key principle dimension - the human factor not forgetting, of course, the other dimensions, and how they correlate to each other. Future research can continue to explore the relationship between the different dimensions identified in the study, as well as how they may vary across different generations and cultural contexts.

Also with the increasing reliability of organizations with emerging technologies and AI programs this thesis could be important in defining and helping to reshape the future of the workplace landscape as companies keep laying of employees in favor of technology that can replace them. Moreover, as organizations continue to heavily depend on the evolution of technologies and AI systems, the significance of this thesis becomes even more profound. It has the potential to redefine and restructure the future of the professional environment, especially as companies continue to prioritize technological solutions over human resources. The insights drawn from this thesis could serve as a start of a bigger debate as businesses are transitioning towards technology while trying to ensure the least possible disruption to the workforce. It can help in strategizing the adoption of technology, keeping in mind the delicate balance between efficiency and employee engagement.

Furthermore, this study could potentially stimulate a broader discourse on the ethics and responsibilities of companies in a rapidly technologizing world. With AI and automation capable of assuming roles traditionally held by humans, it's imperative that companies navigate this shift with a human-centered approach. This includes considering the impacts on employment levels, workers' rights, and the potential need for reskilling and upskilling

initiatives to prepare employees for the changing landscape of work. Overall, the importance of this thesis extends beyond the immediate impacts of technology on the workplace, providing a roadmap for a responsible, inclusive, and sustainable transition into the future of work.

### 4.3 Conclusion

In conclusion, this thesis has embarked on an explorative journey into three phenomena that are significantly impacting the current workforce: the Great Resignation, Quiet Quitting, and Quiet Firing. These phenomena were consequences of the impact of the COVID-19 pandemic on the workplace that has been substantial and transformative, reshaping the future of work in unprecedented ways. As we navigate towards a post-pandemic world, understanding these changes is crucial to creating resilient and inclusive workplaces. “The Great Resignation” has underscored a growing dissatisfaction among employees and a cry for better working conditions, benefits, and work-life balance. As more individuals reconsider their roles and career paths, organizations must proactively address these issues to retain valuable talent and ensure productivity.

Quiet Quitting, while a more subtle shift, is no less impactful. This trend reflects a disengagement within the workforce that must be addressed. To combat the adverse effects of Quiet Quitting, organizations need to foster an engaging/motivating and inclusive work environment that bolsters employee morale and productivity. More flexibility and autonomy is needed in order to give more trust to the employee and that same trust given back to the organization. Quiet Firing, on the other hand, highlights the darker side of corporate strategies in maintaining efficiency and performance. The ethical implications of this practice require a more human-centered approach to workforce reduction, emphasizing transparent and respectful human communication.

Collectively, these phenomena are not merely disruptions but potent catalysts for change, steering us towards a more empathetic and people-focused workplace. Design managers can be a transformative moderator that uses HCD and design thinking tools to build the bridge between employees and organizations, helping to shape the future workplace landscape. This coupled with other solutions presented in the literature review like gamification and knowledge management strategies implementation can generate effective solutions to prevent and anticipate this phenomena in the future. It is a call for organizations to reassess their practices and to create a work environment that values the human aspect of their employees.

In proposing that this human factor dimension in the workplace should be an integral part of any organization and its exploration, research and improvement should be crucial in any employee experience, this thesis underscores the need for organizational restructuring through a well designed management plan that can focus on the five dimensions highlighted in this thesis: Inclusion and diversity; Motivation; Value; Flexibility and Human Factor. Implementing a management plan that can explore the best qualities of this human factor could significantly improve workplace dynamics, boosting employee morale and overall productivity.

In the future of work, the focus is shifting towards employee wellbeing and satisfaction as key indicators of success, rather than purely financial gains. This thesis, therefore, is not just a study of current trends, but a call to action, an impetus for organizations to rise to the challenges and opportunities of the changing workplace landscape. As we move forward, let it serve as a compass, guiding us towards a more compassionate, efficient, and inclusive world of work.

