
QUIET QUITTING

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Worldwide

Profit Loss – Case 1

When we analyzed hundreds of businesses in detail, we identified 6-7 common problems independent of the industry or size. We created the "CVMS - Company Value Maximization System" to solve these problems.

In this article, we will evaluate Employee Inefficiency, one of the most important inefficiencies, with the concept of Quiet quitting.

What is quiet quitting?

Quiet quitting, of course, is not a real resignation. These individuals continue to fulfill their regular jobs and responsibilities, but do not go beyond. Quiet quitting for the employee; "Acting according to pay, maintaining a work-life balance, taking time to take care of yourself, slowing down the busy schedule and setting limits".

Quiet quitting is mainly a demand for correction to create a sustainable way of working and living. It's what people say that life is more than work. Quiet quitting is the need to have a meaningful life outside of work, to be able to disconnect from work, to do only the work that is given, to people's reaction to the culture of rush and burnout.

Employees who complain about the hustle and bustle culture state that they maintain their work-life balance and become less tired with their quiet quitting. Moreover, they do not experience disappointment because they do not enter into expectations.

The concept of quiet quitting has recently become popular globally due to a viral video posted on July 25, 2022, by a young software developer named TikTok user Zaid Khan. From there, it sat on the agenda of the mainstream media.

If we look at the repercussions it creates, how quiet can we call quiet quitting? A tik tok video shared as "silent" resignation has now turned into a cry. For the last 3 months, experts from all walks of life have

been producing intense content on defining and solving this phenomenon, and so far there has been considerable literature on the subject.

Although generation Z and young generation Y have “socialized” this concept, we can say that quiet quitting has been in our business for a long time. The phenomenon of quiet quitting is not new, but unique in the way employees express their frustration at work.

Employees are sending a clear message to their employers: This is not fair and not sustainable; we should talk!

The reactions of the companies will determine whether this trend will be temporary or permanent. Employers must take this phenomenon seriously so that companies and silent quitters can win together.

“An increase in employee satisfaction increases employee productivity by 33%. Thus, the employer can perform the same job with 33% fewer staff.”

Reasons for employees to resign silently:

- Employees think that their efforts are not rewarded,
- Unhappy employees want to punish the employer,
- Questioning the meaning of working in the mental world of new generations, who started working for the first time in pandemic conditions,
- Unhappy workplace culture, leading to cooling off from working,
- Employers pushing for profit and productivity

Quiet quitting is a problem for companies because most jobs today require collaborating with colleagues and putting in extra effort to meet customer needs. Managing quiet quitting is much more complex and difficult for most corporate executives than managing actual resignations.

Is quiet quitting a trend or a new name for dissatisfaction:

Although Z and Y generations have expressed this concept, quiet quitting has been in our business life for a long time. Quiet quitting has become a clear statement to describe the situation many people experience at work.

This is developing as a philosophy of life in the young generation and people who have reached professional satisfaction. The phenomenon of quiet quitting became the expression and expression of constantly suppressed distress among the employees.

Employees are sending a clear message to their employers: **This is not fair and sustainable, we must talk!**

Quiet quitting, which has become common among career-weary and especially young workers between the ages of 22-30, is a movement founded on the principle of "protect yourself and work as much as your salary". They don't work too little to get fired, nor too much to get promoted. It is absolutely out of the question to work extra hard to make a difference and to be successful beyond expectations.

Quiet quitting workers see their workplace and their status at work not as a concept that defines them and determines who they are, but as a means to access the money, they need to live.

The dynamics that make this trend visible: Generation Z, who come to the forefront of business life with their fondness for their freedom and clearly stating what they want, do not want to take on extra responsibilities outside the given jobs. The fact that they have a lower tolerance for things that go wrong in their lives compared to previous generations seems to have been effective in this.

We can divide the silent resigners into two groups.

