



WORKING PAPER SERIES

WP 2023-005

July 2023



Understanding Talent-Driven Movements in the Workplace

Cynthia M. Montaudon-Tomas

Universidad Popular Autónoma del Estado de Puebla

Anna Amsler

Independent Consultant

Ingrid N. Pinto-López

Universidad Popular Autónoma del Estado de Puebla

Alicia L. Yañez-Moneda

Universidad Popular Autónoma del Estado de Puebla

freetrade.tamui.edu

The responsibility for views expressed, and accuracy of facts given are those of the authors. Such opinions do not necessarily reflect the position of Texas A&M International University, the A.R. Sanchez, Jr. School of Business, or the Center for the Study of Western Hemispheric Trade.

Understanding Talent-Driven Movements in the Workplace

Cynthia M. Montaudon-Tomas¹

Universidad Popular Autónoma del Estado de Puebla, Puebla, Mexico

Anna Amsler

Independent Consultant

Ingrid N. Pinto-López

Universidad Popular Autónoma del Estado de Puebla, Puebla, Mexico

Alicia L. Yañez-Moneda

Universidad Popular Autónoma del Estado de Puebla, Puebla, Mexico

This article analyzes different talent-driven movements in the workplace, especially those related to a lack of trust and appreciation. Talent-driven workplace movements are not new and can be traced back for decades. It appears that each generation has had its own. These movements have acquired media attention and have become business buzzwords. Their main characteristics and the problems they bring about are described to provide a better understanding of what each entails. The method used was the literature review, and the information about trust and appreciation in organizations was collected and connected with issues such as productivity, performance, and engagement. Since the topics analyzed are recent and related to the workforce, different media outlets and managerial publications have been included.

Keywords: *trust, appreciation, workplace, talent movements*

I. Introduction

The workplace has changed dramatically over the last decade, and so have the needs of employees. Trust, appreciation, safety, and security have become non-negotiables. All relationships start with trust, including those that are work-related. “The relationship between employer and employee is changing, and employers are no longer in the driver's seat” (de Beer 2022). There is an apparent crisis of trust in societies that seems to be developing steadily, although the Global Trustworthy Monitor (Ipsos 2022) stated that despite this common belief, it is not a crisis; it is just a fact that trust has been low for years in many sectors, organizations, and professions, a situation which has not changed substantially in recent years. This lack of trust is one of the factors related to current workplace conditions that have led to talent-driven movements that have disrupted the world of work.

Several buzzwords that reflect workplace conditions, such as the Great Resignation, quiet quitting, quiet firing, the great reset, and others, have been around for decades, although under different names (Miller 2022). The pandemic brought some of those topics to the spotlight as more

¹ Address correspondence to Dr. Cynthia M. Montaudon-Tomas, Universidad Popular Autónoma del Estado de Puebla, 21 sur #1103, Barrio de Santiago C.P. 72410, Puebla, México. Email: cynthiamaria.montaudon@upaep.mx

people started thinking about changes in their careers, seeking better working conditions and a work-life balance. For some business owners and managers, keeping their people working harmoniously is a constant battle.

This article analyzes several phenomena currently affecting organizations and related to a lack of trust. The aim is to understand what companies and employees can learn from this situation to create better working conditions and reduce presenteeism. Credibility in organizations and people's roles in them need to be restored because the lack of it negatively affects the well-being of individuals and the community.

The talent movements reflect the feeling and needs of employees in various sectors. Because new names or buzzwords are constantly appearing, this can sometimes lead to confusion, hence the importance of describing them. *Quiet quitting, quiet firing, quiet hiring, moonlighting, rage quitting, rage and panic applying, career cushioning, boomeranging, and the Great Reckoning* are some of them. Sometimes, one is a response to another or specific context conditions.

II. Importance of trust in the workplace

When people do not feel trusted at work or do not trust their peers or supervisors, they start thinking about making some changes, such as working less, changing areas or roles, and even finding new jobs elsewhere. Trust is the most critical human challenge and a way to face uncertainty and fragility (Foster and Frieden 2017). It is essential to develop stable social relationships since it is not possible to imagine the existence of human relations without trust. Trust is the cement that binds together all societies, and it is essential for economic development; distrust hinders all types of relationships and any effort in cooperation (Stanley and Dowles 2019).

When there are high levels of trust, people feel at peace and are more willing to cooperate and collaborate. Trust needs to be reciprocal; it is lost when there is betrayal or when trust is dissimulated (Papin 2021). People must be careful when selecting whom to trust. Trust involves the willingness to be vulnerable to the actions of others because we believe they have good intentions, and trust is based on repeated social relationships. The level of trust between two people is built through the number of encounters they have and the resulting exchanges (Mignot and Vignes 2018).

The human need to trust and be trusted has a substantial economic impact and affects the fabric of society. Building trust depends on a clear purpose, innovative strategy, and definite action. It requires courage and common sense, competence, and fairness (Sucher and Gupta 2019). Creating trust elevates performance.

Trust can be classified as basic, active, and interactive. Basic trust is relatable since it involves keeping promises and being good at what one does; active trust is about behaving responsibly as well as being open and transparent; and interactive trust is based on doing what one does best, sharing values, or whether taking advantage of others is considered (Ipsos 2022).

