



(online) = ISSN 2285 – 3642
ISSN-L = 2285 – 3642
Journal of Economic Development, Environment and People
Volume 14, Issue 2, 2025

URL: <http://jedep.spiruharet.ro>
e-mail: office_jedep@spiruharet.ro

An Exploration of Factors Triggering Employee Shirking through Systematic Reviews and Meta-Analyses

Wilfred Isioma Ukpere*¹, Jeremy Mitonga-Monga², and Nyasha Mapira³

^{1,2,3}Department of Industrial Psychology and People Management, School of Management, College of Business & Economic, University of Johannesburg, South Africa

Email: wiukpere@uj.ac.za¹, jeremym@uj.ac.za² & dmapira@gmail.com³

Abstract. *This study sought to systematically review existing literature, whilst developing an understanding of factors that trigger employee shirking. In addition, the study aimed to propose intervention strategies that organizations can use to reduce employee shirking. The study used the Preferred Reporting Items for Systematic Reviews and Meta-analyses (PRISMA) guidelines for systematic literature review to gather and analyse related literature. A total of twelve research articles, published between 2020 and 2025, were included in this systematic literature review. The study found several factors that trigger employee shirking, such as poor employee monitoring, perceived injustice, poor incentive systems, breach of psychological contract, conflict of interest, undervaluing employee competencies, and misjudging task difficulty. To mitigate employee shirking, employers should monitor their employees closely, set clear roles and expectations, conduct regular performance reviews, and design good incentive systems, which motivate workers to work and provide a safe work environment. This systematic literature review contributes to the existing body of knowledge in human resource management by proposing strategies that organizations and human resource specialists can consider when designing and implementing appropriate mechanisms to curb employee shirking.*

Keywords: Employee shirking, Shirkers, Effort withholding, Under-working, Effort

JEL Codes: J53; J59

How to cite: Ukpere, W., Mitonga-Monga, J., & Mapira, N. (2025). An Exploration of Factors Triggering Employee Shirking through Systematic Reviews and Meta-Analyses. *Journal of Economic Development, Environment and People*, 14(2), 1–14. <https://doi.org/10.26458/jedep.v14i2.888>

1. Introduction

Many organizations have been forced to refocus their employee management strategies to adapt to the constantly changing business environment, characterized by rapid advancements in technology and intense global competition (Zhang-Zhang et al., 2022; Gala & Jain, 2023; Chowdhury, 2024; & Naqvi & Naqvi, 2023). Hence, Shet (2024) contends that many organizations are currently seeking employees who are high-performers, knowledgeable, and experienced and who can adapt swiftly to changing business environments. Numerous studies have shown that organizations that operate in current dynamic business environments utilize different strategies to motivate employees to perform to the best of their abilities (Setiawati, 2021; Hermawan, 2020; Hamid, 2021; Shet, 2024; & Naqvi & Naqvi, 2023). A study by Antosz



(online) = ISSN 2285 – 3642

ISSN-L = 2285 – 3642

Journal of Economic Development, Environment and People

Volume 14, Issue 2, 2025

URL: <http://jedep.spiruharet.ro>

e-mail: office_jedep@spiruharet.ro

(2023) identified the piece rate payment system and performance-based pay as mechanisms that organizations utilize to improve employee performance. Similarly, another study by Nguyen (2023) revealed that paying workers a wage above the equilibrium wage rate motivates them to work hard, which enhances organizational performance. In addition, Cruz (2023) posits that a wage rate above the market-clearing level increases the cost of job losses, thus making underworking a less attractive option. Despite best attempts to enhance employee performance in the current dynamic business environment, employee shirking is still a challenge that many organizations are failing to curb (Akinbode, 2025; Khodzali et al., 2024; & Syed et al., 2020). Several researchers have ascribed the afore-mentioned failure to curb employee shirking to certain strategies that organizations use to enhance employee performance. In this regard, Maria (2024) argues that some strategies that firms use to enhance employee performance result in overworking and burnout, which trigger counterproductive work behaviors like employee shirking. Similarly, a study by Verhagen et al. (2020) showed that employees may become less productive and resort to shirking if they are overburdened with work, have unreasonable deadlines, or lack work flexibility. Some researchers claim that a lack of proper oversight encourages employees to engage in shirking (Atonsz, 2020), while others maintain that unfairness and inequities at work drive some employees to engage in shirking behaviors, ultimately lowering morale and productivity (Abdelmoteleb, 2020). Similarly, stress theories provide that workers respond to stressful work situations by adopting different coping strategies, and Akinbode (2025) identified employee shirking as one of the strategies that workers use to reduce work-related discomforts. Antosz et al. (2020) define employee shirking as deliberately withholding efforts in a bid to reduce working time, while increasing leisure time. Svenson (2020) posits that employee shirking can take several forms, ranging from working slowly to task avoidance. Comparably, Rembiasz (2022) states that employee shirking can manifest by arriving late for work, taking lengthy breaks, and underworking. Akinbode (2025) argues that employee shirking can have a significant impact on performance, morale, productivity, and reputation, with far-reaching effects on both employees and companies. A study by Syed et al. (2022) revealed that shirking behavior, which manifests in procrastination and task avoidance, potentially hampers employee performance, efficiency, and organizational success. The study also highlighted that employee shirking impairs organizational performance by delaying task completion deadlines and slowing down work progress. Notwithstanding these strong arguments around the effect of employee shirking on employees and organizations, employee shirking remains one of the least studied topics in terms of theoretical underpinnings and empirical research. Hence, a study that explores factors that trigger employee shirking is needed. The study's findings are expected to contribute considerably to understanding factors that trigger employee shirking. This study's findings are also expected to contribute significantly to the development of appropriate strategies to curb employee shirking and enhance overall organizational performance. This systematic literature review aims to answer the following research objectives:

