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## QUIET HIRING: ADMINISTRATIVE DIMENSION

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Changes in business life led to adding new concepts to the literature. The COVID-19 pandemic has caused critical decisions to be made in business life. Organizational measures have been taken with the idea that organizations should be ready for any situation. With the idea that employees should also adapt to new working styles, studies on the balance of work and social life have gained momentum. After the COVID-19 pandemic, the concept of quiet hiring has been added as a new one to the concepts of quiet quitting and quiet firing, which came to life within the scope of work adaptation with the word quiet. Unlike others, quiet hiring is an approach that can benefit the organization. Quiet hiring is a method that supports the career development of the employee and provides him/her with the opportunity to advance in his/her job. It is also a method that prevents the routine of the job and provides satisfaction in the work life, thus increasing the work efficiency. From the organization's perspective, quiet hiring is a method that allows the retention of a well-performing employee and saves the organization from the costs of new hiring. An employee who has learned the organizational culture will have an easier adaptation to the job. Quiet hiring is an application that saves the organization from unnecessary hiring procedures. Since the concept of speed is very important in modern organizations, quiet hiring, which shortens the hiring period, will be a practice that organizations will prefer. However, this concept must be understood correctly to contribute to organizational management. Quiet hiring is not an extra burden on the employee but a human resources management function that will benefit both the employee and the organization. In this study, the concept of quiet hiring is intended to be explained by addressing it with its administrative dimension.

**Keywords:** quiet hiring, organization, management, COVID-19 pandemic, strategy.

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### *Introduction*

Many innovations brought by the modern business world are based on making work more comfortable for employees. The fact that labor, an inseparable part of business life, is effective in every visible or invisible element of the organization has made it necessary to be concerned with the well-being of employees. Today, it does not seem enough for employees to have only education, knowledge, and skills to do their jobs successfully. Many factors affect doing work. One of these is that the work

becomes monotonous, a negative factor that can create a feeling of boredom in the employee over time.

In organizational life, human resources management has a significant share in creating the conditions and behaviors to ensure the employee has positive feelings towards his/her job. Among human resources management functions, job design aims to make the employee more effective in his/her job life. This approach, which foresees changes in the employee's job, aims to provide dynamism to the job by ensuring that the jobs are done in a differentiated

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**Quiet hiring: administrative dimension**

way. Although job design started with Taylor as a simplification of the job, it is seen that it continues with quiet hiring today. Job design is important in every period because its fundamental element is the employee, and its basic subject is to increase the employee's commitment to the job.

Today, the concept of "quiet hiring," which is similar in wording but quite different in meaning, has been added to the concepts of "quiet quitting" and "quiet firing" that have entered the post-modern organization literature. This concept benefits the organization in two ways. Supporting the employee in terms of career development saves the organization from the costs of hiring new employees. As a result, since every new concept that will provide organizational benefits in management and organization must be understood and discussed, the concept needs to be examined.

#### ***Analysis and research of publications***

This study, which addresses quiet hiring as a business strategy, was prepared within a theoretical framework and attempted to explain the concept of quiet hiring, which has recently been added to the literature. In the study, which was prepared using content analysis, one of the qualitative research methods, quiet hiring was examined in depth, and data related to the concept was collected and analyzed. Within the scope of the study, the concept of quiet hiring was first explained. Then, its importance as a business strategy for the employee and the organization was aimed to be revealed.

#### ***Purpose of the article***

A new concept is added to the daily literature regarding employees, organizations or organizational behavior in the changing business world. After the COVID-19 pandemic, which greatly affected business life, the term quiet quitting emerged to explain job adaptation, and then the concepts of quiet firing and quiet hiring emerged. Each concept sheds light on an approach related to the business world. In this study, one of these concepts, quiet hiring is intended to be explained in all its dimension. Thus, it is aimed to discuss and understand the newly added concept in the literature.

#### ***Presentation of the main material***

Work-related regulations explain how jobs, work-related tasks, and roles are structured and the effects of all these structures, rules, and changes on employee and organizational outcomes. Work regulation traditionally covers activities planned and carried out by the upper levels of the organizational hierarchy to increase attitudinal and behavioral outcomes to increase employees' well-being, performance, and commitment to work [7]. Today, various methods ensure a person's

fit in business life. The traditional approach determines the knowledge, skills, abilities, and personality traits the job requires and then employs people with these traits. Businesses that take this approach into account create their personnel selection systems in a way that will provide this selection [8]. Unlike the traditional approach, the strategic human resources management approach also focuses on the analysis of the future jobs of organizations. In this approach, the analysis of future jobs is carried out, and the current personnel are used to ensure their participation in the job design process by utilizing them to carry out these jobs. In this way, employees are prevented from having unnecessary fear of losing their jobs, and their career plans are supported [11]. According to S. P. Robbins [21], managers who want to redesign their employees' jobs have four alternatives. These are job simplification, job expansion, job rotation, and job enrichment.

