

The Engagement & Quiet Quitting  
**PERSOLKELLY**

# The Changed Meaning of Engagement

To explore the  
clever strategy to  
deal with a new  
trend of Quiet  
Quitting



For registration,  
please follow the above QR Code to submit the form.

## The Engagement & Quiet Quitting: PERSOLKELLY

### Invitation:

*What is the Win-Win Strategy with the Quiet-Quitting Generation?*

The employee engagement has long been management's focus of interest, as it is known to be positively related to business outcomes of higher customer satisfaction, better market share and ultimately more revenue growth. This is because engagement is more than just positive sentiment or satisfaction on one's working life, rather, engaged employees actively understand the whole organization's goal, and go extra mile to achieve that goal as one's own.

Now, boosting employee engagement has become more difficult than ever before, as the MZ-Generation, the major workforce in current organizations, has been repeatedly reported to show lower engagement. Quiet Quitting, not outrightly quitting the job but quitting the idea of going above & beyond, makes a good representation to this change. Quiet Quitting is not just a temporary trend, but general sentiment that resonates with this young generation, raising the question to the management, 'what is the clever strategy to deal with it.'

Focusing on this universal phenomenon, PERSOLKELLY Consulting has initiated empirical research to identify concrete Quiet Quitting behaviors, its driving factors and impact on employee engagement in business organizations in Korea. Starting with extensive research review as the first step, we have identified 5 Quiet Quitting behavioral components & specific behaviors, and have developed 42-item Quiet Quitting measure.

This proposal is prepared to call for attention to the changed nature of young generations, in which Quiet Quitting behaviors, the environmental context for Quiet Quitting, and psychological mechanism that creates Quiet Quitting in Korean organizations are presented.

Based on this theoretical work, now we would like to propose an empirical survey to prove the actual Quiet Quitting behaviors, organizational factors with most impact, and its relationship with employee engagement. We strongly believe the research will provide great insight for the participating organizations to better understand their employees, and help them get the best from the employment relationship with young generation.

## What is Quiet Quitting?



※ Zaid Khan, 2022

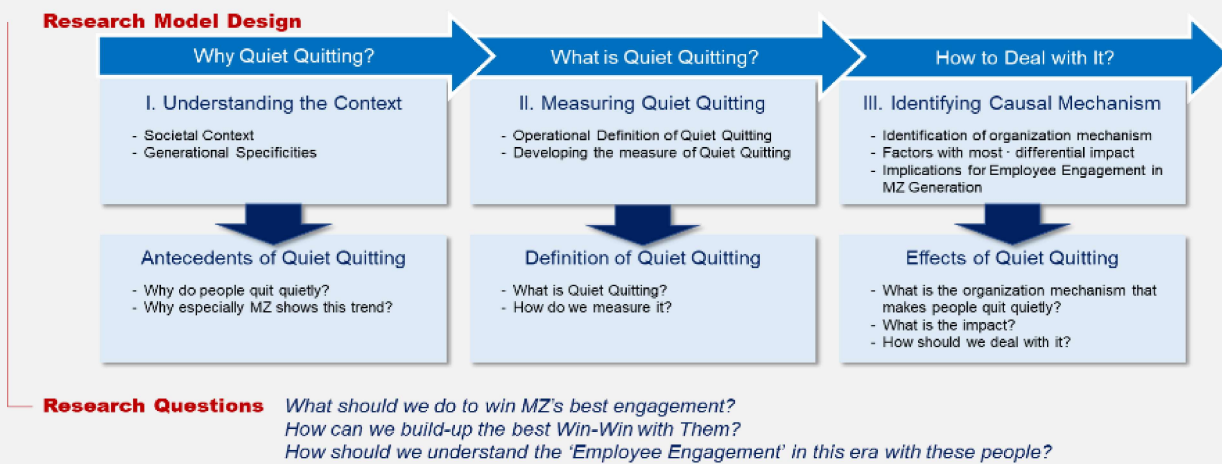
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The concept, publicly announced on TikTok Post in July, 2022 has drawn more than 3 million views within 1 month, followed by enthusiastic comments, raising the question to the management, 'what is the clever strategy to deal with it'.