(a) To explore factors that trigger employee shirking; and (b) To identify intervention strategies that organizations can use to curb employee shirking.

2. Theoretical framework

This systematic analysis is guided by the principal-agent theory, as well as the equity theory and the efficiency wage theory.



2.1. Principal-agent theory

The relationship between the principal (employer) and the agent (worker) is shown by the principal-agent theory. In general, the principal-agent theory explains that a conflict of interest may arise when the principals hire an agent to act on their behalf. The aforementioned conflict of interest, according to Wagner (2019), leads to a principal-agent dilemma when the agent's interests do not align with the principal's interests. A study by Balmaceda et al. (2019) demonstrated that the principal (employer) wants workers (agents) to exert maximum effort all the time. Conversely, agents prefer to use less effort to conserve their own time and energy. Similarly, Miller and Whitford (2017) claim that employees are effort averse and typically put in the least amount of effort in exchange for a higher salary. In addition, Berhold and Wiesweg (2021) reason that to mitigate the principal-agent problem, employers might consider utilizing strategies like performance-based pay, the piece rate system, and employee surveillance/ monitoring systems.

2.2. Equity theory

Equity theory explains how a perceived sense of fairness in an employment relationship influences the desire to put maximum effort into work. The equity theory provides that workers compare their input (effort, time, skills) and output (pay, benefits, recognition) against that of others. The theory further highlights that if workers perceive an imbalance and unfairness between inputs and outputs, they may experience negative emotions and may take required action to restore balance. Similarly, Abdelmoteleb (2020) contends that perceived disparities in the ratio of input to output can compel employees to put in less effort or avoid tasks to regain a sense of justice. Additionally, a study by Syed et al. (2020) showed that employees who feel underpaid or overworked compared to their peers might decrease their outputs or find ways to avoid work to restore balance. In general, the equity theory emphasizes the importance of equity in the workplace, and how perceived injustices can result in employee shirking, which eventually lowers morale and productivity.

2.3. Efficiency wage theory

The efficiency wage theory provides that when it is difficult to monitor employees' efforts, a company should pay a wage rate that is higher than the equilibrium wage rate. The theory further contends that paying workers more than the equilibrium wage rate lessens shirking by increasing the risk of job loss. Similarly, Fritoli et al. (2021) postulate that the threat of losing a good-paying job serves as a disincentive to shirking, making unemployment a disciplinary mechanism because it might be expensive for employees to lose their good jobs. Furthermore, Fernández and Pérez-Bustamante (2021) aver that a wage rate above the market-clearing wage motivates workers to exert more effort and to lessen shirking. In general, the efficiency wage theory assumes that the propensity to shirk increases when the wage rate is below the equilibrium wage rate. The afore-mentioned assumptions mean that if the wage rate is relatively low, the cost of losing a job becomes low and workers can easily find another job if they are fired.

