Journal of Strategic Human Resource Management
13 (1) 2024, 29-42
http://publishingindia.com/jshrm/

IMPACT OF TOXIC WORK ENVIRONMENT ON QUIET QUITTING WITH PSYCHOLOGICAL CAPITAL MEDIATION

Hazratgul Mohammadi*, Heidar Ahmadi, Ebrahim Rajabpour*****

*Strategic Management, School of Business and Economics, Persian Gulf University, Iran.
Email: hazratgul.salik22@gmail.com

**Business Management, School of Business and Economics, Persian Gulf University, Iran.
Email: ahmadi@pgu.ac.ir

***Business Management, School of Business and Economics, Persian Gulf University, Iran.
Email: e.rajabpour@pgu.ac.ir

Abstract: *Present studies on quiet quitting mostly concentrate on ethical aspects of the phenomenon, whether constructive or destructive behaviour. This study, however, took a different approach by looking at the phenomenon's potential source. The study aimed to evaluate the impact of perceived toxic work environment on quiet quitting with psychological capital (PC) mediation. The study employed partial least square structural equation modeling and SPSS for data analysis based on 171 faculty members from Persian Gulf University. The results demonstrated a significant positive impact of toxic work environment on quiet quitting, and PC role in exacerbating the adverse effect of workplace toxicity. Findings revealed that more than 50 per cent of quiet quitting is caused by toxic work environment and PC in its direct impact reduces quiet quitting, however amplifies the negative consequences as a mediator. This study contributes to being among the earliest to investigate the determinants of quiet quitting.*

Keywords: *Quiet Quitting, Psychological Capital, Toxic Work Environment, Persian Gulf University*

Introduction

The understanding and analysis of the world's events is easier when they are divided into pre-pandemic and post-pandemic eras. Many of the paradigms and principles that governed the world before 2020 have changed. Two latest changes pertinent to the organisations' workforce are "great resignation" and "quiet quitting" (Formica & Sfoderab, 2022), the term "quiet quitting" is not considered a new phenomenon by some researchers and dates it back to 2009 economic symposium at Texas A & M by economist Mark Boldger (Buscaglia, 2022). It refers to the performance of the bare minimum of the job; fulfilling the primary responsibilities and avoiding going beyond and above what is necessary; quiet quitters are less likely to engage in activities which are known as organisational citizenship behaviours: like staying late, showing up early, or attending non-mandatory meetings (Klotz & Bolino, 2022). Those who quietly quit their job, do not actually leave the workforce, but stop worshipping the work, and look for more work-life balance, including working fewer hours (Lee et al., 2023). One of the reasons that employees are quietly quitting is bad bosses (Zenger & Folkman, 2022), Gallup also reported that "quiet quitting is a symptom of poor management" (Harter, 2023). Detert (2023) argues that a more appropriate term for quiet quitting is "calibrated contributing" since, in reality, the phenomenon reflects an attempt to enhance fairness in the workplace: employees who opt for such behaviours are simply matching their work outputs and efforts to what they receive from their employers. The quiet quitting movement is associated with other long-standing movements like "acting your wage" and "work to rule", however, it has a psychological dimension to it (Hamouche et al., 2023; Malegaonkar, 2019), irrespective of the term used, it seems that quiet quitting is gaining momentum. For example, as per the Gallup Global Workforce Report only 21 per cent of employees are actively engaged (Gallup, 2022), in another Gallup report it is found that the proportion of disengaged employees is increasing to 18 per cent, and one of the leading causes mentioned to have been accrued and finally resulting in quiet quitting is "burnout". It is leading 50 per cent and probably more US workforce to adopt the practice of quiet quitting (Harter, 2023; Powell, 2022), however, studies discovered that burnout can get attenuated, when employees have high psychological capital (PC) (Paul Vincent et al., 2022), the high-order construct of PC draws from positive

psychology in general and positive organisation behaviour in particular (Luthans & Youssef-Morgan, 2017), the psychological resources which form PC include the HERO within which stands for Hope, Efficacy, Resilience and Optimism (Luthans et al., 2015). Extant research has shown PC positive impact on the organisational outcome, it is positively associated with learning, vitality and positivity in the workplace (Basinska & Rozkwitalska, 2022), as well as job satisfaction and creativity, furthermore, it is argued that individuals with high PC are capable of leveraging psychological resources beneficially (Ghafoor & Haar, 2022), in an academic environment, for instance, PC plays a key role in converting students integrity towards behaviours that result in high academic performance (Chaffin et al., 2023). Moreover, studies have found that PC interventions can be utilised to combat a toxic work environment, PC interventions not only have the capability to create a positive subjective experience, but also expand employees' outlook and strengthen their character (Sarkar et al., 2023). workplace toxicity diminishes employees' morale, increases depression, anxiety, stress level, irritability and lessens motivation among employees which consequently reduces employees' work performance, increases disengagement, absenteeism, destruction of work and decreases work efficiency (Rasool et al., 2020). Workplace toxicity is commonplace however, its under-reporting makes it hard to track it accurately (Berquist et al., 2018), toxicity is mostly associated with leadership (Paltu & Brouwers, 2020; Walker & Watkins, 2023), however, in a recent systematic review of literature out of 20 sources only 6 sources explicitly used the word toxic leadership to discuss destructive behaviour in the academy, this either presents a lack of understanding of toxic leadership in assessing negative behaviour, culture and environment within the academy or its lack of acceptance (Smith & Fredricks-Lowman, 2019).

While emphasising the impact of quiet quitting on businesses, the current literature pays disproportionately little attention to the possible detrimental effects of quiet quitting in higher education and the possibility of perpetuation of quiet quitting in the higher education environment. Therefore, this study provides a valuable contribution to the existing literature by examining the complexities of workplace dynamics in higher education, specifically focusing on the impact of a toxic work environment on quiet quitting. By concentrating on the academic context, this research enhances our understanding of how these phenomena manifest and evolve. Moreover, by considering the mediating role of PC, this study not only identifies the negative consequences of workplace toxicity but also sheds light on a potential psychological mechanism that individuals may utilise to navigate such challenges. The findings of this study are expected to offer practical insights for higher education institutions, enabling them to foster healthier work environments and implement targeted interventions to reduce the occurrence of quiet quitting. Consequently, this research serves as a valuable resource for both academics and practitioners, promoting a more comprehensive comprehension of employee well-being and organisational dynamics within the higher education sector.

Literature Review

Toxic Work Environment and Quiet Quitting

Responding to meagre extrinsic motivation, job burnout and grudges against organisations and managers (Serenko, 2023), a growing number of employees have disengaged from their work and intend to limit their responsibilities to a bare minimum so as not to get fired and maintain the pay check without going above and beyond the call of job description. This phenomenon is coined as "quiet quitting", so far it has received a colossal amount of attention from mainstream media, academic scholars and the work environment and still growing in prevalence as evidence suggests. The term was originally used by economist Mark Boldger in 2009 (Serenko, 2023; Buscaglia, 2022).