## References

Alon, T., Doepke, M., Olmstead-Rumsey, J., Tertilt, M. (2020). *THE IMPACT OF COVID-19 ON GENDER EQUALITY*. NBER WORKING PAPER SERIES. Retrieved from <https://www.nber.org/papers/w26947>

Altig, D., Baker, R. S., Barrero, M. J., Bloom, N., Bunn, P., Chen, S., Davis, J. S., Leather, J., Meyer, H. B., Mihaylov, E., Mizen, P., Parker, B. N., Renault, T., Smietanka, P., Thwaites, G. (2020). *ECONOMIC UNCERTAINTY BEFORE AND DURING THE COVID-19 PANDEMIC*. NBER WORKING PAPER SERIES. Retrieved from <https://www.nber.org/papers/w27418>

American Psychological Association. (2019). *2019 Psychologically Healthy Workplace Award*. Retrieved from <https://www.apa.org/applied-psychology/psychologically-healthy-workplaces-2019.pdf>

Ashforth, B. E., & Humphrey, R. H. (1995). *Emotion in the Workplace: A Reappraisal*. *Human Relations*, 48(2), 97–125. DOI: 10.1177/001872679504800201

Bakker, B. A., Demerouti, E., Vergel, S. I. A. (2014). *Burnout and Work Engagement: The JD-R Approach*. *Annual Review of Organizational Psychology and Organizational Behavior*. 1(1), n.d. DOI: 10.1146/annurev-orgpsych-031413-091235

Barrero, M. J., Bloom, N., Davis, J. S.(2021). *WHY WORKING FROM HOME WILL STICK*. NBER WORKING PAPER SERIES. Retrieved from <https://www.nber.org/papers/w28731>

Bellmann, L., Hübler, O. (2020). *Job Satisfaction and Work-Life Balance: Differences between Homework and Work at the Workplace of the Company*. IZA Discussion Papers. Retrieved from <https://www.emerald.com/insight/content/doi/10.1108/IJM-10-2019-0458/full/html>

Best, K. (2015). *Design Management (1st ed.)*. Bloomsbury Publishing. Retrieved from <https://www.perlego.com/book/393625/design-management-managing-design-strategy-process-and-implementation-pdf>

Brown, T., Katz, B. (2011). *Change by Design*. Journal of Product Innovation Management. 28(3), 381 - 383. DOI: 10.1111/j.1540-5885.2011.00806.x

Brynjolfsson, E., Horton, J. J., Ozimek, A., Rock, D., Sharma, G., TuYe, H. (2020). *COVID-19 AND REMOTE WORK: AN EARLY LOOK AT US DATA*. NBER WORKING PAPER SERIES. Retrieved from <https://www.nber.org/papers/w27344>

Carnevale, P. A., Smith, N. (2021). *15 Million Infrastructure Jobs: An Economic Shot in the Arm to the COVID-19 Recession*. Retrieved in November of 2022, from <https://cew.georgetown.edu/cew-reports/infrastructure/>

Colquitt, A. J. (2012). *Organizational Justice*. *The Oxford handbook of organizational psychology*. 1(n.d.), 526-547. New York: Oxford University Press.

Cooper, L. C., Lu, L. (2018). *Presenteeism at Work*. Cambridge University Press Publication  
Credit Suisse Inc. (2019). *The CS Gender 3000 in 2019: The changing face of companies*. Credit Suisse.

Credit Suisse Inc. (2019). *The CS Gender 3000 in 2019: The changing face of companies*. Credit Suisse.

Delloitte Inc. (2023). *Deloitte Global 2023 Gen Z and Millennial Survey*. Retrieved from <https://www.deloitte.com/global/en/issues/work/content/genzmillennialsurvey.html>

Deterding, S., Dixon, D., Khaled, R., Nacke, L. (2011). *From Game Design Elements to Gamefulness: Defining Gamification*. Proceedings of the 15th International Academic MindTrek Conference: Envisioning Future Media Environments, MindTrek 2011. DOI: 10.1145/2181037.2181040

Dixon, M. N. (2000). *Common Knowledge: How Companies Thrive by Sharing What They Know*. Harvard Business Press Publication.

dmi: design Management Institute. (n.d.). *What is Design Management?*. dmi: design Management Institute. Retrieved in November 2022, from [https://www.dmi.org/page/What\\_is\\_Design\\_Manag](https://www.dmi.org/page/What_is_Design_Manag)

Dutton, J. E., & Ragins, B. R. (Eds.). (2007). *Exploring positive relationships at work: Building a theoretical and research foundation*. Lawrence Erlbaum Associates Publishers.