2.4. Conceptualizing the term employee shirking



(online) = ISSN 2285 – 3642

ISSN-L = 2285 – 3642

Journal of Economic Development, Environment and People

Volume 14, Issue 2, 2025

URL: <http://jedep.spiruharet.ro>

e-mail: office_jedep@spiruharet.ro

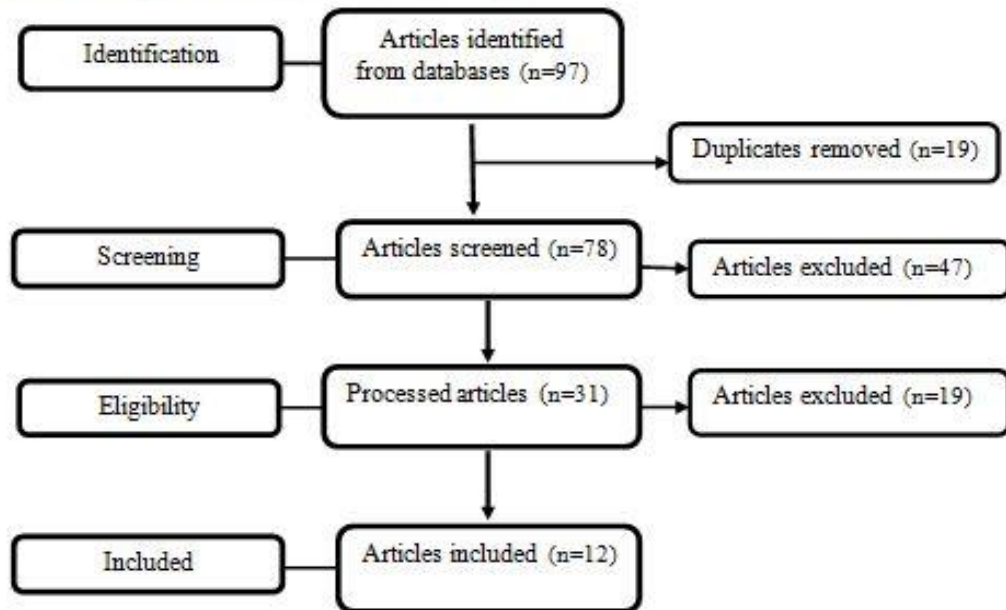
Antosz et al. (2020) define employee shirking as a willful effort at withholding to maximize leisure time. Employee shirking, according to Zhuravel and Svenson (2021), is the deliberate choice of employees to work less, which may result in lower productivity. According to a study by Verhagen et al. (2020), those who shirk do so by working less or by not working at all. The study further highlights that shirkers present a common problem in many organizations as they impact both team and organizational performance negatively. Svenson (2020) posits that shirking can take several forms, ranging from working slowly to task avoidance. Correspondingly, Rembiasz (2022) states that shirking can manifest through arriving late for work, taking lengthy breaks, and underworking.

3. Method

Using the Preferred Reporting Items for Systematic Reviews and Meta-Analyses (PRISMA) guidelines, the researchers conducted a systematic literature review to explore factors that trigger employee shirking. Related research articles, written in English, were obtained from Google Scholar and Scopus databases. The following topic-related keywords were used to guide the article search process: "shirking, under-working, free riding, work effort, effort withholding, task avoidance, work intensity, performance, shirkers, and employee shirking." The study included articles that were published between 2020 and 2025. These were included because they reflect the latest trends and provide current data on the subject under review. This period (2020-2025) also reflects contemporary work dynamics that have been impacted by the current volatile environment, which has changed how employees conduct their duties. The current researchers did not include articles that were not authored in English or published before 2020. Additionally, the study excluded articles not related to the concept of employee shirking. The initial search retrieved a total of 97 articles related to this study, which were reduced to 78 after 19 duplicates were removed. The selected articles were screened, and 47 articles were removed after the first exclusion criterion was set. In sum, 31 articles were further processed, and 19 were removed after the second and third exclusion criteria were set. A total of 12 research articles were finally included and reviewed to produce the study's findings, as shown in Figure 1 below.