Trust in organizations creates a sense of safety and security that is reassuring for employees. It is essential to understand what trust means in business and specific organizations. Trust has become a source of competitive advantage and is the most potent force underlying the success of every business (Sucher and Gupta 2021).

Companies that want to strengthen trust start with their employees. People in high-trust companies report less stress, higher productivity and engagement, and less burnout (Michels 2019). A happy life at work is based on trusting relationships (Wilkinson and Pickett 2010), and

kind social exchanges promote trust and gratitude. Every interaction is an opportunity to demonstrate and build trust (CEC 2019).

Employers trusting their employees' professional qualifications, skills, and attitudes is essential and helps develop trust and the ability to work together. Collaboration, or the desire to work together, is achieved by inspiring trust. When people feel trusted, they share ideas, aspirations, and feelings.

Trust influences a variety of phenomena, including honesty, integrity, and sharing. It is an output of loyalty that develops through communication, support, fairness, predictability, and competence. Trust creates order. It is about people keeping their promises, not disclosing confidential information, and being interested in others.

Trust can vary in quality and degree (Kohn 2008, 17), and it can be classified in multiple ways. Kohn (2008, 89) has proposed thick and thin trust. Thick trust grows from personal familiarity by observing others acting over time, while thin trust is based on reputation, norms, and assessments.

Trusting relationships are built through good working conditions and interpersonal relationships that provide comfort, familiarity, and openness (Teboul and Damier 2022). People who trust are more optimistic and happier than distrustful people and are also more tolerant (Kohn 2008, 123). In the workplace, trust flourishes when employees feel an environment where they connect with their colleagues (Zigarmi et al. 2009). Fairness is essential for trust, and employees cannot trust an unfair leader (Cohen 2019).

High-trust organizations are 50% more productive, and 70% of people in these organizations report having less stress. 76% reported being more engaged, 40% less burned out, and 13% took fewer sick days (Zak 2017). Collective efficacy is based on mutual trust (Sampson 2008). To be resilient, people need to trust themselves and their abilities.

The Edelman Trust Barometer (2022) has established that political unrest, the global pandemic, and corporate scandals have eroded trust in leaders and that 84% of employees are concerned about losing their jobs and, therefore, are guarded about their status and performance.

Lack of trust can make workplaces dysfunctional (Smith 2019). For organizations to be healthy, the team must trust their leader, the leader must trust the team, and team members must trust each other. Managers who do not trust their team are likely to micromanage and withhold information, creating a vicious cycle of distrust (Smith 2019). Team members who do not trust their leaders work the bare minimum and consider leaving the organization. Mistrust ends up creating a cold organizational culture in which silence prevails.

Fear and the lack of trust

Fear is a primal emotion that is essential for survival. However, when it becomes a constant issue in all types of relationships, including at work, problems arise because it can result in stress and anxiety. Numerous fears are imagination-based, especially in times of uncertainty. Fear and trust cannot exist simultaneously. Lack of trust stems typically from fear; also, a lack of trust leads to fear. Fear in the workplace leads to employees losing autonomy and feeling like they have to ask for permission before doing anything. Lack of trust can occur when employees are unsure about the organization, their co-workers, or their leaders, and they fear they cannot rely on them entirely.

Workplaces in which fear prevails monitor employees constantly. Employees fear losing their jobs if they miss goals or deadlines; sometimes, employees do not want to tell the truth because they fear that if they say something that the boss is not going to like, they will be penalized, and they try to abide by the rules without understanding them fully.

Unhappy employees are the result of a fear-based organizational culture. Workers no longer know who or what to believe in anymore, and sometimes they do not seem to be able to trust themselves to get the facts right (Fischer 2021). Trust takes time to build but can be destroyed in a second, and one of the conditions that reduces trust substantially is inequality (Wilkinson and Pickett 2010). When there is a lack of trust, valuable relationships can be lost forever.

Appreciation at work

Jobs are part of our identity; they go beyond money, providing psychosocial functions, including facilitating social contacts (Garrido Vázquez et al. 2020). Furthermore, appreciation is vital to workplace well-being, engagement, and job satisfaction. It has also been connected with spirituality because it provides value and meaning in the workplace (Fagley and Adler 2012; White 2017). It helps employees feel valued, which helps them better connect with others, which is good for them and the organization. Appreciation includes recognition and communication.

Studies show that over 35% of employees blame the lack of recognition of their work for decreased productivity (Corporate Communication Experts 2016). This has led researchers to believe that one of the easiest and most effective ways to promote healthy and efficient workplaces is to recognize employees and appreciate their work, which will give them the encouragement needed to keep doing great work.

If employers can make employees feel appreciated, the benefits could be considerable for individuals, groups, and organizations as a whole. When people experience gratitude from their manager, they tend to be more productive; in the same way, teams perform better when their members believe that there is mutual respect and appreciation (Roberts Gibson, O’Leary, and Weintraub 2020), as this fosters a trusting and caring environment.

In organizations, recognition and appreciation play an important role in creating and maintaining a positive culture and promoting healthy relationships between members. Research on the matter has revealed that appreciation is one of the best ways to motivate employees, making them committed to their jobs (Corporate Communication Experts 2016) and more likely to carry out high-quality work.

