QUIET QUITTING

How Job Descriptions Help Mitigate Behaviors that Lead to Quiet Quitting

SAP SuccessFactors ♡

Quiet quitting is nothing new. For decades, employees have been making the conscious choice to perform only the duties described on their job description, almost exclusively. Though it may be impossible to eliminate this practice in your organization entirely, there are steps that can be taken to lower the potential of the problem occurring; even before employees are onboarded with your organization. And it is as simple as your job descriptions.

How quite quitting hurts companies

Some might ask, what is the real impact if employees choose to do only what's on their job description and nothing else? They are doing what we ask of them, and we can't expect more. But this mindset can handicap many different organizations, especially in the hyper-competitive market we are currently experiencing.

$7.8	**51%**	**50%**
TRILLION LOST GLOBAL PRODUCTIVITY	OF HR LEADERS THINK IS PROBLEMATIC	US WORKERS IDENTIFY AS QUIET QUITTERS

While employees may be resigned to the quiet quitting mindset, businesses are directly affected in several ways. First and foremost, the opportunity for growth is lost. Innovation drops when employees choose not to offer up new ideas. The quality of work suffers when employees feel stifled and choose not to put in the effort to maintain certain standards when they see an opportunity for improvement. Additionally, a recently featured **Gallup Report** indicates that the symptoms of quiet quitting are attributable to a $7.8 trillion loss in productivity for businesses, equaling 11% of the global GDP.

Not only are there obvious financial effects felt by businesses, the consequences of low morale created by quiet quitting has sweeping implications on company culture, which is vital for organizational collaboration and workforce productivity. When individual employees choose to do no more than the minimum asked of them, the risk of resentment from colleagues becomes a barrier to career growth resulting in diminished self-esteem and self-worth. That is why it is no wonder that 51% of HR professionals are concerned that quiet quitting has become a significant challenge to resolve as **reported by SHRM**.

What causes quite quitting

With [50% of the workforce in the U.S. identified as quiet quitters](#), it would be smart to ask why this is happening? There is never a single reason. It normally is a combination of things that go on for extended periods of time.

One factor is that quiet quitting has become a defense mechanism for employees to protect themselves from being overworked, ultimately leading to burnout. The Great Resignation and prevailing labor shortage has left many jobs unfilled, and the gaps in the workload are falling on the shoulders of those who remain with the organization. The longer this trend continues, the greater the resentment and disconnect employees feel being asked to do more.

The consequence of having overworked employees is that they begin to experience occupational fatigue from added responsibilities and the expectation to accomplish more with fewer resources. According to some [industry experts](#), the escalation of quiet quitting is a result of the trauma and stress brought on by the pandemic and the paradigm shift in the workforce that has resulted.

How improved job descriptions can help alleviate quite quitting

It might be surprising to learn that something as basic as a job description could have a long-term effect on employees, creating a void between productivity and engagement that leads to quiet quitting. However, in large organizations it's important to take into consideration how accurate and consistent job descriptions can set the proper expectations for both the employee and hiring managers to fill that void.

Attracts the right people

Often times the first touchpoint an employee has with a company is the job description, and accurately written job descriptions will appeal to the ideal candidate based how that role aligns with their interests, skill sets and career goals. For example, candidates considered as a good fit for a position that require certain qualifications or experience, would have the opportunity to evaluate the job as a whole, and make decisions based on the parameters of the requirements.

JDMS® *Job Descriptions Made Simple* for SAP SuccessFactors

Conversely, just as much as the well-written job description will attract the right people, it can also weed out and deter those that would not be a good fit. From the job description, candidates and hiring managers can determine when their qualifications don't align with the requirements for the role and save them both the time and effort that goes into pointless interviews or follow-up calls.

In either scenario, having a well designed job description development and management system in place will aid in organizing and creating a library of job records that can be leveraged to give HR operations an advantage in hiring the best candidate for open positions as well as mitigating behaviors attributable to quiet quitting.

Set expectations

As a new hire begins their employment journey, they may be met with considerable apprehension and uncertainty. To help overcome those challenges, it is likely that employees will revert to the information provided to them at the very beginning of the hiring process for guidance. Typically, this begins with the job description, as it was what drew them to the position in the first place and set attainable expectations that influenced their decision to take the job; using it as their roadmap on how to handle everyday duties and activities.

If job descriptions are written and organized properly, then presented in a way that details every aspect of the job, there will be the accuracy and consistency required to maintain a certain level of productivity for each role. Because when job descriptions are more accurate in defining expectations of a role, the new employee can step into the position with a clear understanding of what is expected of them and what it takes to succeed.

Fill gaps

Well-thought-out job descriptions will cover all responsibilites and for the organization to thrive. If the job descriptions are not specific enough, there can be gaps in duties with no one assigned them. This presents the challenge of filling the gaps created when an employee will only perform the duties specified in the description, instead of going the extra mile to help. This puts unwanted pressure and responsibilities on colleagues, building resentment and creating a disconnect with those employees resulting in behaviors that ultimately lead to quiet quitting.

If everything for a position is covered in the job record, there is less likelihood that any duty is left unattended or the potential for responsibilities to fall on whoever is available at the time. It gives employees balance and shows them that management cares about their value as a contributing member of the team and their overall employee experience with your company.

Builds Company Culture

Since finding top talent is the priority for any job description, it is wise to highlight the company culture. Most candidates view company culture as an important criterion when they are considering applying to an organization. This positions the job description as an opportunity for building the company brand as a top employer by having job descriptions that reflect the shared beliefs and benefits the company advocates to create a healthy work environment, that in turn, helps to alleviate the occurrence of quiet quitting.

To accomplish this, job descriptions should reflect the values, goals, and work-life balance employees seek with an employer, and how companies support those initiatives. Here, management technology systems can assist by offering a solution that allows and encourages collaboration with internal stakeholders, such as department and business leaders, to drive a consistent message from one job record to the next, regardless of department or location. With the proper tools to create and manage job descriptions, organizations can build an employer brand designed to engage employees, mitigate quiet quitting and boost productivity with the best candidates.

How to improve your job descriptions at your organization

In large organizations it is easy for job descriptions to become outdated, obsolete or non-compliant - making the necessity of maintaining an organized job description library a critical component in a progressive HR strategy. It's also important to consider a job management process that eliminates bottlenecks due to lengthy departmental approval procedures and disconnected workflows when HR is working to post job openings. This can be a staggering, if not impossible undertaking if HR operations are using manual processes to develop, maintain and organize hundreds if not thousands of records.

Job Descriptions Made Simple (JDMS®) by HRIZONS give HR operations running SAP SuccessFactors® a valuable tool to assist managers, in multiple departments across the organization, the ability to manage and collaborate in keeping job records current, compliant, and well organized. Now internal stakeholders can easily access and track job descriptions to ensure they are current, meet the necessary requirements and are approved by all parties mandated by the organization.

Quiet Quitting could be costing your organization thousands in lost productivity and cumulative damage to employee morale towards underperforming workers. JDMS helps organizations, running SAP SuccessFactors, to customize job records based on strict standards, including a robust tracking and auditing system that pulls content from past approved jobs, compares two saved versions side by side, and show all edits made by users throughout the process. To learn more about how our cloud-based job management process can lessen the burden of quiet quitting click HERE. Or contact one of our HRIZONS solutions specialists today to get started on improving your job description management processes.

SAP Gold Partner

HRIZONS®
An HR Cloud Company

SAP Pinnacle Awards 2015 Winner

SAP Pinnacle Awards 2016 Winner

HRIZONS.com • Sales@HRIZONS.com