Figure 1: Article search process and reduction flow chart



Source: Adapted from Page et al. (2021), processed by authors

4. Results and analysis

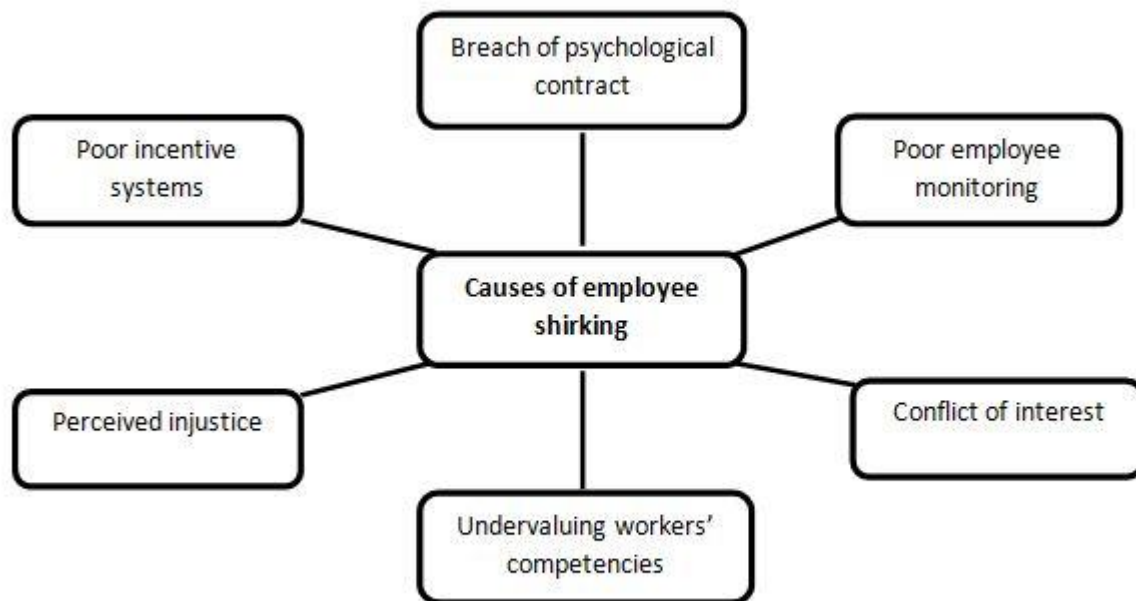
Workers are economic beings who are inclined to put in the least amount of effort in exchange for a better income, according to scientific management theorists. Similarly, labor economists believe that, given an opportunity, rational workers withhold effort. The above-mentioned viewpoints mean that workers underwork in the absence of a monitoring system. In this regard, Bennett (2020) states that employees want more free time for a given salary and shirk if the benefits of doing so outweigh the satisfaction that they derive from working. Akinbode's (2025) study demonstrated that shirking behavior impairs an organization's effectiveness. Hence, it is necessary to explore factors that trigger employee shirking to introduce suitable intervention techniques that lessen employee shirking. The next section presents factors that trigger employee shirking.

4.2. Causes of employee shirking

The causes of shirking are multifaceted and can vary from one worker to another. Numerous studies have identified factors that trigger employee shirking. Figure 2 below shows these factors.



Figure 2: Causes of employee shirking



Source: Researchers' compilation

4.2.1. Undervaluing employee competencies and misjudging task difficulty

Verhagen et al. (2020) argue that misjudging task difficulty and undervaluing employee competence levels are the main causes of employee shirking. Bloom et al. (2021) define competence level as personal resources that are required for efficient task completion. Bloom et al. (2021) identified cognitive, emotional, and psychomotor as the three main competence level elements. Winterton et al. (2020) further refined the aforementioned competence domains into knowledge, skills, and attitudes (KSA). According to a study by Antosz et al. (2020), moral hazards such as employee shirking behaviors are influenced by undervaluing employee competencies and misjudging work difficulty. Similarly, a study by Verhagen et al. (2020) found that workers with lower levels of competence often pose as highly skilled to obtain better terms for their job. The above-mentioned force supervisors overestimate the abilities of employees who pose as knowledgeable, and give them challenging assignments that call for abstract thinking. Additionally, Verhagen et al.'s (2020) study demonstrated that employees may shirk to conceal their incapacity if they lack the required competencies and abilities to do assigned jobs. According to another study by Antosz et al. (2020), highly skilled and competent workers do not reveal their level of competence because this would decrease their marginal price of labor, requiring them to put in more work for the same pay. This study also showed that in such circumstances, supervisors undervalue employees' abilities, misjudge task difficulty,



and give long deadlines to complete given assignments. This gives highly skilled employees room to shirk since they have more time to complete their assignments.

4.2.2. Conflict of interest

According to Sukendri et al. (2024), conflict of interest occurs when the interests of the employer and the employee are not entirely aligned. According to the principal-agent theory, employers demand that their employees act in their best interests by accomplishing organizational objectives. Safitri et al. (2024), however, declare that employees may have conflicting goals, creating a conflict of interest. Similarly, a study by Aytac (2023) revealed that employers demand that employees always give their best effort at work although employees are known to be effort-averse and would rather put in less effort in exchange for a better salary. Similarly, Aytac (2023) argues that conflicts of interest and the principal-agent dilemma lead employees to act unethically, such as by shirking to safeguard their own interests.