Appreciation traditionally entails recognizing the good qualities of people and making it known. “In the workplace, appreciation can be as simple as saying ‘thank you’ for a job well done, for completing a project quickly, or for coming to a meeting prepared and ahead of time” (Corporate Communication Experts 2016). Little things such as saying thanks and recognizing achievements, special milestones, and progress go a long way (Energage 2000). Gratitude, as related to appreciation, creates more positive emotions, reduces stress and health complaints, and increases overall satisfaction because it helps people acknowledge the goodness in their lives, especially the efforts of others (Newman 2017).

Appreciation can be event-based or regular and offered just because people did their job or did something special. It can also become formal through specific channels, for instance, including financial components, or informal, which implies keeping employees motivated on a day-to-day basis (BasuMallick 2021).

Some key elements that leaders need to take into account in order to foster a culture of appreciation are to touch base with employees by regularly taking the time to check in with them, ask how they are doing, and if they are facing any challenges with work, and making it known that there is a supportive environment (Roberts Gibson, O’Leary, and Weintraub 2020). Giving feedback is also an important part of the process. Employees need to know what they are

succeeding at and what areas present room for improvement. To make people feel valued, addressing growth opportunities is also crucial, so managers need to take the time to discuss employees' potential (Roberts Gibson, O'Leary, and Weintraub 2020).

To be effective, appreciation needs to be personalized, and it has been suggested that using words of affirmation is desired by all employees, particularly in the form of verbal praise (White 2017).

Sometimes managers are unaware of the fact that they are creating mistrusting atmospheres, for instance, when they share information only with senior management and not with their team; when they favor a small group of people, and hence, the rest of the team feels like outsiders; when they do not align responsibility and authority; when instead of rewarding the team for a job well done, recognition goes to specific individuals (Smith 2019).

“A person always works for his manager, not the company, and how the company will perform depends on the employee's relationships with his manager. Similarly, employee performance depends on the relationship with their manager” (Tewari 2022). The most ineffective managers have three and a half more resignations than the best managers (Rasmussen 2022).

Toxic workplaces are demoralizing; they are places where performance targets are unrealistic. Sometimes it is related to certain perks being taken away, pay cuts, loss of bonuses, or broken promises. Lack of trust in the workplace affects employee morale and hinders performance.

III. Talent movements

Quiet quitting, calibrated contributing, or equating one's effort

Every generation of workers has had its anti-work philosophies (Dill and Yang 2022), and for the newer generations, it is quiet quitting. Quiet quitting is not about leaving one's job; it can best be described as “acting your wage” (Kudhail 2022). Quiet quitting is part of the process of rethinking the meaning of work. Klotz and Bolino (2022) declared that, at first glance, the situation does not seem as problematic because employees are still doing their tasks and are just refusing to go beyond them. Nevertheless, that unwillingness to go the extra mile affects colleagues who must do the extra work. It has also been deemed essential to achieve a competitive advantage. Quiet quitting rejects the culture of going above and beyond what a job requires (Hetler 2022). Employees are not quitting, but they are only sticking to what the job description establishes.

Quiet quitting was a term that became well known during the pandemic in which people were doing the bare minimum at work due to burnout and frustration (Picchi 2022). Quiet quitting can mean performing a job without caring much about it (Lebowitz 2023). In essence, it is just working, doing one's job, going home, and forgetting about it, which many people have always done (Aratani 2023). It is a loss of intrinsic motivation, not wanting to work as hard as they did before. The detractors of the movement suggest that quiet quitting fosters laziness and hurts performance even if the baseline job expectations are met (Dill and Yang 2022).

Employees remain in their jobs but do the bare requirements. People are getting tired of not getting recognition and compensation for extra work. Part of the silence in this war at work includes not attending meetings or being in a meeting but not being fully present, arriving late or leaving early, lack of passion, and reduction in productivity. One of the main reasons behind quiet quitting is a sense of injustice. Employees feel that the exchange between the extra work and its effects on their health and life are not necessarily counterbalanced with increased social capital,

well-being, and career success (Klotz and Bolino 2022). A new buzzword that describes this situation more specifically has emerged: calibrated contributing (Detert 2023).

Calibrated contributing is the name given to a more realistic form of quiet quitting, which starts with the premise that this might be a rational response to an employee's situation at work (Detert 2023). Employees are rejecting endless increases in work; they do more and more but do not receive anything in return and want to feel a sense of equity in their jobs (Ramspacher 2022). Detert (2023) suggested that this movement is about people realizing that they were not getting out of work what they were putting in and that there was some mismatch, so they decided to scale back their efforts. In a sense, employees are matching their effort to their pay, recognition, and other benefits. They are doing what is in their job description but nothing extra. Moreover, since they are fulfilling their duties, no negative words should be used to describe workers in this movement, and it should not be called quiet quitting because, in the end, they do not quit.

Quiet firing

It refers to the way in which passive-aggressive conflicts play out in the workplace. Managers can make someone's job unpleasant and unrewarding (Miller 2022) so that managers can avoid the problem of firing them. Managers can fail to support and empower employees and promote toxic workplaces. Quiet firing takes place to avoid financial, psychological, and legal costs associated with firing people (Ruvio and Morgeson 2022) and as part of a reduction strategy. Quiet firing is a form of neglect that pushes employees out of their jobs (Wigert 2022).