Despite its popularity in the mainstream media, and business world, studies show that "quiet quitting" is not exactly a new movement. In the past, employees have used similar concepts like "work to rule" and "acting your wage" collectively as an effective mechanism to strike and disrupt the business operation of their employers without risking dismissal; in addition, quiet quitting has a psychological dimension which indicates an individualistic latent protest against current work condition, which can be understood through concepts like "work withdrawal", "silence" and "employee cynicism" (Hamouche et al., 2023; Malegaonkar, 2019), quiet quitters are in the middle between "actively engaged" and "actively disengaged" employees, the un-nerving part of quiet quitting is that the managers wouldn't necessarily know whether an employee has "quietly quit", they basically reject the notion that their live should be dominated by work, and refuse to sacrifice their mental health, personal relationship and well-being to benefit their employers (Smith, 2022), as per Harter, chief scientist for Gallup's workplace management practice (Harter, 2023) "What we're seeing right now is kind of a deterioration of the employee-employer relationship", Some of the estrangement may have been exacerbated by two years of prolonged lockdown due to COVID-19 pandemic plus remote and

hybrid work arrangements. Therefore, it is a wake-up call for employers to reset their work culture (Hopke, 2022), especially, at a time when quiet quitting is mostly attributed to millennials and Generation Z which are reluctant to adapt to existing work culture (Ellis & Yang, 2022), it was so aptly prognosticated by Schroth (2019), before the onset of COVID-19 he warned the employers to be prepared for Gen Z (1997–2013) entering the workforce, he warned that employers not only have to understand the best way to manage young without experience employees but also the distinct characteristics which shape their experience. It is not just Gen Z, who is unhappy about the current work culture (Schroth, 2019), overall, global unhappiness has been going up for a decade and every world leader has missed it, though, they track unemployment and GDP, almost none of them cares much about their citizens' well-being as per Gallup's findings (Clifton, 2022).

As per Gupta (2022), quiet quitting happens in three consecutive stages emotional, mental and physiological stages. In the first stage, the employee is not sure what is going to happen to them and what their next move will be. They have an internal battle between staying and moving on. In the second stage, disengagement on a chronic basis suggests that employee is assessing how well they are supported at the workplace. Employees are not committed; however, they remain active contributors at work, in this stage employees realise that they are no longer enjoying their engagement with their current organisation. The final stage is the most obvious one in which employees openly show their disquiet and willingness to depart. And show that they are seeking opportunities outside their current organisation.

A Harvard Business Review article appropriately put it "Quiet quitting is about bad bosses, not bad employees" (Zenger & Folkman, 2022), it is a silent protest against a toxic workplace or feeling devalued (Dennison, 2022). Managers are combatting their interest with "quiet firing", a phenomenon that has gained popularity in the workplace after quiet quitting (Dennison, 2022; Navarra, 2022), the concept is different from quiet quitting, the only similarity between the two phenomena is, that they are not quiet anymore and have drawn the attention of popular news outlets, academicians and leaders. As per team building, a team development company quiet firing is a "passive-aggressive approach to performance management." Quiet firing can appear in different ways- deliberate or unintentional. It is subtler than actual firing, here managers instead of showing employees the door explicitly, make the workplace hostile and toxic so that the employee is pushed out of the organisation (Glover, 2023; Navarra, 2022; Ruvio & Morgeson, 2022). Against this background we propose our first hypothesis.

H1: Toxic work environment has a significant positive impact on quiet quitting.

Toxic Work Environment and Psychological Capital

Workplace environment can have a positive or negative effect on employees' productivity, morale and engagement (Chandrasekar, 2011), a collaborative work environment affects employees positively, while a toxic work environment ruins the long-term viability of an organisation. The collaborative work environment is characterised by agreeableness, nurturing, positive, caring and supportive places, on the other hand, toxic work environment is typically manifested by narcissism, bullying, ostracism, sexual harassment, intimidation and humiliation (Gilbert et al., 2012; Anjum et al., 2018; Pickering et al., 2017; Wolf et al., 2017). Studies have demonstrated that a toxic work environment comprising multiple dimensions such as ostracism, workplace incivility, workplace harassment and workplace bullying has a significant negative relationship with job productivity (Anjum & Ming, 2018).

The presence of toxins within organisations does not just cause suffrage to employees but also to the organisation as a whole, psychological effects of toxins like (toxic leaders, toxic managers and toxic culture) on employees are impaired judgment, irritability, anxiety, anger, lack of concentration and loss of memory (Appelbaum & Roy-Girard, 2007). Furthermore, if organisations cannot deal with toxic emotions constructively, the enormous effect it imposes on employees lowers their hope and self-esteem ultimately negatively impacting the organisation and its stakeholder life satisfaction (Santos et al., 2023), consequently, results in work withdrawal and jeopardise work performance (Nauman et al., 2021). Thus, we propose our second hypothesis as follows.

H2: Toxic work environment has significant negative impact on psychological capital.

Psychological Capital and Quiet Quitting

Evidence suggests that quiet quitting and toxic work environments hurt employees' outcomes, however, there are some variables which can mitigate the effect, one such variable is PC or Psycap. Psycap has its root in positive organisational behaviour (Luthans et al., 2004), which was initially introduced by Martin Seligman (Luthans & Youssef-Morgan, 2017), and is defined as "an individual's positive psychological state of development" and is characterised by

(a) confidence (self-efficacy), believing about one's ability to produce a desired result, especially under challenging and volatile conditions, self-efficacy beliefs develop in the course of the lifespan as people progressively integrate new information from five primary sources. The greatest influences on self-efficacy beliefs are "performance experiences", "vicarious experiences", "imagining behaviours", "verbal persuasion" and "physiological and emotional states" (b) making a positive attribution (optimism) regarding succeeding in the present and future (c) hope, persevering towards goal and, if necessary redirecting and finding routes around obstacles to goal (d) resilience, when faced with problems and hardship, sustaining and bouncing back and even beyond to reach success (Luthans et al., 2015; 2017; Lopez, 2013). Psycap comprising of hope, self-efficacy, resilience and optimism is considered to be a main source of support at work, particularly during challenging events (Mao et al., 2021) moreover, in academic environment Psycap is considered an initial propellant towards seeking teacher education (Berg et al., 2023). During challenging times like the COVID-19 pandemic, people may have experienced a variety of mental health issues. Psychological strengths such as resilience, hope, self-efficacy and optimism can help them overcome challenges and foster well-being (Yıldırım & Arslan, 2022). Against this backdrop, to consider job engagement as the opposite of quiet quitting (Harter, 2023), we postulate the following hypothesis.

Conceptual Framework

H3: Psychological capital has significant negative impact on quiet quitting.

Mediating Role of Psychological Capital

Extant research has shown PC multitude roles, as a predictor, mediator and moderator variables. And it is related to variety of outcomes like job performance and job burnout (Gong et al., 2019), innovation behaviour (Sun & Huang, 2019), organisational support climate and commitment (Luthans et al., 2008). Moreover, PC is associated with positive emotions that in turn affects the employees' attitudes and behaviours which is relevant to organisational change (Avey et al., 2008), while, the positive influence of PC on employees' attitudes and behaviours is paramount and evident, it is crucial to acknowledge that certain work environments (i.e. toxic work environment) exert a counterproductive effect, reducing its overall effectiveness (Ali et al., 2019). Meanwhile, the incorporation of this variable to function as a counteroffensive mechanism into the model is significant to mitigate the negative influence of a toxic workplace, shielding employees and organisational outcomes from the negative impact of a toxic work environment (Mahipalan & Garg, 2023). Therefore, we postulate our final hypothesis.