4.2.3. Breach of psychological contract

A psychological contract, according to Topa et al. (2020), is a set of assumptions and expectations regarding the exchange relationship between an employer and employee. Implicit commitments, reciprocal expectations, and formal and informal agreements are all included in a psychological contract (Tufan & Wendt, 2020; & Pratama et al., 2020). According to a study by Akinbode (2025), a psychological contract violation might trigger counterproductive behaviors like effort withholding. The study also emphasized how psychological contract violations can lead to unpleasant feelings and a sense of unfairness, which can then show up in behaviors like shirking and effort withholding. To lower the costs of shirking, Akinbode's (2025) study advises firms to keep the promises and expectations that make up the psychological contract.

4.2.4. Poor incentive systems

Khodzali et al. (2024) maintain that workers may avoid work if they feel that their effort is not appropriately valued and acknowledged. Similarly, Cardinal et al. (2020) state that workers are deterred from working hard if incentives are perceived to be unfair and not linked to effort. A study by Van Triest (2023) found a direct correlation between incentives and effort. The study also showed that when base pay is above the equilibrium wage rate, employee performance increases. Another study by Khodzali et al. (2024) found that workers shirk when incentive systems are poorly designed. Furthermore, Akinbode (2025) mentions that failure to provide feedback on employee performance and acknowledging their efforts can undermine their motivation and lead to underworking.

4.2.5. Poor employee monitoring

Poor employee monitoring, according to Manokha (2020), can make employees more likely to shirk since they may believe that there are fewer repercussions for putting in less effort. According to a study by Akinbode (2025), there is a higher chance of shirking when employees are not properly supervised and controlled. The survey also clarified that employees tend to avoid work when their employers do not monitor them. Jewesimi et al. (2021) concur, claiming that workers underwork if they are not closely



monitored. Another study by Khodzali et al. (2024) showed that failure to properly monitor employee performance encourages workers to engage in shirking. Correspondingly, Majerczyk et al. (2019) argue that failure to monitor and review an employee's performance promotes shirking behaviors among workers.

4.2.6. Perceived injustice

Abdelmoteleb (2020) highlights that employee shirking is influenced by perceived distributive and procedural inequity at work. The equity theory provides that workers compare their input in terms of skills, effort, and output (pay, benefits, recognition) against other workers. The theory further maintains that inequities, in terms of workers' input and output compared to other workers, may force them to withhold effort to restore a sense of fairness. Likewise, a study by Akinbode (2025) demonstrated that employee shirking and other counterproductive work behaviors can be strongly influenced by inequality at work. Furthermore, a study by Syed et al. (2020) showed that employees are compelled to take retaliatory actions owing to perceived organizational injustice. The study also found that employees are more likely to engage in retaliatory actions such as shirking when there is a higher level of unfairness at work. Table 1 below summarizes findings on the causes of employee shirking.

Table 1: Causes of employee shirking

Author(s)	Findings on the causes of employee shirking
Antosz et al. (2020)	The primary causes of employee shirking, according to the authors, are misjudging task difficulty, undervaluing staff competencies, and poor work organization. The authors state that managers are forced to provide lengthy deadlines for tasks that require short deadlines when employee competencies are undervalued.
Abdelmoteleb (2020)	The author discovered that perceived procedural and distributive injustice at work forces workers to retaliate through shirking. The author further identified work value misfit and job insecurity as determinants of employee shirking.
Cardinal et al. (2020)	The study found that poorly structured incentive systems trigger employee shirking.
Syed et al. (2020)	The impact of perceived injustice on employee behavior was examined in the article. According to the study, employees are compelled to take retaliatory action when they sense unfairness in the workplace. The study also found that employees are more likely to engage in retaliatory actions such as shirking when there is a higher level of unfairness at work.



Kamei et al. (2022)	The study found that mismatching between task preferences and task assignments reduces worker performance and encourages employee shirking.
Aytac (2023)	The author discovered that many employees' resorts to shirking to preserve agency value. The author argues that employees who are effort averse encounter conflicts of interest at work and may be inclined to place their personal interests ahead of their work by shirking.
Van Triest (2023)	This comparative study investigated the relationship between incentives and employee effort. The study's results showed that workers exerted more effort when they were enticed with financial and non-financial incentives. In addition, the study found that workers do not avoid work when effort is used as a promotion criterion.
Khodzali et al. (2024)	According to the authors, employees are forced into shirking by poorly designed incentive systems, inadequate employee performance monitoring, and a toxic work environment.
Akinbode (2025)	This study investigated the impact of psychological contract violations on effort-withholding behaviors. It revealed that effort-withholding behaviors are triggered by psychological contract violations. The study also made it clear that employers who violate psychological contracts force workers to withhold their efforts.

Source: Researchers' compilation

4.3. Proposed interventions to reduce employee shirking

Employee shirking has sweeping consequences for both workers and the organization. As a result, organizations should implement strategies that reduce employee shirking. Presented below are some of the mechanisms that organizations can use to reduce employee shirking.

