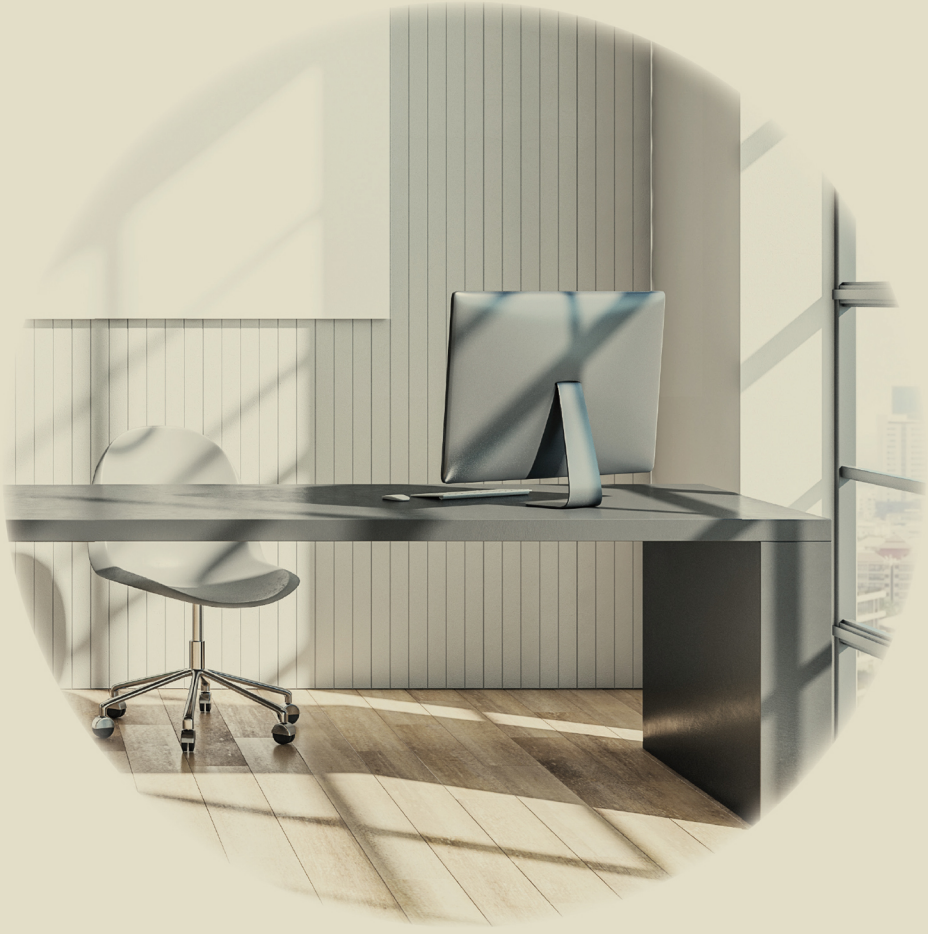
THE QUIET WORKFORCE

REDEFINING HR FOR SILENT QUITTING



EDITED BY: JASPREET KAUR

The Quiet Workforce

This page intentionally left blank

The Quiet Workforce: Redefining HR for Silent Quitting

EDITED BY

JASPREET KAUR
Chandigarh University, India

United Kingdom – North America – Japan – India – Malaysia – China

Emerald Publishing Limited
Emerald Publishing, Floor 5, Northspring, 21-23 Wellington Street, Leeds LS1 4DL.

First edition 2027

Editorial matter and selection © 2027 Jaspreet Kaur.
Individual chapters © 2027 The authors.
Published under exclusive licence by Emerald Publishing Limited.

Reprints and permissions service
Contact: www.copyright.com

No part of this book may be reproduced, stored in a retrieval system, transmitted in any form or by any means electronic, mechanical, photocopying, recording or otherwise without either the prior written permission of the publisher or a licence permitting restricted copying issued in the UK by The Copyright Licensing Agency and in the USA by The Copyright Clearance Center. Any opinions expressed in the chapters are those of the authors. Whilst Emerald makes every effort to ensure the quality and accuracy of its content, Emerald makes no representation implied or otherwise, as to the chapters' suitability and application and disclaims any warranties, express or implied, to their use.

