



Peter Pan Syndrome and the Link Between Industrial Psychology: Staying Children or Clogging in Business Life?

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Abstract

This study examines the relationship between Industrial Pan Syndrome, which is defined as the tendency of individuals to avoid adulthood responsibilities, and industrial psychology parameters such as productivity, belonging, leadership, teamwork and psychological endurance in business life. Especially in the business world, individuals who are forced to assume adulthood responsibilities, how to blockage within the corporate structure; It has been analyzed on relations with authority, escaping from responsibility and emotional immature levels. In this context, what kind of psychosocial obstacles of syndrome have created in areas such as workplace compliance, duty awareness, motivation and leadership development. The article reveals that Peter Pan Syndrome is not limited to the deficiencies of mental development at the individual level through qualitative and quantitative literature scans, but also has negative effects on organizational performance. In the study, the effects of behavioral patterns such as "indecision", "lack of self -dwarf", "avoidance of conflicts" and "avoiding social responsibility" on the development of behavioral relations and career development are also included in the study. From the perspective of industrial psychology, the importance of organizational support mechanisms, leadership approaches and individual development plans for the management of this syndrome were emphasized. As a result, it has been revealed that Peter Pan Syndrome is not only an individual development problem, but also an important psychological factor that affects organizational performance in modern business life.

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1. Introduction

In the modern business world, the psychological structures of individuals are among the basic elements that determine not only their personal lives but also their professional performance. In particular, the deviations of individuals in psychosocial development processes directly affect their roles, relationships and duty responsibilities in business life (Kets de Vries, 2014). In this context, Peter Pan Syndrome (1983), which was first conceptualized by psychotherapist Dan Kiley, stands out as an important psychological concept that expresses the problems that adult individuals experience in emotional maturation and responsibility. This syndrome includes tendencies such as being stuck in the role of childhood, difficulty in developing independence and being in constant conflict with authority (Kiley, 1983; Blos, 1967). From the perspective of industrial psychology, such developmental disruptions have serious effects on employees' job performance, corporate belonging, leadership potential and participation levels in teamwork (Luthans *et al.*, 2007). Individuals with Peter Pan Syndrome often draw a profile that avoids responsibility in the workplace, has difficulty in setting a target for themselves, perceives criticism as a personal attack and cannot make long -term career planning. This situation limits individual success and reduces organizational productivity (NG *et al.*, 2005). The developing business world points to a period in which adulthood roles become more blurred

by the effect of flexible working models, emphasis on individual success and digitalization. In this context, the profile of the individual between staying a child and assumed professional responsibilities attracts more and more attention of industrial psychology. The aim of this study is to examine the reflections of Peter Pan Syndrome in business life within the framework of industrial and organizational psychology; This is to reveal the effects of this syndrome on employee behaviors, workplace relations and career development.

2. Definition and Features of Peter Pan Syndrome

Peter Pan Syndrome first in 1983, American psychotherapist Dr. It was used to explain the psychological state of individuals who refused to move to adulthood by Dan Kiley. This syndrome, known as J. M. Barrie's famous literary character and is known as the "Children who never grows", identifies individuals who are adults but children in terms of age (Kuley, 1983). Although it is not a clinical disorder in diagnostic handbooks such as DSM-5, it is accepted as a pattern of behavior that is widely used in psychology literature and affects the functionality of individuals (McLaughlin, 2015). Individuals with Peter Pan syndrome experience significant difficulties in independence development, long -term planning, establishing healthy relations with authority, emotional attachment, and personal responsibility. These individuals often have difficulty in trusting themselves, do not accept mistakes, are hypersensitive to criticism and prefer to escape from them instead of solving problems (Caprara *et al.*, 2004). In social relationships, they usually establish superficial ties, have anxiety of attachment and tend to avoid deep relationships. When evaluated in terms of psychodynamic theory, Peter Pan Syndrome; suppressed parent models, over -protectionist or neglect family structures, the inability to complete the healthy separation process and narcissistic breaks are associated with (Blos, 1967; Kohut, 1977). Since growing for these people is identified with responsibility and loss; They perceive the unconscious growth as a threat. In this context, they constantly postpone or reject their adult responsibilities such as decision -making, role -playing and leadership in business life. Among the most prominent features of Peter Pan syndrome are:

