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## How Managers Can Transform Quiet Quitting into Quiet Thriving Among Employees

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In recent years, the phenomenon of "quiet quitting" has emerged as a subtle yet pervasive trend within the modern workforce. Quiet quitting refers to a state in which employees, rather than overtly disengaging from their roles, withdraw emotionally and psychologically while continuing to perform their tasks at a minimal level of competency. This behavior is characterized by a deliberate avoidance of additional responsibilities, a reluctance to engage in collaborative efforts, and a general decline in discretionary effort. Unlike traditional forms of disengagement, quiet quitting is not marked by absenteeism or overt dissatisfaction; instead, it manifests as a silent, internalized retreat from the intrinsic motivation that typically drives individuals to excel in their professional environments. This phenomenon is often a response to various stressors, including burnout, lack of recognition, misalignment with organizational values, or an unsupportive work culture. As a result, quiet quitting poses a unique challenge to managers, who may find it difficult to detect and address this form of disengagement due to its subtle nature.

The implications of quiet quitting are far-reaching, with visible consequences for both organizational effectiveness and workplace culture. When employees engage in quiet quitting, their lack of enthusiasm and diminished commitment can lead to a decline in overall team performance. Tasks may be completed, but the absence of proactive problem-solving and innovation can stifle progress and hinder the achievement of strategic goals. Furthermore, the presence of quietly quitting employees can erode the morale of more engaged colleagues, creating an environment of mediocrity and disengagement that can permeate the organization. Over time, this can contribute to higher turnover rates, as both quietly quitting employees and their more motivated counterparts may seek more fulfilling opportunities elsewhere. The cumulative effect of quiet quitting can thus be detrimental to an organization's productivity, competitiveness, and long-term sustainability,

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making it imperative for managers to recognize and address this issue proactively.

In response to the challenges posed by quiet quitting, the concept of "quiet thriving" offers a promising alternative. Quiet thriving describes a state in which employees, while not necessarily displaying overt enthusiasm or ambition, are deeply engaged, fulfilled, and satisfied in their work. These employees perform their duties with a sense of purpose and contentment, finding intrinsic rewards in their contributions to the organization. Quiet thrivers may not seek the spotlight or aggressively pursue career advancement, but they are nevertheless committed to their roles and contribute positively to the team dynamic. By fostering an environment that supports quiet thriving, managers can transform the disengagement of quiet quitting into a source of sustained productivity and satisfaction. This approach not only enhances individual employee well-being but also contributes to the overall health and resilience of the organization, ensuring that all members of the workforce are able to contribute meaningfully to the achievement of shared goals.

## Understanding Quiet Quitting

Quiet quitting is a nuanced form of employee disengagement that, unlike traditional disengagement marked by visible dissatisfaction or absenteeism, is characterized by a covert withdrawal from full participation in the workplace. This phenomenon occurs when employees consciously decide to do only what is necessary to meet their job requirements, avoiding any additional tasks, responsibilities, or involvement beyond the minimum expected of them. Quiet quitting is not an explicit act of rebellion or protest; rather, it is a subtle form of detachment where the individual meets the formal obligations of their role without investing emotional or psychological energy into their work. Behaviors typically associated with quiet quitting include a reluctance to participate in team meetings, a decline in the quality of interpersonal interactions, reduced initiative in problem-solving, and a lack of engagement in professional development opportunities. These employees may appear outwardly compliant and competent, yet their underlying disengagement prevents them from contributing fully to the organization's success.

The root causes of quiet quitting are varied and often multifaceted, reflecting the complex interplay between individual, organizational, and environmental factors. One of the primary drivers of quiet quitting is burnout, a state of chronic physical and emotional exhaustion often accompanied by feelings of cynicism and detachment from work. Employees who experience burnout may initially attempt to maintain their level of performance, but over time, the sustained stress can lead to a gradual withdrawal as they seek to conserve their energy. Another significant factor is the lack of recognition and appreciation for one's contributions. When employees feel that their efforts are undervalued or go unnoticed, they may lose the motivation to go above and beyond, leading to a form of disengagement where they only perform tasks that are strictly necessary. Additionally, misalignment with organizational values or goals can lead to a sense of disconnection from the company's mission, causing employees to disengage as they no longer see their work as meaningful or aligned with their personal values. Poor management practices, including ineffective communication, lack of support, and inadequate opportunities for growth, can further exacerbate these feelings of discontent, pushing employees toward quiet quitting as a coping mechanism.