**Work Simplification.** This way of working aims to increase efficiency by dividing the work into the smallest pieces and using time and motion studies to provide human-machine interaction based on Taylor's scientific management approach. This method, which enables the division of labor by using unskilled labor, is aimed to reduce costs by ensuring that extra work is separated from the main work [16].

**Job Enlargement.** An employee learns and performs several jobs instead of specializing in one job. It also increases the variety of tasks by gathering the jobs that several employees do or can do into a single job [17].

**Job Rotation.** It is the systematic movement of employees from one job to another or from one project to another within the organization; it is the transformation between jobs that enables the realization of various goals [1].

**Job Enrichment.** It is a management practice where employees take initiative regarding their jobs and make their own decisions, and jobs are expanded vertically [9].

Based on the idea that job designs that consider individual characteristics in organizations will be readily accepted and adapted by employees, studies conducted in the 1950s and 1960s to explain job characteristics and psychological states contributed to developing the "Job Characteristics Theory." Hackman and Oldham [12] combined motivation and job satisfaction theories and put forward the "Job Characteristics Model" theory. According to the Job Characteristics Theory, a job has five important basic job characteristics (dimensions). The first characteristic is skill variety, which is related to the use of various skills by the person doing the job. The second characteristic is task identity, which is related to the completion of a

job by the employee from beginning to end. The third characteristic is the meaningfulness of the task, which is related to whether the job made significant changes in the lives of others. The fourth job characteristic is related to the "autonomy" experienced by the employee while doing his job. The last job feature is "feedback" [5], which is related to the employee receiving information directly from him/her about the correctness of a job he/she has done. Positive relationships exist between the perception of job characteristics and positive organizational behaviors such as job satisfaction and motivation. There is an exchange relationship between organizations and their employees; in this relationship, employees strive to achieve their goals. Employees need to develop themselves, achieve their career goals, and feel successful and respected within the organization in terms of both the organization and the effectiveness of the employees. In this context, employees can meet these needs with the organization's support [15]. Suppose the organization's support is in the form of appreciating skilled and successful employees in their duties and careers and providing them with authority and responsibility for a new job within the organization and improvement in their rights. In that case, this will be a job design function that will benefit both the employee and the organization.

**Quiet Hiring.** Quiet, which has become quite popular as the workplace word of 2023, is expected to continue to be popular in the following years. The concepts of quiet quitting, quiet firing, and quiet hiring each point to a trend in how employees and employers continue to adapt to the changes in how businesses operate due to the pandemic [13]. Quiet hiring is a developing trend that meets the needs of companies that must adapt their HR strategies to the job market. The increasing popularity of quiet hiring is due to its high operational efficiency and ability to adapt to the changing needs of the job market [4].

When making hiring decisions, organizations have historically focused on determining which job candidates are likely to perform best. The motivational forces influencing employees' desire to stay in their jobs include organization-related factors such as employees' enjoyment of their jobs, their appreciation of the organizations they work for, or desire to continue working with coworkers with close relationships. They also include individual factors such as a sense of obligation to an employer who provides them with a job, an innate sense of responsibility not to leave their jobs, or even an increased commitment to their decisions to work for the organizations that employ them [2]. Human capital is an important production resource that depends on employee competence,

contributing to an organization's performance. Since hiring strategies primarily determine employee performance, organizations need to implement effective hiring procedures. While hiring qualified, motivated, hard-working, and productive employees will be beneficial, hiring inappropriate employees can directly increase costs for a business. A hiring activity that will not benefit the organization and the cost of hiring new employees can exceed 500 times an employee's hourly wage [10]. In this sense, quiet hiring, a hiring strategy, means that priority is given to employees who can take on more responsibility for open positions. In organizations, the quiet hiring strategy facilitates the hiring process, which can be difficult and provides significant time and cost savings. It also increases employees' commitment to the organization. It enables the organization to have a more talented, developed, and ambitious team in the coming years, setting an example for other employees [18]. Things to do for quiet hiring can be listed as follows [14]:

- **Getting to Know Employees (Potential Candidates):** Knowing the knowledge, skills, talents, and potential of employees in the organization is the first step in the quiet hiring process;

- **Establishing Good Communication Channels:** It is important to communicate openly and honestly with employees in the organization regarding their needs;

- **Offering Training and Development Opportunities:** Organization employees should be helped to realize or develop their potential. Mentoring should be done by offering training and development opportunities;

- **Identifying Opportunities:** Potential employees should be given appropriate opportunities such as additional responsibilities to existing organizational roles or a different position;

- **Providing Feedback:** Objective and constructive feedback should be given to employees regarding their success in the quiet hiring process and in which areas they need to develop.

