Quiet Quitting: Causes, Consequences and Suggestions

ABSTRACT

The 21st century is pushing businesses like never before. After the Covid-19 pandemic, a new danger has emerged for businesses that have started to recover and return to regular working hours. This study aimed to define quiet quitting, determine the potential risks for businesses, and reveal the precautions to be taken against it. Although quiet quitting is a new concept in the literature, holistic studies on the potential risks for businesses and the precautions to be taken against quiet quitting have yet to be found. Therefore, to contribute to the literature, the concept of quiet quitting has been qualitatively examined and defined. In addition, the factors that reveal the concept of quiet quitting are stated. Subsequently, the potential risks that may be encountered due to quiet quitting businesses are mentioned. Finally, some suggestions have been presented to the business to prevent quiet quitting. The study is anticipated to contribute to the literature for future research.

Keywords: Quite Quitting, Great Resignation, Organizational Behavior, Business, Labor Markerts, Covid-19

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INTRODUCTION

In the first quarter of the 21st century, businesses have had to deal with problems, perhaps more than ever. The economic crisis that emerged in 2008 and affected the whole world (Uslaner, 2010), the Covid-19 outbreak that has turned into a global pandemic (Tooze, 2020) and as a result of all these, high inflation problems that have taken effect almost all over the world (Gharehgozli & Lee, 2022) are just some of them. However, business experts state that we face a new trend that will profoundly affect today's businesses and even shake the business world (Harter, 2022; Daugherty, 2022). This new organizational behavior trend, called quiet quitting, is that employees do not quit officially; however, it is a new type of escape from work experienced by employees who only fulfill their responsibilities towards their jobs at a minimum level by deliberately slowing down their working pace, and who avoid taking extra responsibilities for the development or growth of their businesses (Hancock & Schaninger, 2022). According to a more general definition, quiet quitting is when an employee consciously stops, limits, or does not make any extra effort regarding his or her job-related potential (Walker, 2022). At this point, in employees who have adopted quiet quitting, there are certain negative but characteristic behaviors observed, such as being late to work and leaving early, not volunteering for leadership roles in the business, staying silent in meetings even when there are issues with the workflow, not responding to e-mails, messages or calls outside of working hours, being isolated in the work environment, avoiding social events, and taking more leave than usual (Hetler, 2022; Robinson, 2022). In this study, firstly, the factors that reveal the concept of quiet quitting are explained. Then, the negative situations of quiet quitting and its potential business risks are mentioned. Finally, some suggestions for eliminating quiet quitting for businesses are presented. The study will contribute to the literature and guide future studies.

THE EMERGENCE OF THE QUIET QUITTING

Although it is unknown when and where the concept of quiet quitting emerged, many sources point to the social media tool TikTok as the beginning. As a matter of fact, in the content shared by Tiktok and becoming a trend worldwide, employees stated that they quietly quitted from their jobs. Apart from the starting point, these contents, which have been trending worldwide since the date they were shared, caused concern in the business world, and the factors that revealed the quiet quitting were the subject of research (Newport, 2022). At this point, studies on quiet quitting show that the psychological and economic effects on employees who return to regular working hours and work-life after the Covid-19 pandemic trigger the tendency to quit quitting (Aratani, 2023).

As it is known, during the Covid-19 pandemic, quarantine and isolation measures were taken by governments within the framework of health measures, and businesses had to switch to remote working business models. Therefore, all business and service processes were redesigned under the remote working business model

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(Ratten, 2020). In this context, employees who working remotely in the Covid-19 had much more flexibility and freedom to carry out their current jobs and duties (Beno & Hvorecky, 2021). As a result, employees took more responsibility by working more selflessly, regardless of time. Some authors discussed the necessity of business models that can eliminate physical environments in the business world, especially considering the Z generation, before the Covid-19 pandemic (Knapek, 2022). The increasing adoption of gig and asset light business models, which emerged long before the pandemic and eliminated physical work environments, was an essential indicator of this (Hahn, 2020). However, it should be reminded that the remote working business models that businesses had to implement during the Covid-19 were not a choice by the business or employees but a necessity (Hajal, 2022).