- Avoidance of responsibility: Avoidance of taking part, resistance to job changes, not using initiative.
- Fixed childhood ideal: persistent beliefs that life should be built on constant entertainment, comfort and pleasure.
- Connection problems: Long -term relationship in both private and business life, superficial relations.
- Emotional imbalance: Hyper sensitivity to criticism, anger bursts, tendency to blame.
- Problems with Authority: Passive-aggressive attitudes against executive figures, desire to underestimate or stretch the rules.

These features negatively affect not only the individual's personal development, but also the basic areas such as organizational commitment, employee-output relations, performance, role undertaking and career planning within the workplace (Luthans *et al.*, 2007; Judge & Bono, 2001). For this reason, Peter Pan Syndrome should be considered as a potential risk that threatens organizational integrity, not only an individual incompatibility in terms of industrial psychology.

3. Evaluation in the Context of Industrial Psychology

Industrial Psychology examines individuals' behaviors, attitudes and performances in working life; It is a discipline that imposes psychological principles to increase organizational productivity. From this perspective, Peter Pan Syndrome; It is a phenomenon that is not limited to the individual's internal psychological structure, but also directly influences roles, responsibilities, relationships and development processes in the workplace (Muchinsky, 2006). Emotional maturity, self -discipline and responsibility skills in business life are the basic building blocks of an efficient workforce. However, in individuals with Peter Pan Syndrome, these competencies are not developed and brings various problems in terms of organizational functioning.

First, individuals with this syndrome have weak task focus. They do not want to take responsibility, they do not use the initiative in the works they undertake and they exhibit frequent postponement behavior (Steel, 2007). This may lead to delays in completing tasks, inefficiency in business processes and incompatibility in teamwork.

Secondly, Peter Pan syndrome disrupts the form of relationship with authority. These individuals, who develop a conflict with authority figures (managers, supervisors), often develop a passive-aggressive communication style, have difficulty in adopting the rules of institutional discipline and hierarchy. This increases both internal conflicts and interrupts the leadership function of managers (Judge & Piccolo, 2004).

Thirdly, these individuals have difficulty developing self -motivation. They avoid long -term goals to support their own development. They adopt a job -oriented attitude focused on short -term tastes, instant comfort and comfort. This situation has unstable consequences in performance evaluations and becomes an obstacle factor in terms of career development (Luthans *et al.*, 2007).

In addition, Peter Pan Syndrome is a serious problem in terms of organizational commitment. These individuals do not feel themselves belonging to the institution, as well as to establish deep relationships with their colleagues. The lack of development of belonging leads to low level of commitment to work, increased absenteeism trends and intending to quit (Allen & Meyer, 1990). The main principles of industrial psychology, job satisfaction, stress, leadership development, work-life balance and organizational support play a key role in reducing the negative effects of Peter Pan Syndrome in organizations. For these individuals, individual awareness can be increased and organizational blockages can be prevented through structured mentoring systems, psycho -education programs, individual development plans and psychological counseling services. To summarize, it is not enough to see Peter Pan Syndrome as an individual maturation problem. This syndrome constitutes a risk factor in all organizational behavior areas that are of interest to industrial psychology. Therefore, early detection of such trends in workplaces and the development of appropriate intervention strategies are critical for both employee welfare and corporate sustainability.