4.3.1. Clear roles, expectations and safe work environments

Akinbode (2025) argues that clear roles and expectations allow workers to understand their job roles, responsibilities, and performance expectations. According to Majerczyk et al. (2019), a common view of what constitutes good performance is fostered by having clear responsibilities and expectations, which guarantee that employees' contributions are observable and quantifiable. Akinbode's (2025) study showed that setting clear roles and expectations allows managers to review employee performance and identify shirkers. Similarly, a study by Khodzali et al. (2024) indicated that evaluating employee performance and providing constructive criticism on each worker's performance can encourage them to put in more effort



and decrease shirking. Another study by Akinbode (2025) showed that a positive and safe work environment reduces workers' propensity to shirk.

4.3.2. Designing good incentive systems

Dewi et al. (2022) define incentives as extra financial and non-financial rewards that workers receive. According to Van Triest (2023), a direct correlation exists between financial incentives and employee effort. Similarly, Lin and Yaopung (2022) claim that incentives encourage workers to exert more effort at work because they anticipate receiving more rewards. The expectancy theory also provides that when rewards and incentives are tied to effort, workers will work harder. Furthermore, Yaoping (2022) argues that performance-based reward systems encourage workers to increase work effort, thus curbing employee shirking. Roos et al. (2021) declare that using performance-based remuneration plans to reward workers can decrease employee shirking. According to a different study by Khodzali et al. (2024), employee shirking is decreased when workers are given fair rewards. The survey also recommends that companies should offer non-monetary rewards like recognition and career development opportunities to encourage employees to work harder.

4.3.3. Employee monitoring and performance management

Sherif (2021) contends that tracking and monitoring workers' work output and time spent on assigned tasks assists managers in identifying shirkers. Roos et al. (2021) showed that firms can lessen employee shirking by tracking and monitoring workers' activities closely. Similarly, Akinbode (2025) argues that shirkers are chastised through observation and regulation. Conversely, Akinbode (2025) states that excessive employee surveillance can affect their morale and privacy negatively. Khodzali et al.'s (2024) study found that regular employee performance reviews can also reduce employee shirking. The study recommends that managers should review employee performance regularly to identify shirkers and deal with their actions. Majerczyk et al. (2019) claim that feedback and performance review systems that acknowledge individual effort and offer constructive criticism can inspire employees and team members to work hard. Table 2 below shows key findings on ways to curb employee shirking.

Table 2: Intervention strategies to reduce employee shirking

Author(s)	Key findings on ways to reduce employee shirking
Akinbode (2025)	The study found that setting clear roles and responsibilities, as well as employee monitoring and a safe work environment, reduces employee shirking.
Khodzali et al. (2024)	The study found that well-balanced incentive systems that reward individual and team accomplishment reduce employee shirking. The study also highlighted that non-financial incentives like recognition and career development opportunities can mitigate employee shirking.



	Performance evaluation systems to review and monitor employee performance emerged from Khodzali et al.'s (2024) study as another way to reduce employee shirking.
Van Triest (2023)	The author suggested a good incentive system as a mechanism to reduce employee shirking.
Dewi et al. (2022)	The study found that performance-based incentives enhance employee performance and reduce shirking tendencies among workers.
Liu & Yaoping (2022)	Financial incentives, according to the study, lower employee shirking.
Kamei & Markussen (2022)	Here, the authors indicate that task-matching lowers employee shirking significantly. The authors also recommend that organizations should utilize the piece rate payment system, where workers are paid according to the number of units produced/performance.
Roos et al. (2021)	Roos et al. (2021) identified a number of intervention measures to prevent employee shirking, including financial incentives, performance-related rewards, performance monitoring, and staff monitoring.
Antosz et al. (2020)	According to Antosz et al. (2020), managers can reduce employee shirking significantly by estimating task difficulty correctly and by valuing employees' competencies.

Source: Researchers' Compilation

5. Limitations and direction for future studies

This study had its own limitations. It relied on two online databases, namely Google Scholar and Scopus, while it excluded other online databases, conference papers and books. Future studies should utilize a variety of online databases, conference papers and books. Most of the reviewed articles utilized the quantitative research approach. Thus, it may be concluded that qualitative studies were under-represented in this systematic literature review. Future researchers should consider utilizing more qualitative studies that provide in-depth insights into employee shirking.