At this point, the governments' stringent isolation and quarantine measures and remote working business models have started to create severe psychological effects on the employees by eliminating social interaction. First of all, the work-life balance, which the employees adopted before the pandemic, has been disrupted by the continuous remote working business models (Vyas, 2022). At this point, work-life balance refers to the balance between employees' work and private lives (Kalliath & Brough, 2008). As it is known, due to the measures implemented during the Covid-19, life in the cities almost stopped, people had to stay in their homes, and social interaction disappeared. This situation eliminated opportunities such as participating in leisure activities, meeting new people, socializing, taking care of their hobbies, and going on vacation to establish the work-life balance of the employees who were crushed under the heavy workload during the pandemic. Therefore, as many authors have pointed out, the insufficient establishment of this balance or its complete disappearance caused the employees to become more vulnerable to work stress and decreased their work motivation (Vyas, 2022). In addition, the quarantine measures implemented during the pandemic had some adverse effects on family and business life. Staying home due to the quarantine measures sometimes disrupted the communication between the spouses, who could not establish a social balance and increased intra-family conflict (Prime, Wade, & Browne, 2020). This conflict environment that emerged between families resulted in the end of many marriages (Lebow, 2020). Employees during the pandemic period lost their work-life balance (Vyas, 2022), the peaceful family environment they established before the pandemic was disturbed (Lebow, 2020), they started to feel mentally and psychologically lonely (Bu et al., 2020), their stress, anxiety, and depression levels increased. As a result, their mental health started to deteriorate. Finally, after the mentally and psychologically challenging pandemic, the burnout levels of the employees who had to return to the tiring environment of regular working hours without eliminating the mental and psychological depression they experienced increased (Saikia, 2022). At this point, many authors draw attention to the fact that the feeling of burnout, especially felt by employees, is an essential factor that creates a tendency to quite quitting (Robinson, 2022).

Burnout is when the individual loses motivation and feels physically, emotionally, and mentally tired due to long-term stress, anxiety, and depression (Bakker, Demerouti, & Sanz-Vergel, 2014). The most important symptoms of burnout are increased work-related anxiety, decreased motivation to work, being in a work environment that is not satisfying and happy, and as a result, physical, emotional, and mental fatigue in the workplace (Cox, Kuk, & Leiter, 2017). Based on this definition, although it is thought that the burnout seen in employees and the psychological effects of the pandemic is the antecedent facts that reveal quiet quitting, these facts alone cannot be considered sufficient. Because employees who feel stress, anxiety, or burnout against their current job can reduce their burnout levels by taking a short vacation (Shbeer & Ageel, 2022), doing regular sports and exercise (Rosales-Ricardo & Ferreira, 2022), engaging in meditation and yoga that regulates their physical and mental health (Kukihara, Ando, & Yamawaki, 2022) or acquiring new hobbies that will interest them (Karanjkar et al., 2023). In addition, many authors state that employees not satisfied with returning to their old work environment after the pandemic quit within the great resignation before a quiet quitting occurs (Jiskrova, 2022). Therefore, it would be wrong to say that the psychological effects that have emerged on employees during the pandemic alone reveal the tendency to quiet quitting.

At this point, the economic effects of the pandemic on employees should also be considered for quiet quitting to emerge. As previously stated, due to the Covid-19 pandemic, many businesses, whether producing goods or services, were forced to either temporarily close or work at low capacity due to the quarantine, isolation, and social distance measures implemented by governments. In addition, the economic uncertainties caused by the pandemic made it difficult for companies to obtain financing and make growth-oriented investments (WorldBank, 2021). Ultimately, all these developments created an economic slowdown in businesses, reducing the supply of goods and services and leading to huge losses in many businesses' revenues (Bloom, Fletcher, & Yeh, 2021). This loss of income in businesses caused many employees to lose their working hours during and after the pandemic, and some lost their jobs (Lopes & Carreira, 2022). Although many restrictions and remote working business models for the Covid-19 have disappeared, unfortunately, the economic effects

of the pandemic on businesses and employees continue today (Iyer & Simkins, 2022). While the economic uncertainty and recession in many sectors are forcing businesses, the related difficulties of maintaining their current job or finding a new job also force the employees. As mentioned above, the economic pressures and psychological problems experienced during the pandemic have forced employees to work during regular hours and in business environments, even if they do not want to. These economic pressures, especially felt by employees, affect future career plans of employees and cause thoughts such as changing jobs or resigning to be reconsidered.