British Library Cataloguing in Publication Data
A catalogue record for this book is available from the British Library

ISBN: 978-1-80686-546-8 (Print)
ISBN: 978-1-80686-545-1 (Online)
ISBN: 978-1-80686-547-5 (Epub)



INVESTOR IN PEOPLE

Contents

About the Editor *vii*

List of Contributors *ix*

Foreword *xi*

Preface *xiii*

Chapter 1 Recognizing Silence: Quiet Quitters, Employee Experience, and Systemic Causes
Anuja Sehgal *1*

Chapter 2 Silent Quitting in the Teaching Profession: Cracking the Disengagement Codes for Teachers' Silent Quitting
Raymond Holmes *23*

Chapter 3 When Silence Speaks: Exploring the Career, Climate, and Care Dimensions of Silent Quitting Behaviors of Professional Women in the Digital Age
Sukhmeet Kaur *41*

Chapter 4 The Influence of Social Media on Silent Quitting Among Generation Z: Conceptual Foundations and Re-engagement Strategies
Ashok Sharma, Sukhpreet Kaur and Harsimran Kaur *59*

Chapter 5 Whispers of Disengagement: Exploring Burnout's Role in the Path from Workplace Toxicity to Silent Quitting
Shikha Saloni and Neema Gupta *77*

Chapter 6 From Concept to Construct: A Multilevel Framework for Understanding and Responding to Quiet Quitting
Apurvaa Trivedi and Som Aditya Juyal *95*

Chapter 7 Adaptive Generational Leadership (AGL): A Strategic Leadership Approach to Prevent Silent Quitting Among Generation Z
Manabhanjan Sahu *117*

Chapter 8 Leveraging AI Technology to Combat Silent Quitting and Enhance Employee Engagement
Shimaa Elsherif *141*

Chapter 9 Empathetic Leadership as an Antidote to Silent Quitting: Rebuilding Trust, Purpose, and Belonging
Sharfika Raime, Aervina Misron and Norsafriman Abd. Rahman *167*

Chapter 10 Reviving the Quiet Workforce: Recognition and Rewards as Drivers of Re-engagement
Aervina Misron, Sharfika Raime and Norsafriman Abd. Rahman *187*

Chapter 11 Enhancing Organizational Resilience Through Dialogic Communication and Feedback Mechanisms to Mitigate Silent Quitting
Monalisa Devgan *203*

About the Editor

Jaspreet Kaur is an Associate Professor in Human Resource Management (HRM) at the University School of Business, Chandigarh University, India. She holds a PhD in Business Management and an MBA in HRM, and has also qualified UGC-NET and JRF in HRM, labour welfare, and industrial relations. Her academic journey reflects a consistent engagement with both teaching and research, with a focus on areas such as employee silence, employee engagement, organisational climate, and the role of emerging technologies like artificial intelligence in healthcare. She has authored and contributed to several Scopus-indexed books and book chapters, and has presented her work at various national and international conferences. She has received recognition for her contributions through multiple teaching and research rewards at her institution. Alongside her academic work, she actively participates in faculty development programmes and workshops to stay current with evolving educational practices.

This page intentionally left blank

List of Contributors

Monalisa Devgan	Chandigarh University, Punjab, India
Shimaa Elsherif	Yorkville University, New Westminster, BC, Canada
Neema Gupta	Chandigarh University, Punjab, India
Raymond Holmes	National Society for Leadership Success, Miami, FL, USA
Som Aditya Juyal	Swami Rama Himalayan University, Uttarakhand, India
Harsimran Kaur	Amity University, Punjab, India
Sukhmeet Kaur	MIT World Peace University, Maharashtra, India
Sukhpreet Kaur	PMLSD Business School, Chandigarh, India
Aervina Misron	QUEST International University, Ipoh, Malaysia; UNITAR International University, Petaling Jaya, Malaysia
Norsafriman Abd. Rahman	UNITAR College, Petaling Jaya, Malaysia
Sharfika Raime	City University Malaysia, Petaling Jaya, Malaysia
Manabhanjan Sahu	SVKM's Narsee Monjee Institute of Management Studies (NMIMS), Deemed to be University, Telangana, India
Shikha Saloni	ITM University Gwalior, Madhya Pradesh, India
Anuja Sehgal	Noida Management Association, Uttar Pradesh, India
Ashok Sharma	Pachhunga University College, Mizoram University, Aizawl, Mizoram, India. ORCID ID: https://orcid.org/0000-0003-1172-0321
Apurvaa Trivedi	Swami Rama Himalayan University, Uttarakhand, India