H4: Psychological capital plays a significant negative mediating role in the relationship between toxic work environment and quiet quitting.

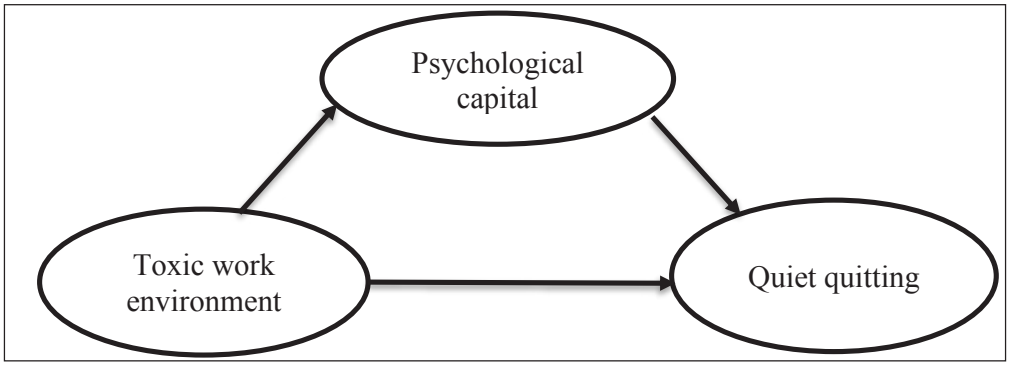

Fig. 1: Conceptual Framework

Research Methodology

The statistical population of the study included all the faculty members of Persian Gulf University, Bushehr, Iran, as the majority of employees who quietly quit since the COVID-19 pandemic belonged to higher education (Forrester, 2023). The actual population of the study was 260 people which as per Cochran's formula results into 155 sample; however, we increased our sample by 15 per cent to reach a credible result, therefore, the sample selected for statistical analysis was 171 people as per Cochran's formula. Hence, the data was collected from 171 people through cluster sampling technique which underwent statistical analysis. The survey was disseminated via Google Forms to a total of 260 faculty members, yielding a response rate of 65.77 per cent. Given the sensitive nature of the topics concerning toxic work environments and quiet quitting, there is a possibility of

familiarity bias when answering the questions. However, the authors assured the participants that the responses would be analysed collectively rather than individually, in order to mitigate any potential familiarity-related concerns. The descriptive statistics showed the university to be a male dominant with an 80.7 per cent majority. The average age of the respondents was 30 years. The majority of the respondents held a doctorate or above degree. 33.3 per cent of the faculty members had 5–10 years of experience in the university (see Table 1). The spectrum used in the questionnaire was a 5-point Likert scale ("1" referring to "Totally disagree" and "5" referring to "Totally agree"). Toxic work environment construct involves 12 questions adopted from (Anjum et al., 2018), example questions include "My supervisor often appreciates my physical appearance", and "My co-worker often tries to talk about my personal and sexual life". PC is measured using Psycap-12 short version questionnaire adopted from (Luthans et al., 2008), the sample questions include "I feel confident presenting information to a group of colleagues" and "At this time, I am meeting the work goals that I have set for myself". The instrument for quiet quitting was developed by the researchers, questions are adopted from (Weiss et al., 1967; Harter et al., 2002; Maslach et al., 1981). The questionnaire comprised of 23 items, a pilot study was conducted and checked the reliability and validity of the instrument before the questionnaire was widely distributed as a necessary step. Data analysis was performed using SPSS26 software for descriptive statistics and smartPLS 3.2.8 software for inferential statistics. Given that the sample size was below 200 and the data exhibited non-normality, Partial Least Square Structural Equation Modeling (PLS-SEM) presents itself as a suitable option. PLS-SEM demonstrates robustness when dealing with smaller sample sizes and effectively manages non-normal data distributions. Conversely, SPSS excels in tasks such as computing measures of central tendency, dispersion, frequency distributions and performing exploratory data analysis.

Table 1: Demographics of Respondents

Characteristics	Category	Frequency	Percentage
Gender	Male	138	80.7
	Female	33	19.3
Education	Master's degree	4	2.3
	Doctorate	167	97.7
Age	Less than 30 years old	4	2.3
	30-40 years old	65	38.0
	40-50 years old	64	37.4
	50 years and above	38	22.2
Working experience	Less than 5 years	13	7.6
	5-10 years	57	33.3
	10-15 years	55	32.2
	15-20 years	15	8.8
	20 years and above	31	18.1

Data Analysis and Results

Measurement Model

This is the outer part of the path model and shows how the latent variables are connected to their indicators, this section is important for evaluating the reliability and validity of the data collection instruments. In the process of assessing the measurement model, indicators with low factor loadings (less than 0.50) were omitted (Gefen & Straub, 2005). Three items were removed from data analysis from the constructs which included: quiet quitting (2), and PC (1) because of low factor loadings. For assessing the quality criteria of the constructs two-stage approach was applied. The first component to be evaluated in a measurement model is reliability which include Cronbach's alpha and recently researchers in conjunction with structural equation modeling mostly use composite reliability. Composite reliability desirable cut-off is 0.7 and above (Peterson & Kim, 2013). Subsequently, all the latent variables had the desired level of composite reliability (see Table 2 for lower order constructs and Table 4 for higher order constructs). The second element of measurement model involves evaluation of the validity which includes convergent validity, we used Average Variance Extracted (AVE) with the desired cut-off of AVE>0.5, however it is

also mentioned that AVE is a more conservative evaluation of the validity of the measurement model, therefore, on the basis of composite reliability alone researcher can conclude that the validity of the construct is established (Fornell & Larcker, 1981), and discriminant validity which is evaluated using Fornell and Larcker criteria and Heterotrait-Monotrait (HTMT) ratio (see Table 2 for lower order constructs and Table 4 for Higher Order Constructs). HTMT ratio method for discriminant validity is recently utilised by many studies, the threshold is less than or equal to 0.90 (Cheung & Wang, 2017; Henseler et al., 2015).

Table 2: Reliability and Convergent Validity of LOC

Constructs	Cronbach's Alpha	rho_A	CR	AVE
BL	0.751	0.784	0.857	0.667
OS	0.788	0.813	0.861	0.609
HA	0.832	0.858	0.887	0.664
IN	1.000	1.000	1.000	1.000
HO	0.707	0.728	0.837	0.634
OP	0.867	0.877	0.918	0.789
RE	0.745	0.784	0.846	0.734
SE	0.737	0.825	0.842	0.642
DE	0.916	0.922	0.929	0.546
DS	0.849	0.857	0.888	0.571
EE	0.793	0.793	0.866	0.619

Abbreviations: BL= Bullying; OS= Ostracism; HA= Harassment; IN= Incivility; HO= Hope; OP= Optimism; RE= Resilience; SE= Self-efficacy; DE= Disengagement; DS= Dissatisfaction; EE= Emotional exhaustion; LOC= Lower Order Construct; CR= Composite Reliability; AVE= Average Variance Extracted.