The behavior patterns exhibited by individuals with Peter Pan syndrome define the behavioral patterns with some distinctive features that distinguish them from the traditional employee profile. These employees stand out as resistant to roles and responsibilities expected in business life, closed to change, far from long -term planning and weak sense of belonging (Kets de Vries, 2014). In this context, integration

with corporate culture and adaptation to organizational norms become a serious harmony problem for these people. These individuals mostly:

They are in search of freedom and flexibility, but only those who have difficulty in defining the limits of this freedom.

They are profiles who experience loss of motivation in performance -based systems and prefer to have fun or avoid in the process rather than result focus.

They exhibit a stance that is distant from structured task descriptions and hierarchical order, questioning authority figures and underestimating from time to time.

They are employees who do not like to receive feedback, perceive criticism as a personal attack and give defending reactions (Caprara *et al.*, 2004).

When evaluated in terms of corporate compliance, these characteristics contradict the competencies requested by today's business world such as organizational citizenship behavior, transition skills between roles, agile adaptation and cross -departments. This situation adversely affects not only the professional development of the individual, but also the efficiency and in -house atmosphere of the unit where it works (Ng *et al.*, 2005). However, in some sectors and positions, these individuals' creativity, independent thinking and unusual solutions can be seen as an advantage. Especially in creative industries, such individuals can make a difference of thinking free of rules. However, in order for this potential to turn into benefit in the institutional framework, a strong leadership, open communication, structured feedback systems and psychological support mechanisms are required (Luthans *et al.*, 2007). In other words, in order for individuals with Peter Pan syndrome to achieve a sustainable harmony in corporate life, a bidirectional transformation is required for both their individual development and the flexibility of organizational structures. Instead of excluding these individuals, institutions should focus on recognizing them, understanding their needs and directing their potential correctly. This approach not only increases individual productivity, but will also be a valuable strategic move in terms of managing organizational diversity.

The presence of individuals with Peter Pan syndrome in business life creates complex and often compelling dynamics, especially in terms of leadership relations and internal interactions. Teamwork, which is one of the main areas of interest of industrial psychology, includes not only technical skill sharing, but also the culture of emotional maturity, mutual responsibility, conflict management and cooperation (Salas *et al.*, 2005). However, the inability of individuals with Peter Pan syndrome to reach this level of maturity may lead to behaviors that damage team dynamics. These individuals are usually:

- It prefers to work on individual, and it is difficult to comply with group norms.
- It escapes from conflicts and does not actively participate in constructive feedback or receiving processes.
- He is afraid to take responsibility in the group and tend to transfer tasks to other teams or to stay out of the division of labor.
- They can shake the environment of trust by giving unpredictable reactions within the team due to their emotional imbalances (Judge & Bono, 2001).

Mutual trust, which is the basis of teamwork, may be

interrupted by the thinking structure of these individuals stuck in childhood and attachment problems. However, the situation is also very sensitive for leaders. Employees with Peter Pan syndrome often develop resistance to authority figures, positioning the leader as a "parent", exhibiting an overly dependent or vice versa -distance attitude in the relationship (Kets de Vries, 2014). This brings the following difficulties:

Questioning the authority of the leader and conflicts of authorityInadequate coaching and mentoring processesFailure to internalize the targets set for employee developmentDeterioration of team motivation and role uncertaintiesHowever, working with these individuals does not have to have completely negative consequences. A qualified leader can reveal the potential by providing the limits and emotional confidence of a employee with Peter Pan syndrome. The transformational leadership approach is quite functional at this point. This style of leadership can be more effective on individuals who have not developed emotional maturity because it contains empathic communication, individual interest, inspiring motivation and development -oriented oriented individuals (Bass & Riggio, 2006). Furthermore, applications such as role clarity in team work, task sharing, open communication and intra -group psychological security can support individuals with Peter Pan syndrome to take responsibility and become more open to cooperation (Edmondson, 1999). In short, the integration of individuals with Peter Pan syndrome into leadership processes and teamwork is possible with both the leading skills and the flexibility of the team structure. If individuals with this syndrome are not directed correctly, not only their own development, but also all team parameters such as team spirit, motivation and productivity may be damaged. Therefore, in the organizational context of these individuals, the management of these individuals has become one of the basic examination areas of modern leadership understanding. Business motivation is directly associated with the internal motive of the individual to perform his duties. This motive is fed from a multidimensional structure such as desire for success, the perception of self-efficacy, the capacity to make a plan for the future and the expectation of reward (Ryan & Deci, 2000). However, in individuals with Peter Pan syndrome, this structure has been largely weakened or not developed. Because in the mental schemes of these individuals, adulthood responsibilities are coded as "burden"; Concepts such as planning, order and discipline are perceived as a threat to individual freedoms (Kiley, 1983). The motivation of employees with this syndrome is usually based on the tendency to stay in the field of instant pleasure, comfort, difficulty and stay in the field of comfort. This situation prevents them from turning to long -term goals; Time management creates weaknesses in basic skills that shape performance such as task completion and self -discipline (Steel, 2007). While the employee escapes routine or tasks that require responsibility in the job description; It tends to choose creative, fun or remarkable tasks. This selective form of participation adversely affects the general business balance and team performance. The main problems reflected in the performance of individuals with Peter Pan Syndrome are as follows:

- Deterioration in business continuity: difficulty in focusing on a task, asking for frequent task change.

- Being closed to feedback: Inability to evaluate development opportunities, resistance to learning.
- Dependence on external motivation: Focusing on external factors such as reward, appreciation or observation.
- Inability to make self -assessment: Inability to internalize the causes of success or failure, to attribute responsibility to external factors.
- Avoidance of taking initiatives: Attitudes that work with instructions, avoid risks, do not produce innovation (Judge & Bono, 2001).

When evaluated in terms of industrial psychology, these patterns of behavior associated with lack of motivation lead to a decrease in efficiency in the workplace, deteriorating the quality of service and being behind institutional goals. In addition, the performance outcomes of these individuals are usually unstable; Although they show short -term flare in certain periods, they have difficulty in reaching the sustainable success line (Luthans *et al.*, 2007). On the other hand, since individuals with Peter Pan syndrome are easily bored of monotony, it is important that business design is supported by creative, flexible and motivating feedback in order to increase their motivation. Business enrichment, rotation, mentor -supported development plans and psychological support mechanisms are tools that may be effective in eliminating the lack of motivation of these individuals (Hackman & Oldham, 1976). In summary, Peter Pan syndrome causes not only emotional or social mismatch in business life, but also serious productivity problems such as lack of motivation and low performance. Psycho-educational studies and customized performance strategies to strengthen the inner resources of the individual in order to effectively manage individuals with this syndrome within the labor force are of great importance.

4. Corporate Results of Peter Pan Syndrome

Peter Pan Syndrome is not limited to the lack of individual psychological development, but can turn into a structural problem that leads to direct institutional consequences in the business world. Employee profiles that have difficulty in undertaking adult responsibilities, establish conflict with authority and do not make long -term career plan; It negatively affects not only their own professional development, but also the organizational structure and strategic objectives of the institutions they work (NG *et al.*, 2005). In this context, Peter Pan Syndrome, organizational commitment, productivity, institutional belonging, human resources management, leadership development, psychological climate and corporate sustainability can have destructive consequences. One of the most remarkable results at the institutional level is labor instability. Peter Pan -prone employees usually have difficulty staying in a position for a long time, cannot develop commitment and tend to change jobs continuously. This means high labor transfer and recruitment costs for institutions (Allen & Meyer, 1990). In addition, these individuals may create a perception of demotivation, insecurity and workload injustice on other employees. Peter Pan Syndrome also pose a threat to corporate culture. The proliferation of employees who escape responsibility, who do not like criticism and care about personal development; It can cause a "culture of child stay" that becomes widespread through emotional contamination