This page intentionally left blank

Foreword

In today's workplace, one of the most pressing yet often overlooked challenges is the rise of 'silent quitting'. Unlike formal resignations, silent quitting reflects a quiet withdrawal – employees remain in their positions but disengage emotionally and mentally, doing only the minimum required. This subtle disengagement, often triggered by burnout, lack of recognition, or ineffective leadership, poses serious risks to organisational performance, innovation, and culture.

The Quiet Workforce: Redefining HR for Silent Quitting addresses this challenge with clarity and foresight. It not only examines the underlying causes of disengagement but also provides practical strategies for leaders and human resource (HR) professionals to rebuild trust, foster inclusion, and reignite motivation. The book reminds us that HR is no longer limited to administrative functions; it is central to shaping culture, ensuring well-being, and driving sustainable employee engagement.

The chapters provide valuable guidance on critical areas, such as leadership styles, recognition strategies, workplace wellness, and effective communication. Particularly relevant is the discussion on technology as an enabler of connection in remote and hybrid work settings. The book also emphasises the importance of measuring engagement and evaluating HR interventions, ensuring that organisations not only act but also assess their progress in building long-term commitment.

What makes this work remarkable is its balance of insight and action. It challenges leaders to view employees not as resources but as individuals whose potential thrives in environments of respect, recognition, and belonging. By following the recommendations outlined here, organisations can turn the challenge of silent quitting into an opportunity for transformation.

I wholeheartedly commend this book for its timely relevance and practical wisdom. It will serve as a valuable guide for leaders, HR professionals, and organisations seeking to create workplaces where employees feel engaged, empowered, and inspired.

Dr Bhupinder Chahal
Professor – Business Administration, Yorkville University,
New Westminster, BC, Canada

This page intentionally left blank

Preface

The concept of silent quitting has gained attention in recent years as organisations confront new forms of employee disengagement. Unlike visible turnover, silent quitting reflects a gradual withdrawal where employees continue in their roles but reduce their level of effort and commitment. This form of disengagement is often linked to burnout, lack of recognition, poor work–life balance, and limited opportunities for growth. Its subtle nature makes it difficult for managers and human resource (HR) professionals to identify, yet its long-term impact on organisational performance can be significant.

This edited volume, *The Quiet Workforce: Redefining HR for Silent Quitting*, brings together research-based insights and practical perspectives to explore this important issue. The chapters examine silent quitting from multiple dimensions, including the role of HR, leadership approaches, organisational culture, technology, and employee well-being. Some contributions address sector-specific cases such as the teaching profession and professional women in the digital age, while others examine generational influences, particularly the role of social media in shaping disengagement among Generation Z. Issues such as workplace climate, burnout, and toxicity are also highlighted as important factors driving silent withdrawal.

The volume further offers conceptual and practical frameworks to respond to the challenge. Authors discuss how organisations can use recognition, rewards, empathetic leadership, and dialogic communication to rebuild trust and engagement. Emerging technologies, including artificial intelligence, are examined both as a source of disruption and as a potential tool to strengthen employee involvement. By combining theoretical insights with practical approaches, the book aims to present a balanced view of the problem and its possible solutions.

It is intended that this collection will serve as a resource for scholars, students, and practitioners who are interested in employee engagement, organisational resilience, and the future of work. By presenting diverse voices and approaches, the book not only deepens the understanding of silent quitting but also points to strategies that can help organisations foster belonging, commitment, and sustainable performance.