# The Research: Engagement & Quiet Quitting

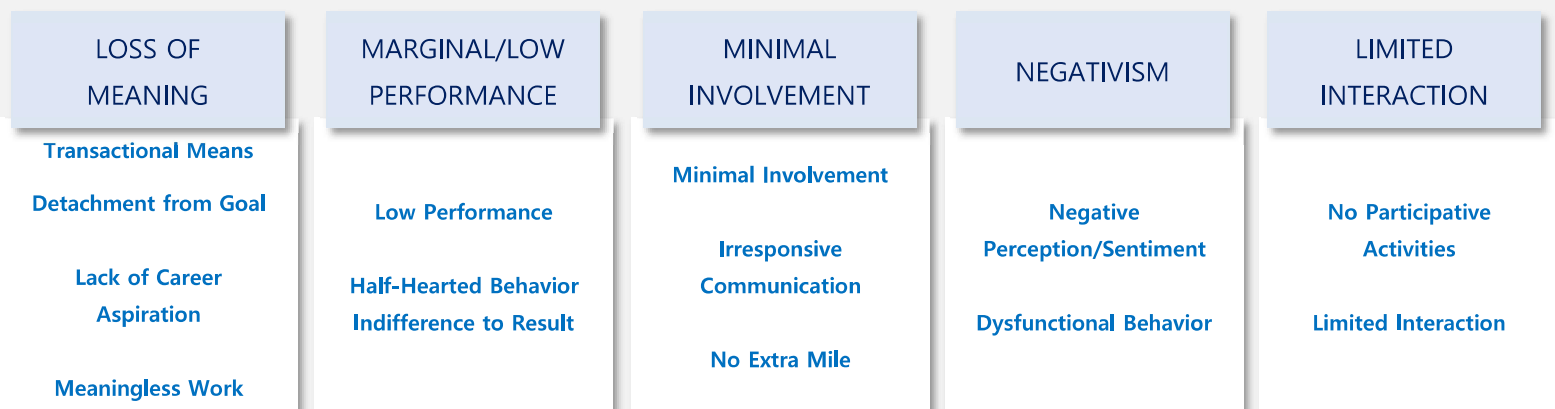
## Research Model Design

This research is to provide practical insight on the strategy to get the best from the employment relationship with this Young Generation, by systematically defining the behavioral components, antecedents & organizational effect of quiet quitting, and drawing management implications to successfully build-up Win-Win relationship with them.



## Operational Definition of Quiet Quitting

The hypothetical structure of Quiet Quitting is composed of 5 components. Quiet Quitters show loss of meaning in their work, minimal involvement, and limited or passive stance in interaction, which leads to marginal or low performance, or even negative or dysfunctional behaviors in the organization.



# The Research: Engagement & Quiet Quitting

## Research Method

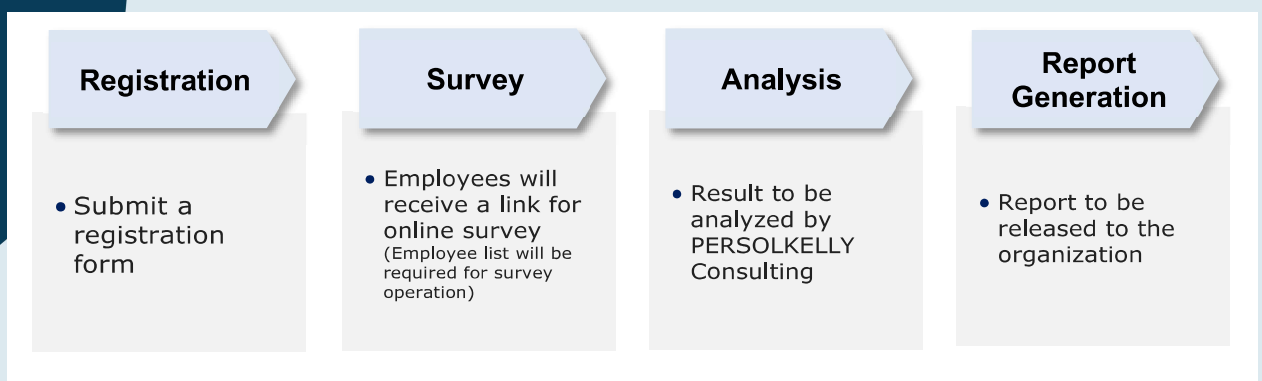
### Online Survey

- Multiple Choice Questions with 5-point scale & Open Questions
- Survey will be delivered via email of employees in participating member companies

If you are interested in research participation, please follow the QR code on page 1 to submit the registration form.

PERSOLKELLY Consulting team will provide details of research participation and deliver the online survey link to employees of participating organization.

## Research Process



The free survey will take place after the registration period, and the individual company report will be generated and provided by our PERSOLKELLY Consulting team.

## RESEARCH INFORMATION

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These brands combine our vast experience and knowledge in innovative talent development, HR & management advisory, organizational effectiveness, and insights-driven HR solutions to achieve optimal results for our clients.

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