6. Conclusion



The study was conducted to explore factors that trigger employees to engage in shirking, suggesting intervention mechanisms that organizations might implement to reduce employee shirking. The study found a number of factors that influence workers to shirk. The main causes of employee shirking that emerged from the study are poor employee monitoring, perceived injustice, poor incentive systems, breach of psychological contract, conflict of interest, undervaluing employee competencies, and misjudging task difficulty. To mitigate employee shirking, this study recommends that employers should monitor their employees closely, set clear roles and expectations, conduct regular performance reviews, design good incentive systems, which motivate workers to work and provide a safe and good work environment. This systematic literature review contributes to the existing body of knowledge in human resource management by proposing strategies that organizations and human resource specialists can use to design and implement appropriate mechanisms to curb employee shirking.

Author's contributions

All listed authors have made a substantial, direct, and intellectual contribution to the work and approved it for publication.

Funding

This research was funded by the Department of Industrial Psychology and People Management, College of Business and Economics, University of Johannesburg.

Conflicts of interest

The authors declared that they have no conflicts of interest.

References

- [1] Abdelmoteleb, S. A. (2020). Work values and employee effort: A needs-supplies fit perspective. *Revista de Psicología del Trabajo y de las Organizaciones*, 36(1), 15-25.
- [2] Akinbode, G. A. (2025). Psychological Contract Violation and Effort Withholding: Mediating Role of Work Conditions Among SMEs in Lagos. *African Journal of Social and Behavioural Sciences*, 15(1).
- [3] Antosz, P., Rembiasz, T. & Verhagen, H. (2020). Employee shirking and overworking: modelling the unintended consequences of work organisation. *Ergonomics*, 63(8), 997-1009.
- [4] Aytac, U. (2024). In Defense of Shirking in Capitalist Firms: Worker Resistance vs. Managerial Power. *Political Theory*, 52(4), 519-547.
- [5] Balmaceda, F., Balseiro, S. R., Correa, J. R. & Stier-Moses, N. E. (2019). The cost of moral hazard and limited liability in the principal-agent problem. In *Internet and Network Economics: 6th International Workshop, WINE 2010, Stanford, CA, USA, December 13-17, 2010. Proceedings 6* (pp. 63-74). Springer Berlin Heidelberg.
- [6] Bennett, N. (2020). Withholding effort at work: Understanding and preventing shirking, job neglect, social loafing, and free riding. In *Managing Organizational Deviance* (pp. 113-130). SAGE Publications.
- [7] Bernhold, T. & Wiesweg, N. (2021). Principal-agent theory: Perspectives and practices for effective workplace solutions. *A handbook of management theories and models for office environments and services*, 117-128.