Dr Jaspreet Kaur
University School of Business, Chandigarh University,
Mohali, Punjab, India

This page intentionally left blank

Chapter 1

Recognizing Silence: Quiet Quitters, Employee Experience, and Systemic Causes

Anuja Sehgal

Women Empowerment Committee, Noida Management Association, Noida, Uttar Pradesh, India

Abstract

Quiet quitting is an emerging trend in corporate culture in which employees remain in their designated roles and disengage themselves from emotional investment, extra effort, or organizational citizenship behaviors. They silently protest against systemic issues and fragmented psychological contracts in the workplace and resonate with disillusionment at the center. Disillusionment is the demonstrative emotional fallout experienced by passionate employees when they realize their efforts are no longer recognized or required. This chapter explores silent quitting as a logical and humane response to organizational misalignments and a declining employee experience. It uses research insights from employee engagement, organizational psychology, and human-centered design to understand its cultural and structural contexts. Key systemic contributors include a lack of psychological safety, organizational behavior shifts, unclear career pathways, changing workplace realities, underlying foundational influences, transactional leadership, rigid performance metrics, unsustainable workloads, and an intensifying disconnect between employee values and structural purpose. When employees feel overworked or underappreciated, quiet quitting develops a rational form of action for self-preservation. The chapter explores employee motivation's emotional aspects, suggesting a shift from reactive engagement to proactive, compassionate organizational design.

The Quiet Workforce: Redefining HR for Silent Quitting, 1–22
Copyright © 2027 by Anuja Sehgal
Published under exclusive licence by Emerald Publishing Limited
doi:10.1108/978-1-80686-545-120261003

Using qualitative insights, the study suggests that leaders can identify unmet needs, promote inclusion, and build a more responsive and resilient workplace by paying more attention to the subtle signs of "silence" – indicators of disengagement. Thus, quiet quitting offers subtle insights into an organization's systemic work environment, indicating a suggestive move toward balancing wellness and productivity in work environments by acknowledging and addressing underlying issues.

Keywords: Quiet quitting; disillusionment; conservation of resources theory; organizational culture; systemic issues; human-centered leadership

1. Introduction

In recent years, a subtle but significant shift has occurred in workplaces globally. It's not marked by formal or overt protests, wildcat labor strikes, picketing (public demonstrations or slogans), sickouts, or waves of mass resignations, but by silence (Nimmi et al., 2024). Employees aren't leaving their jobs, but are mentally disengaging themselves from enthusiasm, collaboration, initiative, extra efforts, and withdrawal from support (Hartner-Tiefenthaler, 2021). This trend has come to be known as *quiet quitting*. These individuals haven't resigned outright; they are simply reconciled to not investing additional emotional or intellectual energy (Arshad et al., 2024; Serenko, 2024).

Quitting quietly is a sign of a deeper disillusionment with modern labor, not just a fad (Joaquim et al., 2023). Fundamentally, it is a reflection of a breakdown in an organization's cultural values when workers no longer feel appreciated, seen, or in line with the goals and procedures of their company. These trends suggest more widespread structural problems, such as unmanageable workloads, unfair work environments, and inadequate communication systems (Ng et al., 2025; Xueyun et al., 2023).

Human-centered leadership, which emphasizes empathy, conviction, well-being, and meaningful involvement, must replace outdated command-and-control leadership styles to address quiet resignation. The considerable understanding of quiet quitting requires a deeper assessment of organizational arrangements, leadership styles, employee personal experiences, and cultural opportunities around work (Caldwell et al., 2025; Corbin & Flenady, 2024; Joaquim et al., 2023).

This chapter explores the phenomenon, not as an individual failure, but as a systemic indicator of more determined organizational inadequacies – a reflection of deeper subject matters that require rapt attention to provide critical insights pointing to genuine, systemic change, unmet requirements, disentanglements, and organizational misalignment. The chapter emphasizes recognizing the silence of disengagement by reconsidering how we lead, listen, and create our workplaces.

2. Quiet Quitting

Quiet quitting is a response to continued disengagement, unfulfilled expectations, and unrealized work commitments (Joaquim et al., 2023). It characteristically manifests in behaviors such as:

- Accomplishing only core job responsibilities (Georgiadou et al., 2025).
- Retreating from optional work assemblies, conferences, summits, or other company events (Serenko, 2024).
- Reducing communication with contemporaries and managers (Rugiubei & Cruceanu, 2024).
- Evading enthusiasm in initiative-taking or creative contributions (Georgiadou et al., 2025).
- Desire for maintaining work–life balance (Makridis, 2023; Serenko, 2024).
- Realizing and setting healthy boundaries and resisting manipulation or exploitation (Brown & Heitner, 2025; Mahand & Caldwell, 2023).