As a result, psychological effects such as stress, anxiety, and burnout experienced by employees caused by the Covid-19 and the economic effects such as the fear of being fired, the worry of loss of income, and the thought of not being able to find a new job experienced by the employees due to the pandemic are two crucial factors that reveal the concept of quiet quitting.

METHODOLOGY

Conceptual studies are needed to create strong theories about the phenomena to be investigated. These studies will also guide researchers to integrate possible empirical research on the related phenomenon. Therefore, this study aims to provide a framework for quiet quitting, which has become increasingly popular in today's business world. For this purpose, the concept of quiet quitting is defined, and how it emerged is explained. Subsequently, the risks of quiet quitting on enterprises and the measures to be taken to eliminate the quiet quitting environment were investigated. The study is essential for collecting basic information about quiet quitting and presenting it holistically. Although, it was seen that the literature needed to be more comprehensive. Therefore, as the other purpose of the study, the potential risks that the quiet quitting environment will create for businesses and organizations are mentioned. Finally, suggestions for the business world are presented to prevent a quiet quitting environment.

POTENTIAL RISKS OF QUIET QUITTING

Aside from the definition of quiet quitting and the factors that reveal it, the most vital point to be noted on the concept is its effects on employees and businesses. It has been discussed that more and more employees adopt this new tendency to quit, that it will become increasingly common in today's job markets, and that it will force businesses. At this point, Candela (2022) drew attention to the US workforce and reported that only 32% of the employees are now committed to their jobs, which is gradually decreasing. Based on Asana's Anatomy of Work 2022 report, Hetler (2022) reveals that seven out of ten workers experience burnout. In connection with this, Harter (2022) states that at least 50% of the workforce in many countries worldwide has quietly quitted after the pandemic. Alexis (2022), with his research, takes all these claims to another dimension and states that 85% of employees worldwide can quit quietly. Espada (2022) reported that this situation could lead to a job loss of approximately 7.8 trillion dollars. It is indisputable that a quiet quitting will seriously affect many job markets worldwide. At this point, it will be helpful to discuss the potential risks of the quiet quitting the business and reveal the danger that is expected for the work-life.

Declining Productivity

According to Pedriquez (2022), low productivity levels are inevitable in employees who have adopted quiet quitting. At this point, Zinkula (2022) reports that business productivity in the USA has fallen to the lowest levels since 1947. Productivity measures how many products or services the employees in a business produce in a given period (Bubonya, Cobb-Clark, & Wooden, 2017). Hafat and Ali (2022) state that the decrease in productivity in the businesses will cause the current work to slow down, the delivery dates of products and projects to be extended, the business outputs to decrease, the operating costs to increase, and the quality of the products and services produced to decrease. In addition, according to Hunt and Duhan (2002), it is difficult for businesses that cannot produce as quickly and efficiently as their competitors in the market. Therefore, decreased productivity due to quiet quitting is a severe risk factor for businesses.

Declining Morals

Walker (2022) reveals low morale levels will be observed in employees who have adopted quiet quitting. According to Kappel (2017), business morale refers to employees' attitudes and motivations toward their jobs, workplaces, and working environments. At this point, Buentipo (2016) emphasizes that low morale is contagious within the business. Walker (2022) also points out that the low morale created by the quiet quitting will turn into dysfunctional team cohesion, reducing the possibility of employees working together effectively and reducing productivity. In addition, according to Daugherty (2022), employees will inevitably take leave or get sick frequently in businesses where a quiet quitting environment is observed. It should also be noted that this situation will increase personnel expenses and decrease operating profitability.