Sometimes, quiet firing is done on purpose as a way to reduce the headcount (Picchi 2022), developing strategies that push employees out the door by creating terrible working conditions. Goal progress is not discussed, nor is feedback given on performance. Employees are at a loss, not knowing what is expected of them or how they are doing, therefore losing the ability to focus. Employees can notice they are being quietly fired because they have been passed on opportunities; there are no raises, but there is an increased workload, excessive demands, micro-managing, and a lack of respect. It has been suggested that, in many cases, quiet firing is unintentional because managers were as burnt-out as employees, if not more, and their own engagement on the job had become difficult in part due to a loss of trust (Picchi 2022).

These environments have led to different types of 'wars' being played in the workplace. It can be described as a game of musical chairs (Wade 2022) in which, in different rounds, players are left out. Some managers are fighting back in a passive-aggressive way by quietly firing the quiet quitters (Wells 2022).

Quiet hiring

Filling positional gaps is expected in an economic slowdown. This phenomenon is creating quite a stir in workplaces because companies are increasing their productivity and skill gaps without hiring additional full-time employees (Thier 2023). Skills gaps are filled by bringing in short-term contractors, giving employees more responsibility than they already had, moving employees to other positions with more responsibility – but not necessarily more pay, and adding project work to traditional workloads, among others. Employers are looking for ways to fulfill their needs without having to commit to an increase in the workforce. They leverage internal talent instead of starting new recruitment processes. Employees take on other roles in the same company either

temporarily or permanently. It is seen as an excellent opportunity to try out a new role and gain new skills.

It is an effective way to fill skills gaps quickly, deploying internal resources as needed, and if employees prove they can do the job, they can be offered a pay rise or a promotion, saving time and resources. There needs to be an ethical approach to quiet hiring because employees do not want to feel that they are being taken advantage of (Castrillón 2023). To make the most out of this trend, it is recommended that one identify areas of need, assess existing skills, provide the required training, and be transparent about what the job will be and what is expected of the employee. This can become a win-win situation because it can help businesses discover hidden existing talent and provide employees with new job opportunities (Madell and Ingran 2023).

Moonlighting

Moonlighting is a phenomenon that is on the rise, especially for those able to find a second job or even a third. It is a situation in which employees have more than one job, and traditionally, for more than one company. It is quiet when employees do not disclose the fact that they work for another employer. Although not unethical and does not necessarily result in adverse effects on organizations, moonlighting can negatively impact work performance because fatigue can affect productivity and the quality of the output. Also, additional responsibilities might add to stress and affect performance further.

There are two distinct forms: non-conflicted, in which there is zero or minimum overlap of time and personal commitment between the different sources of employment; and conflicted, in which time and other professional aspects are violated and can lead to problems with data privacy (KPMG 2022).

Sometimes, quiet moonlighting poses a conflict of interest with the company when resources (of all kinds) from one job are used for the second one. It can also lead to potential data breaches. Frequent problems include employees leaving the workplace unannounced, an increase in requests to work remotely, an increase in sick leave, arriving late, leaving early, and even unhappy co-workers.

Rage quitting and loud quitting

After being silent about their discontent in the workplace, employees are now making noise, trying to negotiate what they want, or deciding to leave (Thomson 2023). Rage quitting is impulsive; it describes employees walking out of a job in anger, and most of the time, dissatisfaction builds over time until some incident triggers the resignation. It involves leaving suddenly after frustrations have built up (Lebowitz 2023). Employees do not leave silently. They make sure that they are being heard. They leave because of working conditions and because they do not feel heard nor trusted. In countries, such as India, which are more tolerant towards abuse at work, rage quitting is not as common.

Most of the time, it takes place when people already have a safe place to land, such as unemployment insurance, additional income, enough savings, or another work opportunity. Employees make it clear to the boss that they are looking for better opportunities, and this has two different directions. Either they are looking for alternative opportunities elsewhere or they wish to obtain a promotion or raise to remain in the organization (Franks 2023).

Problems escalate when employees do not talk directly with the people that can make decisions but rather yell out their feelings and emotions to the rest of the organization. Loud quitting tends to work in specific situations when negotiations are done in a mature way, maintaining open communication (Franks 2023). It is required to avoid playing mind games with their managers in the hope of a raise, and this can become troubling and can result in a zero-sum game. Employees manifest their unhappiness and disconnect towards the job and the organization, and as a result, managers do not consider them for promotions (McCullouch 2023).

Suggestions about how to loud quit the right way include thinking the process through, including any possible risks; being specific about what the desired outcome is and what can be negotiated; showing managers the available options in order to have an edge during the negotiation; having clear and realistic expectations, and being honest; selling oneself in a positive way, especially regarding merits and what one brings to the business; and finally, considering that it is possible that things will go wrong, and that the fallout or a Plan B might be necessary (Thomson 2023).

Rage applying, panic applying

Although rage applying might not be loud in terms of yelling and screaming, it takes a digital form in which tens of CVs are sent to a variety of different job opportunities. It is sometimes called panic applying because it is driven by rage (Guthrie 2023). Rage applying is rooted in negative emotions and sometimes occurs after an employee has a rough day at work or a terrible experience with someone, particularly in a power position. It can be described as firing off one's CV to dozens of companies to get an opportunity elsewhere and being able to get out of the current job as fast as possible, and hopefully getting a better salary in the process (Franks 2023).