within the institution. This kind of cultural transformation creates an institutional structure that is far from innovation, escapes from conflict, establishes superficial relations and deviated from strategic goals (Schein, 2010). In addition, the hidden costs created by individuals with this syndrome are often ignored. Factors such as low performance, team mismatch, leadership conflicts and internal absence are important obstacles that are invisible but sabotage institutional growth (Robbins & Judge, 2019). In particular, ineffective leadership practices of individuals with Peter Pan characteristics in the process of leadership development may cause deterioration in subordinate-upper relationships, confidence erosion and cooling in the workplace climate. In summary, Peter Pan syndrome is a systematic risk factor in terms of institutional performance, psychological security and cultural integrity, not only the lack of individual development. For this reason, the effects of syndrome on the level of organization should be taken to the center of human resources strategies and organizational development plans; Early diagnostic, supportive intervention and leadership -oriented directions should be preserved.

While job satisfaction expresses the general level of satisfaction of a employee and the psychological satisfaction provided by the work; Burnout is the physical, mental and emotional wear state that occurs as a result of intense stress and emotional loading (Maslach & Leiter, 1997). The relationship between individuals with Peter Pan Syndrome with these two concepts is quite complex and bidirectional. These individuals, who can appear cheerful, humorous and social on the surface, cannot adapt to the responsible structure of the work environment in the deep, which triggers the feeling of dissatisfaction and wear. Employees with Peter Pan syndrome often avoid thinking about the meaning of their duties, long -term return and contribution to the organization; Instead, they tend to save the day without establishing a work emotional bond. This superficial attitude can make job satisfaction artificially high; However, they prepare the ground for loss of motivation, dissatisfaction and burnout in the medium and long term (Schaufeli & Bakker, 2004). In particular, as the task pressure, the duration of stay, the administrative feedback and performance expectations increase, the signs of burnout such as avoidance, passive resistance and psychosomatic complaints are observed. The effects of Peter Pan syndrome on job satisfaction and burnout can be collected under the following headings:

- Lack of meaning: The inability to reconcile the work with individual development or career.
- Expectation-Realism Conflict: Don't realize that working life is not "pleasant", but full of challenging responsibilities.
- Chronic postponement and responsibility avoidance: These behaviors cause the accumulation of workload and increase the stress level.
- External approval search: Individuals who cannot improve their internal satisfaction become constantly dependent on external praise; When they do not get this approval, they are quickly exhausted (Deci & Ryan, 1985).
- Problems of Work-Life Balance: Planning and self-discipline lead to inefficient use of working hours; This makes both the job and personal life insatiable.

Such dynamics become evident in the form of emotional exhaustion, personal failure and cooling from work (Maslach *et al.*, 2001). In the context of industrial psychology, this is not only a matter of the health of the individual, but also an important risk in terms of corporate efficiency, team durability and labor sustainability. However, a remarkable point is that individuals with Peter Pan syndrome can mask their burnout on the surface. They tend to suppress their emotional fatigue with humor, sarcasm or expressionist behaviors. This leads to late notice of burnout symptoms by both colleagues and managers (Hochschild, 1983). Peter Pan Syndrome is a psychosocial factor that causes job satisfaction and early burnout experiences. In order to increase the job satisfaction and prevent burnout of these individuals, structured feedback mechanisms, meaning -oriented duties, mentor -supported development plans and psychological support services are of great importance. Institutions should invest not only on performance output, but also to the emotional strength and internal satisfaction of the employee.