Quiet hiring is appointing promising and high-performing employees to vacant positions together with the company's internal human resources. The quiet hiring approach is an adopted approach that has come to the fore with the wave of "Quiet Resignation and Quiet Dismissal." Google, in particular, stands out by adopting this approach. Google conducts a comprehensive performance analysis and monitoring process for internal human resources. First, it reveals the job requirements of the open position and examines whether this position can be filled with internal human resources. Since a detailed report on the performance of each employee is prepared by the manager and

shared periodically with the senior management and human resources department, there is no problem in the process [23].

The advantages of quiet hiring for organizations are as follows [3; 19]:

- cost savings for the organization compared to hiring new employees: the most significant benefit of quiet hiring is that you save both the cost of paying another salary and the various costs of hiring an employee\$

- fast access to critical skills for the organization: The average hiring period is six weeks, and positions that require special skills, technical skills, or experience usually take much longer to fill. Quiet hiring allows you to access the skills the organization needs much faster;

- increased organizational commitment and participation: When employees understand that there will be opportunities for advancement within the organization, they are more motivated. They are less likely to look for another job elsewhere;

- provides a more talented workforce for the organization: Since quiet hiring involves allowing employees to take on extra responsibilities or work temporarily in different teams or functions, a versatile workforce with various skills is developed over time;

- adaptation period to the organization is shortened: Since employees of the organization are familiar with the organizational climate and culture, they can adapt to their new duties more quickly.

Quiet hiring is not only a gain for the organization; it provides employees with flexible work assignments, development of their current skills, learning new skills, motivation, and success in their career journey. In order to achieve the benefits of quiet hiring without the risk of leaving the job, they should offer incentives such as salary increases, bonuses, additional leaves, and flexible working conditions [22].

The disadvantages of quiet hiring can be listed as follows [20]:

- increased employee burnout: if quiet hiring is not managed carefully, it will lead to overworked employees. Giving employees extra responsibilities without improving their rights, such as salary, can lead to dissatisfaction and burnout;

- skill gaps and role incompatibility: just because an employee can take on additional tasks does not mean they are the most suitable person for the new role. Without proper training, employees may have difficulty coping with new responsibilities, which can lead to inefficiencies and potential failures in implementation;

- decreased employee motivation: if quiet hiring is perceived as a cost-cutting strategy rather than a

career development opportunity, it can harm morale and productivity. Therefore, motivation will decrease when employees are asked to do more without receiving a salary increase or recognition;

- lack of new perspectives: external hiring brings new ideas, diverse experiences, and innovative problem-solving approaches to the organization. Over-reliance on quiet hiring can limit an organization's ability to gain new perspectives and lead to stagnation;

- legal and compliance risks: Misclassifying employees as contractors (full-time, temporary, etc.) due to quiet hiring can lead to legal disputes, fines, and reputational damage. Another legal risk involves wage and hour violations. If you give employees additional responsibilities beyond their job descriptions, the extra workload should be reflected in the employee's compensation;

- perceptions of inequality and discrimination: quiet hiring can raise concerns about equality and discrimination in organizations. If some employees are consistently selected for enriched roles while others are ignored, the organization may face allegations of favoritism. Therefore, ensuring that organizational mobility and skill development opportunities are distributed fairly and equitably among all employees is important.

Finally, it is necessary to ensure that the extra work is sustainable for the employee. When deciding to hire quietly, employees should consider their work-life balance and mental and emotional health, ensuring that the benefits outweigh the costs [6].