One of the benefits of rage applying is that people are looking for new opportunities beyond their traditional jobs, considering their passions or exciting career changes. For potential employers, it is essential to detect whether a candidate is actually interested in the job or whether he/she is just applying out of rage. For organizations, it is important to find candidates who are passionate about a particular job offer. Some HR professionals have suggested that in order to avoid rage applicants, hiring managers need to ask how much the candidate actually knows about the organization, determine whether the same candidate has applied for different positions in the same organization, and ask candidates what they would do differently if they were leading a team in their current workplace to determine whether they are against management; it is also recommended to check the social media posts and profiles of candidates (Blue Sky Personnel Solutions 2023).

Career cushioning

Workers protect themselves from a recession or a poor economy by having other options or testing the job market. Career cushioning is about creating a Plan B, keeping options open when people are unhappy at work, and preparing for possible layoffs. It involves having something safe to land on in uncertain environments.

It might not be the best option for everyone, but it is an exciting strategy that provides security and stability in one's professional life. It is about looking to protect – hence cushion – against market shifts that could lead to unemployment and actively looking for new prospects (Hattingh

2023). People are learning new skills, solidifying backup plans, pivoting their careers, and trusting their skills and strengths (Fisher 2023).

It helps employees grow professionally while navigating a turbulent job market. Career cushioning functions as an insurance policy for job success. It includes looking at job boards, updating a LinkedIn profile, taking recruiters' calls, exploring options without having problems paying the bills, and even thinking about pursuing one's passion with a side hustle or a change in industry or sector.

Boomeranging

Boomerangs are tools and lethal weapons for hunting and war (Davidson 1936). From the perspective of work, the word is used to describe that what goes around, comes around. Boomeranging is used as a term to describe the boomerang effect of workers leaving a job looking for better conditions only to come back to their previous job. Workers who transition to another job might realize that the grass is not greener on the other side (Long 2022). One of the main issues with this type of situation is that it makes people question if they can be trusted again. The term is also used to describe groups of young people who had moved on but acquired significant debt, returning to the parental home for financial support or to reduce their expenses to get back on their feet (Oksanen et al. 2017).

Boomerang employees are workers who leave their jobs of their own free will, either to seek better opportunities because the conditions were not the most appropriate or because they are upset or have problems with the boss, among other causes, and later decide to return to an old employer. Until a few years ago, employees who resigned were banned from companies. The pandemic changed this phenomenon because employees were frequently "forced" to resign due to family problems or health problems, mainly.

Additionally, due to multiple talent crises, companies have begun to embrace the return of talent, and boomerang employees are viewed more favorably. Studies in different countries show that between 4 and 15% of employees have returned to a former employer, and around 30% of employees have considered doing so in the future.

Among the great benefits of receiving former employees is the fact that they know how the company works, do not require training, and know what to expect from the climate and culture. However, this return carries certain risks. It may be that they leave the company again or that their personal growth has taken place in the opposite direction of the organization. Therefore, they cannot achieve the same results as during their first stay within the company. In addition, it could be that the reasons they left their position continue (Montaudon Tomas 2023).

It is crucial to reconsider the reasons why the employee left in the first place and clearly assess the risks of their return, understanding that it is impossible to go back in time to the moment when employees were needed, efficient, or successful. It will also be necessary to identify the value that they could generate with their return, as in the case of increasing the morale of the rest of the workforce, incorporating strategic intelligence, especially if the employee was working with competitor companies, and commitment resulting from the gratitude of the prodigal employee upon returning home (Montaudon Tomas 2023).

The Great Reckoning

The Great Reckoning is an adjusted version of the Great Resignation and silent or quiet quitting. Employees are asking themselves whether their job and working arrangements are good for them and how workplace values align with their own. “The Great Reckoning is the result of trends that most employers have likely missed, ranging from burnout to demands originating outside of work” (de Beer 2022).

It signifies that one particular group of workers whose employers are not meeting their needs are considering leaving their jobs (McPadden 2021; Fox 2021). It is a wake-up call for employers, and it brings about the opportunity to re-address the employee experience (Mirchandani 2022).

The Great Reckoning demands organizations take concrete steps to improve the entire employee experience (de Beer 2022), giving people work that is worthy of their experience and effort and a working environment that makes them feel both valued and valuable (Peña 2021). Some of the most important challenges in the Great Reckoning include attracting and retaining talent in a highly competitive world, promoting holistic well-being and a culture of diversity, equity, and inclusion (Mirchandani 2022).

IV. Conclusions

The world of work is facing a significant disruption, as if everything is breaking apart (Tett 2022), perhaps as a result of increasing uncertainty (Martinuzzi 2022) which, in turn, increases the lack of trust. Additionally, there is a job mismatch that affects employees' overall well-being. There are multiple available jobs, but the pay is not what is expected. Furthermore, there are fewer desirable jobs. Mismatches are also visible between preferred workstyles, skills, and interests.

This article described a series of talent movements in the workplace in which employees decide not to work beyond their job description, or get side jobs, sometimes hiding it from their bosses; and their employer's react by freezing employees who are not willing to go the extra mile, changing how positions are filled, and moving towards internal resources, sometimes giving an extra load to selected workers. Different situations in which employees lose their tempers and let their emotions get the best of them are also included, especially rage, and the way in which employees prepare themselves for an unforeseeable future by applying to as many jobs as possible or creating some time or protection or cushion in case they lose their jobs. Finally, the return of employees who have left their jobs in search of greener pastures, only to observe that their previous job was not that bad after all, is also included.