The intention of quitting (turnover intention) and absenteeism (absenteeism) are important industrial indicators that are directly related to organizational commitment, job satisfaction and psychological resistance. These two factors are critical for the sustainability of the labor force, the stability and resource management of the institutional climate (Mobley, 1977). The fact that these indicators tend to deteriorate in individuals with Peter Pan Syndrome makes the organizational cost of the syndrome visible. These individuals often have difficulty connecting to business life, perceive corporate responsibilities as a “burden ve and cannot develop a long -term feeling of belonging against the working environment. Therefore, their intention to quit is quite high. They can often consider resignation without specifying open reasons, and even make small changes in working conditions into a reason for separation (Allen & Meyer, 1990). Tendencies to avoid the insecurity of the attachment styles and the responsibility of decision -making often make the process of leaving the job often and unplanned. In addition, the lack of self -discipline in individuals with Peter Pan syndrome, difficulty in time management, emotional imbalance and difficulty cope with stress, triggers absenteeism behavior. These absences are usually seen as late, frequent illness permission, using unauthorized leave, or mentally distant, even if it comes to work with low motivation (Johns, 2008). Peter Pan syndrome -related intention and absenteeism indicators are as follows:

- Lack of corporate commitment: Inability to identify with the values of the institution, inability to develop community awareness.
- Frequent position and sector tendency: not being constant and constantly looking for a “more comfortable öz about job.
- Focused of comfort in search of absenteeism: not coming to work during intensity and pressure moments or participation with low performance.
- Disappearance after critical feedback: Behavior of being “invisible” after criticism or administrative feedback.
- Psychosomatic Symptoms: Use psychological -

based disorders as a reason for absenteeism rather than getting sick.

Such behaviors adversely affect the motivation, workload balance and efficiency of the team it works, not only the individual but also the team it works. Continuous absenteeism or high speed rate, organizational uncertainty within the institution, in -team trust erosion and weakening of psychological climate lead to chained effects (Robbins & Judge, 2019). In terms of human resources management, it is of great importance that these trends are noticed in the early period. When individualized development plans, flexible working alternatives, psychological counseling services and a strong internal communication network are not taken for individuals at risk, corporate loyalty weaken and loss of human resources becomes inevitable. The high intention and absenteeism rates in individuals with Peter Pan Syndrome indicate that this syndrome is not only a psychological condition, but also a serious threat to organizational productivity. In order to manage this situation, institutions should approach not only performance data but also to the emotional and developmental needs of employees with a holistic perspective.

Conflicts in business life inevitably emerge in environments where different views, needs and values are together. However, how these conflicts are managed plays a decisive role in terms of organizational productivity, psychological security and team compliance (De Dreu & Beersma, 2005). Conflict management and communication skills of individuals with Peter Pan Syndrome are weak and their emotional strength is limited. This negatively affects both individual relations and organizational communication channels. These individuals often tend to avoid conflicts, exhibit passive-aggressive attitudes or suppress problems. They give emotional reactions instead of open confrontation in their difficulties, avoid responsibility and perceive criticism as personal attacks (Kets de Vries, 2014). This prevents the formation of a healthy feedback culture within the organization. The prominent features of the conflict and communication behaviors of individuals with Peter Pan syndrome:

- Fear of confrontation: Avoiding tense issues, avoiding open communication.
- Excessive defense: Tendency to perceive feedback as a threat, personal perception.
- Passive-aggressive form of communication: Inability to express their emotions directly; implication, mockery or silence.
- Childish communication style: emotional blackmail, resentment, manipulative discourses such as immature behavior patterns.
- Lack of empathy: difficulty in understanding the feelings and thoughts of the other party, the egocentric approach.

This way of communication leads not only in individual relations, but also in internal coordination, ast-upper interactions and institutional decision-making processes. While an open, transparent and constructive communication is required in cooperation -based team studies, Peter Pan -prone individuals have difficulty in adapting to such

dynamics. As a result, the conflicts are postponed, chronic and causes negative organizational behaviors such as passive resistance, resentment or grouping in the workplace environment (Jehn, 1995). In addition, these individuals usually have difficulty in communicating healthy with the authority figures in the administrator. Since they construct the relationship with the authority like a childhood script, they either idealize or develop hostile reactions. This makes it unstable and interrupts leadership functions (Judge & Piccolo, 2004). In terms of industrial psychology, these communication and conflict problems, within the organization:

- Decreased psychological security,
- To fall of job satisfaction,
- Decomposition of team synergy,
- It causes the corporate climate to negative.