As employees disengage, their reduced contribution can lead to a noticeable decline in productivity. Tasks may be completed, but the lack of innovation, problem-solving, and initiative can stifle progress and limit the organization's ability to adapt to new challenges. Moreover, the presence of quietly quitting employees can create a ripple effect throughout the team, lowering morale as other team members may become frustrated by

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the lack of collaboration or feel demotivated by the pervasive sense of disengagement. This environment of low morale can lead to increased turnover rates, as both the quietly quitting employees and their more engaged colleagues seek more fulfilling work environments. The cumulative effect of these factors can weaken the organization's competitive edge, erode its cultural cohesion, and ultimately threaten its long-term viability. Recognizing and addressing quiet quitting is thus critical for maintaining a healthy, productive, and engaged workforce.

## Introducing Quiet Thriving

Quiet thriving represents a nuanced and deeply impactful state of employee engagement, characterized by a quiet yet profound sense of contentment, motivation, and productivity. Unlike the visible, often exuberant forms of workplace enthusiasm, quiet thriving does not manifest through overt displays of ambition or a relentless pursuit of external accolades. Instead, it is defined by an intrinsic motivation where employees derive satisfaction from their work itself, finding meaning and purpose in their daily tasks. Quiet thrivers are those who, while perhaps not seeking the spotlight or aggressively chasing promotions, are nonetheless deeply committed to their roles. They approach their responsibilities with a sense of purpose and fulfillment, contributing consistently and reliably to the organization's goals. This form of engagement is sustainable over the long term, as it is not contingent upon external rewards or recognition but rather stems from a genuine alignment between the individual's values, interests, and the work they perform. In essence, quiet thriving is the embodiment of an internally driven commitment to quality and consistency, where employees feel a deep connection to their work and find joy in their contributions, irrespective of external acknowledgment.

For employees, quiet thriving leads to sustained productivity, as they are more likely to approach their work with diligence and care, producing high-quality outcomes even in the absence of external pressures. This sustained engagement is also linked to higher job satisfaction, as employees who quietly thrive tend to experience less stress and burnout compared to their more overtly ambitious counterparts. They are able to maintain a healthy work-life balance, finding satisfaction in their work without sacrificing their well-being. Moreover, quiet thriving contributes to a more resilient workforce; employees who are internally motivated are better equipped to adapt to challenges and changes, as their sense of fulfillment is rooted in the work itself rather than in extrinsic factors that may fluctuate.

For organizations, the presence of quietly thriving employees can lead to a more stable and cohesive work environment. These employees tend to be reliable and consistent, providing a steady foundation upon which the organization can build and grow. The overall morale of the team is bolstered, as the positive energy of quietly thriving employees can have a calming and stabilizing effect on the broader work culture. Furthermore, the organization benefits from reduced turnover rates, as employees who quietly thrive are more likely to remain committed to their roles over the long term, reducing the costs and disruptions associated with frequent employee turnover. Quiet thriving also promotes a culture of continuous improvement, as these employees, though not overtly vocal, often contribute thoughtful, well-considered ideas and solutions that drive incremental progress and innovation. Ultimately, fostering quiet thriving within the workforce not only enhances individual well-being but also strengthens the organizational fabric, leading to sustained success and a resilient, engaged workforce capable of navigating both challenges and opportunities with quiet confidence.

## Strategies for Managers to Encourage Quiet Thriving

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To cultivate an environment where quiet thriving can flourish, managers must adopt approach that fosters open communication, aligns roles with employee strengths, promotes work-life balance, creates opportunities for growth, and reinforces a positive work culture. Each of these strategies plays an important role in nurturing the intrinsic motivation and satisfaction that characterized quietly thriving employees.

### **1. Foster Open Communication:**

The foundation of quiet thriving begins with establishing open lines of communication between managers and their teams. Regular check-ins are essential, not only as a means of monitoring progress but also as opportunities for employees to voice their concerns, share insights, and offer suggestions. These interactions should be structured in a way that encourages honesty and openness, creating a psychologically safe space where employees feel comfortable discussing both their achievements and their challenges without fear of judgment. Beyond these scheduled interactions, managers should cultivate an environment where feedback is both ongoing and bidirectional. This involves providing recognition that acknowledges not only the outcomes of an employee's work but also the effort and dedication that underlie their performance. Quiet thrivers, who may not always seek the spotlight, benefit from a recognition system that values consistency, diligence, and thoughtful contributions, rather than just the most visible or high-impact achievements. By fostering such an environment, managers can ensure that all employees feel seen and appreciated, which in turn supports their continued engagement and satisfaction.