The big question in this workplace context is what organizations are doing to cause the different movements that have been described and what they can do to fix it. The current business environment has highlighted the need to create places based on challenging work and a trustworthy and caring environment. People need to be heard, and communication and deep conversations help develop and maintain trust.

People will not succeed at work if they do not trust their leaders and peers. Trust needs to go in three directions, and it needs to be built from the ground up. In order to create trust in leaders, it is essential that the leaders examine their behavior and identify actions that might be hindering trust and act upon that with transparency. To promote team trust, employees must have what they need to perform adequately, especially information required for their jobs, and they need direction and support.

Finally, to promote trust among members of a team, silos need to be eliminated, and plans should be made for collaborative work in which employees would be able to share their knowledge and expertise (Smith 2019). “The time has come to engage employees in meaningful conversations, to listen, and to take action” (de Beer 2022).

References

- Aratani, L. 2023. “While some say quiet quitting is over, the spirit of it may carry into 2023.” *The Guardian*, January 2. <https://www.theguardian.com/money/2023/jan/02/quiet-quitting-trend-2023-great-resignation>
- BasuMallick, C. 2021. “What Is Employee Appreciation? Definition, Strategies, Ideas, And Technology Platforms.” Spiceworks, March 11. <https://www.spiceworks.com/hr/engagement-retention/articles/what-is-employee-appreciation-definition-strategies-ideas/>
- Blue Sky Personnel Solutions. 2023. “How to Detect “Rage Applying” from Job Candidates.” Blue Sky Personnel Solutions, February 6. <https://www.blueskypersonnel.com/how-to-detect-rage-applying-from-job-candidates/#:~:text=Watch%20for%20multiple%20applications%20from,three%20times%20without%20realizing%20it>
- Castrillón, C. 2023. “How Quiet Hiring Will Shape The Workplace.” *Forbes*, January 13. <https://www.forbes.com/sites/carolinecastrillon/2023/01/13/how-quiet-hiring-will-shape-the-workplace/?sh=cb9ba0e62a5d>
- CEC. 2019. “How organisations can respond to the Trust crisis.” The Customer Experience Company, *Trust Blog 1*, October 24. <https://www.customerexperience.com.au/post/how-organisations-can-respond-to-the-trust-crisis>
- Cohen, R.H. 2019. *Les leviers de l'engagement: 54 bonnes pratiques pour entraîner, inspirer et réussir ensemble*. Paris: Edition Eyrolles.
- Corporate Communication Experts. 2016. “Importance Of Appreciation In The Workplace.” Corporate Communication Experts. <https://corporatecommunicationexperts.com.au/importance-appreciation-workplace/>
- Davidson, D.S. 1936. “Australian throwing-sticks, throwing-clubs, and boomerangs.” *American Anthropologist* 38 (1): 76-100.
- De Beer, M. 2022. “The workplace reckoning in the wake of the Great Resignation.” Fast Company, May 21. <https://www.fastcompany.com/90750532/the-workplace-reckoning-in-the-wake-of-the-great-resignation>
- Detert, J. 2023. “Let's Call Quiet Quitting What It Often Is: Calibrated Contributing.” *MIT Sloan Management Review*, January 9. <https://sloanreview.mit.edu/article/lets-call-quiet-quitting-what-it-often-is-calibrated-contributing/>
- Dill, K., and Yang, S. 2022. “The Backlash Against Quiet Quitting Is Getting Loud.” *The Wall Street Journal*, August 25. <https://www.wsj.com/articles/the-backlash-against-quiet-quitting-is-getting-loud-11661391232>
- Edelman. 2022. “2022 Edelman Trust Barometer: The Cycle of Mistrust.” Edelman. <https://www.edelman.com/trust/2022-trust-barometer>
- Energage. 2000. “Field Guide to Appreciation.” Energage. https://www.energage.com/pdf/FieldGuide_Appreciation.pdf