### **Conclusions**

The first arrangements regarding the work done within the organization started with Taylor due to productivity concerns and influenced by employee motivation, which shaped the business life by including different dimensions. Therefore, the idea of designing employees' jobs in the organization dates back years. However, it continues today, where the employee's success explains the organization's success. Since quiet hiring is an approach that emphasizes organizational efficiency and employee motivation, its success depends on the organization's management supporting this approach. Thanks to the organization's policies that support employee careers, the employee will feel like a part of the organization and will be willing to work in jobs that intersect with their career in line with the organization's needs. In this way, while the organization's human resources planning is being done, job requirements can be met among the current employees. This method, which alleviates many burdens of the organization, especially the cost, in terms of hiring, creates many positive effects on the employee, especially motivation. However, if the quiet



hiring system is operated well in the organization, it will gain dynamism. Quiet hiring should not be perceived as an extra task without improving the employee's rights or as a new job that the employee is forced to accept. The employee should be informed that the new task will be rewarded in terms of salary and other rights, and the employee should be given the freedom to accept or not accept this new task. This method can also be evaluated as retaining high-performing employees, adding a new benefit to the organization when the cost of losing a qualified employee is considered. In this sense, the first thing that needs to be done in the organization is to support the employees' career development and for the organization to evaluate this support as an investment in itself. In organizational life, where the business world and job requirements are changing rapidly, being able to catch and meet this change with the existing employees should be transformed into a part of the organizational culture. Thus, employees who know the organization closely can carry out important organizational tasks. From this perspective, quiet hiring is a strategic job design model that distinguishes the organization from others and provides organizational motivation, learning, and commitment.

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## ТИХИЙ НАЙМ: АДМІНІСТРАТИВНИЙ АСПЕКТ

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Зміни в діловому житті призводять до появи нових концепцій у літературі. Пандемія COVID-19 призвела до прийняття критично важливих рішень у діловому житті. Були вжиті організаційні заходи з метою готовності організації до будь-якої ситуації. З огляду на те, що працівники також повинні адаптуватися до нових стилів роботи, дослідження балансу між роботою та соціальним життям набули актуальності. Після пандемії COVID-19 до концепцій тихого виходу та тихого звільнення було додано нову концепцію, яка з'явилася в рамках адаптації до роботи зі словом «тихий». На відміну від інших, тихий найм — це підхід, який може принести користь організації. Тихий найм — це метод, який підтримує кар'єрний розвиток працівника та надає йому/їй можливість просуватися по службі. Це також метод, який запобігає рутині роботи та забезпечує задоволення від робочого життя, тим самим підвищуючи ефективність роботи. З точки зору організації, тихий найм — це метод, який дозволяє утримати добре продуктивного працівника та економить організацію від витрат на новий найм. Працівник, який засвоїв організаційну культуру, легше адаптується до роботи. Тихий найм — це застосунок, який позбавляє організацію від непотрібних процедур найму. Оскільки концепція швидкості дуже важлива в сучасних організаціях, тихий найм, який скорочує період найму, буде практикою, якій організації надаватимуть перевагу. Однак, цю концепцію варто правильно розуміти, щоб вона сприяла управлінню організацією. Тихий найм — це не додаткове навантаження на працівника, а функція управління людськими ресурсами, яка принесе користь як працівнику, так і організації. У цьому дослідженні поняття тихого найму пояснюється з точки зору її адміністративного виміру.

**Ключові слова:** тихий найм, організація, управління, пандемія COVID-19, стратегія.

## QUIET HIRING: ADMINISTRATIVE DIMENSION

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Changes in business life led to adding new concepts to the literature. The COVID-19 pandemic has caused critical decisions to be made in business life. Organizational measures have been taken with the idea that organizations should be ready for any situation. With the idea that employees should also adapt to new working styles, studies on the balance of work and social life have gained momentum. After the COVID-19 pandemic, the concept of quiet hiring has been added as a new one to the concepts of quiet quitting and quiet firing, which came to life within the scope of work adaptation with the word quiet. Unlike others, quiet hiring is an approach that can benefit the organization. Quiet hiring is a method that supports the career development of the employee and provides him/her with the opportunity to advance in his/her job. It is also a method that prevents the routine of the job and provides satisfaction in the work life, thus increasing the work efficiency. From the organization's perspective, quiet hiring is a method that allows the retention of a well-performing employee and saves the organization from the costs of new hiring. An employee who has learned the organizational culture will have an easier adaptation to the job. Quiet hiring is an application that saves the organization from unnecessary hiring procedures. Since the concept of speed is very important in modern organizations, quiet hiring, which shortens the hiring period, will be a practice that organizations will prefer. However, this concept must be understood correctly to contribute to organizational management. Quiet hiring is not an extra burden on the employee but a human resources management function that will benefit both the employee and the organization. In this study, the concept of quiet hiring is intended to be explained by addressing it with its administrative dimension.

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