### **2. Align Roles with Strengths and Interests:**

Another important strategy for encouraging quiet thriving is the alignment of roles and tasks with the individual strengths and interests of employees. When employees are able to leverage their unique skills and passions in their daily work, they are more likely to experience a sense of fulfillment and motivation. Managers should take the time to understand the specific strengths and interests of each team member, perhaps through assessments, one-on-one discussions, or observations of their work preferences. With this knowledge, managers can help employees find or tailor roles that better align with these strengths, thereby enhancing their engagement and productivity. The concept of job crafting is particularly relevant here, as it allows employees to shape their roles in ways that maximize their personal and professional satisfaction. Job crafting might involve allowing an employee to take on more creative tasks, delegate certain responsibilities, or focus on aspects of their job that they find particularly meaningful. By facilitating this alignment, managers can help employees feel more connected to their work, reducing the likelihood of disengagement and promoting a state of quiet thriving.

### **3. Promote Work-Life Balance:**

Maintaining a healthy work-life balance is also important for preventing burnout and ensuring that employees remain engaged over the long term. Managers play a key role in promoting this balance by respecting employees' boundaries and offering flexible working arrangements that accommodate their personal needs. Encouraging employees to take regular breaks, use their vacation time, and disconnect from work after hours are all practices that contribute to a balanced life, which in turn supports sustained productivity and well-being. Flexible working arrangements, such as remote work options, flexible hours, or compressed workweeks, allow employees to manage their workload in a way that best suits their personal circumstances, reducing stress and preventing burnout. Managers should also be mindful of setting realistic expectations regarding workload and deadlines, ensuring that employees do not feel overwhelmed or overextended. By prioritizing work-life balance, managers help create an environment where employees can thrive quietly, finding fulfillment in their work without sacrificing their personal well-being.

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#### 4. Create Opportunities for Growth:

Opportunities for professional development and growth are essential for maintaining employee engagement and fostering a sense of purpose in the workplace. Managers should actively support their employees' career aspirations by providing access to training programs, workshops, mentorship opportunities, and other forms of learning and development that align with their goals. Encouraging employees to take on new challenges, whether through stretch assignments, cross-functional projects, or leadership roles, can also reinvigorate their interest in their work and help them build new skills. These growth opportunities should be aligned with the employee's career trajectory, ensuring that they are both relevant and meaningful. Quiet thrivers, who may not always seek out these opportunities on their own, can benefit from a proactive approach where managers help identify and facilitate the experiences that will support their continued development. By investing in their employees' growth, managers demonstrate a commitment to their long-term success, which in turn fosters loyalty, engagement, and a deeper sense of connection to the organization.

#### 5. Reinforce a Positive Work Culture:

Reinforcing a positive and inclusive work culture has huge impact for supporting quiet thriving. A supportive work environment, where employees feel valued, respected, and included, is one where they are more likely to thrive quietly. Managers should lead by example, demonstrating a commitment to empathy, fairness, and ethical behavior in all their interactions. This includes being transparent in decision-making, showing appreciation for diverse perspectives, and addressing any issues of discrimination or inequity promptly and effectively. Building a culture of trust and mutual respect encourages employees to bring their whole selves to work, fostering an environment where they can contribute fully and confidently. Additionally, managers should celebrate the successes of the team as a whole, recognizing both collective achievements and the individual contributions that made them possible. By creating a work culture that values and supports every employee, managers can cultivate an atmosphere where quiet thriving becomes the norm, leading to a more engaged, resilient, and productive workforce.

### Case Studies and Real-World Examples

Examining real-world examples of companies that have successfully transformed quiet quitting into quiet thriving provides valuable insights into the practical application of the strategies previously discussed. One illustrative case is that of Microsoft, which, over the past decade, has undergone cultural transformation under the leadership of CEO Satya Nadella. When Nadella assumed leadership, Microsoft was facing challenges typical of an organization where quiet quitting had become pervasive—stagnation, low employee morale, and a culture of internal competition that stifled innovation. Recognizing these issues, Nadella embarked on a journey to shift the company's culture from one of "know-it-all" to "learn-it-all," thereby fostering a more inclusive, growth-oriented environment. One of the key strategies implemented was the emphasis on continuous learning and development, which aligned employees' roles with their strengths and passions. This approach not only re-engaged the workforce but also led to a more resilient and innovative organization. By cultivating a culture that valued openness, collaboration, and personal growth, Microsoft saw a profound shift in employee engagement, with many employees moving from a state of quiet quitting to quiet thriving. The emphasis on intrinsic motivation and the alignment of individual and organizational goals resulted in higher job satisfaction and, ultimately, greater organizational success.