Eisenberger, R., Stinglhamber, F., Vandenberghe, C., Sucharski, I. L., & Rhoades, L. (2002). *Perceived supervisor support: Contributions to perceived organizational support and employee retention*. *Journal of Applied Psychology*, 87(3), 565–573. DOI: 10.1037/0021-9010.87.3.565

Fernández, F. (2022). *Tang Ping: The Great Resignation and Work Culture*. Fernando Fernández Publication.

Fugate, M., Prussia, E. G., Kinicki, J. A. (2010). *Managing Employee Withdrawal During Organizational Change: The Role of Threat Appraisal*. *Journal of Management*. 38(3), 890-914. DOI: 10.1177/0149206309352881

Gabriel, P. K., Aguinis, H. (2021). *How to Prevent and Combat Employee Burnout and Create Healthier Workplaces During Crises and Beyond*. *Business Horizons*. 65(1), 1-10. DOI: 10.1016/j.bushor.2021.02.037

Gallup Inc. (2022). *State of the Global Workplace 2022 Report*. Gallup.

Garbarino, J. (1975). *The impact of anticipated reward upon cross-age tutoring*. *Journal of Personality and Social Psychology*, 32(3), 421–428. DOI: 10.1037/h0077087

Giurge, M. L., Bohns, K. V. (2021). *You don't need to answer right away! Receivers overestimate how quickly senders expect responses to non-urgent work emails*. *Organizational Behavior and Human Decision Processes*. 167(n.d.), 114-128. DOI: 10.1016/j.obhdp.2021.08.002

Glover, E. (2023). *Quiet Firing: What It Is and How to Recognize It*. Retrieved in March of 2023, from <https://builtin.com/employee-engagement/quiet-firing>

Harvard Management Update. (2000). *Knowledge Management: Four Obstacles to Overcome*. *Harvard Business School*. Retrieved in November 2022, from <https://hbswk.hbs.edu/archive/knowledge-management-four-obstacles-to-overcome>

Hayes, W. S., Priestley, L. J., Moore, A. B., Ray, E. H. (2021). *Perceived Stress, Work-Related Burnout, and Working From Home Before and During COVID-19: An Examination of Workers in the United States*. SAGE Open. 11(4), n.d. DOI: 10.1177/21582440211058193

Hill, R., Jones, J. (2021). *The Great Resignation: Why Millions are Leaving Their Jobs and Who Will Win the Battle for Talent*. Fone Rock Publication.

Hirschman, O. A. (1970). *Exit, Voice, and Loyalty Responses to Decline in Firms, Organizations, and States*. Harvard University Press Publication.

Howington, J. (n.d.). *Remote Work Statistics & Trends: The Latest in Remote Work*. Retrieved in November of 2022, from <https://www.flexjobs.com/blog/post/remote-work-statistics/>

Hogan, S., Coote, V. L. (2014). *Organizational culture, innovation, and performance: A test of Schein's model*. Journal of Business Research. 67(8),1609–1621. DOI: 10.1016/j.jbusres.2013.09.007

Hunt, V., Layton, D., Prince, S. (2015). *Why diversity matters*. McKinsey&Company Inc. Retrieved in November 2022, from <https://www.mckinsey.com/capabilities/people-and-organizational-performance/our-insights/why-diversity-matters>

IDEO. (n.d.). *What's the difference between human-centered design and design thinking?*. Retrieved in November 2022, from <https://designthinking.ideo.com/faq/whats-the-difference-between-human-centered-design-and-design-thinking>

*Inclusion*. (2023). In the Cambridge English Dictionary. Cambridge University Press Publication

Iqbal, J. M. K., Khalid, F., Barykin, Y. S. (2021). *Hybrid Workplace: The Future of Work*. Handbook of Research on Future. N.d. 28-48. DOI: 10.4018/978-1-7998-8327-2.ch003

Kahneman, D. (2013). *Thinking, Fast and Slow*. Farrar, Straus and Giroux publication.