Table 3: Discriminant Validity of LOC

	BL	DE	DS	EE	HA	HO	IN	OP	OS	RE	SE
BL	**0.817**										
DE	0.576	**0.835**									
DS	0.605	0.739	**0.756**								
EE	0.474	0.717	0.638	**0.787**							
HA	0.644	0.495	0.401	0.440	**0.815**						
HO	-0.240	-0.318	-0.339	-0.355	-0.165	**0.796**					
IN	0.516	0.353	0.348	0.298	0.687	-0.221	**1.000**				
OP	-0.290	-0.447	-0.459	-0.404	-0.097	0.666	-0.142	**0.888**			
OS	0.636	0.571	0.524	0.447	0.759	-0.177	0.601	-0.140	**0.780**		
RE	-0.275	-0.431	-0.448	-0.346	-0.304	0.506	-0.244	0.693	-0.264	**0.857**	
SE	-0.198	-0.363	-0.363	-0.386	-0.116	0.651	-0.144	0.667	-0.187	0.481	**0.801**

Table 4: Reliability and Convergent Validity of HOC

	Cronbach's Alpha	rho_A	CR	AVE
PC	0.863	0.869	0.906	0.708
QQ	0.89	0.897	0.932	0.821
TWE	0.877	0.897	0.915	0.729

Abbreviation: HOC= Higher Order Construct

Structural Model

This is the inner part of the model where hypotheses are tested and shows the relationships between the constructs. H1 evaluates the impact of toxic work environment on quiet quitting, and the results revealed that TWE has a positive significantly impact on QQ (β=-0.508, t=11.843 and p=0.000). Therefore, H1 is accepted. H2 evaluates the impact of toxic work environment on PC. The evidence shows that the impact of TWE on Psycap is significant (β=-0.286, t=3.810 and p=0.000). Consequently, the hypothesis is confirmed. H3 assesses whether PC has a significant negative impact on quiet quitting. The results demonstrated that PC has significant negative impact on quiet quitting (β=-0.368, t=6.850 and p=0.000). Hence, H3 is supported (results are demonstrated in Table 6). Lastly, H4 evaluates whether PC plays a negative mediating relationship between toxic work environment and quiet quitting. The results revealed H1 to be significant (β=-0.508, t=12.059 and p=0.000). When the mediator was introduced into the model the total impact experienced significant increase (β=0.614, t=17.858 and p=0.000), therefore, the negative indirect impact was found insignificant (β=0.105, t=3.371, p=0.000). That demonstrated that some of the impact of toxic work environment on quiet quitting passes through PC. Consequently, the negative consequence of toxic work environment on quiet quitting is amplified rather than reduced, hence, H4 is not accepted. The results are shown in Tables 6 and 7 and Fig. 2.

Table 5: Discriminant Validity of HOC as Per Cross-Loadings, Fornell and Larcker Criterion and HTMT Ratio

	PC	QQ	TWE
BL	-0.301	0.611	0.846
HA	-0.207	0.492	0.896
OS	-0.230	0.570	0.884
IN	-0.224	0.368	0.784
DE	-0.468	0.944	0.599
DS	-0.484	0.916	0.567
EE	-0.443	0.856	0.496
HO	0.822	-0.371	-0.236
OP	0.906	-0.483	-0.205
RE	0.818	-0.453	-0.319
SE	0.817	-0.408	-0.193
Fornell and Larcker Criterion			
PC	0.842		
QQ	-0.513	0.906	
TWE	-0.286	0.614	0.854
Heterotrait-Monotrait Ratio (HTMT)			
PC			
QQ	0.582		
TWE	0.32	0.674	

Abbreviations: PC=Psychological Capital; QQ=Quiet Quitting; TWE=Toxic Work Environment.

Table 6: Hypotheses Testing

	Coefficient	SD	T Statistics	P Values
H3: PC -> QQ	-0.368	0.054	6.850	**0.000**
H2: TWE -> PC	-0.286	0.075	3.810	**0.000**
H1: TWE -> QQ	0.508	0.043	11.843	**0.000**

Abbreviation: SD= Standard Deviation.

Table 7: Mediation Analysis

Total Effect (TWE -> QQ)		Direct Effect (TWE -> QQ)		Indirect Effect of TWE on QQ				
Coefficient	P-Value	Coefficient	P-Value	H4:TWE -> PC -> QQ	Coefficient	SD	T Value	P-Value
0.614	**0.000**	0.508	**0.000**		0.105	0.031	3.409	**0.000**