It doesn't mean completely quitting the assigned job, but rather meeting the minimum requirements. Instead, it reflects a shift in mindset: maintaining and respecting work–life boundaries, avoiding extra responsibilities that cause burnout, valuing personal time and well-being, and setting clear limits on one's role (Arshad et al., 2024; Serenko, 2024). While this might seem like disengagement, quiet quitting is often a self-preservation strategy or protective mechanism to cope with work fatigue, discontentment, or an absence of psychological safety (Brown & Heitner, 2025).

Quiet quitting, which doesn't involve legally leaving the job, is a subtle form of disengagement. The current study emphasizes how this behavior can harm company culture by reducing creativity, fostering resentment among management and engaged employees, and deteriorating collaboration. To prevent disengagement and foster a positive workplace environment, it also explores the root causes, including poor leadership, lack of recognition, and fatigue. Additionally, it highlights the importance of promoting open communication, supportive management, and employee well-being (Afi, 2025).

3. Employee Experience Continuum and Disillusionment

The employee experience continuum encompasses the entire range of an employee's experience working for a company, from their initial encounter as a candidate to their final departure (and sometimes beyond) (Agarwal et al., 2025). It underscores how each phase of the employee lifecycle affects performance, engagement, and general satisfaction (Fleming, 2025; Joaquim et al., 2023).

It includes:

- Employer branding, attraction, and recruitment (Ochis, 2024; Singh et al., 2024).
- Onboarding, culture immersion, and socialization (Ochis, 2024; Rugiubei & Cruceanu, 2024).

- Daily interactions, culture integration, and workplace culture (Joaquim et al., 2023).
- Opportunities for career growth, learning opportunities, and recognition (Fleming, 2022).
- Work–life balance, psychological well-being, diversity, inclusion, and belonging (Joaquim et al., 2023).
- Offboarding, knowledge transfer, and alumni relations (Allas & Mugayar-Baldocchi, 2024; Joaquim et al., 2023).

Employee experience is an unceasingly evolving journey. It *is* conventionally not a set of isolated events but an integration of sequential events. These events usually foster creative patterns of thinking, engagement, reduce turnover, and shape a robust, resilient workplace culture (Arshad et al., 2024; Fleming, 2025; Jeske & Lippke, 2022).

Disillusionment can emerge at any point along this continuum, but it tends to become more visible at certain stages. The continuum and disillusionment fit in pointers that need to be understood (Srivastava et al., 2024). Thus, the employee experience continuum is explained with remedial actions that can help manage disillusionment (refer to Table 1.1).

Thus, disillusionment is the breakdown of faith or trust in the organizational practices due to an incongruity between potential expectations and reality. It can arise from broken psychological contracts at the time of hiring or during onboarding that are not met. There is a non-alignment of beliefs, values, and actual practices (Gray et al., 2025). Thus, it is realized that even with initial mutual understanding and consistent effort, misalignment can emerge between employee commitment, organizational promises, and actual experiences, leading to a breakdown in trust (Ochis, 2024). Engagement becomes hard to maintain when effort is met with indifference, feedback is overlooked, or growth opportunities are limited (Ng et al., 2025).

Organizations that do not treat engagement as a strategic priority often misapprehend what drives employee behavior. Quiet quitting is rarely a preparatory exercise; it's usually the result of months or years of discontentment. Contemporary research has stated that low engagement and satisfaction significantly increase quiet quitting intentions (Sitorus & Rachmawati, 2024). Hence, there is a cautious need to advance engagement and gratification to prevent quiet quitting (Allas & Mugayar-Baldocchi, 2024; Fleming, 2025).

Therefore, the leaders must be mindful of the signs of disillusionment along the employee experience continuum curve (Corbin & Flenady, 2024). These signs include:

- Reduced involvement in team meetings (Brown & Heitner, 2025).
- Quietness after seeking input or feedback **(**Allas & Mugayar-Baldocchi, 2024).
- A greater reliance on formal channels for small matters (an indication of inadequate psychological safety) (Brown & Heitner, 2025).
- Employees are emotionally disengaging (putting in minimal effort and just undertaking the job) (Arshad et al., 2024; Howard & Kasprzyk, 2025).
- Subtle departure behavior, such as ceasing to volunteer or avoiding social events (Ng et al., 2025).