Increasing Absenteeism

According to Hetler (2022), quietly quitting employees and low morale will create more business absenteeism problems. As mentioned earlier, Walker (2022) states that absenteeism may occur as employees arriving late to work or not coming at all and deliberately missing important work-related meetings and events. At this point, according to Robinson (2022), increased absenteeism with quiet quitting will disrupt the workflow in businesses and organizations, make teamwork difficult, and ultimately reduce the capacity to produce products or services. In addition, it should not be forgotten that finding and training new employees instead of absentee workers will create additional costs for businesses.

Low Quality of Work

According to Harper (2023), another critical risk in the business where a quiet quitting is observed is the low quality of work. However, it would be wrong to consider the quality of work mentioned here only as the quality of goods and services produced because work quality is directly related to the accuracy, speed, efficiency, excellence, and customer satisfaction of the work done by the employees (Srivastava & Kanpur, 2014). Therefore, the slightest decrease in business quality will adversely affect the reputation and revenues of the business (Martel & Dupuis, 2006). Orders placed due to poor work quality may be canceled, or products that have already been delivered may be recalled. This situation will inevitably create decreases in operating incomes.

Declining Customer Satisfaction

According to Robinson (2022), whether it produces goods or services, it is inevitable to see decreases in customer satisfaction with the trigger of low job quality in businesses where a quiet quitting is observed. Low customer satisfaction will reduce business reliability, brand equity, and loyalty. Customers dissatisfied with the resulting product due to poor quality of work may make negative comments about the business or product (Xu, 2020). The negative comments will affect existing customer loyalty and reduce the likelihood of repeat customers. In addition, within the framework of decreasing customer satisfaction, business sales and profitability will also decrease (Matsuoka, 2022).

WHAT TO DO AGAINST QUIET QUITTING?

The basis of employee behavior in the business is how employees interact with each other, their managers, and their customers (Weatherly, 2021). Therefore, employee behavior is critical to business success. It is known that good behaviors adopted by the employees within the business will strengthen the business's productivity, job satisfaction, and the business's reputation. However, in the contemporary business world, the quiet quitting trend, which the employees have adopted, carries the risk of reversing this situation for businesses within the framework of many factors mentioned above. At this point, Keary (2022) states that the tendency of quiet quitting is an essential risk for businesses; however, it may not always mean a serious threat because employees who have quietly quit will avoid voicing this situation loudly within the business. However, Espada (2022) states that quiet quitting, which cannot be eliminated for a long time, negatively affects work-life balance and work motivation. So, certain precautions must be taken. Thus in this part of the study, some suggestions will be presented to the managers to eliminate quiet quitting in businesses.

Get to Know Your Employees

As Spiegel (2022) emphasized, the first duty of businesses to prevent quiet quitting is to try to get to know their employees. As stated before, after a long period of remote working due to the Covid-19 pandemic, employees have started to return to their typical working environment, with many personal and family psychological problems. This situation has brought with it a complicated process for many employees who have adopted remote working business models during the pandemic, such as getting up early again, using crowded public vehicles, and attending boring and compulsory meetings again (Acres, 2022; Walker, 2022). In addition, employees had to cope with the economic crises created by the pandemic to survive. At this point, managers should analyze the psychological, economic, or manager-based problems that will create a quiet quitting that may occur in employees who return to their typical working environment (Daugherty, 2022). Because the measures to be taken to combat quiet quitting will differ according to the situations that reveal it. For example, the reason for the quiet quitting trend in the employees may be compelling new working hours after the pandemic or the new workloads imposed on the employees who cannot raise their wages. Similarly, employees may be in a psychological depression with feelings of loneliness during the pandemic (Bu et al., 2020). Therefore, in order to effectively combat quiet quitting, first of all, managers should try to get to know their employees.