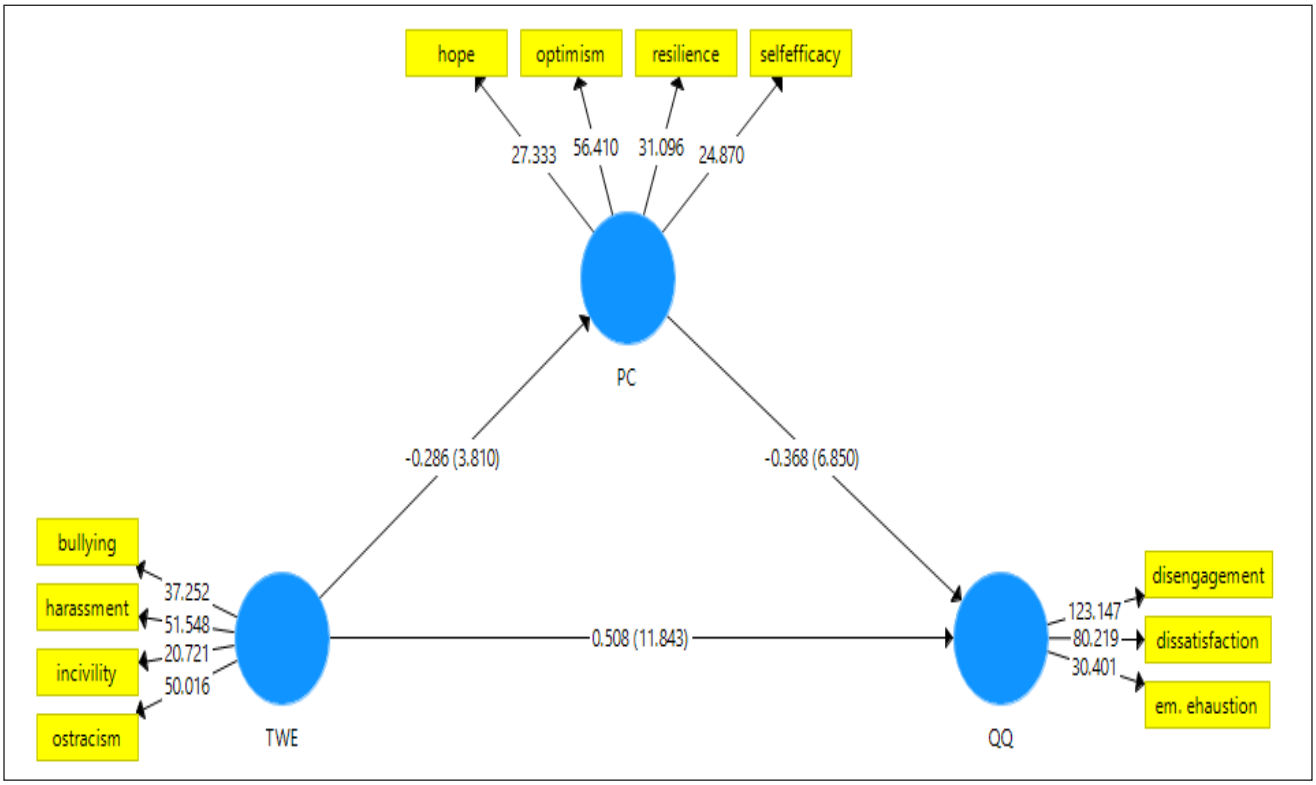

Fig. 2: Path Coefficients and T-Values

Discussion

This study examines the impact of toxic work environment on quiet quitting. Following an extensive analysis of existing literature, a research framework was developed, consisting of four hypotheses that explore both direct and indirect connections. The empirical examination confirmed three direct pathways, but dismissed the notion of PC acting as a negative mediator. Therefore, the proposed model fits well, as the explanatory power is strong (R2=0.501).

This study affirms that a toxic work environment plays a crucial role in the occurrence of the quiet quitting phenomenon in an organisation. This discovery aligns with previous research that has shown how toxic behaviour within a workplace can result in negative consequences, ultimately harming the organisational work culture and turning it into a toxic environment. Such conditions act as a barrier to employees' motivation and commitment (Chakrabarti et al., 2023; Anjum et al., 2018; Appelbaum & Roy-Girard, 2007). Additionally, scholars have identified a significant positive relationship between work engagement and organisational citizenship behaviour (Mathumbu & Dodd, 2013; Jin et al., 2022). These studies suggest that when a toxic work environment exists, work engagement diminishes, leading to a lack of organisational citizenship behaviour, which is synonymous with quiet quitting (Klotz & Bolino, 2022).

Numerous studies have indicated that the workplace environment plays a crucial role in influencing employee retention. Employees who hold positive perceptions of their work environment are less inclined to leave their organisation. As employees face increasing stressors in their work environment, they are more susceptible to burnout (Lei et al., 2021), leading to a higher likelihood of considering quietly quitting. Wan et al. (2018) highlighted that job burnout can drive employees to contemplate quitting their jobs as a strategy to evade the overwhelming effects of the work environment. Building on this premise, a recent study

conducted in Indonesia examined the impact of the work environment on millennial turnover intention, affirming that a positive and supportive work environment fosters loyalty among employees, reducing the likelihood of turnover. Conversely, a toxic work environment has adverse effects on employee engagement and turnover intention. This indicates that continuous exposure to toxicity in the workplace can result in disengagement among employees, prompting them to prioritise personal well-being over work commitments. Consequently, employees may lack the time and energy to exceed the basic requirements of their job, ultimately leading to quiet quitting (Trisnursari & Desiana, 2022).

In this study, it was found that a toxic work environment had a significant detrimental effect on PC (H2). This finding aligns with the findings of a previous study conducted by Ali et al. (2019), which demonstrated that a toxic work environment diminishes PC. Additionally, Mahipalan and Garg (2023) supported this notion by asserting a negative correlation between a toxic work environment and PC. The discussion unveiled that while PC has the potential to mitigate the negative consequences of workplace toxins, prolonged exposure to such toxins depletes an individual's energy, surpassing their ability to combat workplace toxicity. Despite the fact that workplace toxins may diminish PC, it is crucial to promote and nurture its growth as these positive resources aid employees in regulating their emotions and cognition. This empowerment equips individuals with resilience, confidence and strength to confront and overcome the challenges posed by the toxic environment (Kalyar et al., 2021).

PC has been shown to have a significant negative impact on quiet quitting, as indicated by the findings of Avey et al. (2009). Their research suggests that PC is linked to a decrease in the intention to quit and job search behaviour. This implies that by enhancing PC, individuals are better equipped to resist the urge to resign quietly and are more capable of managing their job-seeking activities. By strengthening their PC, individuals are able to increase their commitment to their current employers and reduce their desire to actively seek new employment opportunities. This underscores the importance of PC in reducing employee disengagement and fostering a stronger sense of loyalty to the organisation. Previous studies have also supported the positive impact of PC on employee engagement. For example, Kang and Busser (2018) found that PC enhances employee engagement, a finding that was further corroborated by Soni and Rastogi (2019) who identified PC as a key predictor of employee engagement. Additionally, Parray et al. (2023) have confirmed the relationship between PC and employees' job attitudes.

Finally, our findings reject that PC plays a significant negative mediating role in the relationship between toxic work environment and quiet quitting (H4). The finding of this hypothesis diverges from the mainstream literature, it appears we cannot categorise employees as good or bad with regards to quiet quitting. when PC direct impact is evaluated on quiet quitting (H3), the results identified a negative impact of PC on quiet quitting, this result conforms with (Sarkar et al., 2023) study which found that PC can work as a facilitator to transform a toxic work environment into a collaborative one. It is further corroborated that employees with high PC had high job satisfaction, were willingly supportive of co-workers and superiors and there was a high possibility of going the extra mile and taking extra roles (Jung & Yoon, 2015). However, when Psycap is introduced as a mediator in the relationship between toxic work environment and quiet quitting, the results showed that some of the negative effect of the toxic work environment passes from PC to quiet quitting, this might be due to the fact that people with high PC are more aware of their well-being. The well-being and happiness of employees in the workplace are closely linked to their inner psychological resources, with hope and optimism playing a significant role (Kun & Gadanecz, 2022). And when they perceive toxins in the workplace for an extended period of time, they choose quiet quitting as a means of prioritising their personal life and well-being (Zenger & Folkman, 2022; Lee et al., 2023; Wan et al., 2018; Ali et al., 2019). In contrast to PC quiet quitters follow a divergent path, showcasing a different trajectory and behaviour (i.e., not participating in organisational citizenship behaviour) (Klotz & Bolino, 2022). Even though PC and quiet quitting initially follow divergent paths, their distinct characteristics complement each other, foster a synergistic effect that diminishes the negative impact of a toxic work environment, and therefore, contribute to a more balanced outcome if we consider "calibrated contribution to be fair".

Workplace Recommendations

Based on the findings obtained from the survey conducted on toxic work environment and the subsequent analysis of the data, the following suggestions can be put forward to address and reduce toxic workplace conditions that may lead to the reduction of quiet quitting:

- *Establish Clear Policies and Procedures:* Implement clear policies and procedures to address toxic behaviours such as bullying, harassment and discrimination. By creating a culture where such behaviours are not tolerated, employees are more likely to feel valued and supported, reducing the likelihood of silently leaving the organisation.