Table 1.1. The Employee Experience Continuum.

Employee Experience Continuum Stage	Stage Description	Disillusionment Pointers	Activities to Manage Disillusionment	Source
Employer branding, attraction, and recruitment	Employer branding, matching job descriptions with candidate interviews and promises on offer	Misaligned expectations as per job descriptions and over-promises in the offer	Establish realistic expectations; avoid brand exaggeration; maintain alumni networks to build authentic brand ambassadors	Agarwal et al. (2025), Allas and Mugayar-Baldocchi (2024), and Dominique-Ferreira et al. (2023)
Onboarding, culture immersion, and socialization	First-level impression, cultural adaptation, and training	Ineffective onboarding and culture expectation shock	Simplify culture, customs, models, and goals early; offer earnestly welcoming, warmth-oriented, and human-centered programs	Arshad et al. (2024), Gray et al. (2025), Ochis (2024), and Rugiubei and Cruceanu (2024)
Routine day-to-day interactions, culture integration, and workplace culture	Managing transparent, respectful communication, constructive appreciation, feedback, recognition, and collaborative problem-solving	Withholding opinions, passive participation, microaggressions, conflict, emotional withdrawal, and loss of trust	Make vibrant pathways for growth; provide mentorship, training, and meaningful feedback	Afi (2025), Fleming (2022), Howard and Kasprzyk (2025), Joaquim et al. (2023), and Srivastava et al. (2024)

(*Continued*)

Table 1.1. (*Continued*)

Employee Experience Continuum Stage	Stage Description	Disillusionment Pointers	Activities to Manage Disillusionment	Source
Opportunities for career growth, learning opportunities, and recognition	Learning prospects, performance supervision, and career paths	Inertia, indistinct career progression, and lack of skill development	Develop skill variety development programs, encouraging autonomy, and identifying learning capacities with growth opportunities	Alrousan (2024), Hartner-Tiefenthaler (2021), Jeske and Lippke (2022), Saraiva and Nogueiro (2025), and Xueyun et al. (2023)
Work–life balance, psychological well-being, diversity, inclusion, and belonging	Managing participation, time, energy, boundaries, leadership representation, health, and leisure with professional responsibilities	Workplace stress, lack of inclusion in decision making, recognition, and toxicity in sustaining productivity	Foster open dialogue, psychological safety, and diagnose contributions	Husien et al. (2025), Joaquim et al. (2023), Mahand and Caldwell (2023), Makridis (2023), Serenko (2024), and Sitorus and Rachmawati (2024)
Off-boarding, knowledge transfer, and alumni relations	Strategic off-boarding, exit discussions, and post-exit meetings	Hostile, unpleasant exits, Shattered trust, conflict of unaddressed values and practices, and unsuitable work culture	Conduct honest exit interviews; identify burnout incidences, cultivate suitable crisis/change management programs, and maintain alumni relationships	Allas and Mugayar-Baldocchi (2024), Basha and Pathania (2025), Joaquim et al. (2023), and Ling et al. (2025)

Source: Author's compilation.

3.1. Attentive Actions that Need to be Taken

- *Pay attention*: Establish low-risk, secure, or anonymous avenues for input (Nimmi et al., 2024).
- *Demonstrate alignment*: Make certain that the actions of leaders are consistent with the declared cultural values (Xueyun et al., 2023).
- *Encourage belonging*: Allow individuals to influence the culture rather than merely assimilating them (Cho & Lee, 2025).
- *Address micro-exclusions*: Recognize actions that interrupt and quietly exclude others (Howard & Kasprzyk, 2025; Xueyun et al., 2023).
- *Empower managers*: Provide team leaders with the tools they need to handle team dynamics fairly and empathetically (Ng et al., 2025; Nimmi et al., 2024).

Past research has gathered insight that strategic information tools empower employees; empowerment leads to constructive employee involvement, constructive engagement enhances performance, and thus performance unlocks productive contributions (Hervé & Oh, 2025; Snyder & Honig, 2016).