Respect Your Coworkers

Businesses should respect their employees, trust them and consider their ideas and suggestions when necessary (Walker, 2022). With the Covid-19, many employees had to work remotely. This result was not taken by the decision of the employees but by the decision of governments or businesses (Hajal, 2022). However, many businesses that could not discover this business model's potential during the remote working period saw their employees as those who do not work, avoid work, do not read work-related e-mails, and are constantly slacking off (Rahee, Rahim, & Naeem, 2022). Therefore, businesses burdened their employees with more than the work and responsibility they had to do during and after the pandemic (Cerullo, 2023). Despite everything, the lucky employees could continue their jobs, while the unlucky ones were dismissed due to economic conditions (Osuna & García Pérez, 2022). Therefore, it was inevitable that such behaviors applied to employees by managers and businesses would have an organizational counterpart in employees' eyes. This organizational behavior tendency, perhaps a quiet quitting, has brought many business risks in today's business world. Of course, the stress and anxiety caused by the Covid-19 pandemic and remote working business models on employees and managers cannot be denied. However, managers must re-build the atmosphere of respect they have lost toward their employees. For this, managers should listen to their employees and respect their thoughts and ideas, especially regarding business processes within the business (Robinson, 2022). As Ali and Anwar (2021) stated, it should be remembered that respected employees will have higher morale and motivation and will work more efficiently.

Re-motivate Your Employees

Today, the critical factor to business success is to motivate employees (Sekhar, Patwardhan, & Singh, 2013). All kinds of problems, including quiet quitting, will be eliminated sooner or later in businesses whose employees are motivated. However, the internal or external factors motivating each employee differ. For example, the economic crises experienced in many sectors after the pandemic caused an increase in the financial concerns of the employees (Iyer & Simkins, 2022). This situation will reduce the motivation of those who think they will receive low wages after the pandemic and have economic difficulties. Therefore, in order to avoid quiet quitting, rewards, performance monitoring, and wage policies should be reviewed in businesses. As Robinson (2022) stated, the remote working models implemented with the pandemic created over time and increased the employees' workload by eliminating the employees' work-life balance. At this point, the fact that the workloads remain at wearisome levels in the post-pandemic business may lead to quiet quitting for the employees. Therefore, managers should review employees' workloads (Hetler, 2022). While the workloads are being reviewed, making the employees feel valued will be essential to prevent quiet quitting. In order to make the employees feel valuable, various authorities should be given to the employees, drudgery should be avoided, and the work should be made to feel meaningful and valuable.

Bu et al. (2020) pointed out that isolation and social distance rules isolate individuals during the pandemic. In addition, Smith and Pollak (2022) state that the motivation of employees who feel lonely will decrease. In order to eliminate the quiet quitting created by employees who feel alone in the post-pandemic business, managers should re-establish social ties between employees. For example, special occasions such as sales celebrations or birthdays can be crucial in re-building social ties lost within the business with the pandemic. Employees who got used to the comfort of home, especially during the remote working period, had difficulty finding this comfort in the workplace after the pandemic (Surma et al., 2021). As Jiskrova (2022) stated, post-pandemic employees may want to quit or change jobs. Therefore, ergonomic working environments should be created to eliminate quiet quitting and increase the employees' motivation. Unimportant details such as lighting, ventilation, ambient colors, and sound insulation should be reviewed. At this point, managers should avoid difficulties for employees wanting to leave the job and organize training to help employees reach their career goals.

Re-adjust Work-Life Balance

As stated earlier, work-life balance is the balance between the work-life and private life of the employees (Kalliath & Brough, 2008). Every employee will need leisure time to overcome the stressful environment of work life, to relax, renew and re-motivate to work. Before the pandemic, this leisure time, which the employees needed, was provided with paid leaves and flexible working hours (Sirgy & Lee, 2018). However, with the pandemic, the fact that remote working became permanent has largely eliminated leisure activities and disrupted the work-life balance of the employees (Vyas, 2022). At this point, managers need to re-establish employees' work-life balance, with the awareness that everything is not just about working life and respecting the private lives of their employees.

According to Beno and Hvorecky (2021), employees working remotely during the pandemic had more flexibility and freedom to carry out their current jobs and duties. This situation has largely eliminated the understanding of working hours employees. Therefore, employees who had to switch to regular working hours after the pandemic had difficulty getting used to this order (Robinson, 2022). Employees who had to return to the tiring routine of their standard work order, especially in metropolitan areas, decreased their motivation to continue their current job (Mengüç, 2022). At this point, businesses should re-adjust employees' working hours. In particular, it will be important not to work too early or late in the evening and not to create a quiet quitting environment.