- Fagley, N.S., and Adler, M.G. 2012. "Appreciation: A spiritual path to finding value and meaning in the workplace." *Journal of Management, Spirituality & Religion* 9 (2): 167-187.
- Fischer, S. 2021. "The raging trust crisis and its consequences." *Axios*, January 13. <https://www.axios.com/2021/01/13/trust-crisis-government-business-media>
- Fisher, C. 2023. "Career Cushioning: How to Take Action Now." *Marie Claire*, February 17. <https://www.marieclaire.com/career-advice/career-cushioning/>
- Foster, C., and Frieden, J. 2017. "Crisis of trust: Socio-economic determinants of Europeans' confidence in government." *European Union Politics* 18 (4): 511-535.
- Fox, M. 2021. "The 'Great Resignation' is more of a 'Great Reckoning,' led by low-wage and minority workers." CNBC, November 24. <https://www.cnbc.com/2021/11/24/the-great-resignation-is-more-of-a-great-reckoning.html>
- Franks, J. 2023. "What is 'loud quitting' and 'rage applying'? The latest workplace trends in 2023." Sky News, January 18. <https://news.sky.com/story/what-is-loud-quitting-and-rage-applying-the-latest-workplace-trends-in-2023-12789337>
- Garrido Vásquez, M.E., Garrido-Vásquez, P., and Otto, K. 2020. "Two Sides of Workplace Interactions: How Appreciation and Social Stressors Shape the Relationship Between Job Insecurity and Well-Being." *Europe's Journal of Psychology* 16 (3): 458-478.
- Guthrie, C. 2023. "What Is 'Rage Applying,' and Does It Actually Work?" The Muse, February 6. <https://www.themuse.com/advice/rage-applying>
- Hattingh, A. 2023. "Career cushioning: Understanding 2023's new workplace trends." e27, February 27. <https://e27.co/career-cushioning-understanding-2023s-new-workplace-trends-20230224/>
- Hetler, A. 2022. "Quiet quitting explained: everything you need to know." TechTarget, September 1. <https://www.techtarget.com/whatis/feature/Quiet-quitting-explained-Everything-you-need-to-know#:~:text=What%20is%20quiet%20quitting%3F,to%20improve%20work%2Dlife%20balance>
- Ipsos. 2022. "Global Trustworthiness Monitor." Ipsos. https://www.ipsos.com/sites/default/files/ct/news/documents/2022-01/global-trustworthiness-monitor-2021-report_0.pdf
- Klotz, A., and Bolino, M.C. 2022. "When Quiet Quitting Is Worse Than the Real Thing." *Harvard Business Review*, September 15. <https://hbr.org/2022/09/when-quiet-quitting-is-worse-than-the-real-thing>
- Kohn, M. 2008. *Trust: Self-interest and the Common Good*. New York: Oxford University Press.
- KPMG. 2022. "The moonlighting dilemma." KPMG, October. <https://assets.kpmg.com/content/dam/kpmg/in/pdf/2022/10/moonlighting-dilemma-verification.pdf>
- Kudhail, P. 2022. "Quiet quitting: The workplace trend taking over TikTok." BBC News, August 31 <https://www.bbc.com/news/business-62638908>
- Lebowitz, S. 2023. "Quiet quit, rage quit, or find a new job? Here's how to decide." *Business Insider International*, February 1. <https://businessinsider.mx/should-i-quit-my-job-quiet-quit-rage-quit-career-advice-2022-12/?r=US&IR=T>
- Long, C. 2022. "The Great Regret. Boomerang Employees. What Is It All about?" LinkedIn, September 6. https://www.linkedin.com/pulse/great-regret-boomerang-employees-whats-all-clare-long-maicd/?trk=public_post

- Madell, R. and Inran, J. 2023. “What To Know About Quiet Hiring.” *U.S. News & World Report*, February 23. <https://money.usnews.com/money/blogs/outside-voices-careers/articles/what-is-quiet-hiring>
- Martinuzzi, B. 2022. “Quiet Firing: The Dark Side of Quiet Quitting.” *Mind Tools*, October 6 <https://www.mindtools.com/blog/quiet-firing-the-dark-side-of-quiet-quitting/>
- McCullough, A. 2023. “Heard enough about the ‘quiet quitting’? Brace yourself for ‘loud quitting’.” *Personnel Today*, January 20. <https://www.personneltoday.com/hr/loud-quitting/>
- McPadden, M. 2021. “Mercer Survey: The Great Resignation or The Great Reckoning?” *Bloomberg Business*, October 25. <https://www.bloomberg.com/press-releases/2021-10-25/mercere-survey-the-great-resignation-or-the-great-reckoning>
- Michels, D. 2019. “The Trust Crisis In Business.” *Forbes Leadership Strategy*, June 17. <https://www.forbes.com/sites/davidmichels/2019/06/17/the-trust-crisis-in-business/?sh=c1fbeat44a6a>
- Mignot, S., and Vignes, A. 2018. “Trust somebody but choose carefully: an empirical analysis of social relationships on an exchange market.” September 5. Available at SSRN 3317538.
- Miller, K.L. 2022. “Actually, we’ve been ‘quiet quitting’ and ‘quiet firing’ for years.” *The Washington Post*, September 8. <https://www.washingtonpost.com/business/2022/09/08/quiet-quitting-quiet-firing-what-to-do/>
- Mirchandani, N. 2022. “The Great Reckoning Is The Wake-Up Call Employers Need.” *Forbes*, January 4. <https://www.forbes.com/sites/forbeshumanresourcescouncil/2022/01/04/the-great-reckoning-is-the-wake-up-call-employers-need/?sh=465c6920797d>
- Montaudon Tomas, C.M. 2023. “El retorno del boomerang.” *UPAEP UPress*, September 23. <https://upress.mx/estrategia-y-competitividad/10207-el-retorno-del-boomerang-2>
- Newman, K.M. 2017. “How Gratitude Can Transform Your Workplace.” *Greater Good Magazine*, September 6. https://greatergood.berkeley.edu/article/item/how_gratitude_can_transform_your_workplace
- Oksanen, A., Aaltonen, M., Majamaa, K., and Rantala, K. 2017. “Debt problems, home-leaving, and boomeranging: A register-based perspective on economic consequences of moving away from parental home.” *International Journal of Consumer Studies* 41 (3): 340-352.
- Papin, S. 2021. “Leaderships de demain: la confiance dans le bien commun.” *Hermès, La Revue* 88 (2): 226-229.
- Peña, A. 2021. “The Great Reshuffle? The Great Resignation? Or The Great Reckoning?” *Boldr*, December 10. <https://www.boldrimpact.com/blog/the-great-reshuffle-the-great-resignation-or-the-great-reckoning/>
- Picchi, A. 2022. “A dark side to quiet quitting is hurting workers: ‘Quiet firing’.” *CBS News*, November 21. <https://www.cbsnews.com/news/quiet-quitting-quiet-firing-managers-are-pushing-workers-out/>
- Ramsbacher, A. 2022. “Q&A: How Changing the Connotation of ‘Quiet Quitting’ Can Benefit the Workplace.” *UVA Today*, January 30. <https://news.virginia.edu/content/qa-how-changing-connotation-quiet-quitting-can-benefit-workplace>
- Rasmussen, A. 2022. “The fine line between quiet quitting and quiet firing.” *The HR Director*, October 9. <https://www.thehrdirector.com/features/talent-management/fine-line-quiet-quitting-quiet-firing/>
- Roberts Gibson, K., O’Leary, K., and Weintraub, J.R. 2020. “The Little Things That Make Employees Feel Appreciated.” *Harvard Business Review*, January 23. <https://hbr.org/2020/01/the-little-things-that-make-employees-feel-appreciated>