4. Organizational Culture

Organizational culture is the collective set of ideals, opinions, beliefs, behaviors, sacraments, and unwritten guidelines that outline how work needs to be done and how people interrelate and network within an organization (Rugiubei & Cruceanu, 2024). Thus, culture is the influential "operating system" that encompasses practices, decisions, and collaborative actions to enhance employee satisfaction, performance, innovation, brand, and ethical endeavors within an organization (Afi, 2025; Allas & Mugayar-Baldocchi, 2024; Chen & Jin, 2025; Xueyun et al., 2023).

Generally, the organizational culture may be represented differently as collaborative, risk-oriented, process-oriented, well-aligned, accountable, flexible to growth orientation, and failure acceptance, to learning and celebration of successes (Allas & Mugayar-Baldocchi, 2024). However, they may suffer certain systemic issues that may interrupt the healthy working of a loyal employee and cause them to reflect on quiet quitting (Howard & Kasprzyk, 2025; Rugiubei & Cruceanu, 2024).

5. Systemic Causes of Quiet Quitting

Several organizational and structural factors contribute to this phenomenon. These include:

5.1. Productivity-Centered Toxic Culture

When employees progressively overwork with constant availability beyond adequate acknowledgment or reward, it breeds aversion. Organizational climate implicitly influences employees' quiet quitting behavior. An optimistic work climate through supportive leadership, open communication, and recognition

reduces disengagement, while an adverse climate surges upwards. When employees feel underestimated or overworked, they are more likely to do only the bare minimum (Georgiadou et al., 2025; Hartner-Tiefenthaler, 2021; Howard & Kasprzyk, 2025). Afi (2025) argues that quiet quitting erodes organizational culture from within. An improvement in the organizational climate can augment motivation and reduce quiet quitting. Past studies have argued that quiet quitting harms organizational learning, teamwork, knowledge sharing, innovation, and growth.

Moreover, the development of negative workplace gossip triggers stress, arguments, and emotional exhaustion, and results in a motive for silent withdrawal (Srivastava et al., 2024). Therefore, to protect staff retention and well-being, it is suggested that open communication, recognition, and a positive gossip culture may be fostered to counteract these effects (Alrousan, 2024; Srivastava et al., 2024). Organizations must work on visible strategic action plans and tools that improve employee engagement through appropriate job design and work–life balance initiatives. These can help in attractive employee retention value propositions, promote a healthy organizational climate, and reduce instances of quiet quitting and disengagement (Gray et al., 2025; Makridis, 2023; Nimmi et al., 2024).

5.2. Ineffective Management

Ineffective leadership, lack of appreciation, micromanagement, lack of trust, poor communication, and absence of developmental opportunities are predictors of quiet quitting and disengagement. Recent research has projected that quiet quitting describes certain behaviors, such as reduced effort, absence of motivation, and emotional withdrawal, as signs of disengagement. Hence, organizations need to address the specific causes relating to poor leadership, the absence of appreciation and a toxic work culture (Bernuzzi et al., 2025).

5.3. Lack of Psychological Safety

Employees choose to remain silent if they believe that speaking up would result in reprisals or termination. Honest communication, teamwork, and innovation are hindered in such settings (Srivastava et al., 2024). Thus, research has been conducted to determine organizational happiness that influences organizational commitment with the minimum intent of displaying silent withdrawal behaviors (Dominique-Ferreira et al., 2023; Serenko, 2024). Past research has indicated that employees' self-assurance in their capacity to learn can be augmented and disengagement can be lessened by improving job roles to include self-sufficiency, skill variety, and learning opportunities. Sustaining engagement requires meaningful work involvement and recognition, maintaining knowledge resources, knowledge expansion strategies, and managing forthcoming career risks more strategically and advantageously (Allas & Mugayar-Baldocchi, 2024; Howard & Kasprzyk, 2025; Jeske & Lippke, 2022; Serenko, 2024). Thus, it is felt that organizational happiness can be defined by the development of a supportive culture, consistent appreciation, and constructive work settings (Hsieh & Huang, 2022). These may reduce the chances of unhappiness, reinforce employee commitment, and diminish quiet quitting