Gerding, Davis, and Wang (2023) stated that new workloads, tasks, or projects would inevitably emerge, or business priorities would change in post-pandemic businesses. At this point, which works continue and which have ended must be determined. If the workload must be increased, the workload should be equally distributed among the employees within the existing possibilities. In addition, if there is a change in the employees' workload, it should be communicated to the employees and explained clearly with their justifications (Robinson, 2022). Similarly, it should be determined who will undertake the tasks or the project among the employees, who will consist of the team, and how long it will take to complete the task or project should be shared with the employees. The assigned team should not be given additional tasks. As Vyas (2022) emphasizes, businesses need to recalibrate the time, resources, and capabilities necessary to complete the work to be done.

As previously stated, employees were exposed to intense isolation and quarantine measures during the Covid-19 pandemic, making it difficult to manage their leisure time efficiently (Bae & Chang, 2023). At this point, Ong (2023) states that the inability to arrange leisure time, especially within the work-life balance efficiently, creates quiet quitting in today's businesses. Therefore, the leisure time of the employees should be rearranged. In addition, managers should provide their employee's opportunities for regular exercise, quality sleep, and healthy eating. Furthermore, yoga, meditation classes, therapy sessions, or stress-reducing activities should be planned to reduce employees' stress levels.

Re-build Business Culture

Business culture defines vital elements such as employees' values, beliefs, behaviors, and business processes (Widarko & Anwarodin, 2022). Therefore, business culture is essential to employee motivation, job satisfaction, and performance. With the Covid-19 pandemic, there have been significant changes in business cultures. While almost all businesses are moving to a flexible working model, this new one has changed many paradigms in pre-pandemic business cultures, such as working hours, workplace hierarchy, and how to do business (Hajal, 2022).

According to Dobni and Wilson (2022), employees, who returned to the old work environment after the pandemic, needed help finding the previous business culture and needed help to fully realizing their duties and responsibilities in the business. This situation negatively affected the employees' trust, commitment, and loyalty to the business (Widarko & Anwarodin, 2022). As a result, employees who could not be economically independent, instead of resigning officially, adopted the quiet quitting trend within businesses (Walker, 2022). At this point, managers should re-build the lost business culture after the pandemic. As Robinson (2022) stated, the first duty of the managers is to reveal the potential differences that arise in the pre-and post-pandemic work environment and work culture by holding various meetings and interviews with the employees. As a result of these interviews with the employees, the business value should be reconstructed, if necessary.

After the pandemic, due to the great resignation, some employees may have left their jobs (Jiskrova, 2022). Therefore, the distribution of duties, responsibilities, and hierarchy of employees should be reconsidered to re-establish the business culture with the existing workforce. At this point, Smith (2022) states that assigning higher-ranking duties and responsibilities to newly recruited employees may create an atmosphere of quiet quitting in former employees. Kitchens (2023) also drew attention to the leaders to re-build the business culture after the pandemic. He stated that the leaders could play an active role in eliminating quiet quitting. Therefore, the leader must also contribute to the process while creating a new business culture after the pandemic. Performance measurements, employee satisfaction, and feedback mechanisms must work well in order to avoid quiet quitting (Robinson, 2022). With all these pieces of information, the new business culture to be created after the pandemic must be measurable.

Re-establish Internal Communication and Feedback

Whitworth (2011) states that internal communication refers to the communication between employees within a business or organization. This communication includes all employee interactions, information sharing, exchange of ideas, and feedback. Efficient internal communication is effective in increasing the quality of work in businesses, improving the level of work commitment of the employees, increasing their work motivation, adapting to the business culture, and creating good teamwork (Dhone & Sarwoko, 2022).

As previously stated, many businesses and organizations have switched to remote working models due to the pandemic. This situation changed many paradigms at the point of internal communication and made it necessary to use digital communication tools instead of face-to-face communication. As Keskin (2023) stated, corporate digital communication, which has become widespread during the pandemic period, has been adopted by many employees. Hitchins (2022) states that digital communication opportunities emerging within businesses satisfy employees more, make them compatible with more teamwork, and, most importantly, encourage them to communicate more. At this point, DeFilippis et al. (2022) stated that employees who have to switch to the old working environment or hybrid working model after the pandemic has difficulties in face-to-face internal communication. Managers have some duties to re-establish internal communication after the pandemic. As much as possible, using more digital communication tools that encourage employees should be continued instead of face-to-face internal communication (Keskin, 2023).