(online) = ISSN 2285 – 3642

ISSN-L = 2285 – 3642

Journal of Economic Development, Environment and People

Volume 14, Issue 2, 2025

URL: <http://jedep.spiruharet.ro>

e-mail: office_jedep@spiruharet.ro

- [8] Chowdhury, M. (2024). Navigating the VUCA Terrain: Unveiling HR Strategies for Modern Organizational Agility. *SEISENSE Journal of Management*, 7(1), 67-82.
- [9] Cruz, M. D. (2023). Labor productivity, real wages, and employment in OECD economies. *Structural Change and Economic Dynamics*, 66, 367-382.
- [10] Danilwan, Y., Yuli Isnaini, D. B. & Pratama, I. (2020). Psychological contract violation: a bridge between unethical behavior and trust. *Systematic Reviews in Pharmacy*.
- [11] Dewi, N. W. K., Sulastra, I. M. D. J. & Putrayasa, I. M. A. (2022). Effectiveness of Pay for Performance Incentive System on Projects Performance. *Medicolegal and Bioethics*, 14(2), 159-166.
- [12] Fernández, E., Valle, S. & Pérez-Bustamante, G. (2021). Business excellence practice: efficiency wages versus individual economic incentives. *Total Quality Management & Business Excellence*, 32(13-14), 1532-1547.
- [13] Fritoli, M., Laffin, N., Bonacim, C. A. G., Gaio, L. E. & Gatsios, R. C. (2021). Efficiency wage and work effort: Case study of a Brazilian multinational company. *African Journal of Business Management*, 15(1), 13-25.
- [14] Gala, H. & Jain, S. (2023). Re-imagining employee engagement in the VUCA world. *Quest Journal of Management*, 14(1), 31-40.
- [15] Hamid, H. (2021). The strategic position of human resource management for creating sustainable competitive advantage in the VUCA world. *Journal of Human Resources Management and Labor Studies*, 7(2), 1-4.
- [16] Hermawan, R. (2020). Optimizing employee engagement to improve human resources performance: A case study of a private university in facing the VUCA era. *Technium Soc. Sci. J.*, 12, 196.
- [17] Kamei, K. & Markussen, T. (2023). Free riding and workplace democracy—heterogeneous task preferences and sorting. *Management Science*, 69(7), 3884-3904.
- [18] Katz, L. F. (1986). Efficiency wage theories: A partial evaluation. *NBER Macroeconomics Annual*, 1, 235-276.
- [19] Khodzali, E. A. A., Amathalai, R. B. & Muar, C. K. (2024). Organizational Culture as a Solution to the Free Rider Effect in Organizations: A Case Study Approach. *ALAM Journal of Maritime Studies*, 5(1), 89-95.
- [20] Liu, W., & Liu, Y. (2022). The impact of incentives on job performance, business cycle, and population health in emerging economies. *Frontiers in Public Health*, 9, 778101.
- [21] Manokha, I. (2020). The implications of digital employee monitoring and people analytics for power relations in the workplace. *Surveillance and Society*, 18(4).
- [22] Maria, T. O. (2024). From Work-life Imbalance to Burnout: Exploring the roots of Heavy Work Investment. *Young Economists Journal/Revista Tinerilor Economisti*, 21(43).
- [23] Miller, G. J. & Whitford, A. B. (2017). The principal's moral hazard: Constraints on the use of incentives in hierarchy. *Journal of Public Administration Research and Theory*, 17(2), 213-233.
- [24] Naqvi, F. & Naqvi, A. (2023). A Study of what makes Organizations Successful in a VUCA World. *Migration Letters*, 20(S4), 143-158.
- [25] Nguyen, T. N. (2023). Productivity effect of efficiency wages at small and medium-sized manufacturing enterprises: The case of Vietnam. *Global Business & Finance Review (GBFR)*, 28(6), 130-144.
- [26] Roos, A. L., Goetz, T., Voracek, M., Krannich, M., Bieg, M., Jarrell, A. & Pekrun, R. (2021). Test anxiety and physiological arousal: A systematic review and meta-analysis. *Educational Psychology Review*, 33, 579-618.



(online) = ISSN 2285 – 3642

ISSN-L = 2285 – 3642

Journal of Economic Development, Environment and People

Volume 14, Issue 2, 2025

URL: <http://jedep.spiruharet.ro>

e-mail: office_jedep@spiruharet.ro

- [27] Setiawati, L. (2021). The effect of agile leadership and work environment to employees' performance in a VUCA world (Study on millennial generation employees in Jabodetabek). *International Journal of Social Science and Human Research*, 4(11), 3123-3131.
- [28] Sherif, K., Jewesimi, O. & El-Masri, M. (2021). Empowering employees: the other side of electronic performance monitoring. *Journal of Information, Communication and Ethics in Society*, 19(2), 207-221.
- [29] Shet, S. V. (2024). A VUCA-ready workforce: exploring employee competencies and learning and development implications. *Personnel Review*, 53(3), 674-703.
- [30] Sukendri, N., Muktiyanto, A., Geraldina, I. & Safitri, J. (2024). Agency Theory in Banking: Balancing Incentives and Mitigating Moral Hazard in the Principal-Agent Dilemma. *Pakistan Journal of Life and Social Sciences*, 2, 22.
- [31] Syed, F., Naseer, S. & Bouckennooghe, D. (2021). Unfairness in stressful job environments: the contingent effects of perceived organizational injustice on the relationships between job stress and employee behaviors. *The Journal of General Psychology*, 148(2), 168-191.
- [32] Topa, G., Aranda-Carmena, M. & De-Maria, B. (2022). Psychological contract breach and outcomes: a systematic review of reviews. *International Journal of Environmental Research and Public Health*, 19(23), 15527.
- [33] Tufan, P. & Wendt, H. (2020). Organizational identification as a mediator for the effects of psychological contract breaches on organizational citizenship behavior: Insights from the perspective of ethnic minority employees. *European Management Journal*, 38(1), 179-190.
- [34] Van Triest, S. (2024). Incentives and effort in the public and private sector. *Public Administration Review*, 84(2), 233-247.
- [35] Wagner, D. N. (2019). The opportunistic principal. *Kyklos*, 72(4), 637-657.
- [36] Zhang-Zhang, Y., Rohlfer, S. & Varma, A. (2022). Strategic people management in contemporary highly dynamic VUCA contexts: A knowledge worker perspective. *Journal of Business Research*, 144, 587-598.
- [37] Zhuravel, Y. & Svenson, E. (2021). "Trust not control!" Where is the comma?: The role of managerial control and trust in employees' shirking in the virtual work setting. <https://www.diva-portal.org/smash/get/diva2:1577221/FULLTEXT01.pdf>