The first group is reactive. They are worn out and emotionally disconnected from their jobs due to the negative conditions in their company. Pandemic conditions have also worsened this process. These fall outside the quiet quitting category if conditions improve. Although we do not have any field research, we can say that this group constitutes a significant majority among silent resigners.

Those in the second group reject the idea that work should be at the centre of their lives. They oppose the expectation that they should devote themselves entirely to work or work overtime.

The quiet quitting phenomenon is a warning for companies to keep their part of the bargain. He also reminded me once again that the workplace of the future will be designed according to the employee, not the employer. Whether this trend will be temporary or permanent will mainly be determined by the reactions of the companies. If business leaders don't take this phenomenon seriously, both companies and silent quitters will lose together. The general economic structure will also suffer serious damage from this.

Reasons for quiet quitting:

According to the Pew Research Center survey results, the top reasons for Americans to leave their jobs in 2021 are; low pay, underappreciation and lack of development opportunities.

There's a reason the quiet quitting has had such wide repercussions. This is a response to a very real problem - the global epidemic of stress and burnout. It is also about how people feel about their work, what they give to their work and what they get in return. The fact of quiet quitting tells us that too many people feel that their employers are not fulfilling their part of the contract. They do not feel seen, valued or cared for. As Adam Grant puts it: "When people feel unimportant, they finally stop caring. We are not only in a crisis of burnout, but we are also in a crisis of purpose and meaning in the workplace."

Deloitte's survey of 1,000 full-time US professionals states that **77% of respondents experience burnout in their current job.**

When employees raise requests for title and pay changes despite their extra efforts, they witness their employers ignore them. They realize that the expectations and goals they are regularly asked to exceed are not sustainable or worth it.

Efforts to create additional productivity or efficiency do not come back to them through higher wages and benefits. They just think that they have financially rewarded their manager or the company they work for.

They have no expectations from their workplace and experience a deep sense of disappointment, resentment and injustice. With these thoughts, they develop a kind of defense mechanism and begin to show quiet quitting behaviours.

The real decline in wages against inflation, which emerged all over the world after the pandemic and the Ukraine war, also makes this reaction more severe.

As a result of over-centering the work and neglecting the human aspects of employees, it increases their sense of alienation from their work and workplace. When these conditions worsen and they begin to constantly sacrifice their privacy, many employees feel the need to set a limit.

Unhappy employees want to punish the employer: Those who experience job dissatisfaction in the company they work for or who do not see the value they deserve do not want to show extra performance in the workplace based on the treatment they receive.

Especially those who are unhappy at work but cannot leave the job due to financial difficulties punish the employer with minimum performance and a routine that progresses at a low level. Since finding a new job takes time and gaining new experiences is challenging at first, the employee does not perform well by idling himself in a quiet quitting mode for a while.

Reasons related to the functioning of the working environment:

- ✓ Inadequate or poor leadership,
- ✓ Toxic work behaviours and workplace bullying,
- ✓ burnout syndrome,
- ✓ Insufficient salary and wage inequalities among employees,
- ✓ Long working hours and excessive workload,
- ✓ Here is the lack of meaning and excitement,
- ✓ Career paths are not clear enough,
- ✓ Overwhelming goals and an oppressive leadership style
- ✓ Lack of reward and appreciation culture,
- ✓ Injustices in promotion and rewards,
- ✓ The firmness showed in flexible working,
- ✓ Not seeing the value it deserves in the workplace,
- ✓ Lack of participation in decision-making processes,

How to understand quiet quitting:

Some employees go through the quiet quitting process, but he has a hard time defining it. Many companies, on the other hand, have difficulty recognizing their employees in the quiet quitting process or are late. An employee has entered the quiet quitting process when he or she gives the following 8 signs:

- Just doing the assigned tasks, not improving your work,
- Not accepting overtime even if paid,
- Not taking any words or duties when attending meetings,
- Contributing less to team projects,
- Having a lack of communication with colleagues,
- Not participating or forcibly participating in social activities,
- Not being enthusiastic about your job,
- Exhibiting poor quality in work outputs,

Is quiet quitting a real problem for companies:

At first glance, quiet quitting may not seem like a real problem. First of all, silent quitters do their basic duty – they simply refuse to go beyond them.