Similarly, face-to-face meetings in businesses can be moved to digital platforms. However, it should not be forgotten that unnecessary meetings interrupt employees and create stress (Bishop, 2022). At this point, it would be beneficial to provide various pieces of training to employees for a better digital communication network within the business (Veras, 2023). In order to create an effective internal communication environment again after the pandemic, all kinds of business developments should be shared openly with employees (Robinson, 2022). Information e-mails or reports can be used for this, provided they do not create an unnecessary workload on the employees. Along with the information to be made within the business, all employee successes should be shared. While this will motivate the employees to succeed, it will also impact the re-establishment of the post-pandemic business culture, as stated earlier.

Beyond all this, there is a need for a well-functioning feedback system to eliminate quiet quitting in businesses (Hetler, 2022). Feedback is information provided to evaluate and improve employee performance. Therefore, regularly receiving feedback in businesses will ensure a healthy and efficient operation of internal communication, and situations that may create quiet quitting can be predicted in advance (Taylor, 2022).

CONCLUSION

Quiet quitting is a new organizational behavior trend in which employees, after returning to their regular working hours after the Covid-19 pandemic, deliberately reduce their productivity and efficiency, only performing their duties to a minimum extent. In the emergence of quiet quitting, the psychological and economic factors created by the covid-19 pandemic on employees are practical. The intense quarantine and isolation measures implemented during the pandemic have created a mental breakdown and feelings of stress, anxiety, depression, and loneliness in employees. In addition, the economic freedoms of the employees whose psychology has already been disrupted have been taken away by the intense unemployment problem created in the business world by the economic contraction that emerged after the pandemic. As a result, the termination of remote working business models and the transition to intense and tiring working orders in businesses increased the burnout levels of the employees who could not eliminate their psychological and economic problems.

Burnout is usually caused by factors such as stress in the workplace, intense work environment, excessive workload, and hostile environment in the workplace; it manifests itself with physical, emotional, and mental fatigue and a decrease in job performance. At this point, behaviors such as coming to work late and leaving work early, not responding to work-related e-mails, messages, and calls outside of working hours, preferring to remain silent in meetings, not complying with teamwork, getting more leave and reports than usual, which reveal quiet quitting, perhaps it can be said that it is used as a tool to escape from burnout. Because while quiet quitting is an organizational behavior trend that is only seen in businesses and organizations and only effective on job performance, burnout is a state of mental depression that can potentially affect employees' physical, emotional, and mental health. However, the most important thing to know is that quiet quitting is contagious within the business and organization. Therefore, if quiet quitting is not eliminated within the business, it will be inevitable to decrease productivity, decrease motivation, increase absenteeism, decrease the quality of work, and decrease customer satisfaction. At this point, in order to eliminate the quiet quitting in businesses;

✓ Employees should be tried to be known, and the psychological and economic effects of the pandemic on them should be analyzed well.

✓ Employees should be respected. Their thoughts, criticisms, and suggestions about business processes should have been listened to carefully, and action should be taken.

✓ Work motivation, likely to decrease or disappear in employees who return to their standard working patterns, should be reallocated.

✓ The work-life balance, which has largely disappeared with the pandemic period, should be re-adjusted.

✓ Business culture should be re-built after the pandemic.

✓ Internal communication and feedback methods that have changed with the pandemic period should be reallocated in a way that motivates employees.

Quiet quitting is a negative organizational behavior that occurs in businesses. It is known that employee behaviors directly impact the productivity and profitability of businesses. Therefore, eliminating the quiet quitting that may occur in businesses will ensure that employees are happy, motivated, and satisfied. In addition, the prevention of quiet quitting will ensure that businesses become economically strong in the shrinking business world and will remove a significant obstacle in front of them to compete with other businesses.

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