Kalleberg, L. A., Marsden, V. P. (2019). *Work Values in the United States: Age, Period, and Generational Differences*. Attitudes about Work: How They are Formed and Why They Matter. 682(1), 43-59. DOI: [10.1177/0002716218822291](https://doi.org/10.1177/0002716218822291)

Kiefer, T. (2005). *Feeling Bad: Antecedents and Consequences of Negative Emotions in Ongoing Change*. Journal of Organizational Behavior. 26(8), 875-897.  
<https://www.jstor.org/stable/4093862>

King, W. R., Qureshi, S., Kamal, M., Keen, P. (2009). *Knowledge Management and Organizational Learning*. Faculty Books and Monographs. 302. Retrieved from <https://digitalcommons.unomaha.edu/facultybooks/302>

Liedtka, J., Ogilvie, T. (2011). *Designing for Growth: A Design Thinking Toolkit for Managers*. Columbia Business School Publication.

LinkedIn Inc. (2022). *"Quiet Firing" What does it mean*. Retrieved in March 2023, from <https://www.linkedin.com/pulse/quiet-firing-what-does-mean-x4-group-nz-ltd>

Lorenzo, R., Voigt, N., Schetelig, K., Zawadzki, A., Welppe, I., Brosi, P. (2017). *The Mix that Matters: Innovation through Diversity*. The Boston Consulting Group & The Technical University of Munich media publications. Retrieved from <http://media-publications.bcg.com/22feb2017-mix-that-matters.pdf>

Maese, E., Saad, L. (2021). *How Has the Pandemic Affected U.S. Work Life?*. Retrieved in November of 2022, from <https://news.gallup.com/poll/339824/pandemic-affected-work-life.aspx>

Mahand, T., Caldwell, C. (2023). *Quiet Quitting – Causes and Opportunities*. Business and Management Research. 12(1), 9-19. DOI: 10.5430/bmr.v12n1p9

Markopoulos, E., Markopoulos, A., Markopoulos, P., Luimula, M., Lee, J. (2017). *Gamification reshapes the global economy: From the industrial revolution to the global knowledge revolution*. Research Paper. Retrieved in March 2023. n.d. from [WWW.PORTTECHNOLOGY.ORG](http://WWW.PORTTECHNOLOGY.ORG)

Markopoulos, P., Luimula, M., Markopoulos, E., Markopoulos, P. A. (2017). *Gamification: Revolutionizing Digital Strategies*. Retrieved in March 2023. n.d. from [WWW.PORTTECHNOLOGY.ORG](http://WWW.PORTTECHNOLOGY.ORG)

Meyer, P. J., Allen, J. N. (1991). *A three-component conceptualization of organizational commitment*. Human Resource Management Review. 1(1), 61-89. DOI: [10.1016/1053-4822\(91\)90011-Z](https://doi.org/10.1016/1053-4822(91)90011-Z)

Microsoft. (2021). *The Next Great Disruption Is Hybrid Work—Are We Ready?*. Retrieved in November of 2022, from <https://www.microsoft.com/en-us/worklab/work-trend-index/hybrid-work>

Miller, J. (2021). *For younger job seekers, diversity and inclusion in the workplace aren't a preference. They're a requirement.* Retrieved in November 2022, from <https://www.washingtonpost.com/business/2021/02/18/millennial-genz-workplace-diversity-equity-inclusion/>

Morgan, K. (2022). *The Great Resignation was triggered by the pandemic – so why aren't resignations slowing down now as it wanes?* Retrieved in November of 2022, from <https://www.bbc.com/worklife/article/20220817-why-workers-just-wont-stop-quitting>

Nicpan, M., Helvoirt, V. S., Starre, D. V. R., O'Sullivan, P. (2021). *Enterprise knowledge management.* IBM Inc.

Norman, D. (2013). *The Design Of Everyday Things.* Basic Books publication.