- *Encourage Open Communication Channels:* Promote open communication channels where employees feel safe to voice their concerns and provide feedback. When employees feel heard and respected, they are more likely to address issues directly rather than quietly quitting.
- *Provide Conflict Resolution Training:* Offer training on conflict resolution and interpersonal skills to equip employees with the tools to address conflicts constructively. By empowering employees to resolve issues effectively, organisations can reduce the likelihood of interpersonal conflicts leading to quiet quitting.
- *Address Workload and Job Demands:* Assess and address excessive workload and unrealistic job demands that contribute to stress and burnout. By promoting work-life balance and providing resources to manage workload, organisations can reduce instances of quiet quitting resulting from overwhelming job demands.
- *Promote Diversity and Inclusion:* Foster a culture of respect, diversity and inclusion where all employees feel valued and respected. By promoting diversity and inclusion initiatives, organisations can create a sense of belonging and reduce the likelihood of marginalised employees quietly quitting.
- *Conduct Periodic Evaluations of Organisational Climate:* It is crucial to regularly assess the organisational climate in order to understand how employees perceive their work environment. This will help identify areas that require improvement. By actively monitoring and addressing issues related to workplace culture and employee satisfaction, organisations can foster a more positive and supportive atmosphere, thereby reducing instances of employees quietly quitting.

Implications, Limitations and Future Research Directions

Our research project was an extensive endeavour aimed at exploring and gaining a thorough understanding of the emerging phenomenon of "quiet quitting" among faculty members at Persian Gulf University. The findings indicate that employers should focus on monitoring the work environment rather than individual characteristics. Prolonged exposure to a toxic work environment depletes employees' energy and weakens their ability to resist workplace stressors. The study revealed that over 50 per cent of quiet quitting is attributed to toxic work environments, highlighting the dissatisfaction of quiet quitters with their current work conditions. While previous studies mainly focused on the ethical aspects of quiet quitting, our research delves into the determinants of this phenomenon. The implications of our study are significant for management, emphasising the need to handle quiet quitters with sensitivity and care. Although PC is a key predictor of quiet quitting behaviour, it does not serve as a mediator, suggesting the need for targeted interventions to address this issue in the workplace. This underscores the importance of shifting management focus from identifying quiet quitters to addressing the root causes of the phenomenon. Providing a supportive work environment, career advancement opportunities, flexible schedules, autonomy and recognition are believed to help re-engage employees and reduce instances of quiet quitting. Our study acknowledges its limitations and encourages future research to validate and clarify our findings. Additionally, future studies could benefit from utilising qualitative research methods to replicate our study and figure out the real concerns of quiet quitters. In addition, it should be noted that the study's sample size was less than 200, which may restrict its applicability to a wider population. However, the researchers have effectively utilised PLS-SEM, a methodology that is well-suited for analysing data with limited sample sizes. This demonstrates the researchers' careful consideration in selecting an appropriate analytical approach given the study's limitations. Nevertheless, conducting future research with a larger sample size, along with incorporating a multi-group analysis and cross-cultural study involving both public and private higher education institutions, could enhance the generalisability of the findings. This would provide a more comprehensive understanding of the phenomenon of quiet quitting.

Ethical Consideration

In this study, the authors have implemented thorough measures by ensuring that participant consent was acquired and data confidentiality was guaranteed. Before gathering data, participants were given detailed information about the study's objectives, methods and possible risks, and they willingly agreed to take part. This approach not only maintains ethical principles but also diminishes biases arising from coercion or lack of comprehension. Furthermore, we reassured participants that their responses would remain confidential and anonymised, safeguarding their privacy and alleviating concerns about potential consequences. By prioritising participant rights and data confidentiality, the authors have proactively taken steps to reduce biases and strengthen the credibility and validity of the results.

References

Ali, M., Bilal, H., Raza, B., & Usman Ghani, M. (2019). Examining the influence of workplace bullying on job burnout: Mediating effect of psychological capital and psychological contract violation. *International Journal of Organizational Leadership, 8*(2), 1-11.

Alsomaidaee, M. M., Joumaa, B. A., & Khalid, K. W. (2023). Toxic workplace, mental health and employee well-being, the moderator role of paternalistic leadership, an empirical study. *Journal of Applied Business and Technology, 4*(2), 114-129. doi:https://doi.org/10.35145/jabt.v4i2.126

Anjum, A., & Ming, X. (2018). Combating toxic workplace environment: An empirical study in the context of Pakistan. *Journal of Modelling in Management, 13*(3), 675-697. doi:https://doi.org/10.1108/JM2-02-2017-0023

Anjum, A., Ming, X., Siddiqi, A. F., & Rasool, S. F. (2018). An empirical study analyzing job productivity in toxic workplace environments. *International Journal of Environmental Research and Public Health, 15*(35). doi:https://doi.org/10.3390/ijerph15051035

Appelbaum, S. H., & Roy-Girard, D. (2007). Toxins in the workplace: Effect on organizations and employees. *Corporate Governance, 7*(1), 17-28. doi:https://doi.org/10.1108/14720700710727087

Avey, J. B., Luthans, F., Smith, R. M., & Palmer, N. F. (2010). Impact of positive psychological capital on employee well-being over time. *Journal of Occupational Health Psychology, 15*(1), 17.

Basinska, B. A., & Rozkwitalska, M. (2022). Psychological capital and happiness at work: The mediating role of employee thriving in multinational corporations. *Current Psychology, 41,* 549-562. doi:https://doi.org/10.1007/s12144-019-00598-y

Berg, D. A., Skaalvik, E. M., Asil, M., Hill, M. F., Uthus, M., Tangen, T. N., & Smith, J. K. (2023). Teacher self-efficacy and reasons for choosing initial teacher education programmes in Norway and New Zealand. *Teaching and Teacher Education, 125,* 104041. doi:https://doi.org/10.1016/j.tate.2023.104041

Berquist, R., St-Pierre, I., & Holmes, D. (2018). Uncaring nurses: Mobilizing power, knowledge, difference, and resistance to explain workplace violence in academia. *Research and Theory for Nursing Practice: An International Journal, 32*(2). doi:https://doi.org/10.1891/1541-6577.32.2.199

Buscaglia, M. (2022). *A quick look at the origins and outcomes of the trendy term.* Chicago: Chicago Tribune.

Caprara, G. V., Barbaranelli, C., Steca, P., & Malone, P. S. (2003). Efficacy beliefs as determinants of teachers' job satisfaction. *Journal of Educational Psychology, 95*(4), 821-832. doi:https://doi.org/10.1037/0022-0663.95.4.821

Chaffin, T. D., Luthans, B. C., & Luthans, K. W. (2023). Integrity, positive psychological capital and academic performance. *Journal of Management Development,* ahead of print (ahead of print). doi:https://doi.org/10.1108/JMD-07-2022-0162

Chakrabarti, S., Biswas, D., Bhattacharjee, Z., & Tigga, L. D. (2023). The study of toxic work environment on employee engagement. *American Journal of Business and Management Research, 4*(2), 1-17.

Chandrasekar, K. (2011). Workplace environment and its impact on organisational performance in public sector organisations. *International Journal of Enterprise Computing and Business Systems, 1*(1).

Cheung, G. W., & Wang, C. (2017). Current approaches for assessing convergent and discriminant validity with SEM: Issues and solutions. In *Academy of Management Proceedings* (vol. 2017, no. 1, p. 12706). Briarcliff Manor, NY 10510: Academy of Management.

Clifton, J. (2022). *Blind spot: The Global rise of unhappiness and how leaders missed it.* Simon and Schuster.