Another notable example can be found within the global technology firm Adobe, which has been widely recognized for its progressive approach to employee engagement and retention. In response to early signs of quiet

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quitting, Adobe introduced its "Check-In" program, which replaced traditional annual performance reviews with ongoing, real-time feedback conversations between managers and employees. This initiative was designed to foster open communication, provide continuous recognition, and align employees' roles more closely with their strengths and interests. The program empowered managers to give timely, constructive feedback that acknowledged both efforts and outcomes, thus addressing one of the root causes of quiet quitting—lack of recognition. Moreover, Adobe's commitment to promoting work-life balance and providing opportunities for professional growth further supported the transition from quiet quitting to quiet thriving. By allowing employees to craft their roles and pursue development opportunities that resonated with their personal and professional goals, Adobe created an environment where employees felt more engaged, valued, and motivated. The success of the Check-In program and other supportive initiatives contributed to a noticeable increase in employee satisfaction and retention, demonstrating the effectiveness of these strategies in fostering quiet thriving.

The case of Buffer, a social media management company, offers another compelling example of how transparent communication and a strong emphasis on work-life balance can transform employee engagement. Buffer is known for its radical transparency, where salaries, company financials, and even board meeting notes are openly shared with all employees. This level of openness fosters trust and a deep sense of belonging among employees, who feel that their contributions are valued and that they are an integral part of the company's success. Additionally, Buffer's commitment to work-life balance is reflected in its policy of offering unlimited paid time off and encouraging employees to take regular breaks to recharge. This approach addresses one of the key drivers of quiet quitting—burnout—by ensuring that employees can maintain a healthy balance between work and personal life. The result has been a workforce that is not only engaged and productive but also quietly thriving. Employees at Buffer report high levels of job satisfaction and a strong alignment with the company's mission and values, leading to a stable and resilient workforce.

These examples highlight the tangible impact that thoughtful, strategic management practices can have on transforming quiet quitting into quiet thriving. In each case, the organizations recognized the signs of disengagement and implemented targeted strategies to address the underlying causes, whether through fostering open communication, aligning roles with strengths, promoting work-life balance, or creating opportunities for growth. The stories of Microsoft, Adobe, and Buffer demonstrate that when managers are proactive in addressing the subtle yet significant signs of quiet quitting, they can create an environment where employees not only remain engaged but also find deep, intrinsic satisfaction in their work. This shift from disengagement to quiet thriving leads to a more motivated, loyal, and productive workforce, ultimately contributing to the long-term success and sustainability of the organization.

## Measuring Success

The first tool for gauging success is the employee engagement survey, which provides direct insights into the workforce's level of commitment, satisfaction, and emotional connection to their work. These surveys, when designed effectively, go beyond surface-level questions to explore deeper dimensions of engagement, such as employees' sense of purpose, alignment with organizational values, and perceived opportunities for growth. By regularly administering these surveys, managers can track changes in engagement over time, identify emerging trends, and pinpoint specific areas that may require attention. In addition to engagement surveys, productivity metrics offer another valuable lens through which to assess the effectiveness of strategies aimed at fostering quiet thriving. These metrics might include measurements of output quality, efficiency,

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and the frequency of innovative contributions—all indicators of an engaged and motivated workforce. A decline in error rates, an increase in the quality of deliverables, and a rise in the number of new ideas generated can all serve as evidence that employees are not only meeting expectations but also quietly thriving in their roles.

Turnover rate is another metric that can provide insights into the success of efforts to promote quiet thriving. High turnover is often a sign of underlying disengagement, as employees who feel unfulfilled or undervalued are more likely to seek opportunities elsewhere. Conversely, a decrease in turnover rates, particularly when accompanied by longer average tenure and higher retention of top performers, suggests that employees are finding the work environment supportive and conducive to their personal and professional growth. In addition to quantitative metrics like engagement surveys, productivity measures, and turnover rates, managers should also consider qualitative data, such as feedback gathered during one-on-one meetings, exit interviews, and informal check-ins. This qualitative data can provide a richer, more nuanced understanding of employee sentiment, revealing underlying issues or concerns that may not be immediately apparent through numerical metrics alone. Together, these key metrics form a comprehensive framework for assessing the impact of management strategies on employee engagement and overall organizational health.