Novakovic, D. (2019). *KNOWLEDGE MANAGEMENT INSIDE OF A SMALL ORGANIZATION: Case study on knowledge sharing in product-based company.* NOVA Information Management School from the University of Lisbon. Lisbon , Portugal. Retrieved from <https://run.unl.pt/bitstream/10362/97479/1/TGI0303.pdf>

Oprescu, F., Jones, C., Katsikitis, M. (2014). *I PLAY AT WORK-ten principles for transforming work processes through gamification.* Front Psychol. 5(14), n.d. DOI: 10.3389/fpsyg.2014.00014

Penn, Rick., Nezamis, E. (2022). *Job openings and quits reach record highs in 2021, layoffs and discharges fall to record lows.* Monthly Labor Review. U.S. Bureau of Labor Statistics. DOI: [10.21916/mlr.2022.17](https://doi.org/10.21916/mlr.2022.17)

Randstad Inc. (2022). Employer brand research 2022 global report. Retrieved from <https://workforceinsights.randstad.com/randstad-employer-brand-research-global-report-2022>

Razak, A. N., Pangil, F., Zin, M. L. M., Yunus, M. A. N., Asnawi, H. N. (2016). *Theories of Knowledge Sharing Behavior in Business Strategy*. Procedia Economics and Finance. 37(n.d.), 545-553. DOI: 10.1016/S2212-5671(16)30163-0

Robinson, B. (2022). *6 Signs That 'Quiet Firing' Could Be Trending In Your Workplace*. Retrieved in March of 2023, from <https://www.forbes.com/sites/bryanrobinson/2022/10/01/6-signs-that-quiet-firing-could-be-trending-in-your-workplace/?sh=57921e884063>

Saks, A. M. (2006). *Antecedents and consequences of employee engagement*. Journal of Managerial Psychology. 21(7), 600-619. DOI: [10.1108/02683940610690169](https://doi.org/10.1108/02683940610690169)

Schein, H. E. (2004). *Organizational Culture and Leadership* 3th Edition. Jossey-Bass Publication.

Schwab, K., Malleret, T. (2020). *COVID-19: The Great Reset*. World Economic Forum Publication.

Soares, T., Esteves, C. (2022). *A arte de bater com a porta: milhões de trabalhadores começaram a despedir-se depois da pandemia (e ainda não pararam)*. Expresso Journal. N.d. Retrieved from <https://expresso.pt/revista/2022-10-20-A-arte-de-bater-com-a-porta-milhoes-de-trabalhadores-comecaram-a-despedir-se-depois-da-pandemia--e-ainda-nao-pararam--df655259>

University of Minnesota. (2017). *Emotions at Work. Organizational Behavior*. University of Minnesota Libraries Publishing. DOI: 10.24926/8668.1501

Vieira, S. D. I. (2018). *EMOTIONS, BURNOUT AND PRESENTEEISM IN THE WORKPLACE*. ISCTE Business School: University Institute of Lisbon. Lisbon, Portugal.  
Retrieved from  
[https://repositorio.iscte-iul.pt/bitstream/10071/17458/1/master\\_ines\\_silva\\_vieira.pdf](https://repositorio.iscte-iul.pt/bitstream/10071/17458/1/master_ines_silva_vieira.pdf)

Weiss, H. M., & Cropanzano, R. (1996). *Affective Events Theory: A theoretical discussion of the structure, causes and consequences of affective experiences at work*. In B. M. Staw & L. L. Cummings (Eds.), *Research in organizational behavior: An annual series of analytical essays and critical reviews*. 18(n.d.), 1–74. Elsevier Science/JAI Press.

Werbach, K., Hunter, D. (2012). *For the Win: How Game Thinking can Revolutionize your Business*. Wharton School Press Publication.

Wigert, B. (2022). *Quiet Firing: What It Is and How to Stop Doing It*. Retrieved in November of 2022, from <https://www.gallup.com/workplace/404996/quiet-firing-stop-doing.aspx>

Wilson, M. J., Lee, J., Fitzgerald, N. H., Oosterhoff, B., Sevi, B., Shook, J. N. (2020). *Job Insecurity and Financial Concern During the COVID-19 Pandemic Are Associated With Worse Mental Health*. *Job Insecurity, Covid-19, and Mental Health*, 62(9), 686 - 691. DOI: 10.1097/JOM.0000000000001962

World Health Organization. (2022). *Mental health at work*. Retrieved from <https://www.who.int/news-room/fact-sheets/detail/mental-health-at-work>