In order to support such employees, intervention strategies such as emotional awareness studies, communication skills trainings, conflict -solving workshops and psychological counseling when necessary should be implemented. In addition, managers adopt a patient, boundary but supportive attitude in their communication with these individuals; It is recommended to use an empathic language when providing direct feedback (Goleman, 2006). Peter Pan syndrome weakens the quality of communication and conflict management capacity of individuals in business life, but also threatens not only individual harmony, but also the entire organizational communication system. Manage this situation requires proactive approaches and constructive interventions at both individual and institutional levels.

5. Workplace Policies and Intervention Methods

Peter Pan Syndrome becomes an organizational problem with the reflection of the disruptions of the individual in the psychological development process on their roles in business life. The fact that such individuals can be managed within institutional structures is not only with individual psychotherapy; At the same time, the restructuring of workplace policies is possible by increasing the level of institutional awareness and the establishment of preventive intervention mechanisms (Muchinsky, 2006).

Instead of excluding employees with this syndrome, organizations need to develop strategic approaches that recognize them, support their development and direct their potential. Because when they are not directed correctly, these individuals pose a risk in areas such as job satisfaction, efficiency, commitment and tool compliance; When suitable conditions are met, they can make valuable contributions such as creative potential, different perspectives and flexible thinking.

Corporate Diagnosis and Awareness Policies: The first step is the recognition of Peter Pan Syndrome at the institutional level and the training of managers and human resources professionals. Definition of symptoms and behaviors of psychological maturity level; Not only the results but also behavioral indicators in performance evaluation processes (Luthans *et al.*, 2007). In addition, the emotional resistance and self -responsibility awareness of the candidates should be evaluated in recruitment processes; Not only technical competence, but also psychosocial harmony should be considered.

Mentoring and individualized development plans: Individuals with Peter Pan syndrome often need external guidance and role model support. Therefore, individualized development plans should be established in career development processes; These plans should be supported by mentoring relationships with experienced employees or managers. Such structured relationships facilitate the individual's connection with business life and improve the skills of taking responsibility (Allen & Eby, 2003).

Psychological Counseling and Emotional Support Services: Corporate Psychological Counseling Units play an important role in the development of emotional regulation, stress management and self-marking of individuals with this syndrome. The psychological strength of employees can be increased by methods such as individual therapy, psycho-education and group support sessions. In particular, special programs should be prepared for recurrent patterns such as postponement behavior, tendency to avoidance and resistance to authority (Goleman, 2006).

Flexible and meaning -oriented job design: Motivation rapidly decreases in jobs where individuals with Peter Pan syndrome are bored, feeling pressure or cannot establish belonging. For this reason, job definitions should include tasks that allow creativity, offer a transformation area, and social interaction. At the same time, the employee should be guided about the meaning of the work; A bond between the mission of the institution and the values of the individual should be established (Hackman & Oldham, 1976).

Open Communication Culture and Feedback Systems: Sensitivity to criticism, which is one of the most prominent features of syndrome, can be softened with well -structured feedback systems. Constructive, empathic and development -oriented feedback culture should be created for employees; Transparency should be encouraged in communication. It is also important that all teams are trained in communication skills training to prevent communication conflicts (Robbins & Judge, 2019).

Leadership Approach: Patience and Developer Management: Managers who will work with individuals with Peter Pan syndrome must have especially emotional intelligence, patience, role model and developing leadership skills. In this context, coaching -based leadership, transformational leadership and supportive leadership approaches may be effective in revealing the potential of these employees (Bass & Riggio, 2006).

In short, minimizing the effects of Peter Pan Syndrome in the workplace can only be possible with a multi -layered and holistic organizational strategy. Workplace policies should also observe not only productivity, but also the development, psychological welfare and a sense of belonging of the individual. The sooner the intervention models are, the constructive and multidimensional; It becomes so possible to bring individuals to the institution and to reduce the negative effects of syndrome.