The process of measuring success should not be static; it requires continuous assessment and refinement to ensure that strategies remain effective over time. The workplace is a dynamic environment, and what fosters quiet thriving today may not necessarily do so tomorrow. As such, managers must embrace a mindset of continuous improvement, regularly reviewing the data collected from key metrics and adjusting their approaches as needed. This might involve revisiting the design of engagement surveys to ensure they are capturing the most relevant information, or it could mean refining productivity metrics to better align with evolving organizational goals. Continuous improvement also entails being responsive to feedback from employees, who are often the best source of insight into the effectiveness of management practices. By maintaining an open dialogue with their teams and remaining attuned to shifts in employee needs and expectations, managers can adapt their strategies to better support quiet thriving.

The pursuit of continuous improvement should be seen as a collaborative effort that involves all levels of the organization. Managers should regularly communicate the findings from their assessments to their teams, creating a culture of transparency and shared responsibility for engagement and well-being. By involving employees in the process of evaluating and refining strategies, managers can foster a greater sense of ownership and empowerment among the workforce, further enhancing their engagement and satisfaction. Ultimately, the goal of measuring success and pursuing continuous improvement is to create a sustainable environment where quiet thriving becomes the norm—an environment where employees feel valued, motivated, and capable of contributing their best work consistently. This approach not only supports the long-term success of the organization but also ensures that the workforce remains resilient, adaptable, and deeply connected to their work, even as the external landscape continues to evolve.

## Conclusion

In conclusion, the transformation of quiet quitting into quiet thriving is not merely a matter of addressing superficial symptoms of disengagement, but rather an intricate process that requires a deep understanding of the underlying psychological, cultural, and organizational factors that influence employee behavior. Quiet quitting, characterized by a subtle withdrawal from active engagement and a retreat into minimal participation, poses a significant threat to the vitality and resilience of an organization. It erodes the foundation of productivity, innovation, and

morale, leading to a gradual decline in organizational performance and an increase in turnover rates. However, the emergence of quiet thriving as a conceptual antidote offers a compelling alternative—one where employees find fulfillment, motivation, and satisfaction in their work without the need for constant external validation or overt displays of ambition. Quiet thriving represents a state of intrinsic engagement, where employees are deeply connected to their work and their roles within the organization, driven by a sense of purpose and alignment with their personal values and strengths.

The journey from quiet quitting to quiet thriving is one that requires deliberate and sustained effort on the part of managers and organizational leaders. The strategies for fostering quiet thriving—such as fostering open communication, aligning roles with strengths, promoting work-life balance, creating opportunities for growth, and reinforcing a positive work culture—are not quick fixes but rather long-term commitments to creating an environment where employees can flourish. These strategies, when implemented effectively, can lead to profound and lasting changes in employee engagement and organizational health. Open communication ensures that employees feel heard and valued, aligning roles with strengths taps into the unique potential of each individual, promoting work-life balance prevents burnout and sustains productivity, creating opportunities for growth keeps employees motivated and engaged, and reinforcing a positive work culture fosters a sense of belonging and collective purpose.

The effectiveness of these strategies must be rigorously measured and continuously refined to ensure that they remain relevant and impactful in a changing workplace. Key metrics such as employee engagement surveys, productivity metrics, and turnover rates provide essential data that can guide management practices and help identify areas for improvement. However, the pursuit of quiet thriving is not a destination but an ongoing journey. Managers must remain vigilant, responsive, and adaptive, continually assessing the effectiveness of their strategies and making necessary adjustments to meet the evolving needs of their workforce. This commitment to continuous improvement is essential for sustaining a thriving workforce and ensuring that the organization remains resilient, competitive, and capable of navigating the complexities of the modern business environment.

Ultimately, the shift from quiet quitting to quiet thriving is a transformative process that holds the potential to redefine the relationship between employees and their work. It challenges organizations to move beyond the traditional metrics of success and to focus on the deeper, more enduring aspects of employee well-being and engagement. By fostering an environment where quiet thriving is not only possible but actively encouraged, organizations can unlock the full potential of their workforce, creating a culture of sustained productivity, innovation, and satisfaction that benefits both the individual and the collective. This holistic approach to employee engagement represents a new paradigm in organizational management—one that recognizes the importance of intrinsic motivation, aligns with the values and strengths of the workforce, and ultimately leads to a more fulfilled, motivated, and productive organization.

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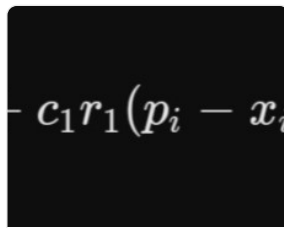
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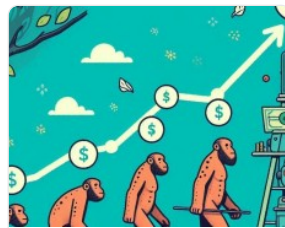
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