Employees willing to go beyond standard work requirements are a critical competitive advantage for companies. In reality, most jobs are not fully specified in a formal job description or contract, so organizations rely on their employees to meet extra demands when needed.

Also, managing quiet quitting is much more complex and difficult for most corporate executives than managing actual resignation. Quiet quitting distracts the manager, constantly invests his energies in improving the situation, and increases the workload of other team members.

Exerting extra effort in the workplace, even sacrificing time for it, comes at a cost to the employee. But some benefits and opportunities offset this cost: more financial rewards, career success, and personal growth. Employees with a tendency to silently resign are increasingly finding that this trade becomes unbalanced and works against them. Employers demand additional effort from their employees without adequate investment.

The Global State of the Workplace 2022 Report by Gallup in more than 160 countries reveals that stress among the world's workers has reached an all-time high.

Only 21% of employees perform at work, and only 33% of workers make improvements in their overall well-being. But the rest say they don't find their jobs meaningful, they don't think their lives are going well, or they don't feel hopeful about their lives. **Only 9% of workers in the UK were enthusiastic about their jobs.**

The Harvard Business Review article authors advise managers to examine their behaviour first. *“Let’s say you have more than one employee that you think has quietly quitting. In that case, an excellent question to ask yourself is: Is this a problem with my subordinates, or is this a problem with me and my leadership abilities?”* In the article, they emphasize that the phenomenon of turnover is more about the manager's ability to connect with employees, rather than the employee's laziness or unwillingness.

He argues that “quiet quitting” represents a deterioration in the relationship between employer and employee. Instead of judging one side or the other, he says, we need to return to open, versatile workplace communication that empowers everyone.

In summary, quiet quitting is a major problem for companies because most jobs today require some extra effort to collaborate with colleagues and meet customer needs.

Suggestions for managing the quiet quitting phenomenon in companies:

- **Create a real and open dialogue environment;** Employers should lead a cordial and warm communication and feedback process.
- **Conduct “what motivates you” talks;** based on these interviews, the sources that motivate the employee should be determined. The question to be asked is “What can I do to make your job more enjoyable?”
- **Discuss their work with employees in more depth;** Negotiate the workload with the employee, rethink their work together, eliminate unnecessary work, develop projects on how to do existing work more efficiently, creating work plans will turn quiet quitting into a business and process development opportunity.
- **Build a corporate culture with purpose;** Apart from making money, a higher purpose should be determined, and values such as touching the society, knowing that it produces value for the society, and supporting a sustainable world should be highlighted.

Taking care of work-life balance, prioritizing the well-being and mental health of employees, supporting employees against the challenges of the job, investing in their professional development, creating opportunities to develop their strengths, encouraging open communication, encouraging participation, sharing awards fairly, and delegating authority to employees.

Create a healthy working environment that respects human dignity and protects human dignity. Come up with a mission-driven vision to make the world a better place. Develop a sense of shared purpose in your employees, allowing them to see the connection between their work and your company's main strategies.

- **Create a healthy and meaningful work environment;** It is observed that in workplaces with a developed corporate culture, employees have an identity that creates a sense of purpose, communication with all stakeholders is based on honesty, high performance is rewarded, the authority and responsibilities of employees are clear, and cooperation between individuals and teams is agile, innovative and success-oriented.
- **Improve employee engagement;** when employers want more from employees, they must be open to sharing more. They should do this based on mutual consent, without usurping the private space of their employees.

Relationships should be based on honest, transparent and respect-based communication. A clear type of relationship should be developed based on facts, not promises. Offer incentives, provide growth opportunities, grant autonomy, and set an example of supportive leadership.

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