6. Discussion and Evaluation

This study has shown that Peter Pan Syndrome has become a multidimensional phenomenon that affects organizational structures in business life by going beyond being an individual psychological situation. Avoidance of adulthood responsibilities, not developing emotional maturity, healthy relations that cannot be established by authority and lack of independence cause important problems in terms of both individual performance and organizational integrity. At this

point, the debate focuses on how syndrome intersects with the concepts of industrial psychology, how it affects organizational functioning and in which areas it causes structural blockages. Individuals with Peter Pan syndrome are often involved in business life with their "child remained" emotional structures; This causes an employee profile that avoids conflicts, resistant to authority, insufficient to adapt to teamwork and cannot connect with long-term targets. This constitutes a wide range of influence from leadership development to institutional commitment, from work satisfaction to psychological burnout. An important output of the discussion is the risk of making this syndrome invisible potential in the individual. Individuals with Peter Pan syndrome may have positive features such as creativity, spontaneity and unusual thinking; However, in order for these features to be transformed into productivity, the right leadership models, empathic managers and structured support systems are needed. At this point, it was seen that traditional authoritarian leadership approach were insufficient and transformational and coaching-based leadership approaches may have more effective consequences (Bass & Riggio, 2006). In addition, the effects of this syndrome are not limited to the individual; Organizational climate, corporate culture and psychological security also cause fragility in collective areas. They are negative, such as high labor transfer, increased absenteeism, low job satisfaction and internal conflicts, making the cost of the syndrome on the organization visible. In this context, institutions need to focus not only on performance, but also the level of emotional development of employees, psychosocial needs and internal motivation resources. On the other hand, the findings of this study were discussed in the literature of Peter Pan Syndrome with more clinical psychology perspective; However, it indicates that it is not sufficiently discussed in the field of industrial psychology. In this respect, the study contributes to the literature in terms of showing how psychodynamic elements related to business life turn into concrete outputs in institutional structures. Finally, the evaluation is intensified at this point: Peter Pan syndrome is not only the individual's problem; It is also a silent institutional alarm that shows that organizational structures, leadership styles and human resources policies should be rethinking. Reading this alarm correctly will make it possible to improve both individuals and protect corporate health.

7. Conclusion

This study revealed that Peter Pan Syndrome is not only a developmental disorder in the individual level, but also a versatile phenomenon that can have destructive effects on organizational performance, leadership relations, psychological climate and corporate culture in business life. Employees who avoid adulthood responsibilities, who are afraid to participate in decision-making processes and whose emotional maturity levels are limited can turn into an invisible but effective focus of resistance. This resistance is not only individual performance; It directly threatens teamwork, job satisfaction, psychological security and corporate sustainability. Peter Pan Syndrome contains basic values of today's working life with its basic values such as "agility, flexibility, leadership and responsibility". For this reason, the business world has to consider this syndrome as an institutional risk, not as an individual weakness, but as an institutional risk when it is not ruled correctly. Because the

biggest danger that this syndrome can create is that the emotional maturity is normalized in the organization and even becoming a new employee profile over time. Such a change can lead to the internal dissolution of institutions, silent inefficiency cycles and disruption of psychological climate. In this context, the recommended intervention strategies; There should be approaches that do not blame, exclude the individual, but recognize, understand and support structured development plans. From psychological counseling services to mentoring systems, emotional intelligence-oriented leadership approaches to open communication culture, they should develop multi-layer policies; not only qualified labor force, but to raise mature labor force psychologically. As a result, this study positions Peter Pan Syndrome as an organizational alarm, not an individual escape, and strongly includes the interest of industrial psychology. The solution is not to expect the individual to grow; It is to build organizations that offer him the opportunity to grow. Because modern business life is no longer hardworking, but emotionally adult individuals.

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