Detert, J. (2023). Let's call quiet quitting what it often is: Calibrated contributing. *MIT Sloan Management Review.* Retrieved from https://sloanreview.mit.edu/article/lets-call-quiet-quitting-what-it-often-is-calibrated-contributing/

Ellis, L., & Yang, A. (2022). What is quiet quitting? Employees are setting boundaries for better work-life balance. *Wall Street Journal.* Retrieved from https://www.marketwatch.com/story/meet-the-so-called-quiet-quitters-i-still-get-just-as-much-accomplished-i-just-dont-stress-and-internally-rip-myself-to-shreds-11661372447?mod=careers

Formica, & Sfoderab. (2022). The great resignation and quiet quitting paradigm shifts: An overview of current situation and future research directions. *Journal of Hospitality Marketing & Management, 31*(8), 899-907. doi:https://doi.org/10.1080/19368623.2022.2136601

Fornell, C., & Larcker, D. F. (1981). Evaluating structural equation models with unobservable variables and measurement error. *Journal of Marketing Research, 18*(1), 39-50.

Forrester, N. (2023). *Fed up and burnt out: 'Quiet quitting' hits academia*. Springer Nature, 615.

Luthans, F., Avey, J. B., Clapp-Smith, R., & Li, W. (2008). More evidence on the value of Chinese workers' psychological capital: A potentially unlimited competitive resource? *The International Journal of Human Resource Management, 19*(5), 818-827. doi:https://doi.org/10.1080/09585190801991194

Luthans, F., & Youssef-Morgan, C. M. (2017). Psychological capital: An evidence-based positive approach. *Annual Review of Organizational Psychology and Organizational Behavior, 4,* 339-366. doi:https://doi.org/10.1146/annurev-orgpsych-032516-113324

Gallup. (2022). *State of the global workplace report*. Retrieved from https://www.gallup.com/workplace/349484/state-of-the-global-workplace-2022-report.aspx#ite-393257

Gefen, D., & Straub, D. (2005). A practical guide to factorial validity using PLS-Graph: Tutorial and annotated example. *Communications of the Association for Information Systems, 16*(1), 5.

Ghafoor, A., & Haar, J. (2022). Does job stress enhance employee creativity? Exploring the role of psychological capital. *Personnel Review, 51*(2), 644-661. doi:https://doi.org/10.1108/PR-08-2019-0443

Gilbert, J. A., Carr-Ruffino, N., Ivancevich, J. M., & Konopaske, R. (2012). Toxic versus cooperative behaviors at work: The role of organizational culture and leadership in creating community centered. *International Journal of Leadership Studies, 7*(1), 29-47.

Glover. (2023). *Quiet firing: What it is and how to recognize it*. Built In. Retrieved from https://www.google.com/search?q=Quiet+Firing%3A+What+It+Is+and+How+to+Recognize+It.&oq=Quiet+Firing%3A+What+It+Is+and+How+to+Recognize+It.&aqs=chrome.69i57.458j0j7&sourceid=chrome&ie=UTF-8

Gong, Z., Chen, Y., & Wang, Y. (2019). The influence of emotional intelligence on job burnout and job performance: Mediating effect of psychological capital. *Frontiers in psychology, 10,* 2707.

Gupte, A. (2022). *Decoding quiet quitting.* Retrieved from https://www.linkedin.com/pulse/decoding-quiet-quitting-ashlesha-gupte

Hamouche, S., Koritos, C., & Papastathopoulos, A. (2023). Quiet quitting: Relationship with other concepts and implications for tourism and hospitality. *International Journal of Contemporary Hospitality Management,* ahead of print (ahead of print). doi:https://doi.org/10.1108/IJCHM-11-2022-1362

Harter, J. (2023). *Is quiet quitting real*? *Gallup*. Retrieved from https://www.gallup.com/workplace/398306/quiet-quitting-real.aspx

Harter, J. K., Schmidt, F. L., & Hayes, T. L. (2002). Business-unit-level relationship between employee satisfaction, employee engagement, and business outcomes: A meta-analysis. *Journal of Applied Psychology, 87,* 268-279. doi:http://dx.doi.org/10.1037/0021-9010.87.2.268

Henseler, J., Ringle, C. M., & Sarstedt, M. (2015). A new criterion for assessing discriminant validity in variance-based structural equation modeling. *Journal of the Academy of Marketing Science*, *43*, 115-135.

Hopke, T. (2022). *Quiet quitting: The culture reset gift most companies needed.* Forbes. Retrieved from https://www.forbes.com/sites/teresahopke/2022/09/30/quiet-quittingthe-culture-reset-gift-most-companies-needed/

Jin, M., Zhang, Y., Wang, F., Huang, J., Feng, F., Gong, S.,… Wang, J. (2022). A cross sectional study of the impact of psychological capital on organisational citizenship behaviour among nurses: Mediating effect of work engagement. *Journal of Nursing Management, 30*(5), 1263-1272.

Kun, A., & Gadanecz, P. (2022). Workplace happiness, well-being and their relationship with psychological capital: A study of Hungarian Teachers. *Current Psychology*, *41*(1), 185-199.

Kalyar, M. N., Saeed, M., Usta, A., & Shafique, I. (2021). Workplace cyberbullying and creativity: Examining the roles of psychological distress and psychological capital. *Management Research Review, 44*(4), 607-624. doi:https://doi.org/10.1108/MRR-03-2020-0130

Kang, H. J., & Busser, J. A. (2018). Impact of service climate and psychological capital on employee engagement: The role of organizational hierarchy. *International Journal of Hospitality Management, 75,* 1-9. https://doi.org/10.1016/j.ijhm.2018.03.003

Klassen et al. (2009). Exploring the validity of a teachers' self-efficacy scale in five countries. *Contemporary Educational Psychology, 34,* 67-76. doi:http://doi.org/10.1016/j.cedpsych.2008.08.001

Klotz, A. C., & Bolino, M. C. (2022). When quiet quitting is worse than the real thing. *Harvard Business Review.* Retrieved from https://hbr.org/2022/09/when-quiet-quitting-is-worse-than-the-real-thing

Lee, D., Park, J., & Shin, Y. (2023). Where are the workers? From great resignation to quiet quitting. National Bureau of Economic Research. doi:http://doi.org/10.3386/w30833

Lei, W., Li, J., Li, Y., Castaño, G., Yang, M., & Zou, B. (2021). The boundary conditions under which teaching–research conflict leads to university teachers' job burnout. *Studies in Higher Education*, *46*(2), 406-422.

Lopez, S. J. (2013). *The encyclopaedia of positive psychology.* Oxford: Blackwell Publishing Ltd.

Luthans et al. (2004). Positive psychological capital: Beyond. *Business Horizons, 47*(1), 45-50.

Luthans et al. (2015). *Psychological Capital and Beyond.* New York: Oxford University Press.

Luthans, F., Norman, S. M., Avolio, B. J., & Avey, J. B. (2008). The mediating role of psychological capital in the supportive organizational climate—employee performance relationship. *Journal of Organizational Behavior: The International Journal of Industrial, Occupational and Organizational Psychology and Behavior, 29*(2), 219-238.