- Ruvio, A., and Morgeson, F.V. 2022. "Are You Being Quiet Fired?" *Harvard Business Review*, November 7. <https://hbr.org/2022/11/are-you-being-quiet-fired>
- Sampson, R.J. 2008. "What Communities Supplies." In *The Community Development Reader*, edited by James DeFilippis and Susan Saegert, Chapter 19, 163–173. New York: Routledge.
- Smith, S. 2019. "Lack Of Trust Can Make Workplaces Sick And Dysfunctional." *Forbes*, October 24. <https://www.forbes.com/sites/forbescoachescouncil/2019/10/24/lack-of-trust-can-make-workplaces-sick-and-dysfunctional/?sh=5890c5d344d1>
- Stanley, I., and Dowler, R. 2019. "The deep roots of the trust crisis." *The London School of Economics Business Review*, January 28. <https://blogs.lse.ac.uk/businessreview/2019/01/28/the-deep-roots-of-the-trust-crisis/>
- Sucher, S.J., and Gupta, S. 2019. "The trust crisis." *Harvard Business Review*, July 16. <https://hbr.org/2019/07/the-trust-crisis>
- Teboul, J., and Damier, P. 2022. *Le Mirage du leadership à l'épreuve des neurosciences*. Paris: Odile Jacob.
- Tett, W. 2022. "The great disruption has only just begun." *Financial Times Magazine*, December 14. <https://www.ft.com/content/b8f75aed-123c-4c5b-8bd2-82442d96418b>
- Tewari, H. 2022. "When the boss is 'not' right: Cold wars at the workplace may lead to reduced profitability." *Economic Times HR World*, March 28. <https://hr.economicstimes.indiatimes.com/news/hrtech/organization-development/when-the-boss-is-not-right-cold-wars-at-the-workplace-may-lead-to-reduced-profitability/90486089>
- Thier, J. 2023. "'Quiet hiring' is the opposite of quiet quitting, and workers are furious about it." *Fortune*, February 8. <https://fortune.com/2023/02/08/what-is-quiet-hiring-new-workplace-trend/>
- Thomson, L. 2023. "'Loud quitting' is about making noise at work to get what you want - here's how to do it properly." *Metro News UK*, January 16. <https://metro.co.uk/2023/01/16/what-to-know-about-loud-quitting-making-noise-to-get-what-you-want-18097277/>
- Wade, J. 2022. "Loud And Quiet Quitting: The New Epidemic Isn't Just A Trend." *Forbes*, September 26. <https://www.forbes.com/sites/forbesbooksauthors/2022/09/26/loud-and-quiet-quitting-the-new-epidemic-isnt-just-a-trend/?sh=302374ce797e>
- Wells, V. 2022. "The quiet quitters are getting quiet fired. The silent war playing out in offices." *SaltWire*, October 26. <https://www.saltwire.com/atlantic-canada/business/the-quiet-quitters-are-getting-quiet-fired-the-silent-war-playing-out-in-offices-100787605/>
- White, P. 2017. "How do employees want to be shown appreciation? Results from 100,000 employees." *Strategic HR Review* 16 (4): 197-199. <https://doi.org/10.1108/SHR-06-2017-0037>
- Wigert, B. 2022. "Quiet Firing: What It Is and How to Stop Doing It." *Gallup Workplace*, November 18. <https://www.gallup.com/workplace/404996/quiet-firing-stop-doing.aspx#:~:text=The%20employee%20does%20not%20actually,employee%20out%20of%20an%20organization>
- Wilkinson, R., and Pickett, K. 2010. "The Spirit Level. Why Equality is Better for Everyone." London: Penguin Books.
- Zak, P.J. 2017. "The neuroscience of trust." *Harvard Business Review* 95 (1): 84-90.
- Zigarmi, D., Nimon, K., Houson, D., Witt, D., and Diehl, J. 2009. "Beyond Engagement: Toward a Framework and Operational Definition for Employee Work Passion." *Human Resource Development Review* 8 (3): 300-326.