Mahipalan, M., & Garg, N. (2023, April 30). Does workplace toxicity undermine psychological capital (Psycap) of the employees? Exploring the moderating role of gratitude. *International Journal of Organizational Analysis,* ahead of print (ahead of print). doi:https://doi.org/10.1108/IJOA-12-2022-3543

Malegaonkar, S. (2019). Types of strikes regarding industrial disputes in India. *International Journal of Management and Humanities, 4*(1).

Mao, Y., He, J., Morrison, A. M., & Coca-Stefaniak, J. A. (2021). Effects of tourism CSR on employee psychological capital in the COVID-19 crisis: From the perspective of conservation of resources theory. *Current Issues in Tourism, 24*(19), 2716-2734.

Mathumbu, D., & Dodd, N. (2013). Perceived organisational support, work engagement and organisational citizenship behaviour of nurses at Victoria Hospital. *Journal of Psychology, 4*(2), 87-93.

Nauman, S., Zheng, C., & Basit, A. A. (2021). How despotic leadership jeopardizes employees' performance: The roles of quality of work life and work withdrawal. *Leadership & Organization Development Journal, 42*(1), 1-16. doi:https://doi.org/10.1108/LODJ-11-2019-0476

Navarra, K. (2022). *'Quiet firing' is not the antidote to 'quiet quitting'.* SHRM. Retrieved from https://www.shrm.org/resourcesandtools/hr-topics/employee-relations/pages/quiet-firing-is-not-the-antidote-to-quiet-quitting.aspx

Paltu, A., & Brouwers, M. (2020). Toxic leadership: Effects on job satisfaction, commitment, turnover intention and organisational culture within the South African manufacturing industry. *SA Journal of Human Resource Management/SA, 18*. doi:https://doi.org/10.4102/sajhrm.v18i0.1338

Parray, Z. A., Shah, T. A., & Islam, S. U. (2023). Psychological capital and employee job attitudes: The critical significance of work-life balance. *Evidence-based HRM, 11*(3), 483-500. doi:https://doi.org/10.1108/EBHRM-07-2022-0160

Paul Vincent, M. T., Aboobaker, N., & Devi, U. N. (2022). From family incivility to satisfaction at work: Role of burnout and psychological capital. *Journal of Organizational Effectiveness: People and Performance, 9*(4), 637-655.

Peterson, R. A., & Kim, Y. (2013). On the relationship between coefficient alpha and composite reliability. *Journal of Applied Psychology, 98*(1), 194-198. doi:https://doi.org/10.1037/a0030767

Pickering, C. E. Z., Nurenberg, K., & Schiamberg, L. (2017). Recognizing and responding to the "toxic" work environment: Worker safety, patient safety, and abuse/neglect in nursing homes. *Qualitative Health Research,* 27-12. doi:https://doi.org/10.1177/1049732317723889

Powell, T. (2022). *How to overcome burnout and avoid quiet quitting.* Forbes. Retrieved from https://www.forbes.com/sites/forbescoachescouncil/2022/10/18/how-to-overcome-burnout-and-avoid-quiet-quitting/

Rasool, S. F., Wang, M., Zhang, Y., & Samma, M. (2020). Sustainable work performance: The roles of workplace violence and occupational stress. *Int. J. Environ. Res. Public Health, 17*(3), 912.

Ruvio, A., & Morgeson, F. V. (2022). Are you being quiet fired? *Harvard Business Review.* Retrieved from https://hbr.org/2022/11/are-you-being-quiet-fired

Santos, C., Coelho, A., Filipe, A. & Marques, A. M. A. (2023). The dark side of leadership: Abusive supervision and its effects on employee's behavior and well-being. *Journal of Strategy and Management,* ahead of print (ahead of print). doi:https://doi.org/10.1108/JSMA-05-2022-0086

Sarkar, A., Garg, N., Srivastava, D. K., & Punia, B. K. (2023). Can gratitude counter workplace toxicity? Exploring the mediating role of psychological capital (Psycap). *Business Perspectives and Research.*

Schroth, H. (2019). Are You Ready for Gen Z in the Workplace? University of California 2019. *Human Resource*, *61*(3), 5-18. doi:https://doi.org/10.1177/000812561984

Serenko, A. (2023). The human capital management perspective on quiet quitting: Recommendations for employees, managers, and national policymakers. *Journal of Knowledge Management,* ahead of print (ahead of print). doi:https://doi.org/10.1108/JKM-10-2022-0792

Smith, N., & Fredricks-Lowman, I. (2019). Conflict in the workplace: A 10-year review of toxic leadership in higher education. *International Journal of Leadership in Education.* doi:https://doi.org/10.1080/13603124.2019.1591512

Smith, R. A. (2022). Quiet quitters make up half the U.S. workforce. *Wall Street Journal.* Retrieved from https://careerdesignlab.sps.columbia.edu/blog/2022/10/06/quiet-quitters-make-up-half-the-u-s-workforce-gallup-says/

Soni, K., & Rastogi, R. (2019). Psychological capital augments employee engagement. *Psychological Studies, 64,* 465-473. doi:https://doi.org/10.1007/s12646-019-00499-x

Sun, Y., & Huang, J. (2019). Psychological capital and innovative behavior: Mediating effect of psychological safety. *Social Behavior and Personality: An International Journal, 47*(9), 1-7.

Trisnursari, M. R., & Desiana, P. M. (2022). Effects of work environment and job characteristics on the turnover intention of millennial generation in Indonesia: The mediating role of work engagement. In *Contemporary Research on Management and Business* (pp. 140-143). CRC Press.

Walker, & Watkins. (2023). *Toxic leadership research and cases.* New York: Routledge.

Wan, Q., Li, Z., Zhou, W., & Shang, S. (2018). Effects of work environment and job characteristics on the turnover intention of experienced nurses: The mediating role of work engagement. *Journal of Advanced Nursing, 74*(6), 1332-1341.

Weiss, D. J., Dawis, R. V., & England, G. W. (1967). Manual for the Minnesota satisfaction questionnaire. *Minnesota Studies in Vocational Rehabilitation*.

Wolf, L. M., Perhats, C., Delao, A. M., & Clark, P. R. (2017). Workplace aggression as cause and effect: Emergency nurses' experiences of working fatigued. *International Emergency Nursing, 23*(1), 48-52. doi:https://doi.org/10.1016/j.ienj.2016.10.006

Yıldırım, M., & Arslan, G. (2022). Exploring the associations between resilience, dispositional hope, preventive behaviours, subjective well-being, and psychological health among adults during early stage of COVID-19. *Current Psychology, 41*, 5712-5722. doi:https://doi.org/10.1007/s12144-020-01177-2

Yıldırım, M., & Tanrıverdi, F. Ç. (2021). Social support, resilience and subjective well-being in college students. *Journal of Positive Psychology and Wellbeing.*

Youssef, C. M., & Luthans, F. (2007). Positive organizational behavior in the workplace: The impact of hope, optimism, and resilience. *Journal of Management, 33*(5), 774-800.

Zenger, J., & Folkman, J. (2022). Quiet quitting is about bad bosses, not bad employees. *Harvard Business Review*. Retrieved from https://hbr.org/2022/08/quiet-quitting-is-about-bad-bosses-not-bad-employees